

CONTRACT COVER/SIGNATURE PAGE

St. Landry Parish Government
Post Office Box 1550
Opelousas, Louisiana 70570

Eckerd Youth Alternative, Inc.
100 N. Starcrest Drive
Clear Water, FL 33765

State of Louisiana

Contract Number:	<u>WIOA ADW0820</u>	Funding Source:	<u>WIOA Title I Adult & Dislocated Worker</u>
Contract Amount:	<u>\$3,215,480.00</u>		
Contract Type:	<input checked="" type="checkbox"/> Cost Reimbursement <input type="checkbox"/> Fixed Unit Price <input type="checkbox"/> Combination Cost Reimbursement & Fixed Unit Price		
Effective Date:	<u>November 2, 2020</u>	Contract Period:	<u>November 2, 2020 – June 30, 2021</u>
Purpose: To provide WIOA Adult and Dislocated Worker program services in Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, and Vermilion Parishes.			

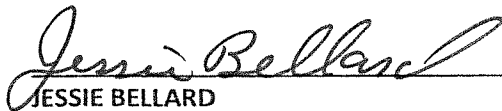
Approved and accepted on behalf of Contractor upon signature by its authorized designee.



DAVID DENNIS
PRESIDENT & CEO, ECKERD

9/18/20
Date

Approved and accepted on behalf of the St. Landry Parish Government. This contract is not effective unless signed by the CEO or an authorized designee.



JESSIE BELLARD
INTERIM PARISH PRESIDENT, SLPG

9-22-20
Date

ST. LANDRY PARISH GOVERNMENT

SIGNATURE AUTHORIZATION

Contractor: **Eckerd Youth Alternative, Inc**
Address: 100 N. Starcrest Drive, Clear Water, FL 33765
Telephone: (727) 461-1236
E-mail: JSalzer@eckerd.org
Website: Eckerd.org

The following individuals(s) have signatory authority for the above designated entity on all financial reports, including closeout reports, submitted to the St. Landry Parish Government (SLPG). In addition, these person(s) are responsible for the validity and accuracy of these financial reports.

Ellyn Evans, Vice President, Finance
Name, Title

(727) 461-1236
Telephone


Signature


Lauren Lewis, Senior Director, Finance
Name, Title

(321) 428-4830
Telephone


Signature

Michelle Arencibia, Billing Analyst Supervisor
Name, Title

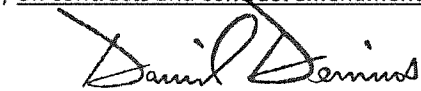
(321) 428-4830
Telephone


Signature

The following individuals(s) have signatory authority for the above designated entity on contracts and contract amendments between said entity and the St. Landry Parish Government (SLPG).

David Dennis, President & CEO
Name, Title

(727) 461-1236
Telephone


Signature

Tony Van Slyke, Chief Financial Officer
Name, Title

(727) 461-1236
Telephone

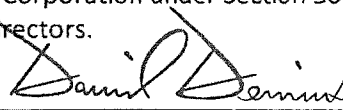

Signature

Nicole Stroebel, Controller
Name, Title

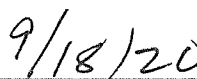
(727) 461-1236
Telephone


Signature

As Chief Executive Officer of the entity above, I attest to and certify that the individuals listed herein have signatory authority and that such authority shall remain until the SLPG is otherwise notified. If acting on behalf of a Corporation under Section 501(c)(3), I further attest that such action has been accepted by the Board of Directors.



David Dennis, President & CEO



Signature

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CONTRACT BETWEEN
ST. LANDRY PARISH GOVERNMENT
&
ECKERD YOUTH ALTERNATIVE, INC

State of Louisiana



Contract Number: WIOA ADW0820

Funding Source: WIOA FY20



Contract Type: WIOA Adult & Dislocated Worker Services

PART I: INTRODUCTION & CONDITIONS PRECEDENT

Section 1. Parties to Contract

This Contract is made and entered into by and between the St. Landry Parish Government, hereinafter referred to as "SLPG, Fiscal Agent and Local Grant Recipient for Local Workforce Development Area #40," and Eckerd Youth Alternative, Inc., hereinafter referred to as "Contractor". The Parties hereto have severally and collectively agreed and by the execution hereof are bound as per the terms and conditions of this Contract to the mutual obligations and to the performances and accomplishment of the tasks described in this Contract. This Contract establishes a subrecipient relationship with Contractor, in which Contractor accepts substantial financial and programmatic responsibilities for use of Federal/State funds.

Section 2. Contract Period

- A. The period for performance of this Contract shall commence on November 2, 2020 and shall terminate on June 30, 2021 (hereinafter referred to as the "contract period") unless this Contract is sooner terminated, suspended, or alternatively extended, pursuant to the terms of this Part III of this Contract, "Contract Cessation and Amendment".
- B. The parties hereto agree and understand that each of them may execute this contract on different dates, but hereby acknowledge that if fully executed by both parties, the effective date of this Contract shall be November 2, 2020.

Section 3. Legal Authority

- A. The SLPG is funded via the Louisiana Workforce Commission (LWC) which is responsible for administering an integrated workforce development system for the State of Louisiana, including job training, employment, and employment related educational programs, and the unemployment compensation insurance program. The LWC is the designated state agency to implement the Wagner-Peyser Act, the Workforce Investment Act of 1998, and portions of the public welfare programs under the Social Security Act (42 U.S.C., Section 301 et seq). Federal law and regulations, as well as state law in

Human Resources Code Chapters 21, 22, and 44, and Government Code Chapter 2308, permit and authorize the LWC to contract with the SLPG for program planning and service delivery.

- B. The SLPG represents and possesses the legal authority to enter into this Contract, and whenever applicable, shall comply with appropriate federal and state licensing and certification requirements.
- C. Each person signing this Contract on behalf of the SLPG hereby warrants that he/she has been fully authorized by the SLPG to execute this Contract on behalf of the SLPG to validly and legally bind the SLPG to all the terms, performances, and provisions herein set forth.
- D. Contractor hereby covenants and agrees to provide the operation of Adult and Dislocated Worker services under WIOA 20 CFR § 680.130 Regulations. The focus of services, Basic Career Services and specific program services, will be driven by four (4) key points: 1.) provision of exceptional customer service; 2.) capacity to meet the needs of business and workers; 3.) ability to provide seamless and accessible services; and 4.) accountability.
- E. Contractor shall comply with all Federal, State and Local rules and regulations pertaining to reconciliation, good cause determinations, and hearings concerning recipients of services, and shall abide by the decisions rendered by the U.S. Department of Labor and the SLPG in such actions, subject to any statutory right of appeal. In the event of a conflict between any of the applicable laws and regulations above, and the terms and conditions of this Contract, precedence shall be given to the laws and regulations.
- F. The design framework for services of local Adult and Dislocated Worker programs must include career services. Funds shall be used to provide basic career services, which shall be available to individuals through the one- stop delivery system and shall include, at a minimum but not limited to:
 - a) eligibility determination for funding and services;
 - b) outreach, intake (which may include worker profiling), and orientation to the information and
 - c) other services available through the one-stop delivery system;
 - d) initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
 - e) job-search and placement assistance and as appropriate, career counseling including information on in-demand industry sectors and occupations and nontraditional employment;
 - f) provision of referrals to and coordination of activities with other programs and services, including
 - g) programs and services with the one-stop delivery system, and, in appropriate cases, other workforce development programs;
 - h) provision of workforce and labor market employment information;
 - i) provision of performance information and program cost information on eligible providers of training services;
 - j) availability of supportive services or assistance provided by partners;
 - k) assistance in establishing eligibility for program of financial aid assistance for training and education programs that are not funded under WIOA.
- G. Contractor warrants and represents to the SLPG that it possesses the legal authority pursuant to an official motion, resolution or action passed or taken by its managing Partner(s), Board of Directors, or other governing body or person(s), giving Contractor legal authority to enter into this Contract, to receive the funds fully authorized by this

Contract, and to perform the services Contractor has obligated itself to perform under this Contract including any subsequent Contract amendments or modifications made in accordance with Part III, Section 4, below.

- H. Each person signing this Contract on behalf of the SLPG and the Contractor hereby warrants that he/she has been fully authorized by the SLPG and Contractor to execute this Contract, to validly and legally bind the SLPG and the Contractor to any and all the terms, performances and provisions set forth in this Contract.

Section 4. Conditions Precedent

A. Contractor Authorization

Contractor, upon execution of this Contract, shall provide to SLPG official documentation designating the specific individual(s) having signatory authority for all financial reports and requests for payment. This documentation shall be a Board of Director's resolution or other such appropriate action, etc. If previously submitted, a statement that no change has occurred shall be provided.

B. Documentation

If not submitted previously, Contractor shall provide to SLPG, within forty-five (45) days of the execution of this Contract, the following documentation, as applicable:

- a) Articles of Incorporation;
- b) By-laws;
- c) If Contractor is a non-profit corporation, proof of IRS 501(c)(3) status, a copy of the most recent IRS Form 990, and a "Certificate of Account Status" issued by the Louisiana Comptroller of Public Accounts as evidence that said non-profit corporation is in good standing with the State of Louisiana;
- d) If Contractor is a for-profit corporation, a current Certificate of Good Standing issued by the Louisiana Comptroller of Public Accounts, as evidence that said for-profit corporation is in good standing with the State of Louisiana; and
- e) If audited, a copy of the auditor's report for the most recent audit completed.

C. Bonding

Subsequent to the award of the Contract but prior to receipt of any funds under this Contract, Contractor will furnish to the SLPG a copy of a Fidelity Bond issued by an insurance company registered to do business in the State of Louisiana which shall cover all of the Contractor's personnel handling Contract funds. The amount of coverage of such fidelity bond shall be equal to twenty-five (25%) percent of the awarded allocation or reimbursement that exceeds the bonding coverage shall not be honored for payment. Contractor's insurance carrier(s) shall submit a signed statement to the SLPG to the effect that said company agrees to maintain all bonding in force for the stated period of this Contract and shall give SLPG written notice thirty (30) calendar days prior to the bond being canceled or reduced from the amounts stated on the bonding documents.

D. Insurance

Prior to commencement of activities under this Contract, Contractor shall provide a certificate of insurance certifying that Contractor carries the insurance coverage described below with a company licensed to do business in the State of Louisiana. This insurance coverage shall remain in force during the life of this Contract. Additionally, the certificate of insurance must bear the following endorsement: "The policy shall not be altered,

materially changed or canceled without giving thirty (30) calendar days prior written notice to the SLPG." Contractor must carry all required insurance, and the policy should name as additional insured the St. Landry Parish Government. Required insurance shall include:

1. Worker's Compensation - on all employees involved in activities under this Contract, whether the employer is the Contractor or a third-party sub-contractor.
2. Comprehensive General Liability Insurance - with limits of coverage of no less than \$300,000.00 per occurrence for both bodily injury and property damage.
3. Motor Vehicle Insurance – Contractor will ensure maintenance of adequate and continuous commercial automobile liability insurance on any and all vehicles owned, leased, or operated by the Contractor and used for activities under this Contract, and all staff utilizing such vehicles. Automobile Liability Insurance with limits of coverage of no less than \$300,000.00 per individual and \$300,000.00 per occurrence, covering any owned or non-owned automobile used by the Contractor or any of its subcontractors to transport participants or employees or agents.
4. Property Insurance – Contractor shall maintain adequate and continuous property (including theft) insurance coverage on all SLPG loaned, used, leased, or purchased property under this Contract.

E. Debarment & Suspension

1. Contractor shall comply with the Federal regulations implementing Executive Order 12549, Debarment and Suspension 29 CFR Part 98, and in doing so has provided to the SLPG, prior to its signature and execution of this Contract and prior to the SLPG execution of this Contract, a certification that neither Contractor, nor its principals, are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
2. Additionally, the Contractor shall comply with this regulation and requirement with regard to its Subcontractors or Assignees. It shall ensure and require the same certification from its Subcontractor(s) or Assignees, which shall be forwarded to the SLPG along with the notification of assignment or Subcontract as required by Part III, Section 4, of this Contract.

Section 5: Definitions of Key Terms

The terms below shall have the following meanings when used in this Contract:

ACT: The Workforce Innovation and Opportunity Act (WIOA) is Public Law 113, 128 -July 22, 2014. The purpose of the Act is to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.

ADMINISTRATIVE ENTITY: The organization designated to administer a Workforce Innovation and Opportunity Act activities plan pursuant to the Act; in this case, SLPG.

ADMINISTRATIVE COSTS: All direct and indirect costs associated with the management of the program.

Indirect administrative costs which represent the general management and support functions of an organization. Included are salaries, fringe benefits and related materials, supplies, equipment, office space, staff training, and travel of personnel engaged in executive, fiscal, personnel, legal, audit, procurement, data processing, communications, maintenance, and similar functions. Direct administrative costs which are comprised of goods and services which neither contribute to the general management and support functions of an organization, nor directly and immediately affect participants. Included are salaries, fringe benefits, and related materials, supplies, equipment, space, utilities, travel, and all costs of clerical personnel of direct program administrative positions such as supervisors, program analysts, labor market analysts, and program directors.

ADVANCE PAYMENT: It is not the policy of SLPG to make advance payments.

APPLICANT: An individual who applies for services under the Act. For WIOA funded programs, an applicant remains an applicant until the provisions for "participant" have been met.

CHIEF ELECTED OFFICIAL: A Chief Elected Official is an elected Parish President who serves as the CEO for the Local Workforce Development Area.

CONTRACTOR: The party designated in this Contract who is to provide the training and/or services herein.

CUSTOMER: A person who utilizes a one-stop center for general services but does not receive staff assisted services. (i.e. uses fax machine or telephone)

DEOBLIGATION: The action by which the SLPG shall unilaterally withdraw and/or reduce part or all of any contracted funds from the Contractor.

DISLOCATED WORKER: Refers to Dislocated Workers assistance under WIA of 1998. This legislation provides employment and training services to persons experiencing employment dislocation because of downturns in local labor market conditions and/or structural shifts in the general economy.

DISBURSEMENTS: Those funds disbursed to Contractor by the SLPG pursuant to this Contract.

ENROLLMENT: The point at which the Contractor assigns an applicant to a program activity after verification and approval of eligibility.

LOUISIANA WORKFORCE COMMISSION (LWC) The state agency which will operate the integrated workforce development system through the consolidation of job training, employment, employment related education programs, and other services.

LWDB #40: Local Workforce Development Board #40 for Workforce Development Area #40, LWDA #40 administers the Workforce Innovation and Opportunity Act in the Acadiana area, provides policy, guidance for and exercise oversight with respect to the activities under WIOA. (LWDA #40); includes parishes of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, and Vermilion.

OUTREACH: Activity which involves the collection, publication, and dissemination of information on program services directed toward possible WIOA participants. It is an active effort by program staff to encourage individuals in designated areas to avail themselves of program services.

PARTICIPANT: An individual who: 1) is determined and certified eligible for the WIOA program; 2) has been provided an Objective assessment; and, 3) is receiving program-funded employment, training, retention, or other services.

PAYMENT SCHEDULES: Contractor shall submit monthly invoices to SLPG to receive reimbursement for allowed expenditures. Submission of supporting documentation will be provided as requested by SLPG.

PERFORMANCE STANDARDS: Goals stated in the Contract established in consideration of the standards set by the U.S. Department of Labor for each Local Workforce Development Area. Sanctions or incentives are issued based on attainment of such performance standards by the Administrative Entity.

PROGRAM: The training to be provided hereunder.

REGS OR REGULATIONS: Those rules, regulations, and their amendments, promulgated by the United States Department of Labor (DOL) or the Louisiana Workforce Commission and other specific funding sources made available to SLPG through LWC.

STATE: Means Louisiana Workforce Commission (also called "LWC") and/or the Governor of the State of Louisiana.

SUPPORTIVE SERVICES: Services following an individual's assessment which are determined to be necessary to enable an individual eligible for program services under WIOA, but who cannot afford to pay for such services. Supportive services may include transportation, childcare, counseling, and other reasonable expenses required for participant to obtain and/or maintain employment.

YOUTH: WIOA programs shall provide comprehensive educational and employment preparation services to eligible low income youth ages fourteen (14) to twenty-one (21) for In-School Youth and eligible youth ages sixteen (16) to twenty-four (24) for Out-of-School Youth.

TERMS NOT PARTICULARLY DEFINED above or elsewhere in this document shall be construed as defined in the Act, Regulations, and any amendments pursuant thereto; state policy/issuances; other applicable laws; or such usage as is commonly accepted by funding agencies and Local Workforce Boards.

PART II: GENERAL PROGRAM SERVICES

Section 1. Program Components

A. Purpose

The workforce services to be provided shall be in accordance with the Workforce Innovation and Opportunity Act (WIOA), P.L. 113-128, enacted July 22, 2014. As the first legislative reform of the public workforce system in more than 15 years, WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA authorizes the Job Corps, Youth Build, and Migrant and Seasonal Farmworker programs,

in addition to the core programs. WIOA is designed to strengthen and improve the nation's public workforce system and help put Americans back to work.

The purpose of this Contract is to provide career services and training and placement services for Adult and Dislocated Workers consistent with this Contract, the Contractor's proposal, and all laws, regulations, policies, and guidance relevant to the Workforce Innovation and Opportunity Act (WIOA). The Contractor's proposal is hereby made a part of this Contract and Contractor agrees to be bound by the Contract. The goal for the Contractor is to achieve performance goals consistent with the Workforce Innovation and Opportunity Act (WIOA) Regulations.

B. Outreach and Recruitment

Contractor is responsible for identifying and certifying the eligible participants that it serves. Contractor is required to make reasonable and diligent efforts to attract applicants to its programs, certify eligibility, and perform an assessment. The Contractor will ultimately be responsible for meeting the enrollment goals of this Contract.

C. Eligibility

The Contractor shall make the ultimate determination of eligibility for adult participants as defined by the Workforce Innovation and Opportunity Act, United States Department of Labor, and Louisiana Workforce Commission, and initiate the service plan and refer participants to appropriate activities. Applicants must not be accepted for participation until the applicant's eligibility has been certified. Applicants who begin activities before eligibility certification may result in disallowed costs.

Contractors serving persons with disabilities populations shall conduct specialized intake and assessment of such disabled applicants.

SLPG may perform a review of participant(s) eligibility certification after enrollment. SLPG will notify Contractor of participant(s) found to be ineligible and require Contractor to immediately terminate services to ineligible participant(s).

D. Enrollment of Participants

The Contractor will enroll only those individuals certified eligible for such program. Contractor shall submit within seven (7) working days of participant's entry into its program, the necessary documentation for enrollment in accordance with SLPG procedures. If for any reason the SLPG deems a referred participant unsuitable for acceptance into the program, Contractor will immediately consult with the SLPG to review that participant's assignment.

E. Vocational/Academic Assessment

Contractor will be primarily responsible for conducting an objective assessment of each eligible participant's basic skills, occupational skills, educational backgrounds, prior-work experiences, Pre-employment and work maturity skills (i.e. employability), career interest, and aptitudes, and need for supportive services. Staff may utilize TABE, CASAS, vocational assessment interviews, interest tests, or other assessment systems during this objective assessment to develop a services plan for each participant prior to assignment to services.

F. Participant Supportive Services

The provision of accurate information about the availability of supportive services in the local area, as well as referral to such activities, is one of the career services that must be available to youth, adults and dislocated workers through the one-stop delivery system. Supportive services as defined in WIOA 20 Code of Federal Regulations (CFR) Part 680.900, are services that enable an individual to participate in WIOA activities. These services include, but are not limited to, the following:

- (a) Linkages to community services.
- (b) Assistance with transportation.
- (c) Assistance with childcare and dependent care;
- (d) Assistance with housing.
- (e) Needs-related payments.
- (f) Assistance with educational testing.
- (g) Reasonable accommodations for individuals with disabilities.
- (h) Legal aid services.
- (i) Referrals to health care.
- (j) Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.
- (k) Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- (l) Payments and fees for employment and training-related applications, tests, and certifications.

G. Monitoring

1. Contractor agrees and understands that SLPG shall, from time to time, without advance notice, and at any time, visit the job center premises to monitor the Contractor for compliance, financial management, and performance in accordance with the terms and conditions of this Contract. The monitoring process may include an analysis of program data in the MIS System, or provided by the Contractor, to assess Contractor's performance. In this regard Contractor shall, with allowable funds provided under this Contract, or at its own costs upon demand, provide SLPG with any and all data, documents, or information requested, and shall in all respects immediately and diligently cooperate with SLPG.
2. SLPG will present to the Contractor its monitoring report containing all identified management and compliance findings, recommendations, and, if applicable, required corrective action(s).
3. Contractor shall respond in writing within ten(10) working days from the date of receipt of the Monitoring Report and shall immediately implement all corrective actions required and/or recommended and any and all specific detailed procedures and actions to preclude any recurrence of the practices, discrepancies, and irregularities as specified in the Monitoring Report.
4. Upon Contractor's written request, and subject to staff availability, SLPG may provide technical assistance to Contractor to correct the deficiencies noted in the Monitoring Report. The Monitoring and Quality Assurance Unit shall conduct follow-up visits to review deficiencies and to assess the efforts made to correct them. If such deficiencies persist, SLPG may suspend or terminate the Contract, depending on the seriousness of the deficiencies.

H. Technical Assistance and Policy Guidance

1. SLPG may, in its sole discretion, provide to the Contractor technical assistance and policy guidance it feels is necessary and appropriate. Upon notice of such actions, Contractor shall cooperate fully and not impede or oppose the giving of such technical assistance. Failure to cooperate shall be an independent basis for termination of this Contract by SLPG.
2. SLPG may schedule technical assistance, training, or other meetings to disseminate information, policy, etc. Contractor shall ensure that all appropriate staff and staff specified by SLPG attend such meetings. Additionally, upon written request from Contractor, SLPG may provide technical assistance. In any event, whether SLPG does or does not provide technical assistance, Contractor shall not be released or exempt from satisfying all its Contractual obligations.

Section 2. Contractor Responsibilities

A. Outreach and Recruitment

Contractor is responsible for identifying and certifying eligible participants that it services. Contractor is required to make reasonable and diligent efforts to attract applicants to its programs and to certify eligibility and to perform an assessment. The Contractor will ultimately be responsible for meeting the enrollment goals of this Contract.

B. Acknowledgement of Funding Source/Equal Opportunity

Contractor shall give credit to SLPG and acknowledge compliance with nondiscrimination and equal opportunity laws, in all outreach, recruitment and marketing activities and materials, including all oral presentations, written documents, publicity, and advertisements regarding any SLPG funded activity. When issuing statements, press releases, requests for proposals, bid solicitations, and other documents describing activities funded under this Contract, Contractor shall state the percentage of the total costs of the program or project which will be financed by WIOA and SLPG. Contractor shall not use such language as "free" or "at no cost" in advertising and/or outreach efforts.

C. Pre-screening, Eligibility Certification & Enrollment

Contractor shall:

1. Pre-screen all applicants prior to providing services. WIOA funds may be used to provide these services.
2. Provide services only to those individuals certified who are WIOA eligible, enrolled in WIOA programs and services, and selected for participation in the program. If the participant is later found to be ineligible or is not selected to receive WIOA services, the participant shall be the Contractor's sole responsibility.
3. Prepare and submit required documentation, or any other appropriate forms, in accordance with SLPG procedure.
4. Ensure that all participants served under this Contract participate in an orientation session conducted by the Contractor's staff concerning program and Contractor

goals, WIOA funding sources, and participant conditions, service choices, and other WIOA rules and regulations.

D. Participant Supportive Services

Contractors will determine the need for supportive services, which shall be authorized on a case by case basis. After a participant has been accepted and enrolled into the program, Contractor may review client needs for supportive services. Unauthorized expenditures shall not be reimbursed to Contractor or service provider.

E. Services Provided to Participants

All needed services shall be provided by Contractor to its participants in strict accordance with the terms, conditions, and statements contained in the "Statement of Work" attached hereto as Attachment "A", as well as the original proposal, unless expressly modified by this contract. Attachment "A" is incorporated into this Contract verbatim by this reference as though fully written herein.

F. Standards of Work/Quality of Services

Contractor agrees and understands that the performance of work and services pursuant to the requirements of this Contract shall conform to the highest possible professional standards in every phase of the conduct of its work, including but not limited to the following requirements:

1. Staffing personnel and program equipment assets must always be maintained at the level proposed, negotiated, or contracted for herein. Any deviation from these requirements beyond seven (7) calendar days must be reported to SLPG. SLPG reserves the unconditional right to renegotiate the contract if the deviation continues for more than ten(10) calendar days from the date said deviation first occurred.
2. Significant changes in staffing levels and/or positions shall promptly be reported to SLPG for review and are subject to SLPG approval at its sole discretion. Changes deemed significant are those having a material and/or damaging effect on contract performance and/or quality of services.
3. Equipment used by Contractor to train participants shall be "state of the art", or if not, equipment that is the type currently used by local employers, in optimal condition, and subject to approval by SLPG.
4. Any books, tools, and uniforms purchased with funds derived in any manner from this Contract may be provided to participants successfully completing training or placed into unsubsidized employment. Where these books, tools, and uniforms, etc. are not provided to participants, including those completing training and who are not placed into unsubsidized employment, such books, tools and uniforms shall be, whenever possible, recycled and used by other participants under this Contract, or be subject to return to SLPG on or before the expiration of this Contract. A record of the reuse of said property, tools, etc. shall be maintained and SLPG shall not be billed again for the reuse of said property.

G. Performance/Outcomes

SLPG will assess performance against the WIOA statute and regulations. The basic framework of WIOA performance measures include these primary indicators:

1. Employment Rate 2nd Quarter After Exit - The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program.
2. Employment Rate – 4th Quarter After Exit - The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.
3. Median Earnings – 2nd Quarter After Exit - The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program
4. Credential Attainment - The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program
5. Measurable Skill Gains - The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:
 - a) Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level.
 - b) Documented attainment of a secondary school diploma or its recognized equivalent.
 - c) Secondary or postsecondary transcript or report card for enough credit hours that shows a participant is meeting the State unit's academic standards.
 - d) Satisfactory or better progress report towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training.
 - e) Successful passage of an exam that is required for an occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

Section 3. General Contractor Administrative Provisions

A. Timely Performance

Time is considered by the parties hereto to be of the essence in the performance of Contractor's obligations. Failure to perform agreed upon activities in the time frames specified may result in sanctions including renegotiation of the contract and/or designation as a "high risk" contractor.

B. Reporting Requirements

1. Recordkeeping – Contractor shall keep adequate fiscal records to reflect at a minimum: all revenues and expenditures; supporting documentation to justify all costs and cost allocations to cost categories, subcontracted services, allocation of costs, shared across separate contracts and or programs; which provide details of expenditures consistent with those negotiated and agreed upon in Attachment B, Contract Budget.
2. Monthly Financial Reports – Contractor shall submit, according to SLPG instructions, monthly financial reports covering performance payments and/or financial expenditures incurred during the previous month.
3. MIS Reports – SLPG shall make available to Contractor MIS Reports to include but not be limited to, Performance Reports, Participant Status Reports, Active and Termination Lists, etc. These reports shall be used to monitor performance.
4. Demand and Other Reports – Contractor shall submit, within ten (10) calendar days of the SLPG request(s), any reports, data, information, and/or documentation so requested. Failure to provide the requested/required information, or to submit any and all requested or required reports may result in the withholding of payment(s) otherwise due or to become due under this Contract until the Contractor complies with the request(s).

C. Change in Condition

Contractor shall immediately notify SLPG in writing of any material change in Contractor's financial or other condition which could significantly affect Contractor's ability to comply with any provision or meet any objective of this Contract.

D. Monitoring

Contractor agrees to and understands that to ensure compliance with all applicable SLPG policies and procedures and Contract obligations, it will be responsible for self-monitoring and self-evaluation of all activities conducted under this Contract, and maintaining related documentation for review by SLPG or any of its designees.

E. Documentation of Activities and Services

Contractor shall document participant activity and services provided in accordance with the Statement of Work, Attachment "A", of this Contract. Participant progress through services provided hereunder shall be measured, evaluated, and documented by Contractor and made available for monitoring, inspection, or audit by SLPG staff or any of its designees.

F. Fiscal Responsibility

1. Contractor shall establish and maintain fiscal controls and fund accountability in accordance with recognized and generally accepted accounting principles (GAAP), to ensure compliance with the WIOA Rules and Regulations, Federal, State or SLPG policies, and the reporting and record keeping requirement of this Contract.
2. Contractor shall use qualified personnel for the preparation and maintenance of all fiscal records to ensure compliance with the requirements described, above, and upon Contract execution identify said personnel. Contractor shall attend required

orientation, training, and any other called meetings. All fiscal reports/requests for payment shall be prepared by and submitted by said personnel. Failure to comply with the requirements of this Subsection F, shall be deemed a breach of this Contract and may subject the Contract to termination.

G. Retention and Accessibility of Records

1. Contractor shall maintain program records and financial management records, which support and document all expenditures of funds made under this Contract. Contractor shall, for all activities under this Contract, maintain a recordkeeping system for all activities based on the retention and custodial requirements for records referenced in the WIOA Regulations. Contractor is expected to be familiar with federal and state WIOA rules, codes, and governing regulations.
2. Contractor shall retain all fiscal records and supporting documents for a minimum of three years after final contract closeout.
3. Contractor shall give SLPG, the Louisiana Workforce Commission, the United States Department of Labor, the Auditor of the State of Louisiana, other state and federal auditing agencies, or any of their duly authorized representatives, access to and the right to examine, copy or mechanically reproduce, all reports, books, papers, documents, automated data systems and other records in a form pertaining to this Contract, from Monday through Friday, between the hours of 8:00 A.M. and 5:00 P.M. Such rights to access shall continue as long as the records are retained by the Contractor. Contractor shall permit and cooperate with any examination conducted pursuant to this Section. This right also includes timely and reasonable access to Contractor's and subcontractor personnel for the purpose of interview and discussion related to such documents. Contractor agrees to relinquish possession of any such documents or records upon SLPG's written request.
4. Contractor at its sole cost shall maintain all records pertinent to this Contract, including financial, statistical, property, participant records, and supporting documentation for the required three (3) years retention period or beyond if any litigation, audit or claim is begun, in which case such records shall be retained until any outstanding litigation, audit, or claim has been resolved to SLPG satisfaction. At the end of such period Contractor shall request specific authorization to destroy all pertinent records. In the event of termination of the contractual relationship between Contractor and SLPG, the SLPG shall have the right to take responsibility for maintenance and retention of the records of a Contractor which it determines, in its sole discretion, is unable to retain them in a satisfactory manner. In such a case, all such records shall be transmitted to SLPG, in an orderly fashion, in boxes suitable for acceptance with documents properly labeled and filed, and/or on an approved digital data storage device.
5. Contractor shall implement and maintain an information security system for all records and supporting documentation, with attention to safeguarding confidential data (participant, personnel, financial, etc.).

H. Procurement

1. Contractor shall procure all property, equipment, supplies and services, including those provided through subcontractors, in a non-discriminatory manner and in compliance with all state, federal rules and regulations.

2. Contractors who use SLPG funds to purchase non-expendable personal property, including lease/purchase of equipment, with a Unit Acquisition Cost of Five Hundred Dollars (\$500) or more must submit a written request for review and concurrence prior to purchase. If approved by SLPG, Contractor must report such acquisition within five(5) working days of the date of receipt of such property.
3. Approval of Budget or Payment Schedule of this Contract shall not constitute written or prior approval for purchase under Subsection H, 2. above.

I. Audit Requirements

Unless otherwise directed, Contractor shall arrange for the performance of a financial and compliance audit of funds received under this Contract, subject to the following conditions and limitations:

1. Such audit shall be conducted in accordance with applicable auditing standards issued by the Comptroller General of the United States, applicable State audit provisions and/or such other audit requirements that may be imposed by SLPG.
2. All audits performed are subject to review and resolution by SLPG or its authorized representative(s). Contractor understands and agrees that it shall be subject to sanctions imposed, including, but not limited, to repayment from non-federal funds of any disallowed costs resulting from any audit of funds received under this contract, pursuant to the Federal and State rules and regulations, the LWC, WIOA audit requirements, and the SLPG policies.
3. The U.S. Comptroller General, U.S. DOL, LWC, the SLPG, or their assigned designee, reserve the right to conduct or cause to be conducted an independent audit of all funds received under this Contract; such audit may be performed by SLPG fiscal staff, a certified public accountant firm, or other auditors as designated by the auditing agency of SLPG.
4. Contractor agrees to accept any sanctions imposed because of the final determination of final state action, pursuant to the Federal and State rules and regulations, the LWC financial compliance, WIOA regulations, and SLPG policy. Disallowed costs shall be repaid to the SLPG out of non-federal funds.
5. Contractor and/or auditors performing monitoring or audits of Contractor or its subcontractors shall immediately report any incidents of fraud, abuse, or other criminal activity in relation to the provisions of this Contract.
6. A management letter issued by Contractor's auditors, in conjunction with an audit of federal funds shall accompany the audit report submitted to SLPG. The report must be submitted no later than thirty (30) days after audit completion or four (4) months after the fiscal year end, whichever is sooner.

J. Notice of Legal Action Against Contractor

Contractor shall immediately notify SLPG in writing of any action or suits filed and of any claims made against SLPG, Contractor, or any of the parties involved in the implementation, administration, and operation of the programs funded through this, or any other Contract which may in any manner whatsoever, directly or indirectly, affect or concern the WIOA program being operated with these funds, or any of the parties designated herein.

K. Travel/Per-diem

SLPG may reimburse Contractor for travel and subsistence costs or expense in accordance with Regulations, LWC, Federal and applicable state policy. SLPG shall not reimburse those costs and expenses determined to constitute entertainment costs and related expenses.

L. Continuous Improvement Process

Contractor will cooperate with SLPG efforts to provide timely and accurate customer feedback for use in evaluation and continuous improvement of the service delivery system.

Section 4. Contract Performance and Contractor Responsibilities

Pursuant to the applicable authorities cited in Part I, Section D of this Contract, and as otherwise contained in this Section 4, Contractor shall, in compliance with terms and conditions required by this Contract, provide the services in accordance with the program-specific provisions set forth in the Attachment A, "Statement of Work" and the other Attachments described below, which are hereby made a part of this Contract, as though written herein verbatim, and constitute promised performances by Contractor under this Contract. In the event of any inconsistency among or between the Attachments herein specified and Part I of this Contract, SLPG in its sole discretion shall determine that which shall be appropriate, applicable, and enforced.

A. Statement of Work (Attachment A)

Contractor shall operate a WIOA program which includes but is not limited to services described in Attachment "A", "Statement of Work" attached to and hereby made a part of this Contract. The original proposal which describes these services is incorporated into this Contract by reference, except where modified by Attachment A and B of this Contract.

B. Budget or Payment Schedule (Attachment B)

SLPG shall provide Contractor funds for performance under this Contract in the amount not to exceed \$ 3,215,480.00 as specified below and in the "Cost Reimbursement Budget", which is attached hereto as Attachment "B" and is hereby made a part of this Contract.

1. Cost Reimbursement – These funds shall be used to reimburse only allowable costs and actual expenditures properly incurred by the Contractor in rendering performance in accordance with the terms of this Contract and the "Cost Reimbursement Budget", Attachment "B".
2. Profit – Profit is not an allowable use of grant funds.
3. Disallowed Costs – Contractor acknowledges that certain of its costs or performance earnings, even though actually paid by SLPG initially, may later be "disallowed" by SLPG, State and/or Federal government and shall be returned upon request, or other funds due Contractor may be reduced to recoup any or all of such "disallowed" costs from non-federal funds.

C. Participants to be Served and Contract Performance Goals

Contractor shall provide services in compliance with the participant service levels and

characteristics, performance and positive termination goals, and activities set forth as part of this Contract in Attachment A.

PART III: METHOD AND TIME OF PAYMENT

Section 1. Method and Source of Payments

The method of payment of services rendered under this Contract shall be cost reimbursement in accordance with Attachment "B" of this contract and shall not exceed the amount specified in Part II, Section 4.B. Such payments shall be made:

- A. only from grant funds made available to SLPG by the State of Louisiana or Department of Labor;
- B. in installments for actual costs properly incurred for performance of actual services performed as specified in Attachment "A", "Statement of Work", and expressly conditioned upon continuation of the Grant and upon approval of such payments by SLPG;
- C. under cost reimbursement, based on Contractor's actual and allowable expenditures, and where those costs and expenditures are in compliance with Attachment "B", "Budget", the applicable principles and standards set forth in Federal and State Rules and Regulations, WIOA Regulations, and SLPG policy;
- D. directly to Contractor; and
- E. for Requests for Payment properly submitted and no later than twenty (20) calendar days after termination of the Contract.

Section 2. Request for Payment

A. Cost Reimbursement Contracts

Contractor shall submit requests for reimbursement based on its actual and allowable expenditures for the period payment is being requested. Said request shall, as may be required, be accompanied by either a detailed list of expenditures, or monthly financial report, and documentation for which reimbursement is being requested.

B. Requests for Payment/Payment Due Dates

Requests for payment shall be submitted and paid in accordance with SLPG policy. Each month, the Contractor shall submit a monthly request for reimbursement based on its actual and allowable expenditures for the period. The request should include but not limited to a general ledger, financial report, timesheets, and current invoices. Invoices will not be accepted with a due date after 60 days.

Section 3. Withholding and Recapture of Payment

A. Withholding of Payment

If Contractor fails to satisfactorily render performance under this Contract or otherwise submit financial and/or other reports as required by all the terms of this Contract, SLPG may withhold payments) otherwise due Contractor hereunder. If SLPG withholds such

payments, it shall notify Contractor of its decision and the reasons therefor. Payments withheld pursuant to this paragraph may be held by SLPG until such time as the delinquent obligations and/or requirements for which funds are withheld are fulfilled by Contractor. Contractor hereby indemnifies and holds SLPG harmless from any and all claims or assessments related thereto. Notwithstanding any exercise by SLPG of its right of early termination pursuant to Part IV, Section 1, Contractor shall not be relieved of any liability to SLPG for damages due to SLPG from Contractor as determined by SLPG. Any payment deemed to be unallowable shall be deducted from subsequent payments.

B. Recapture of Payment

SLPG shall retain the right to recover funds after fully considering the recommendation of independent auditors on disallowed costs/payments resulting from any audit or other financial review. Further, notwithstanding any exercise of termination by SLPG, Contractor shall remain liable for any breach of Contract, and SLPG may withhold payments requested until such time as any damages due SLPG have been determined, and may offset any amounts due Contractor by mutual agreement or as required to ensure full compliance by Contractor on all of the terms of this Contract.

C. Recapture of Excess Payment

Any payment by SLPG to Contractor in excess of the approved, actual, and allowed profit and/or in excess of the approved, actual, and allowable expenditures incurred by Contractor as a result of activities specified within this Contract, shall be reported and returned to SLPG along with the closeout report required in Part IV, Section 2.

D. Tuition Payment Refunds

Payments made to Contractor for approved tuition rates shall, as appropriate, be refunded under the standard Training Provider's/Contractor's policy, for WIOA participant(s) terminating services early.

Section 4. Unilateral Budgetary Adjustments

- A. The SLPG shall not be liable to Contractor for payment under this Contract which exceed the amounts specified in Part II, Section 4, B, except as described hereinbelow. SLPG, from time to time, may provide written notification to Contractor in the form of a letter contract, unilateral amendment, or a bilaterally executed Contract amendment which shall serve to obligate additional funds under this Contract.
- B. Contractor expressly agrees and understands that SLPG does not have ultimate control over its state and federal funding sources, and that sudden changes may occur in relation thereto, and therefore amounts otherwise to be set aside to Contractor may suddenly and unilaterally be reduced if the SLPG does not receive the amount of funding from the Louisiana Workforce Commission that it had anticipated, or if for any other reason, SLPG determines in its sole discretion, that budgetary changes are needed or desirable in order for SLPG to successfully carry out its overall programmatic objectives. In this regard, SLPG also reserves the right to deobligate, reduce, or cancel Contract funding (as specified in Part V, below) whenever SLPG determines, in its sole discretion, that such budgetary changes are needed or desirable. Additionally, even though Contracts are awarded in amounts "not to exceed" the dollar figures specified in Contract and Attachment B., SLPG reserves the right to increase Contract amounts subject to Contractor acceptance if funds become available and if it is in the best interest of SLPG. In such cases, no additional solicitation of proposals will be necessary.

- C. Any determination to obligate or deobligate funds shall be made by SLPG in its sole discretion, based upon factors including, but not limited to, the status of funding under grants to SLPG from the LWC, the existence of questioned or disallowed WIOA costs incurred by Contractor, or a rate of utilization of funds or performance not consistent with Attachments "B", of this Contract.
- D. Such notification(s)/amendments, if any, will specify SLPG maximum obligations to Contractor and the effective date of such notification/amendment.

Section 5. Sanctions or Remedial Measures

- A. Failure of Contractor to comply with any provision of this Contract, with the attached Statement of Work, with any applicable federal or state laws and regulations, issuances, guidance letters, policies or procedures may subject Contractor to sanctions and/or the U.S. DOL.
- B. Such sanctions and remedial measures shall include, but not be limited to, those specified in the attached Statement of Work, and SLPG policy on sanctions. This policy allows SLPG to take progressive measures, such as reallocation of funds and other adverse action, if Contractor fails to meet performance standards required in the Contract.
- C. Any sanctions or remedial measures imposed under this Contract may be appealed pursuant to the applicable federal or state laws and regulations governing the program services which are the subject of this Contract.

PART IV: LIMITATION ON LIABILITY

Section 1. Measure of Liability

- A. In consideration of the full and satisfactory performance hereunder, SLPG shall solely be liable to the Contractor in an amount equal to performance payments earned, and/or the actual, costs incurred by Contractor in rendering such performance, and as applicable and agreed upon, subject to the following limitations:
- B. SLPG shall not be liable for any expenditures made by Contractor, or payment(s) made to the Contractor for performance rendered in violation of Federal and State laws, regulations, and rules or provisions of WIOA, or of other applicable specific funding source(s), or in violation of any other regulations and issuances currently or subsequently promulgated under any of the above, or as otherwise may be applicable.
- C. Except as otherwise specifically authorized by SLPG in writing, SLPG shall be liable to Contractor in accordance with Attachment "B" only for expenditures made in compliance with the terms of this Contract and the cost principles and uniform administrative requirements set forth in the Regulations.
- D. SLPG shall not be liable to Contractor for costs incurred or performances rendered by Contractor before commencement of this Contract or after termination of this Contract, except for the costs of close-outs and audits required pursuant to Part II Section 3 of this Contract. Proposed close-out and audit costs shall be submitted to SLPG for prior written approval.
 - 1. SLPG shall not be liable for any allowable costs properly incurred by Contractor in the performance of this Contract which have not been billed to SLPG within twenty (20) calendar days following termination of this Contract.

2. It is understood and agreed upon by the parties hereto that SLPG obligations under this Contract are contingent upon actual receipt of sufficient funds from the LWC to meet the SLPG liabilities hereunder, including but not limited to payment of damage claims to Contractor.
3. Contractor understands and agrees that it shall be liable to repay to SLPG, within twenty (20) calendar days of notice of repayment, any amounts expended under this Contract found not to be in accordance with Contract provisions, including, but not limited to, disallowed costs. Such repayment shall be from non-federal funds.
4. SLPG shall have the right to reimbursement or to suspend payments to Contractor under this Contract, in whole or in part, to protect the integrity of WIOA funds or to ensure proper operation of programs. In case of such suspension of payments, Contractor shall be given prompt notice and the opportunity for a hearing in accordance with SLPG procedures.
5. SLPG shall not be liable for costs or expenditures incurred by Contractor for any participant provided services under this contract unless participant(s) is determined eligible.

Section 2. Independent Contractor

In the execution of this Contract and rendering of services prescribed by this Contract:

- A. Contractor shall always maintain its independent status.
- B. No provision of this Contract, act of Contractor in the performance of this Contract, or act of SLPG in the performance of this Contract, shall be construed as making Contractor the agent, servant, or employee of SLPG.
- C. Except as designated in writing by SLPG, employees of Contractor are not employees of SLPG since 1) employees are subject to exclusive control and supervision of Contractor; and 2) Contractor is solely responsible for personnel, payrolls and claims arising therefrom.

Section 3. Indemnification

- A. When Contractor is a governmental entity, each party hereto agrees to indemnify and hold the other party harmless from all liability for damage to persons or property arising out of or resulting from acts or omissions of the indemnifying party.
- B. Contractor, if a non-governmental entity, agrees to the extent permitted by law, to indemnify and hold harmless the U.S. DOL, LWC, SLPG, and any Director, employee, or agent of these agencies: 1) from any and all claims, and material losses accruing or resulting to Contractor, and to any and all subcontractors, persons, laborers, and any other persons firms or corporations, furnishing or supplying work, services, materials, or supplies in connection with the performance of this Contract, and from any and all claims and losses accruing or resulting to any persons, firms or corporations which may be injured or damaged by Contractor in the performance of this Contract; and 2) against liability, including costs, for infringement of any United States patent arising out of the manufacture or delivery, use or disposal by or for the SLPG, of supplies, the performance of services, or the construction, alteration, modification, or repair of real property under this Contract. Contractor shall report promptly and in reasonably written detail, each notice or claim of patent or copyright infringement based on the performance of this Contract of which Contractor has knowledge.

- C. In the event of any claim or suit against SLPG or the LWC on account of any alleged patent or copyright infringement arising out of the performance of this Contract, Contractor shall furnish to SLPG and/or the LWC, when requested, all evidence and information in possession of Contractor pertaining to such suit or claim. Such evidence and information shall be furnished at the expense of SLPG or the LWC except where Contractor has agreed to indemnify SLPG or the LWC.

Section 4. Assignment/Subcontracting

- A. Contractor shall, prior to assigning or subcontracting any provision of this Contract, ensure that written notice has been provided to SLPG. No assignment or subcontract shall be considered binding without such prior written notice and approval by SLPG.
- B. In selecting subcontractors hereunder, Contractor shall utilize applicable procurement procedures referenced in the OMB Information Control Number (ICR) 1205-461 for the ETA-9130 Financial Reports. April 13, 2016 or LWC Financial Management Guide.
- C. Any of the work or services specified in this Contract which shall be performed by other than Contractor shall be evidenced by a written contract specifying the terms and conditions of such performance. Contractor shall maintain and adhere to an appropriate system, consistent with federal, state, and local laws, for the award and monitoring of contracts which contain acceptable standards for ensuring accountability.
- D. Contractor, in assigning or subcontracting any of the performances hereunder, expressly understands that in entering such subcontracts SLPG is in no way liable to Contractor's subcontractor(s) or assignee(s).
- E. Contractor must execute and maintain on file a non-financial memorandum of understanding with all other agencies/entities to which the Contractor refers participants for services whether a subcontractor agreement exists or not.

PART V: CONTRACT CESSATION AND AMENDMENT

Section 1. Termination

Contractor acknowledges that this Contract may be terminated by SLPG under the following circumstances:

- A. Termination for Cause
 - 1. SLPG may terminate this Contract, in whole or in part, at any time for breach of any term, condition, and obligation of the Contract by the Contractor, whereupon all compensation to Contractor under this Contract shall cease pending completion of a final Contract Closeout Report and any closing audit required by SLPG. Such termination shall not be an exclusive remedy but shall be in addition to any other rights, sanctions and remedies provided by law or under this Contract.
 - 2. Any of the following actions may, among other types of actions, constitute cause for termination by SLPG:
 - a. if Contractor, its employees, agents, or any of its representatives has committed any fraud or made any false statement to SLPG in connection with this contract, or has committed fraud or made any false statement in connection with any state or federally funded/assisted contract or program;

- b. if Contractor fails to perform its obligations in a timely and proper manner or violates any obligation under this contract or under any other contract funded/assisted by SLPG under WIOA;
 - c. if Contractor has demonstrated any intention not to perform, or to violate any obligation, under this contract or any other contract funded/assisted by SLPG under LWC funding;
 - d. if Contractor fails to take corrective action requested by SLPG related to program services.
3. SLPG shall have the right, at its option, to either temporarily suspend or permanently terminate this Contract, if there is a material dispute at any time during the Contract period as to the legal authority of either Contractor or the person signing the Contract to enter into this Contract. Contractor shall be solely liable for any money it has received and/or expended for performance under this Contract, if SLPG has suspended or terminated this Contract for the reasons enumerated in this Section 1. A. above.
4. In the event of such Termination for Cause, Contractor shall cease to incur costs under this Contract upon termination or receipt of written notice to terminate, whichever event occurs first.

B. Termination for Convenience

1. SLPG reserves the right to terminate this Contract for convenience, in whole or in part, at any time it determines that continuation of the activity or program(s) funded by this Contract would not produce beneficial results commensurate with further expenditure of WIOA funds, or when it is in the best interest of SLPG. In case of such termination for convenience, termination shall not be effective less than ten (10) working days after receipt by Contractor of written notice thereof by SLPG.
2. In the event that SLPG unilaterally elects to terminate this Contract and if, at the time of such termination, Contractor is not in material breach of its obligations hereunder, Contractor may request payment from SLPG, in accordance with the terms and conditions of this Contract for any performance objective achieved, properly documented and verified, or any allowable WIOA expense(s) which Contractor may reasonably have incurred up to the date of termination. SLPG shall consider, but shall not be required to honor, such request should funds not be available for any reason.

C. Contractor Termination of Contract

In the event Contractor is unable to perform its obligations under this Contract, the Termination and Closeout procedures described in this Part IV, shall govern, and Contractor shall send a written notice of such non-performance postmarked no less than twenty (20) calendar days prior to the effective date of such proposed action. SLPG shall have the right to voluntarily terminate the Contract or to seek such legal remedies as may be in the best interest of SLPG.

D. Action Prior to Termination

Notwithstanding Part IV, Section 1, A.4., above, SLPG prior to sending its written Notice of Termination to Contractor under (A) or (B) above, may, but is not required to, notify Contractor in writing of the stated reasons for such termination. In its sole discretion SLPG may notify Contractor of intent to terminate said Contract only if such violation or default is not corrected, and that SLPG will allow Contractor seven (7) calendar days

therefrom to correct such violation. On the other hand, SLPG is not obligated to give Contractor an opportunity to cure the breach of Contract and may terminate said Contract under Subsection A. or B. above with no right to cure offered to Contractor.

E. Termination Procedures

After receipt of a Notice of Termination and except as otherwise directed by SLPG, Contractor shall:

1. Not incur any further costs related to this Contract and shall stop work under the Contract on the date and to the extent specified in the Notice of Termination.
2. Place no further orders or subcontracts for materials, services, or facilities, except as may be necessary for completion of such portion of the work under the Contract as is not terminated and only with prior written approval from SLPG.
3. Terminate all orders and subcontracts to the extent that they relate to the performance of work terminated by the Notice of Termination.
4. Complete performance of such part of the work as shall not have been terminated by the Notice of Termination.
5. Take such action as may be necessary, or as SLPG may direct, for the protection and preservation of the property related to this Contract which is in possession of Contractor and in which SLPG has or may acquire an interest.
6. Cancel outstanding commitments covering the procurement or rental of materials, supplies, equipment, and miscellaneous items.
7. At its sole cost, take such action as may be necessary or as SLPG may direct for the protection, preservation, and transfer of all WIOA records, documents, reports, data, etc., under this Contract to SLPG without delay and in accordance with SLPG instructions; Contractor shall not remove, destroy, or alter any such Contract materials without prior written permission of SLPG.

Section 2. Close out Procedures

Contractor by and through its accountant(s) shall submit a close-out Report to include financial, performance and other reports required by SLPG for final closeout of the Contract agreement within twenty (20) calendar days of the Contract completion date, unless specifically waived in writing. Such report shall include a full accounting of all WIOA funds expended and/or received under the terms of this Contract, in accordance with the SLPG procedures. Non-receipt of the Close-out Report by the specified due date may result in cancellation of, or withholding of, funds for any current or future contracts.

Section 3. Suspension

In lieu of termination SLPG may, at its sole discretion, immediately suspend the Contract with written notice, in whole or in part, pending corrective action pursuant to Part II Section 1. H., above, or pending decision to terminate pursuant to Part V, Section 1 above, or pending funds availability pursuant to Part III, Section 6, above.

Section 4. Contract Amendments

A. Unilateral Amendments

1. In the event of termination, suspension or reduction of any of the State or Federal funds under which this Contract is funded, this Contract shall be reduced to the level of funds available, or suspended until further notice, or may be terminated by SLPG.

2. Unilateral modification by SLPG of any of the terms of this Contract may occur in cases of material changes in the financial or other condition of the Contractor, non-compliance, unreasonable delays, non-performance, or under-performance on the part of the Contractor in fulfilling its obligations under this Contract.
3. SLPG shall monitor the Contractor on a regular basis against the Statement of Work, Budget or Payment Schedule, Participants to be Served, and Contract Performance Goals, as stated in this Contract and included as Attachments A and B to this Contract. Contractor agrees under-performance as defined in the SLPG Deobligation Policy shall constitute automatic consent or unilateral reduction of Contract funds to the level of actual performance. A copy of such unilateral modification shall be given to the Contractor.
4. It is expressly understood and agreed by the parties hereto that at all times this Contract must be in compliance with the rules and interpretations for the WIOA Regulations and Rules as determined by the United States Department of Labor, the Louisiana Workforce Commission, and/or SLPG; and that unilateral amendments, changes, interpretations, and clarifications of terms central to this Contract may be made by SLPG throughout the Contract period in order to ensure full compliance with all applicable laws and regulations governing this program.
5. Any alterations, additions, or deletions to the terms of this Contract which are required by changes in federal or state law or by regulations are automatically incorporated into this Contract without written amendment hereto, and shall become effective on the date designated by such law, or by regulation.
6. In order to ensure the legal and effective performance of this Contract by both parties, it is agreed by the parties hereto that the performances under this contract may be amended in the following manner: DOL and/or LWC, from time to time during the period of performance of this contract, may issue policy directives which serve to establish, interpret, or clarify performance requirements under this contract. After a period of no less than 30 days subsequent to written notice, such policy directives shall have the effect of qualifying the terms of this contract and shall be binding upon Contractor as if written herein, provided however that such policy directives shall not alter the terms of this contract so as to relieve the LWC or SLPG of any obligation specified in this contract to reimburse the SLPG or Contractor for costs properly incurred prior to the effective date of such policy directives.
7. Except as specifically provided by this Contract, any other alterations, additions, or deletions to the terms of this Contract shall be by modification hereto in writing and executed by both parties to this Contract.

PART VI: ASSURANCES AND CERTIFICATIONS

Section 1. Compliance with Law/Order of Precedence

In rendering performances hereunder, the Contractor shall comply with the requirements of Federal and State Rules and Regulations, the LWC, the WIOA and Regulations, or those of other specific funding source(s) for this Contract, and revisions/amendments to these Rules and Regulations, and with all other applicable Federal, State and local laws, Regulations and policies.

Section 2. Health and Safety Standards at Work/Training Facility

Contractor shall ensure compliance with applicable health and safety standards established under State and federal law, including the Occupational Safety and Health Act, or with other Regulations regarding working conditions of the SLPG funded employees of Contractor and of participants in programs under this Contract. Contractor shall provide written notification the SLPG of any incident of on-site injury or medical assistance to the SLPG funded staff or participant, within twenty-four (24) hours of occurrence of such incident.

Section 3. Grievances and Complaints

- A. Contractor shall establish and maintain a complaint procedure in accordance with the WIOA regulations, and state or local policy to resolve all complaints arising under programs funded by this Contract. In this regard, the Contractor shall notify SLPG in writing upon receipt of any such grievances or complaints filed and cooperate with the U.S. Department of Labor, LWC, and SLPG in the resolution of any conflict which may occur from the activities funded under this Contract.
- B. Contractor may utilize the complaint procedures of the LWC and/or SLPG for complaints arising under programs funded by this Contract.

Section 4. Use of Historically Under-utilized Businesses

Contractor covenants to make a good faith effort to contract with, or make purchases from, historically under-utilized (disadvantaged) businesses certified by the State of Louisiana, as that term is defined by state law. Contractor shall maintain documentation of such good faith efforts.

Section 5. Political Activities; Lobbying Prohibited

A. Political Activities Prohibited

Contractor shall not permit any program funds provided under this Contract to be in any way or to any extent utilized in the conduct of political activities in contravention of Chapter 15 or Chapter 73 of Title 5, Part II, United States Code. Prohibited activities under this section include, but are not necessarily limited to the assignment of any participant by Contractor to work for or on behalf of a partisan political activity; or to participate in other partisan political activities such as lobbying, collecting funds, making speeches, assisting at meetings, doorbell ringing, and distributing political pamphlets in an effort to persuade others of any political view.

B. Political Restrictions on Participants

Participants are not precluded from taking an active part in a political campaign outside of training hours, provided they do not identify themselves as spokesmen for any program funded under this Contract.

C. Political Restrictions on Employees

Contractor shall prevent persons whose principal employment is involved with an activity funded by the SLPG funding, during working hours paid by this Contract, from engaging in any political activity; soliciting funds for political purposes; or lobbying, publicizing support for political activity.

D. Restrictions on Lobbying

Contractor will comply with the requirements of Restrictions on Lobbying: Certification and Disclosure Requirements imposed by 29 CFR Appendix A to Part 93 - Certification Regarding Lobbying. No funds provided under this Contract may be used in any way to attempt to influence in any manner a member of Congress to favor or oppose any legislation or funding appropriation by Congress, or for lobbying with State or local legislators.

Section 6. Non-Labor Involvement

No funds shall be used in any way to assist, promote, oppose, or deter unionization

Section 7. Sectarian Involvement Prohibited

- A. Contractor and any subcontractor shall ensure that no funds under this Contract are used either directly or indirectly in the support of any religious activity, worship, or instruction.
- B. Places of religious worship such as a church or a chapel shall not be used as worksites for participants.

Section 8. Prevention of Fraud and Abuse

- A. Contractor shall establish and implement internal program management procedures sufficient to ensure that their employees, participants, and subcontractors are aware of the LWC Fraud and Program Abuse Hotline and that Hotline posters are displayed to ensure maximum exposure to all persons associated with or having an interest in the programs or service provided under this Contract.
- B. Contractor is responsible for reporting to SLPG any knowledge of suspected fraud, program abuse, possible illegal expenditures, unlawful activity, violations of law or the LWC rules, policies, and procedures. No later than five (5) working days from the date of discovery of any such act, SLPG must complete and submit an Incident Report regarding such act to the appropriate Federal or State investigating agency.
- C. Except as provided by law or court order, the parties to this Contract shall ensure the confidentiality of all Incident Reports. Neither Contractor, SLPG, DOL nor the LWC shall retaliate against any person filing an Incident Report. Failure to comply with this Section may result in sanctions as outlined in previous section of this Contract.

Section 9. Confidentiality of Records

- A. Contractor shall maintain the confidentiality of any information, regarding program participants. Contractor shall not divulge such information without the written permission of the participant, except that such information which is necessary as determined by SLPG for purposes related to the performance or evaluation of the Contract may be divulged to SLPG or such other parties as they may designate having responsibilities under the Contract for monitoring or evaluating the services and performances under the Contract, or to governmental authorities to the extent necessary for the proper administration of the law. All release of information shall be in accordance with applicable State laws, and policies of the SLPG.
- B. Contractor must execute and maintain on file a non-financial memorandum of understanding with all other agencies to which the contractor refers participants for services whether a subcontractor relationship exists or not.

Section 10. Prevention of Conflicting Interests

- A. Conflict of Interest shall be avoided by both parties in compliance with 20 CFR Part 627.430 and other Codes, Regulations, and Rules governing WIOA, for all issues within this Contract.
- B. Contractor will comply with the standards of conduct specified in this Contract for maintaining the integrity of the program and avoiding any conflict of interest in its operation.
- C. Contractor will implement policies governing employee, subcontractor or other pertinent partners conduct to avoid any conflict of interest in its operation.

Section 11. Program Participation

- A. Contractor agrees that participation in programs and activities financially assisted under the terms of this Contract shall be open to established residents of the Local Workforce Development Area who are citizens and nationals of the United States, lawfully admitted permanent resident aliens, lawfully admitted refugees and parolees, and other individuals authorized by the Attorney General to work in the United States.
- B. Contractor agrees that services provided under this Contract are to be provided to eligible persons as defined by Federal and State Rules and Regulations, the LWC, and other specific funding source(s) for this Contract and the SLPG plans for service delivery.

Section 12. Responsible Contractor

- A. Contractor guarantees that it is responsible and possesses the ability to perform successfully under the terms and conditions of this Contract, that it has adequate financial and technical resources or the ability to obtain such resources as required during the performance of this Contract and that it has the administrative capability and competence necessary to carry out the terms and conditions of this Contract exactly as specified. Additionally, the Contractor assures SLPG that its performance under the terms and conditions of this Contract will be in accordance with highest integrity and business ethics. If SLPG determines at its sole discretion that the Contractor is not responsible, that it does not possess the administrative, financial, and technical resources and capabilities necessary to successfully perform under the terms and conditions of this Contract, it may terminate this Contract.
- B. SLPG, in its sole discretion, may deem the Contractor a "high risk" if there is serious question or issue regarding the Contractor's administrative, financial, or technical capability in meeting the terms and conditions of this Contract. This may occur if the Contractor: 1) has a history of unsatisfactory performance, or 2) is not financially stable, or 3) has a management system which does not meet management standards as determined by SLPG, or 4) has not conformed to terms and conditions of previous awards, or 5) is otherwise not responsible as determined by SLPG. In such event, SLPG may establish and impose upon Contractor any special conditions and/or restrictions it deems, in its sole discretion, appropriate and necessary for the duration of the Contract period or until such time as the "high risk" status is removed by SLPG.

Section 13. Equal Opportunity Compliance and Assurance.

- A. The conduct of the parties to this Contract shall be in accordance with the provisions of the following laws, as they may apply to the specific program or activity under this Contract:
- Title VII of the Civil Rights Act of 1964
 - Title I and Title V of the Americans with Disabilities Act of 1990
 - The Age Discrimination in Employment Act of 1967
 - Title VII of the Civil Rights Act, as amended, the Equal Pay Act of 1963, as amended
 - Title II of the Genetic Information Nondiscrimination Act of 2008
 - Americans with Disabilities Act, as amended
 - The Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended
 - Non-traditional Employment for Women Act of 1991, as amended
 - The assurances required for WIOA programs pursuant the WIOA regulations
- B. The parties to this Contract are responsible for implementing equal opportunity programs and services as required in federal and state laws and regulations.
- C. Contractor shall make a good faith effort to ensure that the employees and personnel of the local workforce development system reflect the demographic composition of the local workforce development area subject to all federal and state laws and regulations.

PART VII: GENERAL PROVISIONS

Section 1. Rights in Data

- A. For data, including recorded information regardless of form or the media, developed under or purchased with funds from this Contract, Contractor grants to SLPG and the LWC and their designated representatives, a paid-up, non-exclusive, irrevocable, worldwide license for all such data to reproduce, prepare derivative works, perform publicly and display publicly, by or on their behalf.
- B. Excluding copyrighted, licensed and public domain software, any computer software developed or purchased as required under this Contract, Contractor grants to SLPG and LWC, and their designated representatives, pursuant to 20 CFR, part 627.420, unlimited rights to any data, databases, or data processing programs first produced or delivered under this Contract.
- C. Contractor has the responsibility to obtain from its subcontractors all data and rights therein necessary to fulfill Contractor's obligations to SLPG and the LWC under this Contract.

Section 2. No Waiver

A. No Waiver of Rights

The SLPG waives no rights, claims, or causes of action arising under this Contract by:

- payment of the SLPG disbursements;
- acceptance of unused fund balance; or
- termination of this Contract.

B. Non-Waiver of Remedies

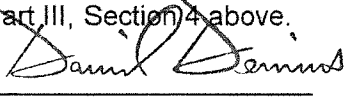
The SLPG exercise or non-exercise of any remedy, right, or provision stated in this Contract shall not constitute a waiver of any such right to exercise that or any other right or remedy at any subsequent time.

Section 3. Non-Assignment

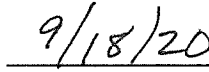
This Contract is not assignable. Contractor shall be held responsible for all funds received under this Contract. Contractor shall remain fully liable on this Contract and shall not be released from performing any of the terms, covenants, and conditions of this Contract.

Section 4. Entire Contract

This Contract constitutes the entire Contract between the parties hereto. All previous oral or written agreements relating to the subject matter of this Contract between the Contractor and SLPG have been superseded, reduced to writing and are merged herein and it is expressly agreed and understood that no future, oral agreements, representations or modifications shall have any legally binding effect unless and until reduced to writing and executed by both parties, except for unilateral adjustments/amendments referred to in Part III, Section 4 above.



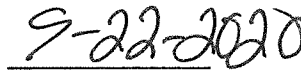
Signature Contractor



Date



Signature SLPG



Date

Attachment A- Scope of Work

5. Work Plan (Scope of Work)

Adult and Dislocated Worker Services

A. Job Seeker Outreach and Recruitment

These activities are designed to inform potentially eligible individuals about the availability of services and ensure access to those who could benefit most from workforce services. Services may include formal advertising, mutual referral agreements, word of mouth, face-to-face meetings, and other activities.

Discuss your proposed philosophy, approach, and implementation plan. How will you ensure that customers who can benefit most from One-Stop system services are served? How will your management of the outreach and recruitment process have a positive effect on system performance?

Overview of Eckerd Recruitment Strategy:

Designing, implementing, and executing a comprehensive program outreach and recruitment plan is the foundation for a successful WIOA program. Eckerd operates WIOA programs in a variety of settings, including metropolitan, urban, suburban, and rural areas. Current WIOA Adult and Dislocated Worker services include densely populated subregions such as West Philadelphia; large, rural, multi-county service areas such as Lower Savannah and Pee Dee regions in South Carolina; and expansive metro-suburbs outside of Raleigh-Durham, and San Jose, CA. As such, Eckerd has diverse experience designing recruitment plans that are highly customized based on local demographics, the workforce needs of the region, and the priority population identified by the workforce board. Further, Eckerd's workforce philosophy for effective services reflects the belief that strong community collaboration and a network of informed, engaged employers are necessary to provide impactful services. Eckerd outreach and recruitment strategies are designed based on the following foundational components:

- ❖ **Recruitment of WIOA Job Seekers:** Recruitment strategies will reflect the needs of local job seekers and leverages relationships with local organizations to ensure clients enroll in services and remain engaged through successful completion, job placement, and retention/advancement. Eckerd workforce programs prioritize a team approach to outreach and recruitment, effectively training and deploying front line staff as well as program leadership when recruiting new job seekers. Each team member supplements traditional recruitment through mobile technology used to recruit, certify and enroll participants at community locations outside of the Career Center environment as needed. Each staff member's Individual Performance Objective Form (IPOF) includes a monthly outreach goal, ensuring expectations are closely aligned between direct services staff, program leadership, and Eckerd's Operational Leadership team.
- ❖ **Partner Engagement:** Building a strong consociate network is necessary to maximize local recruitment and is the foundation of effective service delivery. As a current provider in Acadiana, Eckerd has long-term, well-developed, and proven relationships with a number of agencies and providers across the region. We will maximize current relationships and expand our resource network to ensure interested job seekers and priority populations are aware of the WIOA program, understand available services, and have multiple access points to facilitate enrollment. The WIOA case management team will work with this network of community partners to provide a clear and efficient pathway through the orientation, certification, and enrollment while also expanding and enhancing the service array for job seekers across the region.

- ❖ **Employer Engagement:** Strengthening employer connections is critical for fostering economic development and high-growth employment opportunities, particularly within priority sectors within the region. Eckerd will work closely with the AWS business services team to identify strategies for incorporating employer outreach into our local recruitment plan. With the understanding that employer engagement is a critical component of an effective On-the-Job Training (OJT) and Work Experience (WEX) strategy, we look forward to a strong collaboration with AWS to identify partnering employers in each Parish and maximize work-based learning for WIOA customers.

To supplement core recruitment strategies noted above, Eckerd will leverage our experience providing Wraparound Agency (WAA) services in the region and extensive relationships with a network of regional organizations. As the wraparound service provider for Acadiana, Eckerd collaborates with a broad network of child, adolescent, and family providers to help youth move toward success. Community partnerships are critical to the wraparound program’s success, and Eckerd wraparound staff are actively engaged with all major child and youth serving agencies. Eckerd maintains a strong relationship with community partners that include various Juvenile Courts, the Office of Juvenile Justice, the Department of Child and Family Services, the Office for Citizens with Developmental Disabilities, all parish school districts, the Extra Mile, NAMI, the Acadiana Area Human Services District, and most of the Behavioral Health service providers in the area. Eckerd will leverage these resources for WIOA Adult and Dislocated Workers.

Eckerd WIOA Outreach and Recruitment Best Practices include the following:

<p>Transparent Marketing</p>	<p>Effective marketing is critical to help the community recognize the significant, impactful services offered by the WIOA program. Through effective outreach, potential WIOA customers will understand the opportunities available and how to access services. In developing a regional marketing strategy Eckerd focuses on transparent messaging that limits the use of acronyms and jargon. Staff teams are trained to describe services using a common, easy to understand message so potential recruits and regional employers are not overwhelmed by terms like WEX, OJT, WIOA, and others. Further, we reinforce marketing efforts through inclusion of success stories highlighting current participants and their accomplishments; success stories are shared via social media campaigns by using digital targeting techniques, which boosts advertisements using site retargeting, geofencing, search retargeting, keyword contextual targeting, category contextual targeting and conversion zones. Digital targeting techniques are a low-cost, high-impact investment exponentially increasing outreach efforts.</p>
<p>Formal and Informal Outreach</p>	<p>Eckerd schedules information sessions during regular operating hours at the Career Center or community sites; however, our staff also facilitates these sessions in</p>

	<p>alternative settings, such as a partner agency lunch and learn events, community roundtable, re-entry event, church gatherings, or high school events. Marketing the program to job seeking participants and program stakeholders in many different settings increases the visibility of the program in the community and positively influence enrollment numbers. We also encourage our staff to canvass the community outside of scheduled events; dedicated community engagement is a critical component of the Eckerd recruitment strategy.</p>
<p>Custom Messaging</p>	<p>Eckerd works in partnership with the workforce board to create outreach materials customized based on the demographic we are recruiting. For example, the language, graphics, and color palette of a WIOA Adult/DW flyer will look different than a brochure targeting Youth. Eckerd has a dedicated external relations department supporting national WIOA operations; local operations teams work closely with our external relations department to create effective messaging for the job seeking Adult/DW demographic. Standard, transparent messaging is very important however custom messaging is also required to maximize community outreach and recruitment.</p>
<p>Formal Referral Process</p>	<p>Strong, collaborative partnerships are critical to both recruiting effectively and to ensure priority populations benefit from WIOA services. Frequently community partners are the most valuable referral source; establishing a formal process strengthens our capacity to manage and follow up on partner referrals. Eckerd implements a formal referral process and follows up with agency contacts after a referral is made to ensure a warm hand off occurs as participants transition from one agency to the next.</p>
<p>Target Suitable Participants</p>	<p>Eckerd staff teams are trained to deliver the appropriate message ensuring that potential job seekers understand WIOA services. We also highlight WIOA eligibility requirements and functional program expectations, so job seekers are well positioned for education and employment success. Eckerd believes that clients who understand our core values and the dedication we have to help them will meet and exceed their goals.</p>
<p>Follow-Up with Applicants</p>	<p>Eckerd implements follow-up protocols for all clients who attend an information session. Though this is a simple process, a phone call or text reminder of assessment, academic testing, or training enhances the</p>

	supportive relationship our staff develops with participants and greatly increases participation.
Assess Local Strategy & Innovate	Eckerd continually reviews and evaluates the local recruiting process to identify efficiencies and dynamic, new solutions. Our Operational Leadership and Program Management teams welcome feedback about program improvement and promote innovation. We encourage our staff to understand our program design, assess the effectiveness, and contribute to maximizing program potential regarding recruitment and overall service delivery.

Eckerd has ample experience developing customized marketing plans to promote services and facilitate recruitment. We will work closely with AWS to develop and market messaging that is appropriate for the county and targets local job seekers. According to one recent data analysis by the Brookings Institute, the out-of-work population is disproportionately composed of people with low levels of education, limited work experience, limited English proficiency, and other well-recognized barriers to employment. Evidence suggests that the untapped workforce consists significantly of four major groups:

- **Adults with limited English language ability and education.** Of the total adult out-of-work population, Brookings estimates that the largest grouping, or 38% of the total, are English language learners
- **Adults with minimal prior job experience.** Numerous labor market analyses have highlighted the historically low labor market attachment levels of young adults, particularly those between 18 and 24 years of age, both during the Great Recession, and during the recovery. Causes are often debated, but there is little doubt that young adults are a significant component of the untapped workforce.
- **Individuals with disabilities.** Unemployment among individuals with disabilities is historically more than double unemployment among the general population.
- **Long-term unemployed adults.** This group can overlap with some of the above but includes adults who have experienced chronic unemployment due to barriers such as criminal justice experience, drug dependencies, having young dependents, etc.

Eckerd Outreach Specialist staff will be shared between the Youth and Adult/Dislocated Worker program and will be responsible for community engagement. The Outreach Specialists will be managed by the External Relations Director and will be deployed as detailed below:

Parish	Outreach Specialist
Acadia	1
St. Martin	1
Lafayette	1
Vermillion	1
St. Landry	1
Evangeline	

Iberia	1
St. Mary	1
Acadiana Total	7

Adult Participant Recruitment: Eckerd recruits adult participants through an outreach strategy that includes marketing efforts and on dedicated referral sources through local partnerships. Eckerd ensures all Adult participants are 18 years of age or older; U.S. citizen or eligible non-citizen; in compliance with Selective Service registration requirements (for males). Eckerd will recruit priority participants who are Eligible Veterans and spouses; recipients of public assistance and other low-income individuals; individuals who are basic skills deficient.

Dislocated Worker Recruitment: Eckerd works closely with Economic Development Business Services team and members of the AWS Business Services staff to conduct outreach with local business in order to forecast the need for Dislocated Worker services. In the event of a local layoff or mass termination event, Eckerd ensures the businesses and workers impacted receive comprehensive information related to the services available through the Career Center, instructions on how to access services, and a schedule of events planned to assist with re-employment. Eckerd also recruits participants and schedules events off-site to assist groups of Dislocated Workers access available services more easily. DWs who are veterans are treated as a priority.

Dislocated Worker recruitment will be prioritized due to the economic impact of the pandemic and will occur using several methods. Initially, we will leverage our relationship with AWS to closely analyze the impact of COVID-19 on Acadiana and each parish. We will meet with the AWS Business Services teams to gain insight into what local businesses either temporarily or permanently shut down due to the epidemic and will request that they reach out to their former employees (or allow Eckerd staff to reach out to former employees) to introduce them to the services we will offer. We will then schedule on-site orientation events for those business who are in the process of closing or conducting layoffs.

Eckerd Career Coach staff will take the lead on outreach and recruitment, eligibility determination, data and case management, of eligible job seekers. We will utilize our effective social media strategy to publicize the initiative and conduct outreach with Acadiana residents experiencing temporary or permanent lay-off as a consequence of COVID-19. As a core partner that will be located in each center, we will coordinate with the various AJC partners, and collaborate to offer services. Further, we will leverage our current relationships in Acadiana and establish strong community partners in each parish including schools, social service organizations and recreational facilities and request that information regarding the program be shared. Finally, Eckerd will utilize the state data system to identify a pool of candidates who self-certify as unemployed or submitted an unemployment claim. Other methods of Dislocated Worker recruitment include:

- Ensure Eckerd is notified of WARN notices and providing direct mailers
- Referrals from Department of Children & Family Services
- Targeted postings on Facebook, LinkedIn, Instagram, Craigslist
- Direct emails to Unemployment registrants and referrals
- Active engagement and recruitment with the job center and local community

Eckerd will target the following service goals in each Parish and across Acadiana:

WIOA Adult and Dislocated Worker Program

	Acadia	Evangeline	Iberia	Lafayette	St Mary - Morgan City	St. Landry	St. Martin	St. Mary - Franklin	Vermillion	Total
Total Clients Served	173	142	314	435	65	435	143	59	140	1906
<i>Total Anticipated Carryovers</i>	40	22	30	60	15	60	20	6	20	273
<i>Total New Enrollments</i>	33	20	84	125	20	125	43	23	30	503
<i>Career Services</i>	100	100	200	250	30	250	80	30	90	1130
ITA	75	30	70	90	25	80	30	25	30	455
OJT	3	6	10	24	6	23	11	6	6	95
Support Services	10	8	15	30	8	49	8	7	15	150
WEX	0	0	0	0	0	0	0	0	0	0
Total	173	142	314	435	65	435	143	59	140	1906
Total Clients Served	50	50	222	365	40	285	85	35	45	1177
<i>Total Anticipated Carryovers</i>	5	5	10	30	5	15	15	0	0	85
<i>Total New Enrollments</i>	25	25	160	275	20	220	50	20	25	820
<i>Career Services</i>	20	20	52	60	15	50	20	15	20	272
ITA	8	8	40	65	8	45	20	8	8	210
OJT	3	6	10	24	6	23	11	6	6	95
Support Services	6	6	20	42	7	17	17	7	8	130
WEX	0	0	0	0	0	0	0	0	0	0
Total	50	50	222	365	40	285	85	35	45	1177

Adult

DW

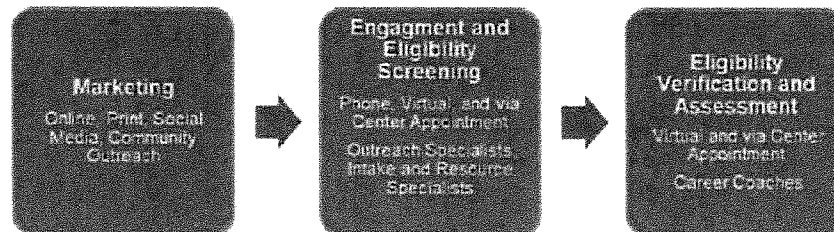
Recruitment during COVID-19 pandemic:

As noted in the overall description of the Eckerd recruitment strategy, our organization utilizes a number of varying approaches to engage potential WIOA participants in each community served. We train our staff to proactively identify and connect with service organizations, state unemployment offices, the chamber of commerce, and the regional business services team to identify program candidates. This approach is combined with a regional marketing approach to ensure each parish and community is aware of WIOA services and is steered to access points. We will continue to utilize our historically successful recruitment practices, including canvassing each community, attending community events, and scheduling community meetings to reach potential participants and promote the program; however we understand that the pandemic has significantly changed the means by which outreach efforts are conducted. Eckerd will conduct outreach during the pandemic using the following means to maximize enrollment:

- **Online Marketing:** We will advertise the WIOA program on the Eckerd website, on the AWS website, and, through partnerships, on community partner websites in each parish. We will also market the program on common job searching websites such as Craigslist and Indeed. These advertisements and postings will refer potential participants to the Eckerd Intake and Resource Specialist staff team for initial screening; participants meeting initial eligibility will be referred to the Career Coach team for orientation, eligibility verification, and assessment. We understand that high numbers of job seekers have lost employment due to the pandemic and possess the requisite skills to secure and maintain employment; this population of potential WIOA clients may not understand the complete benefit of Center services, therefore we will create custom messaging that highlights WIOA program components and resources available through the Center for job seekers that desire rapid re-employment.
- **Social Media:** Eckerd workforce programs utilize social media as an outreach and recruitment tool during standard operations; however, these recruitment methods will be enhanced during the pandemic to ensure the community is informed regarding services during the social restrictions imposed by COVID-19. We will leverage collaboration with the workforce board to utilize accounts on all relevant social media platforms with daily posts (during first 60 days of operation) and weekly posts thereafter to ensure WIOA services are continually posted at the top of the respective social media account. We will utilize LinkedIn, Facebook, Instagram, and Twitter along with any other relevant sites to promote the program. To steer potential WIOA participants toward services, we will supplement social media by sending weekly email notifications informing partnering organizations in each parish and across Acadiana that WIOA services are available and we are enrolling new participants daily.
- **Community Outreach:** Though many businesses and organizations are closed or open with limited capacity due to the pandemic we will continue to utilize community outreach as much as possible. Initially we will connect with key partner POCs, to include recreational, mentoring and community-based organizations via virtual or in-person meetings to market services. For any organization that has remained open during the pandemic, we will conduct recruitment sessions virtually or in person. Targeted organizations include: Catholic Charities Acadiana, Faith House for Shelter and supports for Domestic Violence Survivors, Acadiana Cares, DesOrmeaux Foundation, Acadiana Outreach Center, Family Promise of Acadiana, Department of Veteran's Affairs, Lafayette VA Clinic, St. Michaels Center for Veterans, Office of Veteran Services-University of Louisiana. To enhance these efforts we will hang flyers and promotional materials in restaurants, laundry mats, libraries, local businesses, houses of worship, and other locations.

Understanding that Centers are closed or have limited operations due to the pandemic, we will conduct initial eligibility screening and orientation both through appointments at Centers and virtually until normal operations resume. Eckerd will utilize virtual meeting tools such as WebEx, Zoom, and Adobe Connect as we prefer to meet with clients face-to-face whenever possible. However, we will also conduct orientation and screening via telephone when necessary to maximize enrollment, especially during initial phases of services delivery which will be conducted during the pandemic.

The initial service flow for WIOA participants will be conducted as follows:



Finally, as noted in this response, Eckerd operates a Wraparound Agency program in the region which has continued enrolling youth and providing services during the pandemic. Though this program provides wraparound planning and case management for youth, as part of service delivery we engage and develop a relationship with parents who are key members of the overall wraparound team. Many of these parents have either experienced job loss due to the pandemic or would otherwise benefit from WIOA participation, therefore we will market program services through other Eckerd operations in the region.

Please see the recruitment plan for WIOA Adults and Dislocated Workers on the following pages for additional details regarding regional outreach efforts.



ACADIANA ADULT RECRUITMENT PLAN

Area of Focus: Ensure that all programs are on track to meet or exceed contractual performance goals within the guidelines of the operating budget and program deliverables. Will continue to utilize our mechanisms for recruitment that have proven successful and will review and revise this plan on an ongoing basis as we develop new linkages and create new strategies. Eckerd will conduct targeted recruitment to priority participants who are Eligible Veterans and spouses; recipients of public assistance and other low-income individuals; individuals who are basic skills deficient

Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
Create professional looking and relevant outreach materials for different audiences and recruitment venues. Utilize the resources on Eckerdnet. Contact External Relations or local vendor for glossy flyers/postcards. Have all staff stocked with business cards.	<ul style="list-style-type: none"> ✓ Increased number of participants recruited from events ✓ Meets AWS requirements concerning branding ✓ Request for materials on staff and manager weekly reports ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Programs are prepared with materials for various recruitment activities that arise ✓ Staff have adequate resources to meet their individual recruitment goals ✓ Create a professional image for Eckerd and our individual programs ✓ More participants attracted to program by different materials 	<ul style="list-style-type: none"> ✓ EckerdNet ✓ External Relations ✓ Outreach Director ✓ Program Managers ✓ Operations Director 	<ul style="list-style-type: none"> ✓ New Program Start-up
Leverage board resources for "give-away" promo items (stress balls, pens, etc.)	<ul style="list-style-type: none"> ✓ Number of participants recruited at particular events ✓ Request for materials on staff and manager weekly reports 	<ul style="list-style-type: none"> ✓ Staff have adequate resources to meet their individual recruitment goals ✓ Create a professional image for Eckerd and our individual programs ✓ More participants attracted to program by different materials 	<ul style="list-style-type: none"> ✓ EckerdNet ✓ External Relations ✓ Operations Director 	<ul style="list-style-type: none"> ✓ New Program Start-up
Recruitment techniques training for new staff and refreshers for current staff. Staff practice and refine "elevator speeches" for interactions with both potential recruits and with potential referral partners.	<ul style="list-style-type: none"> ✓ One on One Supervision with Supervisor. ✓ Staff meeting enrollment goals 	<ul style="list-style-type: none"> ✓ Created a shared message and program philosophy among all staff ✓ Create a professional image for Acadiana Workforce Solutions Programs ✓ Increased enrollment ✓ Increase program partners 	<ul style="list-style-type: none"> ✓ Training providers such as TAD grants ✓ All Program Staff 	<ul style="list-style-type: none"> ✓ Upon new staff hire ✓ Quarterly refreshers ✓ Monthly supervision



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
Leverage board staff to utilize Craiglist and Indeed as well as ads in the Daily Advertiser, The Advocate and other local papers	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ Manager weekly report 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Reach more job seekers 	<ul style="list-style-type: none"> ✓ Outreach Director ✓ Outreach Specialist ✓ Abundance of local papers in area 	<ul style="list-style-type: none"> ✓ Weekly or Monthly depending on circulation of paper
Direct Marketing within each Comprehensive and satellite job center. Program staff meet each individual that enters the Center to education them on the available services	<ul style="list-style-type: none"> ✓ Contact list created of all individuals spoken to. ✓ Number of individuals who enroll in WIOA services ✓ Weekly Reports with details of specific individuals who were enrolled 	<ul style="list-style-type: none"> ✓ Increase enrollment in WIOA Adult Services ✓ Begin to develop a positive relationship with all job seekers ✓ Provide a welcoming space 	<ul style="list-style-type: none"> ✓ Intake & Resource Specialists 	<ul style="list-style-type: none"> ✓ Daily
Advertise on Adult Literacy Programs websites, social media platforms and written materials including South Louisiana Community College, Adult Education Program, Evangeline Parish Adult Education, South Louisiana Community College, Adult Education Program, Lafayette Parish School System —Adult Education; Volunteer Instructors Teaching Adults (VITA), Work Ready U, South Central Louisiana Technical College - Young Memorial Campus, South Louisiana Community College—Gulf Area Campus—Adult Education Program.	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increase presence at Adult Education programs within each Parish ✓ Development of collaboration and cross referral opportunities 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Minimum of monthly or Quarterly



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Schedule Zoom or in-person meetings with current students/teachers and administrators of Adult Literacy Programs including South Louisiana Community College, Adult Education Program, Evangeline Parish Adult Education, South Louisiana Community College, Adult Education Program, Lafayette Parish School System—Adult Education; Volunteer Instructors Teaching Adults (VITA), Work Ready U, South Central Louisiana Technical College - Young Memorial Campus, South Louisiana Community College—Gulf Area Campus—Adult Education Program.</p>	<ul style="list-style-type: none"> ✓ Attendance at Recruitment Events ✓ How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Improve collaboration and cross referral opportunities 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists ✓ Assigned Career Coaches 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Monthly or Quarterly
<p>Advertise on Veteran's programs websites, social media platforms and written materials including Department of Veteran's Affairs, Lafayette VA Clinic, St. Michaels Center for Veterans, Office of Veteran Services-University of Louisiana</p>	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ W report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Meet enrollment number for Adult programming ✓ Develop collaborative relationships with local Veterans Programs 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Monthly or Quarterly
<p>Schedule Zoom or In-person Recruitment Events at Veterans programs including Department of Veteran's Affairs, Lafayette VA Clinic, St. Michaels Center for Veterans, Office of Veteran Services-University of Louisiana</p>	<ul style="list-style-type: none"> ✓ Attendance in each session ✓ Breakdown of attendees (parents/students/teachers/Administrators) ✓ Weekly report with details and schedule of events meetings and number of individuals who expressed interest ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Meet enrollment number for Adult programming ✓ Develop collaborative relationships with local Veterans Programs. 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Monthly or Quarterly



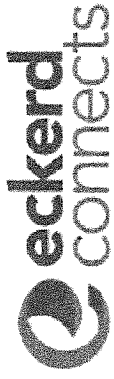
Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Contact local government agencies, police departments, housing authorities, and Community Action Boards to participate in their Town Hall or Parish council meetings to advertise the WIOA Adult program to community members, Parish stakeholders and elected officials. This includes but is not limited to the following organizations and entities: Department of Child and Family Services, Acadiana Area Human Services, Behavioral Health Services, Smile Community Action Partnership, St. Mary's Community Action Agency, Acadiana Area Human Services District, St. Mary's-Vermilion Community Action Agency, Inc, St. Mary's Outreach, Inc., South Central Human Services Authority, Department of Public Safety & Corrections, Community Supervision and Parole</p>	<ul style="list-style-type: none"> ✓ Attendance in each session ✓ Breakdown of attendees (parents/students/teachers/Administrators) ✓ Weekly report with details and schedule of events meetings and number of individuals who expressed interest ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists ✓ Assigned Career Coaches 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing
<p>Advertise on Community College and Technical Schools websites, social media platforms and printed material including but not limited to the following schools: South Louisiana Community College/Louisiana State University at Eunice, Iberia Parish Career Center, St. Martin Parish College and Career Readiness Center, Acadiana Area Career College</p>	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Number of "likes" ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing
<p>Schedule Zoom or in-person recruitment sessions with Community College and Technical Schools including but not limited to the following schools: South Louisiana Community College/Louisiana State University at Eunice, Iberia Parish Career Center, St. Martin Parish College and Career Readiness Center, Acadiana Area Career College</p>	<ul style="list-style-type: none"> ✓ Attendance in each session ✓ Breakdown of attendees (parents/students/teachers/Administrators) ✓ Weekly report with details and schedule of events meetings and number of individuals who expressed interest ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Outreach to community clinics, such as to DesOrmeaux Foundation, Acadiana Cares, Tyler Mental Health Center, Ville Platte Behavioral Health, Iberia Comprehensive Community Health Center</p> <p>Opelouses Behavioral Health Clinic via email or in-person meetings to introduce them to WIOA program services and distribute flyers and other collateral to staff of each center to distribute to clients/patients they believe would benefit from program participation</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists ✓ Assigned Career Coaches 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing
<p>Outreach to homeless shelters, food banks and the like to schedule Zoom or in-person recruitment events with potential program participants. This includes but is not limited to the following: Catholic Charites Acadiana, Faith House for Shelter and supports for Domestic Violence Survivors, Acadiana Cares, DesOrmeaux Foundation, Acadiana Outreach Center, Family Promise of Acadiana</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon program start-up ✓ Monthly or Quarterly
<p>Work with the board staff to leverage program accounts on all relevant social media platforms to promoting the program, sending out specific email blasts to targeted organizations (all organizations listed above)</p>	<ul style="list-style-type: none"> ✓ IEP Section "how did you hear about us?" ✓ Number of followers on accounts ✓ Weekly report with details of partner meetings and collaborative efforts 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Create a professional image for Eckerd and our individual programs ✓ Reaching a large number of young people 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Accounts developed upon contract start-up ✓ Updated a minimum of once per week ongoing
<p>Leverage board access to local Chamber of Commerce in each parish and across the region; attend networking events as available. Recruit potential participants at Job Fairs hosted by Lafayette Economic Development Authority and University of Louisiana at Lafayette</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Create a professional image for Eckerd and our individual programs ✓ Developing new recruitment pipelines in our communities 	<ul style="list-style-type: none"> ✓ Chamber membership directories ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Attend events monthly ✓ Participate in Job Fairs as a mechanism for recruitment



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
Continue to utilize our historically successful adult recruitment practices, including canvassing areas in which people congregate, attending local community events, and meetings to reach the community and promote the program.	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Reaching a large number of young people; increased applicants 	<ul style="list-style-type: none"> ✓ Variety of recruitment materials ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Ongoing; weekly
Advertise on local radio stations and KATC.com	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Reaching a large number of people; increased applicants 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Quarterly at minimum
Hang flyers and promotional materials in restaurants, laundry mats, libraries, local businesses, houses of worship and the like	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Reaching a large number of people; increased applicants 	<ul style="list-style-type: none"> ✓ Variety of recruitment materials ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Weekly
Holding an open house for community members (virtually or in-person)	<ul style="list-style-type: none"> ✓ Attendance at inaugural event 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Developing new recruitment pipelines in our communities 	<ul style="list-style-type: none"> ✓ All Program Staff ✓ Partner organizations, GED Programs ✓ Alternative Schools ✓ Local High Schools ✓ Community Centers 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Quarterly at minimum



ACADIANA DISLOCATED WORKER RECRUITMENT PLAN

Area of Focus: Ensure that all programs are on track to meet or exceed contractual performance goals within the guidelines of the operating budget and program deliverables. Will continue to utilize our mechanisms for recruitment that have proven successful and will review and revise this plan on an ongoing basis as we develop new linkages and create new strategies. Eckerd will conduct targeted recruitment to priority participants who are Eligible Veterans and spouses; recipients of public assistance and other low-income individuals; individuals who are basic skills deficient

Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
Create professional looking and relevant outreach materials for different audiences and recruitment venues. Utilize the resources on Eckerdnet. Contact External Relations or local vendor for glossy flyers/postcards. Have all staff stocked with business cards.	<ul style="list-style-type: none"> ✓ Increased number of participants recruited from events ✓ Meets AWS requirements concerning branding ✓ Request for materials on staff and manager weekly reports ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Programs are prepared with materials for various recruitment activities that arise ✓ Staff have adequate resources to meet their individual recruitment goals ✓ Create a professional image for Eckerd and our individual programs ✓ More participants attracted to program by different materials 	<ul style="list-style-type: none"> ✓ EckerdNet ✓ External Relations ✓ Outreach Director ✓ Program Managers ✓ Operations Director 	<ul style="list-style-type: none"> ✓ New Program Start-up
Leverage board resources for "give-away" promo items (stress balls, pens, etc.)	<ul style="list-style-type: none"> ✓ Number of participants recruited at particular events ✓ Request for materials on staff and manager weekly reports 	<ul style="list-style-type: none"> ✓ Staff have adequate resources to meet their individual recruitment goals ✓ Create a professional image for Eckerd and our individual programs ✓ More participants attracted to program by different materials 	<ul style="list-style-type: none"> ✓ EckerdNet ✓ External Relations ✓ Operations Director 	<ul style="list-style-type: none"> ✓ New Program Start-up
Recruitment techniques training for new staff and refreshers for current staff. Staff practice and refine "elevator speeches" for interactions with both potential recruits and with potential referral partners.	<ul style="list-style-type: none"> ✓ One on One Supervision with Supervisor. ✓ Staff meeting enrollment goals 	<ul style="list-style-type: none"> ✓ Created a shared message and program philosophy among all staff ✓ Create a professional image for Acadiana Workforce Solutions Programs ✓ Increased enrollment ✓ Increase program partners 	<ul style="list-style-type: none"> ✓ Training providers such as TAD grants ✓ All Program Staff 	<ul style="list-style-type: none"> ✓ Upon new staff hire ✓ Quarterly refreshers ✓ Monthly supervision



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Leverage board staff to utilize Craigslisist and Indeed as well as ads in the Daily Advertiser, The Advocate and other local papers</p>	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ Manager weekly report 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Reach more job seekers 	<ul style="list-style-type: none"> ✓ Outreach Director ✓ Outreach Specialist ✓ Abundance of local papers in area 	<ul style="list-style-type: none"> ✓ Weekly or Monthly depending on circulation of paper
<p>Direct Marketing within each Comprehensive and satellite job center. Program staff meet each individual that enters the Center to education them on the available services</p>	<ul style="list-style-type: none"> ✓ Contact list created of all individuals spoken to. ✓ Number of individuals who enroll in WIOA services ✓ Weekly Reports with details of specific individuals who were enrolled 	<ul style="list-style-type: none"> ✓ Increase enrollment in WIOA ✓ Dislocated Worker Services ✓ Begin to develop a positive relationship with all job seekers ✓ Provide a welcoming space 	<ul style="list-style-type: none"> ✓ Intake & Resource Specialists 	<ul style="list-style-type: none"> ✓ Daily
<p>Advertise on Adult Literacy Programs websites, social media platforms and written materials including South Louisiana Community College, Adult Education Program, Evangeline Parish Adult Education, South Louisiana Community College, Adult Education Program, Lafayette Parish School System—Adult Education; Volunteer Instructors Teaching Adult (VITA), Work Ready U, South Central Louisiana Technical College - Young Memorial Campus, South Louisiana Community College—Gulf Area Campus—Adult Education Program.</p>	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increase presence at Adult Education programs within each Parish ✓ Development of collaboration and cross referral opportunities 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Minimum of monthly or Quarterly
<p>Schedule Zoom or in-person meetings with current students/teachers and administrators of Dislocated Worker Literacy Programs including South Louisiana Community College, Adult Education Program, Evangeline Parish Adult Education, South Louisiana Community College, Adult Education Program, Lafayette Parish School System—Adult Education; Volunteer Instructors Teaching Adults (VITA), Work Ready U, South Central Louisiana Technical College - Young Memorial Campus, South Louisiana Community College—Gulf Area Campus—Adult Education Program.</p>	<ul style="list-style-type: none"> ✓ Attendance at Recruitment Events ✓ How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Improve collaboration and cross referral opportunities 	<ul style="list-style-type: none"> ✓ Assigned Career Coaches ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Monthly or Quarterly



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Advertise on Veteran's programs websites, social media platforms and written materials including Department of Veteran's Affairs, Lafayette VA Clinic, St. Michaels Center for Veterans, Office of Veteran Services-University of Louisiana</p>	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Meet enrollment number for Dislocated Worker programming ✓ Develop collaborative relationships with local Veterans Programs 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Monthly or Quarterly
<p>Participate in Rapid Response Events to education individuals of WIOA services available to them after lay-off</p>	<ul style="list-style-type: none"> ✓ Attendance sheet with contact information ✓ Weekly report with specific details of those who were enrolled ✓ How did you find us" section in IEP 	<ul style="list-style-type: none"> ✓ Increase awareness of Job Center Services ✓ Meet enrollment numbers for Dislocated Workers 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ As Needed
<p>Create Customized flyers for UI claimants from list provided from Unemployment Center staff and S.M.I.L.E. CAA</p>	<ul style="list-style-type: none"> ✓ How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. 	<ul style="list-style-type: none"> ✓ Increase awareness of Job Center Services ✓ Meet enrollment numbers for Dislocated Workers 	<ul style="list-style-type: none"> ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Weekly
<p>Schedule specialized, customized workshops utilizing Adobe Connect, Zoom or in person for UI Claimants</p>	<ul style="list-style-type: none"> ✓ Attendance sheet with contact information ✓ Weekly report with specific details of those who were enrolled ✓ How did you find us" section in IEP 	<ul style="list-style-type: none"> ✓ Increase awareness of Job Center Services ✓ Meet enrollment numbers for Dislocated Workers 	<ul style="list-style-type: none"> ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists ✓ Assigned Career Coaches 	<ul style="list-style-type: none"> ✓ Weekly (target individuals who are 6-8 weeks out from exhausting benefits)
<p>Schedule information sessions utilizing Adobe Connect. Zoom or in person with training organizations on the Eligible Training Provider List</p>	<ul style="list-style-type: none"> ✓ Attendance sheet with contact information ✓ Weekly report with specific details of those who were enrolled ✓ How did you find us" section in IEP 	<ul style="list-style-type: none"> ✓ Have training providers refer individuals to the WIOA program ✓ Receive reverse referrals 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Monthly or Quarterly
<p>Schedule Zoom or in-person Recruitment Events at Veterans programs including Department of Veteran's Affairs, Lafayette VA Clinic, St. Michaels Center for Veterans, Office of Veteran Services-University of Louisiana</p>	<ul style="list-style-type: none"> ✓ Attendance in each session ✓ Breakdown of attendees (parents/students/teachers/Administrators) ✓ Weekly report with details and schedule of events meetings and number of individuals who expressed interest ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Meet enrollment number for Dislocated Worker programming ✓ Develop collaborative relationships with local Veterans Programs. 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Monthly or Quarterly



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Contact local government agencies, police departments, housing authorities, and Community Action Boards to participate in their Town Hall or Parish council meetings to advertise the WIOA Dislocated Worker program to community members, Parish stakeholders and elected officials. This includes but is not limited to the following organizations and entities:</p> <p>Department of Child and Family Services, Acadiana Area Human Services, Behavioral Health Services, Smile Community Action Partnership, St. Mary's Community Action Agency, Acadiana Area Human Services District, St. Mary's-Vermillion Community Action Agency, Inc, St. Mary's Outreach, Inc., South Central Human Services Authority, Department of Public Safety & Corrections, Community Supervision & Probation</p>	<ul style="list-style-type: none"> ✓ Attendance in each session ✓ Breakdown of attendees (parents/students/teachers/Administrators) ✓ Weekly report with details and schedule of events meetings and number of individuals who expressed interest ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists ✓ Assigned Career Coaches 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing
<p>Advertise on Community College and Technical Schools websites, social media platforms and printed material including but not limited to the following schools: South Louisiana Community College/Louisiana State University at Eunice, Iberia Parish Career Center, St. Martin Parish College and Career Readiness Center, Acadiana Area Career College</p>	<ul style="list-style-type: none"> ✓ "How did you find us" section in IEP ✓ Weekly report with details of specific individuals recruited ✓ Weekly report with specific details of those who were enrolled. ✓ Number of "likes" ✓ Referral Forms 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing
<p>Schedule Zoom or in-person recruitment sessions with Community College and Technical Schools including but not limited to the following schools: South Louisiana Community College/Louisiana State University at Eunice, Iberia Parish Career Center, St. Martin Parish College and Career Readiness Center, Acadiana Area Career College</p>	<ul style="list-style-type: none"> ✓ Attendance in each session ✓ Breakdown of attendees (parents/students/teachers/Administrators) ✓ Weekly report with details and schedule of events meetings and number of individuals who expressed interest ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing

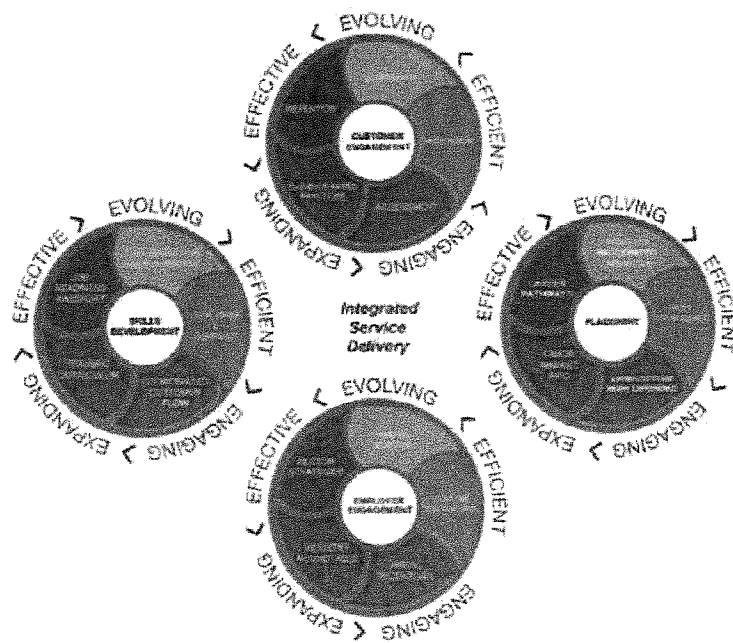


Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Outreach to community clinics, such as to DesOrmeaux Foundation, Acadiana Cares, Tyler Mental Health Center, Ville Platte Behavioral Health, Iberia Comprehensive Community Health Center Opelousas Behavioral Health Clinic via email or in-person meetings to introduce them to WIOA program services and distribute flyers and other collateral to staff of each center to distribute to clients/patients they believe would benefit from program participation</p> <p>Outreach to homeless shelters, food banks and the like to schedule Zoom or in-person recruitment events with potential program participants. This includes but is not limited to the following: Catholic Charities Acadiana, Faith House for Shelter and supports for Domestic Violence Survivors, Acadiana Cares, DesOrmeaux Foundation, Acadiana Outreach Center, Family Promise of Acadiana</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ Referral Forms ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Improve collaboration and create pipeline for recruitment 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists ✓ Assigned Career Coaches 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Ongoing
<p>Work with the board staff to leverage program accounts on all relevant social media platforms to promoting the program, sending out specific email blasts to targeted organizations (all organizations listed above)</p>	<ul style="list-style-type: none"> ✓ IEP Section "how did you hear about us?" ✓ Number of followers on accounts ✓ Weekly report with details of partner meetings and collaborative efforts 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Create a professional image for Eckerd and our individual programs ✓ Reaching a large number of young people 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Accounts developed upon contract start-up ✓ Updated a minimum of once per week ongoing
<p>Leverage Board access to local Chamber of Commerce in each parish and across the region; attend networking events as available. Recruit potential participants at Job Fairs hosted by Lafayette Economic Development Authority and University of Louisiana at Lafayette</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Create a professional image for Eckerd and our individual programs ✓ Developing new recruitment pipelines in our communities 	<ul style="list-style-type: none"> ✓ Chamber membership directories ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Attend events monthly ✓ Participate in Job Fairs as a mechanism for recruitment



Specific Tasks to be Completed	How Measured	Desired Outcome	Resources and staff responsible	Timeline
<p>Continue to utilize our historically successful Dislocated Worker recruitment practices, including canvassing areas in which people congregate, attending local community events, and meetings to reach the community and promote the program.</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Reaching a large number of young people; increased applicants 	<ul style="list-style-type: none"> ✓ Variety of recruitment materials ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Ongoing; weekly
<p>Advertise on local radio stations and KATC.com</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Reaching a large number of people; increased applicants 	<ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Quarterly at minimum
<p>Hang flyers and promotional materials in restaurants, laundry mats, libraries, local businesses, houses of worship and the like</p>	<ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ IEP Section "how did you hear about us?" 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Reaching a large number of people; increased applicants 	<ul style="list-style-type: none"> ✓ Variety of recruitment materials ✓ Outreach Specialists 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Weekly
<p>Holding an open house for community members (virtually or in-person)</p>	<ul style="list-style-type: none"> ✓ Attendance at inaugural event 	<ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition and community presence ✓ Developing new recruitment pipelines in our communities 	<ul style="list-style-type: none"> ✓ All Program Staff ✓ Partner organizations, GED Programs ✓ Alternative Schools ✓ Local High Schools ✓ Community Centers 	<ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Quarterly at minimum

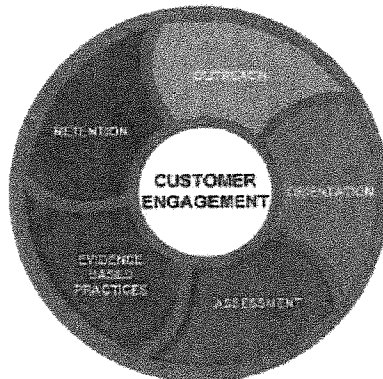
Eckerd operates a number of fully integrated WIOA service delivery programs around the country, including complex operations in five multi-county regions in South Carolina; Durham, NC; Philadelphia; Indianapolis, IN; Denver, CO; and San Luis Obispo, CA. We have designed a system of aligning WIOA Youth, Adult, and Dislocated Worker services with workforce partner services in these regions and operate programs that are impactful while meeting or exceeding WIOA performance requirements. Eckerd's Integrated Service Delivery system is designed around four core service delivery areas of Customer Engagement, Skills Development, Placement, and Employer Engagement.



B. Job Seeker Welcome Function

The welcome function is a mix of welcoming customers, assessing service needs, and processing paperwork requirements for enrollment into various programs. This function provides the initial determination of whether placement or development services are most appropriate.

Discuss how your organization will carry out this function in an integrated workforce center environment. How will you ensure that first-time job seeker customers are welcomed appropriately, made aware of the range of services available, and receive a needs determination enough to ensure that they receive appropriate services?



An Intake and Resource Specialist will be the initial staff members who engage job seekers when they visit the Career Center. Working in conjunction with our Career Coach staff, they will guide job seekers through the intake and eligibility process, initiating access to basic career services that will be offered at each Center. Based on needs, job seekers will be referred to more in-depth services offered through Eckerd staff and Center partners. WIOA participants, will be welcomed at the Center or community site and undergo initial assessment to determine critical workforce needs. WIOA eligible job seekers may be best suited for Adult or Dislocated Worker services, which may require referral to or co-enrollment with a program partner. Eckerd Career Coach staff, will

guide job seekers through the intake and eligibility process, initiating access to services offered and completing referrals to services offered through Eckerd and Center partners.

Orientation: Eckerd staff will provide an in-depth orientation once participants meet the suitability and eligibility requirements and are approved for services. Program Staff explain both participant and staff responsibilities and expectations regarding results and outcomes through program participation. Eckerd has established a structured orientation, application and

intake/eligibility process to enable staff to build rapport with the new applicants and completely assess their life situation, barriers, and initial eligibility for the program. The Eckerd program eligibility review and intake process allows clients to demonstrate their investment in services.

Intake: The eligibility review process begins with an established pre-orientation meeting and interview that includes open ended questions and completion of the eligibility application. Participants are provided with a list of required intake/eligibility documents to include Assessment Orientation, customer affidavit, residency, I-9, compliance verification, family composition, employment status/self-attestation, orientation certification, grievance and compliance, WIOA training applications, service request, education level/self-attestation, test authorization, medical release form, statement of preferences, emergency contact form, annual share/release of information form, eligibility requirements, drug free workplace, hot careers and then scheduled for an appointment to complete required paperwork.

WIOA Registration: Clients engaging in WIOA services must be eligible in order to receive training services in the proposed program. Ineligible participants will be referred to partnering agencies for other opportunities as appropriate. Eckerd staff will gather all required eligibility documents, determine eligibility and input the information into the laworks system. Cases will be checked and reviewed by Eckerd management for eligibility and accuracy prior to being data entered into laworks. The eligibility process is one of the first impressions that an interested participant has of the WIOA Program so it's important that the process is a clear and efficient transition into active services. At the conclusion of the eligibility process, the Career Coach will create a hard file for the participant, which includes all copies of eligibility documents and will case note documentation.

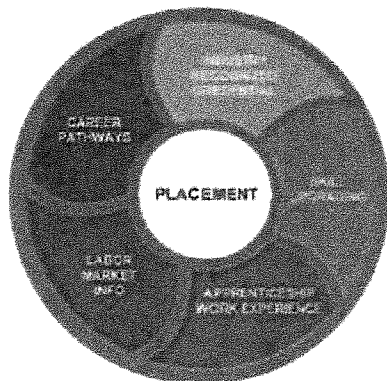
Eckerd has designed services that will include dedicated staff in each Parish who will welcome job seekers, identify immediate needs, and link them with resources, WIOA staff, or partner staff based on required level of intervention. A locally based Site Manager will provide supervision of the three (3) Lead Intake and Resource Specialist along with the Resource Specialist assigned to Acadia and St. Martin. We intend to deploy staff in each Parish based on projections of Center foot traffic as detailed below:

Parish	Lead Intake & Resource Specialist (Assigned multiple Parishes)	Intak & Resource Specialist (Assigned to single Parish)
Acadia	N/A	1
St. Martin		1
Lafayette	1	3
Vermillion		1
St. Landry	1	3
Evangeline		1
Iberia	1	1
St. Mary		2
Acadiana Total	3	13

C. Job Seeker Placement Function

In an integrated workforce center environment, it is likely that most workforce center customers will receive only placement services, so quality placement services can have a significant effect on the system's ability to meet performance goals. Placement services may include self-directed services in the resource room, workshops or other group services, and individual services such as assistance in drafting resumes.

Discuss how your organization will carry out this function in an integrated workforce center environment. How will you manage and staff these services? How will you provide support for self-service customers and ensure quality customer service? How will you coordinate with other formal and informal partners that may provide these services in a manner that serves customers well? How will you ensure that participants who receive training through the development function also receive placement services at the conclusion of their training?



Eckerd staff will closely align and coordinate with state and local economic development partners to provide a pipeline of trained and work ready candidates to meet their talent needs. Emphasis must be placed on matching employers with Career Center job seekers and WIOA customers that have the skills they require while helping those participants interested in their line of business access work-based learning, pre-employment skill development, OJT, and apprenticeship programs to ensure a talent pipeline is available when openings occur. We will utilize LMI to inform our placement and career development strategy, which aligns with the “ABC” method— Any Job, Better Job, Career. AWS in-demand

industries include Professional, Scientific, and Technical Services; Health Care and Social Assistance; and Construction. Eckerd has demonstrated extensive experience implementing Employer Engagement Plans to drive Job Placements for Adults, Dislocated Workers, and Youth. Eckerd has demonstrated successful job placement, employment retention, and wage gains across all our contracts.

Not every customer will need, nor be eligible for, all program elements thus each job-seeker's path is customer focused and tailored to their individual needs. Our focus on long-term career planning and advancement will inform our approach to working with customers. Because job seekers have had varying engagement in the workforce system and varying levels of education and experience, our approach and goals are individualized. For example, we would take an early intervention approach for providing dislocated workers with reemployment services to help speed their return to productive employment. However, understanding that competition and evolving technology have created millions of dislocated workers who will likely never again be employed in the jobs in which they previously worked, we will support ongoing progression and a career pathways approach for individuals who do not have the experience/skills to find sustainable employment.

Basic Career Services: Individuals seeking few services or individuals that are not eligible to be enrolled in WIOA will receive Basic Career Services. These services are universally accessible, defined as self-services, and are delivered with minimal supervision. We will maintain a publicly accessible resource area (including access for persons with disabilities) as part of our services. This public space and the resources available within it will include computers with Internet access; tutorials for career exploration, job searching and resume writing; job postings; periodicals, services and financial aid for local non-WIOA training, labor market reports, educational programs and information on partner programs. Individuals may receive self-service or informational activities without an eligibility determination. Self-service or informational activities include, but

are not limited to, access to the Resource Room, on-line materials, reference documentation, workshops, employer screenings and job fairs. The resource area must be staffed with knowledgeable employees, partner employees and/or volunteers to assist with customer questions. The following are key components of Basic Career Services:

Basic Career Services

Outreach	Intake & Orientation regarding WIOA	Eligibility Criteria
Initial Assessment of skills levels, aptitudes, abilities	Workforce & Labor Market statistics, including job vacancies	Local In-demand occupations & Earnings information, skills requirements, & career pathways
High growth industry sectors and occupations & nontraditional employment	Online job search tools & resources for free financial literacy/job skills courses	Provision of information on programs and services and program referrals.

Individual Career Services: Eckerd will provide WIOA Individual Career Services to those who are deemed eligible. These services include:

Individual Career Services

Eligibility determination for funding & services	Outreach, intake, & orientation to all One-Stop System services	Initial Assessment of skills levels, aptitudes, abilities (including skills gaps), and supportive service needs
Job search & placement assistance	Career Counseling as needed	In-demand industry sectors & occupations & non-traditional employment information
Recruitment and other business services on behalf of employers	Referrals to and coordination of activities with partner programs and services	Workforce & LMI: job vacancy listings; job skills needed for job openings, local in-demand occupations, career pathways
Performance information and program cost information on eligible providers of training	Information on how the local area is performing on the local performance accountability measures	Information relating to the availability of supportive services provided by partners
Referrals to supportive services or other needed assistance	Information & assistance regarding filing claims for unemployment compensation	Information & assistance regarding eligibility for financial aid for training & education

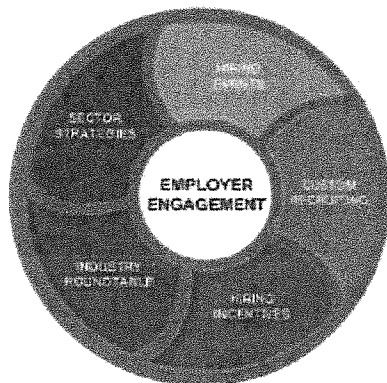
Individual Career Services also include other services that job seekers may needed in order to obtain or retain employment, including: Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers; in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals; Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives; Group counseling; Individual counseling; Career planning; Short-term

prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training; Internships and work experiences that are linked to careers; Workforce preparation activities; Financial literacy services; Out-of-area job search assistance and relocation assistance; or English language acquisition and integrated education and training programs; and Follow-up services, including counseling regarding the workplace, for participants in Workforce Innovation and Opportunity Activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

Eckerd will work closely with each individual enrolled in services to help them secure a Job Placement that provides a self-sustaining wage as related to his or her individual needs. We will also work closely with the AWS Business Services team, Wagner-Peyser, Center partners, and other special program-funded staff to align efforts with regard to placement. This will include regular posting of updated job listings and referrals as needed.

WIOA training and job placement will primarily be conducted by the Eckerd Career Coach team working in conjunction with Center partners. Eckerd has designed our Career Coach staffing plan to ensure appropriate coverage is provided at all Career Centers, with additional staff assigned to the Centers that will handle the most traffic on a daily/weekly/monthly basis. The Program Manager will provide supervision and support to the Lead Career Coaches and will be based out of a local office. Eckerd will deploy Career Coach staff as detailed below:

Parish	AD/DW Lead Career Coach (Assigned multiple Parishes)	AD/DW Career Coach (Assigned to single Parish)
Acadia	1	1
St. Martin		1
Lafayette	1	3
Vermillion		2
St. Landry	1	2
Evangeline		1
Iberia	1	2
St. Mary		1
Acadiana Total	4	13



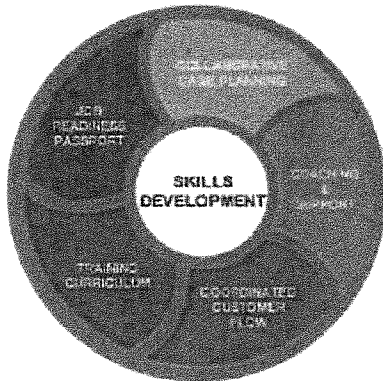
Employer Activities: Comprehensive services in Acadiana will be supported by and coordinated with Center partners, educational institutions, community organizations, and employers across the workforce region, leading to full integration among area providers and broad benefits to participants. Eckerd will work very closely with AWS Business Services staff to ensure progressive learning and advanced certification opportunities are available. Eckerd understands that AWS will provide the Business Services component for Employer Activities across the region and looks forward to developing a strong system of communication, referral, and monitoring related to WIOA customer placement. We will

work closely with AWS to align WIOA service delivery system with employer needs. Through the noted collaboration with AWS Business Services, Eckerd will explore placement with regional employers, including Work Experience, On-the-Job Training, and/or a direct Job Placement.

D. Job Seeker Development Function

AWS has had challenges in delivering quality skill development services, and it needs to devote a greater share of its resources to this function. Skill development is a broad category of services, including pre-vocational and vocational training, both in a classroom setting and through a variety of work-based learning arrangements.

Eckerd will develop, continuously improve, and actively promote a wide range of pre-vocational training opportunities through multiple service delivery methods. Services will be available to all job seekers, embedded in an integrated customer flow, and easily accessed by WIOA customers with the support of Center staff.



Soft Skills Development: Eckerd developed a work readiness training model that supports the development of soft skills and adequately communicates their acquisition to prospective employers on resumes and through social networking. Our goal is to prepare job seekers with a combination of hard skills and soft skills so they can become an immediate contributor to a company. Job seekers preparing for employment with WIOA will increase their ability to think critically, communicate effectively, resolve conflicts and manage time through a series of workshops led by Eckerd and partners. Eckerd has worked closely with workforce system partners in various regions served, including industry leaders, local businesses, Chambers of Commerce, and others to

develop a streamlined soft skills curriculum that specifically addresses competencies employers seek in qualified candidates. The Eckerd staff team will provide or make referrals to partners for soft skills workshops focusing on career portfolio development, job search strategies, and interview/resume preparation. The curriculum has also been developed as a transferrable training that may be utilized by other Center partners working with job seekers thereby establishing a consistent system of skills training across all Center operations. An overview of our soft skills curriculum is included below:

<u>Applied Knowledge</u>	<u>Relationship Building</u>	<u>Workplace Skills</u>
<u>Applied Academic Skills</u> <ul style="list-style-type: none"> • Basic Math • Reading • Locating Information Skills <u>Critical Thinking Skills</u> <ul style="list-style-type: none"> • Problem Solving • Managing Feedback • Initiative • Decision Making 	<u>Interpersonal Skills</u> <ul style="list-style-type: none"> • Teamwork • Conflict Resolution • Diversity <u>Personal Qualities</u> <ul style="list-style-type: none"> • Responsibility & Self-Discipline • Adaptability • Attitude 	<u>Pre-Employment</u> <ul style="list-style-type: none"> • Career Pathway Review • Resume Development • Interview Skills <u>On the Job Skills</u> <ul style="list-style-type: none"> • Communication • Professional Development/Growth • Workplace Financial Literacy • Work Ethic

Eckerd will evaluate and refine our soft skills curriculum based on local needs, working with partners and area businesses to offer workshops that include skills addressing pain points identified by local employers.

Hard Skills: Each job seeker engaged in the WIOA program will be comprehensively assessed and career training goals will be established. Training goals may include classroom and hands on training that lead to a national certification, an On-the-Job Training (OJT) opportunity or a combination of services. Career Coaches will promote training resulting in portable, stackable industry credentials. Eckerd will ensure participants have the opportunity to develop hard skills through occupational training, work experience, on the job training, apprenticeships, or a combination of these options. We will work closely with the network of local employers to explain these opportunities and help them understand the type of employee they will get if they partner with Eckerd. We will work with the Board and locally approved service providers to provide occupational skills workshops supporting foundational and academic competency. The occupational skills workshops will be calendared monthly, follow career pathway models, and be based on in-demand industry sectors. Customers will be able to attend stackable courses that improve job skills, fill skills gaps, build esteem, and develop skills for advanced training.

Eckerd will develop a clearly defined referral pipeline with Louisiana State University at Eunice (LSUE) to link appropriate young people with credential and post-secondary opportunities. Our local operational leadership will conduct regularly scheduled meetings with LSUE representatives to ensure service alignment and facilitate streamlined collaboration between the college and the WIOA program. The relationship will also function as a reverse referral source, helping close skills gaps for participants who seek enrollment in LSUE but require training and remediation to qualify. Further, Eckerd will work with LSUE to conduct special events on campus for WIOA participants. Eckerd has contacted LSUE and secured a letter of support for proposed services; which is included in proposal Exhibit L.

1) Individualized Employment Plan and Case Management

Explain your organization's methods for developing employment plans and case management in an integrated workforce center environment. How will you ensure decisions are made with maximum input from the customer and coordinated with partners? Describe your case management approach. How will you ensure that enough numbers of participants receive quality case management? Discuss the expertise, experience, and training you require for case managers. What is an appropriate caseload for case managers? Describe case managers' methods and frequency of contacting case management participants. Describe how case management will be coordinated with other workforce center functions.

Eckerd's comprehensive assessment process is the first step in strategic case management that will guide each participant along a structured pathway to employment. The assessment process is also the initial opportunity for our staff to create a positive relationship with each customer. The following tools will be used:

- **Comprehensive Adult Student Assessment System (CASAS):** Assesses basic and academic skills in real-world contexts. The system monitors progress in reading, math, English language, writing, and work-readiness skills. The test is used to determine the applicants' initial grade-equivalent skills level in language and mathematics and to determine if they are basic skills deficient and will assist with determining the appropriate level of instruction.

- **CareerOneStop:** (Sponsored by the U.S. Department of Labor, this website provides a robust search engine to explore occupations, apprenticeships and career pathways crosswalks. Data on this tool come from a variety of sources:
 - ✓ The information and formula for **matching interests to careers** come from O*NET Web Services by the U.S. Department of Labor, Employment and Training Administration (USDOL/ETA).
 - ✓ **Outlook data** come from O*NET Bright Outlook occupations.
 - ✓ **Wage data** come from the U.S. Department of Labor's Bureau of Labor Statistics, Occupational Employment Statistics Survey.
 - ✓ **Education data** come from the U.S. Department of Labor's Bureau of Labor Statistics, Office of Occupational Statistics and Employment Projections.
- **My Next Move:** Interactive tool for participants to explore careers through keyword search; by browsing industries that employ different types of workers; or through the O*NET Interest Profiler, a tool offering personalized career suggestions.
- **LMI Gateway:** A powerful career assessment and labor market information system designed for job seekers, students, case managers, training providers, workforce professionals, and others seeking career and LMI.
- **GCF Learn Free:** Online portal for career, education, and life skills.
- **LA Star Jobs:** Job seekers can explore careers, apply for the highest rated jobs and connect with local education and training providers on the LWC's free career tool, Louisiana Star Jobs, at www.laworks.net/Stars.
- **HiRE:** Job seekers can file for unemployment and immediately search for new jobs that match their experience and interests through the HiRE system. Employers can also recruit qualified candidates through this integrated system.
- **My Life. My Way.** Job seekers have a new LWC online tool to help with career planning. "My Life. My Way." estimates living costs around the state and connects users to occupations that make their lifestyle choices affordable. Visit "My Life. My Way." at laworks.net/mylife.
- **Employment Data:** To view all available employment data, visit Louisiana's employment homepage at <http://www.laworks.net> and select Labor Market Information from the top-right menu. LOIS, the Louisiana Occupational Information System, details information such as employment and wage data listed under Historical Data Analysis

Eckerd understands many critical WIOA services must be delivered using unconventional and innovative methods due to the COVID-19 pandemic. Assessment is an essential component of effective service delivery and links directly to the skills training each participant will achieve during program participation. For this reason, Eckerd incorporates evidence-based Motivational Interviewing (MI) into the assessment process so that a guided interview covering strengths, barriers, experience, and skills is the initial step when developing a comprehensive, detailed information inventory to inform service delivery.

Using MI and coaching techniques, the Eckerd program model emphasizes strong interpersonal communication and a mentor relationship between our staff and participants as a key feature of effective services. The foundation for this relationship is developed during the enrollment and assessment process. As such, the pandemic presented significant challenges as our workforce staff around the country adjusted to limited personal interactions due to social distancing restrictions.

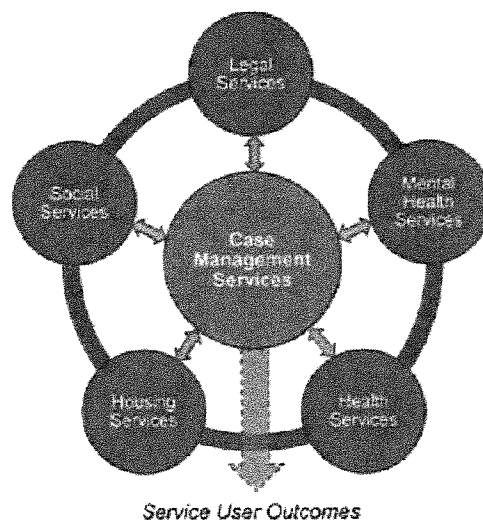
Eckerd has implemented the Adobe Connect platform as a means of connecting with WIOA participants during social restrictions and/or other barriers to service. Adobe Connect is a solution for virtual meetings and classroom training that incorporates several features to ensure strong engagement. Eckerd specifically selected Adobe Connect as our virtual solution due to accountability features, choosing the system over other similar products such as Google Classroom.

Using the Adobe Connect platform, Eckerd will engage in a virtual assessment process during the ongoing pandemic, with the ability to meet customers individually and in small groups that include other key stakeholders invited to participate in assessment or case planning. Adobe Connect functionality will allow our Career Coach team to facilitate guided interviews using MI face-to-face; complete measurement-based assessment tools; and monitor progress with web-based assessments. The system will also allow for results to be directly reviewed with each participant during scheduled sessions which would normally occur at the Center and explore relevant occupations online using tools such as the O*NET Interest Profiler. Finally, Adobe Connect includes features that allow participants to digitally sign documents using a computer, smartphone, or tablet. We believe a virtual service strategy will allow us to provide remote services for a significant number of WIOA customers during the pandemic and after COVID-19 ends.

Assessment results are incorporated into the Individual Employment Plan (IEP) created by the participants and staff. The IEP considers each participant's career and educational goals, training and employment ambition, assessment results, educational backgrounds, barriers to employment, and supportive service needs, while establishing clear objectives designed to empower the individual while propelling them toward individual achievement. IEP goals are comprehensive, including scheduled activities, timeframes for goal achievement, and specific action steps that will allow each participant to meet his/her objectives. Eckerd staff adheres to the following elements, ensuring an IEP is developed in conjunction with each participant:

- ✓ **Individual:** Each client's IEP will meet, or exceed, his or her specific needs.
- ✓ **Customer Service Focused:** Staff is trained in the area of customer service, including the dual nature of our program participants and adhering to our client-centered philosophy.
- ✓ **Strength-Based:** Staff works with clients to elicit their strengths, including hidden skills and abilities that a participant might otherwise overlook.
- ✓ **Accountable:** Because IEP plans are developed in collaboration with participants, we hold participants accountable for the tasks necessary to achieve their goals.
- ✓ **Face-to-Face Contact:** Each IEP is developed in face-to-face meetings between participants and our staff; staff conducts scheduled reviews to assess progress and identify challenges.

Once each job-seeker is engaged in our case management services as well as completes initial educational, career and personal goal assessments, Career Coaches and job-seekers work collaboratively to develop the IEP, a living



document that will prioritize stabilizing service elements based on presenting barriers that are currently impeding their ability to progress on an education or career pathway. Eckerd will work individually to assist job-seekers addressing barriers, identifying transferable skills, developing critical thinking skills, self-advocacy and self-confidence through utilizing the principals of our evidence-based practices. We utilize a process that prepares job-seekers to meet the challenges of employment through a coordinated, progressive series of activities and experiences that help them to become socially, morally, emotionally, physically and cognitively competent. Understanding that formal assessments are required for individuals looking to participate in occupational skills training programs, literacy or educational programs, apprenticeships, and other tracks, Eckerd will offer a variety of mechanisms to assist the customer in preparing for these exams. Any Center job seeker interested in pursuing such activities will be encouraged to attend formal or informal tutoring and upskilling sessions prior to taking any required formal academic assessments.

Once each participant completes initial educational, career and personal goal assessments, Career Coaches and jobseekers work collaboratively to develop the ISS, a living document prioritizing service elements based on presenting barriers impeding their ability to progress toward education, employment, and career goals. Eckerd works individually with each participant, preparing them to meet the challenges of employment through a coordinated, progressive series of activities and experiences that help them to become socially, morally, emotionally, physically and cognitively competent. Career Coaches will provide referrals to identified external organizations for any issues identified outside the scope of what can be addressed by our program or partners. Staff will work with the jobseeker to make arrangements with the service provider, schedule appointments, assist with required paperwork, and follow up with the participant and service provider to ensure they receive appropriate assistance. When necessary, program staff accompany participants to appointments, ensuring they receive services aimed at barrier elimination or reduction. Eckerd believes that customized services coupled with the menu of standard services are key to serving large numbers of individuals. Eckerd intends to continue strengthening knowledge of resources available in the area and will leverage a considerable network of partnerships established over more than six years providing WAA program service in Acadiana.

A fundamental component to our effective program model is intensive case management. Case management guides and supports each participant on their path toward obtaining employment and career advancement. The order in which a participant receives specific case management services varies depending on their individual needs and goals. Case management is defined as *a collaborative process that assesses, plans, implements, coordinates, monitors and evaluates the options and services required to meet the participant's health and human service needs*. Intensive case management will be woven into participant's daily activities which will focus on increasing life and work readiness skills development to assist them in achieving self-sufficiency. Using the Adobe Connect platform, the Eckerd Career Coach staff will continue to provide intensive case management during one-on-one sessions in addition to individual training and coaching.

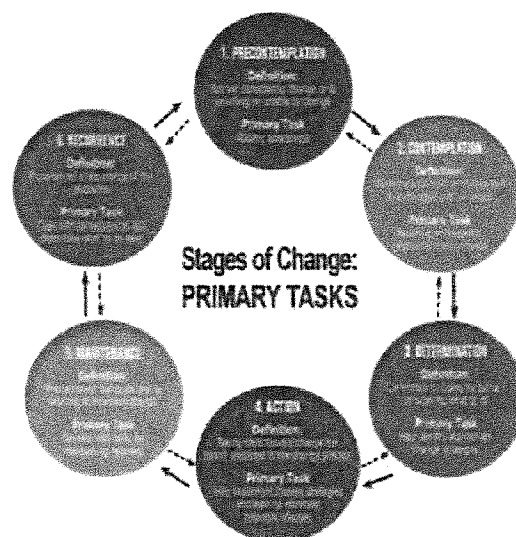
The program components have been developed to help participants secure and maintain unsubsidized competitive employment using a holistic, individualized, direct-service delivery approach. Through regular, scheduled meetings between the participant and their career coach, participants will gain critical interpersonal skills such as the ability to build trust, handle conflict, value differences, listen actively, empathize with others, and understand their own identity. The Eckerd Career Coach will be each participant's first contact and program liaison, collaborating

throughout service delivery to solve problems and to meet participant needs. Case management sessions provide a forum for staff to build a caring relationship with the participant, provide “just in time” interventions, and continuously evaluate progress. We have developed a common approach, philosophy and language which our participants and staff can understand, maximizing successful outcomes. Our case management approach is a person-centered, goal-oriented process that accurately assesses individual needs, identifies appropriate community resources, and assists jobseekers in successfully completing services.

Eckerd Adult & Dislocated Worker Career Coach staff carry a caseload of 125 participants in most of our program locations. This caseload is generally split between active and follow-up clients, with 70% active and 30% follow up. Eckerd program leadership will review Career Coach caseloads on a monthly basis during scheduled case management review meetings and will adjust as needed.

Eckerd recognizes that participant are more likely to succeed when receiving significant and intensive case management and service coordination in tandem with hard skills and work readiness training. For this reason, Eckerd incorporates a number of evidence-based and informed approaches in our model for workforce development programs, ensuring that staff have a basic understanding of the psychological, neurological, biological, and social impact that trauma and violence have on our participants’ lives. Our service delivery model takes a holistic, customer-centered approach to comprehensive case management and includes the following best practices:

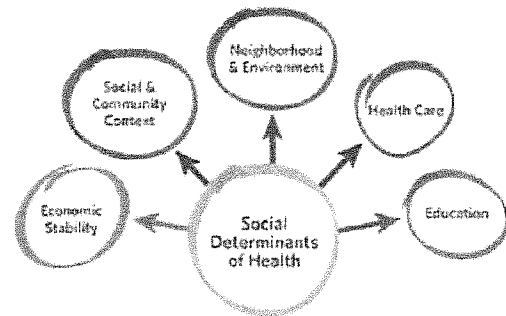
Motivational Interviewing (MI): MI is an evidence-based technique utilized to help every participant recognize their strengths, talents, and barriers. The principles of MI are embedded in a philosophical style of coaching that uses specific techniques to move jobseekers through the process of change. This change model is characterized as having six stages: Pre-Contemplation (not willing to change), Contemplation (thinking about change), Determination (deciding to change), Action (doing something about it), Maintenance (holding onto change) and Relapse (falling back into old behaviors). Eckerd utilizes a blended approach (MI/Stages of Change/ Cognitive Restructuring) to individualize discussions, interventions and activities in working with participant to prioritize options and identify barriers preventing economic independence.



Human Centered Design: Human-Centered Design is a process that starts with the people we serve and ends with new solutions that are customized based on their needs. Human-centered design builds a deep empathy for job seekers; generating innovative ideas; designing systems, services and spaces that put the job seeker at the forefront of the work; sharing these ideas, systems and services with job seekers; working together to make adjustment and modifications; and implementing the final product. We designed our existing workforce programs utilizing this model and believe working within this framework results in higher levels of customer satisfaction.

Trauma Informed Care: We ensure that staff understand the impact that trauma and violence have on our job-seekers' lives. Through our national experience operating workforce programming we recognize most jobseekers have experienced trauma influences their current circumstances. For some jobseekers, the loss of employment itself is a traumatic event that can have long-term ramifications on their mental health and their ability to obtain employment. Eckerd has developed Trauma Informed training which focuses on SAMHSA's six (6) key principles of a trauma informed approach: *Safety, Trustworthiness, Peer Support, Collaboration & Mutuality, and Empowerment, Voice & Choice.*

Social Determinants of Health (SDOH): SDOH are factors that contribute to a participant's current state of health, which include income level; educational opportunities; occupation, employment status, and workplace safety; access to housing and utility services; and availability of transportation. Eckerd believes that the SDOH are closely related to the overall success of jobseekers who engage in services in our programs. Understanding and addressing a participant's SDOH helps to ensure that successful outcomes are met.



Person-Center Planning: Eckerd's case management philosophy empowers the job seeker as the primary director of his/her career; if the wants, needs, abilities, and dreams of the job seeker are not considered during career planning, the job seeker is unlikely to retain the position. According to a Brief released from the Institute for Community Inclusion titled *More than Just a Job: Person-Centered Career Planning* (2002), when a job seeker is the driving force behind the career plan and job search, they will find a job that works for them and stay in that job longer.

Virtual Platforms: Virtual platforms such as Zoom, WebEx and the Adobe Connect platform allow our staff teams to conduct all core program activities via a comprehensive, secure virtual classroom with embedded features that prompt engagement and validate participation. Virtual services are currently being provided to participants for case management and training through workshops. Virtual job fairs are also provided. This platform has been utilized throughout the COVID-19 pandemic but is also a valuable tool when serving jobseekers in rural locations or when offering remote services on evenings and weekends.

Distance Learning-The Learning Express & Workforce Skills for the 21st Century by EBSCO is a blended instructional model implemented as a distance learning platform. This system includes academic skill-building, test prep, and career resources in an online learning platform.

2) Work Readiness Services

Describe your organization's approach to work readiness services. How do you propose to deliver these services in a meaningful, impactful way? How will work readiness services be combined with individualized employment plans, case management, and other training? How will these services be delivered in an integrated manner?

Eckerd is committed to providing targeted workforce development services that are designed around the unique needs of each individual visiting the Centers and engaging in training. This strategy will include both WIOA customers served by Eckerd as well as participants' whose entry point into the workforce system is facilitated through Center partners. Eckerd understands that the

regional system functions as Acadiana Workforce Solutions (AWS) and will work closely with the Board and local partners to fully align each phase of services with resources and activities that are currently occurring.

Eckerd workforce services are designed as a continuum of assessment, skill development, and career exploration, with each of these core components operating in a dynamic and complementary manner to continually enhance overall achievement while expanding available options for all job seekers served. Further, Eckerd leadership teams and direct services staff understand that individuals enter the workforce system with diverse skill sets that require unique program options based on past achievements, current work readiness, and ongoing skill development. Our workforce training system is designed with multiple entry and exit points aligned with each participant's strengths and needs. Our core beliefs and values drive the process:

<i>Carefully match participants based on interests and skill</i>	Our Career Coach conduct in-depth discussions with each determine their interests, skills, and abilities to increase motivation, develop successful placement, and solidify retention.
<i>Coaching with a focus on short and long-term goals</i>	We believe that working together with each participant and identifying and building on their strengths and abilities will help with experiencing success, initially with short term goals and progressing to long term goals
<i>Prepare participants through soft skills training</i>	Career Coaches provide participants with pre-employment skills training though one on one interactions and/or workshops.
<i>Train participants in technical skills, or hard skills, needed for specific career pathways</i>	Our program focuses on providing industry recognized training and credentials based upon high demand jobs identified from labor market information.
<i>Developing and maintaining relationships with employers</i>	The Career Coach with identify employers that will partner with us while also collaborating with local workforce staff to coordinate job placement efforts.

Eckerd Career and Training Services will be provided in phases that will maximize impactful guidance, helping each individual job seeker develop core competencies that ultimately lead to successful placement in employment. Each phase of the proposed program is designed around the central concept of career exploration and ensuring each customer is placed on a career track aligned with individual needs and goals.

» **Phase I: Career Assessment and Planning**

Orientation and Eligibility: Eckerd staff members will engage job seekers when they visit the Career Center and will help them navigate the intake and eligibility process, initiating access to basic career services. Based on needs, job seekers will be referred to more in-depth services offered through Eckerd or partner staff. Every customer will have an opportunity to attend comprehensive *General Orientation* that will provide information on how to access Center services, detail supportive community resources, and review WIOA prerequisites.

Assessment: The Eckerd Assessment process is driven by an in-depth initial interview between the program applicant and the Career Coach Eckerd staff will conduct a guided conversation using

Motivational Interviewing, engaging in discussion focused on the applicant's past work history and education, present needs/desires, and future unsubsidized employment goals while also addressing the applicant's interests, aptitudes, and barriers to employment. Staff will also administer validated assessment tools as mentioned above. Eckerd's comprehensive assessment process is the first step for strategic case management.

Individual Employment Plan (IEP): The development of the IEP is an individualized process that is created in partnership with each individual participant and is tailored to meet their individual goals. Our Career Navigation team will refer back to the IEP during each meeting with the customer to ensure they are on target and compliant with the timelines and objectives that must be accomplished to achieve their desired goals. Frequent IEP reviews ensure that the participant remains goal oriented and creates a supportive relationship.

» **Phase II: Academic Readiness:** Eckerd believes that it's important to assess job seekers for basic skills and will make recommendations for remediation based on the person's scores. The designated Career Coaches may recommend tutoring to increase basic skills as reflected on the CASAS assessment. Tutoring can be completed virtually or through Adult Education classroom training opportunities. Job seekers will prepare for employment by increasing academic readiness to a level that would qualify for their chosen career pathway with potential to earn self-sufficient wages. Achievement will be validated by the Career Coach.

» **Phase III: Soft Skills Development:** Eckerd developed a work readiness training model that supports the development of soft skills and adequately communicates their acquisition to prospective employers on resumes and through social networking. Our goal is to prepare job seekers with a combination of hard skills and soft skills so they can become an immediate contributor to a company. Job seekers preparing for employment with WIOA will increase their ability to think critically, communicate effectively, resolve conflicts and manage time through a series of workshops led by Eckerd and partners.

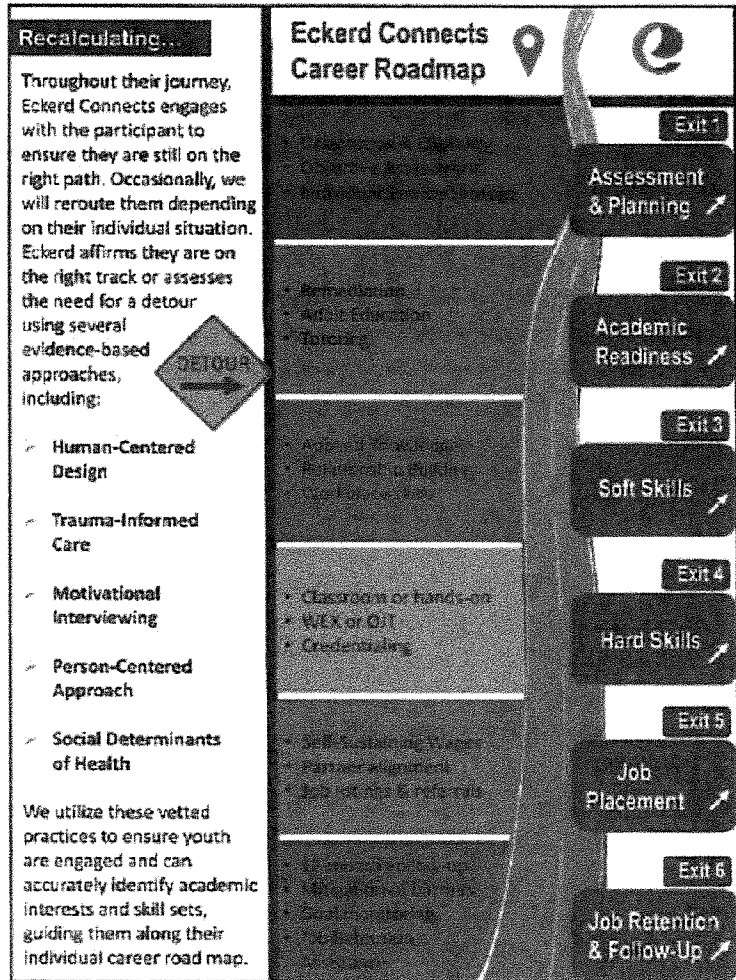
» **Phase IV: Hard Skills:** Each job seeker engaged in the WIOA program will be comprehensively assessed and career training goals will be established. Training goals may include classroom and hands on training that lead to a national certification, an On-the-Job Training (OJT) opportunity or a combination of services. Career Coaches will promote training resulting in portable, stackable industry credentials. Eckerd will ensure participants have the opportunity to develop hard skills through occupational training, work experience, on the job training, apprenticeships, or a combination of these options.

» **Phase V: Placement:** Eckerd will work closely with each individual enrolled in services to help them secure a Job Placement that provides a self-sustaining wage as related to his or her individual needs. We will also work closely with Wagner-Peyser, Center partners, and other special program-funded staff to align efforts with regard to placement. This will include regular posting of updated job listings and referrals as needed.

» **Phase VI: Job Retention/Follow Up:** After job placement, Eckerd will continue providing support and assistance for WIOA-registered customers and their respective employers to promote job retention. Job Retention Assistance will be provided for at least 12 months with the intent of helping customers placed into jobs overcome any problems that may arise and to ensure further

progress toward long-term employment and self-sufficiency. We will maintain regular contact with customers during 12-month follow-up to ensure they are achieving goals and assist them with concerns. Eckerd views a structured Career Pathway as a “highway” with many “exit” options based on each individual’s personal goals, financial needs, and career aspirations.

To facilitate strong service integration across workforce partners while ensuring job seekers receive impactful training and services, Eckerd will implement our Job Readiness Passport (Passport) system in Acadiana. Passport was developed as a direct result of employer feedback, as industry leaders in several areas we serve approached Eckerd seeking partnership with the workforce system to build a strong pipeline of qualified candidates that meet their workforce needs. The Passport is a system of validating that participants are qualified for successful employment and the skills they have developed ensure they are priority job candidates for in-demand employers.

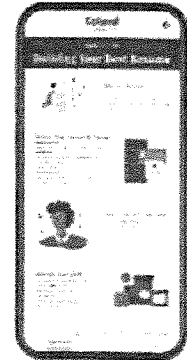


The Eckerd Passport system is designed for use by all workforce partners, including WIOA service providers, Wagner-Peyser, Adult Basic Education programs, Vocational Rehabilitation, training organizations, and other community partners, with the understanding that WIOA participants intersect with a number of different organizations when enrolled in services and building skills. Any participant who engages the workforce system will be issued a Job Readiness Passport. The Passport will provide each participant with a clear checklist of action items that must be completed to ensure a successful pathway leading to sustainable employment. Once a participant has completed all the action items with their Passport, they will be endorsed by Eckerd and AWS as both eligible and suitable for hire. The Passport is implemented in close collaboration with workforce system partners and standardizes workforce preparation activities:

<p>Phase I Career Assessment & Planning</p>	<p><i>Orientation and Eligibility:</i> Eckerd staff members will engage job seekers and help them navigate the intake and eligibility process, initiating access to career services. Based on needs, job seekers will be referred to more in-depth services offered through Eckerd or partner staff.</p>
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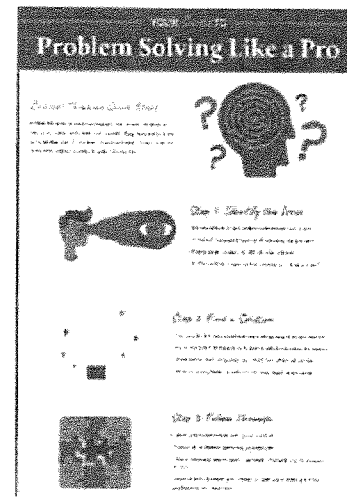
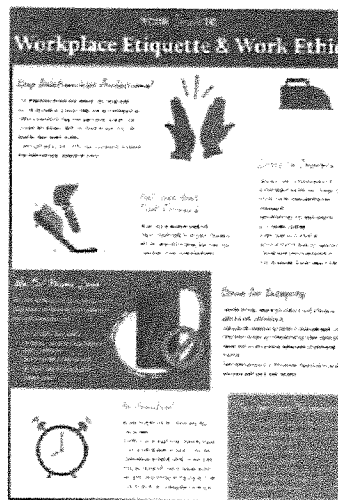
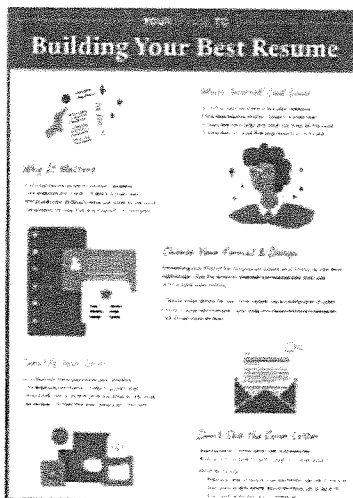
	<p><i>Assessment:</i> Assessment focuses on the applicant's past work history and education, present needs/desires, and future unsubsidized employment goals while also addressing the applicant's interests, aptitudes, and barriers to employment. Comprehensive assessment process is the first step for strategic case management.</p> <p><i>Individual Service Strategy:</i> The development of the ISS is an individualized process that is created in partnership with each individual participant and is tailored to meet their goals. Frequent ISS reviews ensure that the participant remains goal oriented and creates a supportive relationship.</p>
<p>Phase II Academic Readiness</p>	<p>Based on basic skills assessment, recommendations for remediation and training goals are identified. Job seekers will prepare for employment by increasing academic readiness to a level that would qualify for their chosen career pathway with potential to earn self-sufficient wages. Achievement is validated by workforce system partners, including Eckerd.</p>
<p>Phase III Soft Skills Development</p>	<p>Eckerd developed a work readiness training model that supports the development of soft skills and adequately communicates their acquisition to prospective employers on resumes and through social networking. Our goal is to prepare job seekers with a combination of hard skills and soft skills so they can become an immediate contributor to a company. Eckerd has worked closely with workforce system partners in various regions served, including industry leaders, local businesses, Chambers of Commerce, and others to develop a streamlined soft skills curriculum that specifically addresses competencies employers seek in qualified candidates. The curriculum has also been developed as a transferrable training that may be utilized by other Center partners working with job seekers thereby establishing a consistent system of skills training.</p>
<p>Phase IV Hard Skills</p>	<p>Each job seeker engaged in the WIOA program will be comprehensively assessed and career training goals will be established. Training goals may include classroom and hands on training that lead to a national certification, Work Experience (WEX), On-the-Job Training (OJT), or a combination of services. Training resulting in portable, stackable industry credentials will be promoted across the region. We will work with the Board and locally approved service providers to provide occupational skills workshops supporting foundational and academic competency. The occupational skills workshops will be calendared monthly, follow career pathway models, and be based on in-demand industry sectors.</p>

As participants engage services and progress through training, their achievement is validated via a *Passport Stamp*. This validation can be completed by either Eckerd staff or any partner within the workforce system providing services. The goal for any participant is to validate their success as they complete primary aspects of workforce training. Upon completion of the Passport, and thus core WIOA services, the participant is *Job Ready* and will be matched with employment. In addition to the skills, certifications, and competencies each participant acquires during training, the Passport is a system of validating they are prepared for a successful career.



The Passport is provided in both hard copy and digital format. Based on participant and employer feedback, Eckerd has developed a mobile application which can be used in the same manner as the hard copy Passport, with back office functionality allowing participant achievements to be validated or *Stamped* based on progression through service delivery. The Passport mobile application has been designed to function with both Android and iOS operating systems.

Both the hard copy Passport and the mobile application include resources for participants such as references to training, resume builders, and other information that will continue to assist them during the follow-up period and once WIOA services conclude. The Eckerd Job Readiness Passport is a system for guiding participants through critical elements of WIOA services; ensuring each person receives comprehensive training; and validating their readiness for successful employment. The system is designed to provide an array of tools that will provide ongoing support for participants as they engage and progress along their career pathway.



Eckerd has identified One Acadiana as a critical and significant workforce partner in the region. Eckerd will provide direct support of regional workforce initiatives as noted in the One Acadiana strategic plan. Our staff teams will leverage the vast network of employer relationships established via One Acadiana to identify high quality WEX, OJT, and Employment placement opportunities. Further, if selected as the WIOA Youth service provider, Eckerd will participate in industry initiatives coordinated by OneAcadiana targeting priority industries in the region. Eckerd has contacted OneAcadiana, reviewed our vision for services, and will establish a formal partnership if awarded a contract for WIOA services.

3) Career Scholarship (Individual Training Account) Management

Discuss how your organization will manage the Career Scholarship (CS) process. Discuss safeguards that you would use to ensure proper management of CS expenses, including procedures for tracking CS obligations and expenditures, and de-obligating unexpended obligations. Discuss financial aid coordination, and how CSs will be coordinated with other workforce center services.

Training services will be provided by WIOA Eligible Training Providers via Career Scholarships/ Individual Training Accounts (ITA) and vouchers and are based on the customer's assessments, current education level, background or work experience, and in-demand jobs. Eckerd's proposed program will provide referrals to local technical colleges and training providers for additional skills training in order for participant to obtain a credential for placement in employment. Staff will utilize the Labor Market Information to identify industries that are stable and offer employment at a self-sustaining wage above minimum wage. Eckerd staff will partner with educational institutions to assist with enrollment, financial aid assistance, and training opportunities. Career Coaches take the customer through the process of completing a FAFSA to determine if they are eligible for Pell and/or any other educational grant opportunities. All external funding sources will be exhausted before WIOA funds will begin to pay for the training. On-the-Job Training and Work Experience are also options that will be explored based on the customer's skills, needs, and desires. The ITA is developed based on the IEP, signed by the Career Coach and customer, and submitted to the Program Manager for approval. Once the ITA is approved then the Career Coach is authorized to issue Vouchers to the approved Eligible Training Provider. Each voucher is signed by the Customer, Career Coach, and approved by the Program Manager. Once the Voucher is approved it is either sent to the Eligible Training Provider electronically or the Customer takes it to admissions for processing.

Eckerd utilizes a web-based data and record keeping system which provides a complete solution to track services, manage program eligibility and enrollments, manage staff performance and provide tracking of budgets, and payments to ensure programs are staying within budget. Once the budget is finalized, Eckerd enters detailed participant budget information which has built in checks and balances that assist local leadership and front-line staff to manage the participant work experience, training dollars and support budgets. Front line staff create ITA's and vouchers against the budget line items and will not create budget ITA's that exceed the budget. Front line staff are empowered with the ability to release funds or modify Training Accounts when customers don't complete training or when projected costs change. This allows the team to keep up and track accruals and expenditures in real time. Eckerd has developed a customized report that is shared with stakeholders each month showing the amount of WIOA Funds obligated via Individual Training accounts and includes Vouchers that are paid and unpaid to date to training vendors. This report was specifically designed and developed with the assistance of workforce development boards and has served as a Best Practice throughout all of our projects.

4) Work-Based Learning

Discuss your organization's approach to work-based learning. Explain your organization's process for initiating and executing contracts, how the placements are monitored, and how they are coordinated with other services. How will you coordinate work-based learning with other forms of training? How will you ensure that most of the training provided through the workforce system incorporates work-based learning?

Eckerd will work with the AWS Business Services team and develop a network of Acadiana employers willing to train candidates who may not have all the skillsets required to qualify for the job. On-the-Job Training is an attractive option for employer partners who want to train talent

specifically for the job at their company. This opportunity is particularly attractive when the participant has completed occupational skills training but lacks experience. Eckerd's WIOA Team will work in collaboration with the Business Services Team to identify local businesses who are interested in the OJT opportunity. The Business Services Team will review the job description for the position available and compare it against the specific skillsets of the participant. The OJT training plan will be developed based on the skills that need to be developed. The OJT training plan elements will be reflected in the participants ISS. The assigned Career Coach will monitor the participant during the OJT activity and a minimum of a midpoint and final evaluation will be completed. Participants are generally excited to pursue OJT opportunities because they provide a direct pathway to employment in their chosen career pathway.

Participants with limited work experience may not be ready for an OJT opportunity. Many participants develop work maturity and basic career skills through the Work Experience Activity. Work Experiences are short-term structured learning experiences for professionals with limited, unstable or no employment history. The WIOA program places an emphasis on Work Experience. Therefore, Eckerd uses a team based approach to Work Experience and each team member will develop a plan to market the program to local businesses, matching participants with a local business that falls within the participants chosen career field, and facilitating the work experience contract from beginning to mid-point evaluation and conclusion. The Work Experience will enable Adults to gain skillsets and demonstrate job stability via a short-term employment experience. This is a valuable experience that can enhance a participant's resume and they pursue full time self-sufficient employment.

Eckerd will work with local area employers and the Technical College System to identify Apprenticeship opportunities for individuals with little to no work experience. We plan to integrate career exploration opportunities for individuals to expose them to in demand occupations. Unpaid work experience opportunities will be established for those who have little to no work experience. Enhanced employability skills workshops will be implemented to better prepare individuals to transition to work.

E. Post-Placement and Job Retention Follow-up

Discuss your experience in the provision of these services and the impact it has had on performance measures. What procedures will you use to ensure that follow-up services are routinely offered to participants? How will you carry out these services given all the other demands on staff time?

Our proposed program provides substantive phases of self-exploration by virtue of assessment, career exploration utilizing various methods, and effective case management. Eckerd will utilize evidence-based MI to generate strong engagement, beginning with our initial interactions, during active program participation, and continuing through follow-up. Eckerd Career Coach team will provide regular, ongoing contact and identifies and addresses work related problems as they arise. Eckerd will utilize a variety of techniques to provide ongoing support to our participant during the follow-up phase. Career Coaches provide on-going contact phone calls, random and regularly scheduled meetings, mailings, and even visits to employers. Staff will organize monthly and/or quarterly meetings for participant who are employed to discuss concerns and solutions to overcome barriers to continued employment. Eckerd tracks each participant for at least a year after the program and documents the updates for each participant in the state reporting system as well as in their case file. The follow-up period for this contract will be 12 months, which will be sectioned into four quarters. Services include, but are not limited to:

- Providing participants a telephone number to call at any time after exit in order to contact staff throughout the following year for additional support, point of contact, and referral services.
- Providing participant access to resource materials and job placement services.
- Contacting participant on a quarterly basis to document academic progress, validate employment, and provide additional support.
- Ensuring telephone contact is maintained, and if not, making every effort to contact participant to document progress and offer ongoing support on a quarterly basis, including mail, school, and/or home visits.
- Ongoing staff support as a service to participant that find themselves in need of different or new opportunities during the follow-up period
- Utilizing Social Media such Facebook and Twitter along with texting to maintain contact.

Participants will be contacted via monthly newsletters, email blasts and via social media, notifying them of activities at our program, including informational interviews, guest speakers, and job fairs. Additional follow-up strategies include:

Period	Strategy	Actions
Prior to Exit	Develop and Review Strategic Exit Plan	<ul style="list-style-type: none"> • Schedule times for contact-minimum of 1/month • Discuss what to expect in follow-up • Monthly contact with questions regarding status and future needs • Ensure contact information is up to date, including social media information such as Facebook, Twitter, LinkedIn, etc. • Consent to release form updated as needed
First Quarter	Bi-monthly contact	<ul style="list-style-type: none"> • Know the job, the employer and the status of success • Identify challenges & barriers • Utilize MI to assess if participant remains in the "Action" stage of change • Review goals established on exit plan • Encourage attendance in a quarterly face-to-face meeting to discuss successes and other needs • Verify employment, post-secondary, or military placement • Document with activity code & case note
Second Quarter	Bi-monthly contact	<ul style="list-style-type: none"> • Identify challenges & barriers • Utilize MI to assess if participant remains in the "Maintenance" stage of change • Review goals established on exit plan • Engage in re-employment activities if required • Verify the employment & median earnings • Document with case note
Third Quarter	Monthly contact	<ul style="list-style-type: none"> • Utilize MI to assess if participant remains in the "Maintenance" stage of change • Review goals established on exit plan • Monitor employment and/or re-employment needs

		<ul style="list-style-type: none"> • Encourage attendance in a quarterly face-to-face meeting with all 3rd quarter completers to discuss promotion strategies and validate self-sufficiency • Verify employment, post-secondary, or military placement • Continue placement and retention strategies, as needed • Document with activity code & case note
Fourth Quarter	Monthly contact	<ul style="list-style-type: none"> • Engage in re-employment activities if required • Verify the employment retention & credential attainment • Continue placement and retention strategies for those in need • Collect and enter data related to placement and earnings • Document with activity code & case note

F. Sector Strategies and Career Pathway Development

Discuss your organization's experience with and approach to sector strategies and career pathway development. How will you support the LWDB #40's and the region's efforts to address significant industry-wide workforce challenges through sector and career pathway work? How will you coordinate workforce center services with broader sector efforts in the region?

Sector initiatives must be implemented efficiently and aligned with intended strategic outcomes. Workers who are involved in sector initiatives experience increases in earnings, more full-time employment, and greater access to jobs with health and other benefits. Eckerd has identified strategies for effective collaboration with AWS and the community to help job seekers prosper.

- Build around Great Data:** Eckerd has reviewed the local plan and understands that Professional, Scientific, and Technical Services; Health Care and Social Assistance; and Construction as the primary industries around which sector strategies are defined. Eckerd will collect, analyze, and report on data that will assist the Board in measuring the success of current sector strategies.
- Founded on Shared Regional Vision:** Eckerd is committed to developing and maintaining strong partnerships throughout Acadiana. The regional workforce system is an integrative force, bringing together business and industry, education, economic development and other public entities striving to ensure adequate investment in today's workforce; and preparing tomorrow's workforce to ensure they have the skills to meet the demand of the region's growth.

Eckerd's proposed services align with the State Plan goals and strategies.

Strengthen the Workforce Pipeline by:

- Nourishing the health of existing business through the AWS business services team.
- Validate data from the regional sector strategies initiative and conduct focus groups or surveys with employers to identify and later address specific barriers that job seekers possess that limit their opportunities to gain and retain employment
- Ensure residents have access to learning opportunities from K-12 through higher education.
- Adopt a shared Business Services approach for the region

- Create more business-friendly policies and services
- Re-engage adult learners in the workforce by conducting outreach services
- Develop opportunities for those identified in the barriers to employment population

We will facilitate strong collaborations where all partners benefit from the strategic talent pipeline. Eckerd facilitates relationships with employer partners, community agencies, and training institutions who will work together to create an employer driven industry sector strategy.

- ❑ **Guided by Industry:** Our program design includes outreach designed to increase local employer engagement with the workforce development board, WIOA providers, local training providers, and others. Eckerd will identify businesses in the region and engage with business leaders to form a true public-private partnership. Targeted employers include XX.
- ❑ **Lead to Strategic Alignment:** Working closely with the regional One Stop Operator, Eckerd will manage the access point guiding the strategic process for aligning local job seekers with regional industries providing sustainable career pathways. We understand that this responsibility includes implementing effective WIOA funded services and engaging job seekers and businesses, with local initiatives.
- ❑ **Transform how Services are Delivered:** Eckerd understands that WIOA funded programs must continually adapt based on the changing needs of the local area. If awarded, we will work closely with AWS to further refine our program model so that it effectively and efficiently delivers services that positively impact the region.
- ❑ **Are Measured, Improved, and Sustained:** Eckerd utilizes data management systems to capture relevant information used to measure WIOA performance and other key factors defining the success of the proposed program. Eckerd will work with employers to identify short and long-term measures, refine strategies, plan next steps, and demonstrate progress.

Eckerd will work with AWS to maximize the in-demand sectors of Professional, Scientific, and Technical Services; Health Care and Social Assistance; and Construction. Eckerd Career Coach staff will be trained to more fully understand the key skills and abilities needed for each position in each of the sectors below and work with the job seekers for appropriate matching and skill remediation (career scholarships) when available and appropriate. In addition, when creating recruitment fliers and messaging, we will work with our external relations staff and AWS to create collateral focusing on the high demand industries.

G. Employer Services

Discuss how your organization will coordinate and collaborate with the LWDB #40's Business Services Team, and other employee-facing staff members of our partners. How will you ensure that those job seekers completing classroom or work-based learning have the greatest access to the jobs and employers being serviced by the Business Services Team? How will your staff collaborate with the Business Services Team to help develop and implement work-based learning experiences such as OJT, Registered Apprenticeships, and other work experiences?

Eckerd will work very closely with the AWS employer services and will maintain strong communication with the employer services team to remain informed on current and emerging needs from employers in the area. Eckerd will train our staff to maintain a close working relationship with the AWS employer services team and establish a system to share information. We understand this is even more important in the current and evolving employment market which has been redefined by the challenges of the COVID-19 pandemic.

H. Customer Service

Describe your organization's philosophy regarding customer service and the experience you expect each customer to enjoy? Describe how you will ensure that all staff provides excellent customer service. Describe any specific steps you will take, including specific training, staff performance expectations, or other methods. How do you propose to measure customer service?

Eckerd workforce services are accredited by the Council on Accreditation (COA), which ensures that the highest standards for customer service are maintained throughout every division in the organization and every program we operate. Our service delivery model is strategically designed to ensure superior service for all customers regardless of the funding source; to offer a culture emphasizing customer satisfaction, continuous improvement, and transparent and honest communication; and to apply effective gathering and use of data. For WIOA program operated in a Career Center setting, our service delivery model incorporates all Center staff (contract or co-located partners) focusing on these identified indicators of success:

- Increased number of customers who initially and continuously engage center services;
- Increased number of customers who participate in WIOA programming;
- Tangible customer benefit and outcomes for each center visit and services;
- Connecting customers to partner services when needed, wanted, and available;
- Focus on both skills and jobs with personalized, customized workforce recommendations;
- Service concentration with fewest entry procedures possible to maximize overall satisfaction;
- Easy access to comprehensive services that are responsive to the needs of the individual; and
- Increased set of options for service access, including a virtual presence outside of the center.

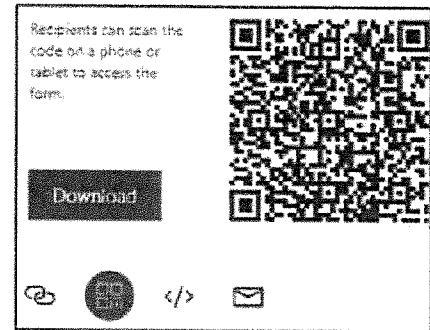
Regardless of whether services are provided in a One-Stop Center, separate program site, or satellite community location, Eckerd provides excellent customer services to young adults via an innovative and effective service design. We offer a positive and impactful program by focusing on the following WIOA customer service standards:

- Service delivery, meeting, and training space reflects a welcoming environment.
- We utilize an integrated intake process providing access through multiple entry points, thus offering a flexible program that includes virtual, satellite, and center-based service delivery.
- We individualize services so youth are placed in employment based on their skills and interests.
- We provide individualized opportunities encompassing all skill and experience levels, offering each youth labor market, job-driven information, and appropriate education and training.
- We focus on career pathways as an effective strategy to help job seekers gain marketable skills and industry-recognized credentials while providing information and guidance.
- We offer career services that motivate, support, and empower customers, including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, veterans, those with criminal backgrounds, and recipients of public assistance.

Customer satisfaction surveys are utilized to evaluate program performance and ensure Eckerd workforce services are aligned with customer expectations. Surveys are administered frequently and are anonymous to prompt honest feedback on Eckerd services. Survey findings are reviewed by program leadership to identify opportunities for improvement. We will use written surveys as well as phone or electronic surveys that allow for easy access, including such services as Telerivet, Survey Monkey, or SurveyGizmo. The COVID-19 pandemic has highlighted the need for

enhanced mobile and virtual solutions; therefore, Eckerd has attempted to identify and implement new, streamlined methods to serve WIOA customers, including enhanced means of surveying customer satisfaction.

To facilitate customer engagement with the satisfaction survey process, Eckerd utilizes a simple Quick Response (QR) Code process in our programs. Youth participants are surveyed during different phases of service delivery to assess whether program operations are functioning according to the established program design. Various surveys are administered by allowing participants to scan a QR code and complete the satisfaction survey. We believe that customer satisfaction is a key benchmark for service delivery; however, we understand that these functions must be streamlined to maximize each participant's time and focus their attention on program services.



Eckerd maintains a quality process that includes contacting customers such as employers, job seekers, and funders to survey them on their experiences in working with program staff. Each quarter a sample of these customers are surveyed to ensure their expectations are being met and if they are satisfied with the services they are receiving. This is an independent evaluation from our corporate quality specialists to obtain an unbiased evaluation. Any concerns that are noted from these surveys are brought to management's attention for resolution. Staff having difficulty meeting the customer service standards will be counseled. Eckerd has developed a customer service training to assist staff in working with the various customers we serve in order to become more effective in accomplishing their goals.

Staff of Eckerd programs receive a customized training specific to customer service. This training was developed in collaboration with TAD Grants and is on our EckerdU LMS. Staff also participate in trainings and webinars facilitated by Workforce 180, Beverly Ford, National Association of Workforce Development Professionals and others. The training will include components on Respecting diversity, Utilizing a Trauma Informed Lens, etc.

Attachment B- Fiscal Budget

ATTACHMENT F
Proposed Budget Summary

Budget Line Items	Direct Program Costs	Non-Direct Costs	Total
1. Salaries	1,027,207	49,957	1,077,163
2. Fringe Benefits	0	0	0
a) FICA, SS	63,687	3,097	66,784
b) FICA, Med	14,894	724	15,619
c) Health Insurance	226,856	11,025	237,881
d) Dental Insurance	0	0	0
Life Ins/Std/ Ltd	9,452	459	9,912
a) 403b pension	22,599	1,099	23,698
b) 401K Admin	0	0	0
c) Unemployment State	6,163	300	6,463
d) Unemployment Federal	0	0	0
e) Workers Compensation	7,704	375	8,079
3. Office Supplies	4,824	0	4,824
4. Staff Travel, in region	24,771	0	24,771
5. Staff Travel, out of region	2,144	0	2,144
6. Staff training	1,429	0	1,429
7. Outreach/Recruitment	4,675	0	4,675
8. Overhead, Allocated & Indirect Costs		85,893	85,893
9. Other	1,646,145	0	1,646,145
	0	0	0
Grand Total	3,062,550	152,930	3,215,480
Percentage of Grand Total			100%

0

Detailed Description of 9. Other:		
	Type	Amount
a.	Background Screening - Staff	5,715
b.	Software Licensing Fees	7,016
c.	Cell Phone	6,714
d.	General Liability Insurance	19,293
e.	Participant On the Job Training	760,000
f.	Client Employment Verification	3,600
g.	Client Training	700,290
h.	Client Supportive Services	140,000
i.	Printing & Copying	2,210
j.	Dues	858
k.	Postage	450
l.	Client Work Experience	0

m.		
n.		
o.		
		1,646,145

Position / Job Title	# Staff	Annual Salary	% Charged to this Proposal	Amount Charged to Direct Program	Amount Charged to Indirect	Total
VP of Operations	1	132,000.00	14%	0	18,277	18,277
Sr. Director of Operations	1	130,000.00	17%	0	22,500	22,500
Fiscal Support	1	53,244.00	17%	0	9,180	9,180
Operations Director	1	103,914.24	54%	55,157		55,157
Administrative Assistant	1	45,000.00	54%	24,148		24,148
Outreach Director	1	65,000.00	54%	34,837		34,837
Outreach Specialist 1 - (Lafayette)	1	40,000.00	54%	21,465		21,465
Outreach Specialist 2 - (Vermillion)	1	40,000.00	54%	21,465		21,465
Outreach Specialist 3 - (St. Landry & Evangeline)	1	40,000.00	54%	21,465		21,465
Outreach Specialist 4 - (Acadia)	1	40,000.00	54%	21,465		21,465
Outreach Specialist 5 - (St. Martin)	1	40,000.00	54%	21,465		21,465
Outreach Specialist 6 - (Iberia)	1	40,000.00	54%	21,465		21,465
Outreach Specialist 7 - (St. Mary)	1	40,000.00	54%	21,465		21,465
Workforce Instructor	1	43,000.00	54%	23,075		23,075
Program Manager	1	72,000.00	75%	54,000		54,000
Lead Career Coach 1 / Site Manager (Lafayette & Vermillion)	1	39,150.00	75%	29,400		29,400
Career Coach 1 (Lafayette)	1	36,018.00	75%	27,048		27,048
Career Coach 2 (Lafayette)	1	36,018.00	75%	27,048		27,048
Career Coach 3 (Lafayette)	1	36,018.00	75%	27,048		27,048
Career Coach 4 (Vermillion)	1	36,018.00	75%	27,048		27,048
Career Coach 5 (St. Landry)	1	36,018.00	75%	27,048		27,048
Career Coach 6 (St. Landry)	1	36,018.00	75%	27,048		27,048
Career Coach 7 (St. Landry)	1	36,018.00	75%	27,048		27,048
Career Coach 8 (Evangeline)	1	36,018.00	75%	27,048		27,048
Career Coach 9 (Acadia)	1	36,018.00	75%	27,048		27,048
Career Coach 10 (St. Martin)	1	36,018.00	75%	27,048		27,048
Career Coach 11 (Iberia)	1	36,018.00	75%	27,048		27,048
Career Coach 12 (Iberia)	1	36,018.00	75%	27,048		27,048
Career Coach 13 (St. Mary)	1	38,106.00	75%	27,973		27,973
Intake and Resource Specialist 1 (Lafayette)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 3 (Lafayette Ad DW Only)	1	30,000.00	75%	22,529		22,529
Intake and Resource Specialist 2 (Lafayette)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (Vermillion)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (St. Landry)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (St. Landry Ad DW Only)	1	30,000.00	75%	22,529		22,529
Intake and Resource Specialist 2 (St. Landry)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (Evangeline)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 2 (Evangeline)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (Acadia)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (St. Martin)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (Iberia)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 2 (Iberia)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 1 (St. Mary)	1	30,000.00	54%	16,099		16,099
Intake and Resource Specialist 2 (St. Mary)	1	30,000.00	54%	16,099		16,099
Career Coach 14 (St. Mary Ad DW Only)	1	38,106.00	75%	27,973		27,973
Outreach Specialist 8 (St. Mary / Iberia)	1	40,000.00	54%	21,465		21,465
	0	0				
Total	46			1,027,207	49,957	1,077,163

ADULT/DISLOCATED WORKER (DW) BUDGET NARRATIVE

Salaries & Fringe Benefits \$1,445,599

Eckerd Connects proposes to employ at least 43 on-site staff to execute and manage local operations. Additionally, support staff located across the country will also be allocated to develop, manage and operationalize the program. Attachment G in the proposal package details out specific positions as well as the percentage of time charged to the adult/DW project. Position descriptions can also be found in section B, Key Program & Fiscal Management Staff in the proposal which outlines specific duties and job descriptions (included as proposal exhibit B). It is important to note that the percentages of staff time charged to the program are based off annual hours, therefore anyone listed as 75% is fully charged to the Acadiana region since we are only proposing 9 out of 12 months for a budget. Further, some staff are allocated between the youth program (21%) and the adult/DW program (54%).

Eckerd offers a wide variety of options for benefits that employees can choose from. The items that Eckerd would bill back are outlined below:

FICA is calculated at 7.65% times payroll that is subject to FICA taxes. If an employee has deductions from their check for qualifying health benefits, their taxable wages are reduced by that same amount.

Worker's Compensation is an estimated rate based on the prior fiscal year's actual workers compensation expenses as a percentage of the company's projected total salaries for the upcoming year. This is considered a "provisional rate" and will be adjusted (if needed) in the middle of the fiscal year as actual expenses are incurred. The projected rate is .75% and is applied to actual payroll.

Eckerd Connects is self-insured for **unemployment**. The rate is set by a company that administers the unemployment program. The projected rate is .60% and is applied to actual payroll.

Eckerd Connects is also self-insured for **health insurance**. The health insurance rate is calculated based on the total number of employees electing health coverage. The actual per employee per year rate is calculated as the estimated total health insurance claims and administrative expenses divided by the total number of employees electing health coverage. This is then converted to a monthly amount and charged to each contract based on those employees that have elected health coverage. This is considered a "provisional amount" and will be adjusted (if needed) towards the middle of the fiscal year as the actual expenses are incurred. The amount per employee per month projected is \$800. The monthly amount of \$800 is multiplied by the Full Time Equivalent amount (FTE). To calculate the FTE, each month the total number of hours worked on a project by those employees who elect health insurance coverage is divided by the number of working hours in that month. All staff that transition from the current provider will be eligible for health insurance on day one. For new staff, insurance is effective after the first 60 days. For budgeting purposes, it is assumed that 90% of all employees will elect benefits. If that does not occur, a budget modification would be submitted to reallocate unused dollars. Similarly, Eckerd will apply a \$30 per month charge for all employees to cover cost of plans that all employees are eligible for (ex: employee assistance, disability, life insurance).

Eckerd offers a 403b pension plan to all employees. The **pension** rate is an estimate based on the prior fiscal year's actual retirement expenses as a percent of the company's projected total

salaries for the upcoming year. This is considered a "provisional rate" and will be adjusted (if needed) towards the end of the fiscal year as the actual employer contribution is calculated. The projected rate is 2.20% and is applied to actual payroll.

Office Supplies \$4,824

Eckerd budgeted approximately \$750 / month for each site location to provide adequate office supplies to include paper, pens, pencils, and other required supplies. Based on funding levels 71% was allocated to the Adult/DW program for the 9-month program year.

Travel \$26,915

In Region Travel includes a variety of mileage estimates per month for most direct staff, ranging from 80 miles per month up to 200 miles per month. Mileage is paid at the federal reimbursement rate of \$0.575 cents per mile. Additionally, included on the out of region travel line are non-local travel expenses for oversight staff to include: lodging, meals, airfare, car rental and other parking/baggage fees, etc.

Staff Training \$1,429

A small budget is allotted for a variety of virtual and possibly in-person trainings for local site staff to enhance program knowledge and abilities.

Outreach and Recruitment \$4,675

Amounts budgeted here include an allotment for local program outreach to recruit participants and market the program to the local community and business partners. With unemployment levels increasing due to the pandemic, outreach efforts will intensify.

Indirect Costs \$85,893

Eckerd Connects current provisional rate approved by the Department of Health and Human Services (DHHS) is 14.65%. We have attached both our approved federal rate letter and our federal indirect rate proposal submitted to DHHS per your request. In our proposal we list the positions that are included in our indirect rate. For positions such as Jonathan Zeigler, VP of Operations, the only time that is included in our indirect rate calculation is time he spends on paid time off or time spent working on non-workforce related projects. The time he works on actual workforce contracts is direct charged to the actual workforce program he worked with. The same holds true for the fiscal support. Our workforce development billing analysts only charge the time they spend billing and pulling invoice documentation on specific contracts to those contracts. Any of their time spent on paid time off, training or other tasks unrelated to billing and budgeting the contracts is charged to our accounting department as indirect.

A negotiated indirect rate of 10% is applied to the Modified Total Direct Cost (MTDC). It is calculated on allowable costs per the Uniform Guidance (2 CFR 200.68). For the Adult/DW program, total operating expenses are \$3,129,587. From the total operating expenses we deduct client training of \$700,290, client supportive services of \$140,000, and on-the-job training of \$760,000 as the WFB will pay participants. Deducting these participant costs of \$1,600,290 from total operating costs of \$3,129,587 results in MTDC of \$1,529,297. Multiplying this by our negotiated indirect rate of 10% results in an amount of \$152,930. Our administrative cost of \$67,037 plus our indirect cost of \$85,893 totals \$152,930 which is within the 10% of MTDC. This is an effective rate of 5.61%.

Miscellaneous / Other Expenses \$1,330,505

- **Background Screening \$5,715:** A portion is allotted for future re-screens or additional hires. The bulk of the background screening for staff will occur for those transferring over from the current provider. The average background screening is \$200 per employee. This cost is allocated between the youth and adult/DW projects.
- **Software Licensing Fees \$7,016:** Eckerd has proposed to use two virtual training platforms, EBSCO / Learning Express and Adobe Connects. The budget includes site licensing fees for these software programs. Please refer to Section D, Job Seeker Functions in the proposal narrative for information on the specific capabilities of each program.
- **Cell phone \$6,714:** Eckerd plans to issue cell phones to certain direct staff (12.4) at an average cost of \$60 / month. This is unlimited data, talk and text on a smart phone. Phone charges for outreach specialists are allocated between the youth project and the adult/DW project.
- **General Liability Insurance \$19,293:** Eckerd is partially self-insured and therefore, does not pay a premium for general liability insurance. Each year, the risk management team estimates claims to be paid based on historical averages and adds that to the portion of actual true premium we pay (partially self-insured, partially pay in to a premium). They factor this all into the annual projected expense for general liability insurance. The percentage charged to each program is set at the beginning of the year and is determined by our risk management team. The rate assigned to our workforce programs for this year is 0.6% of revenue.
- **Participant On the Job Training \$760,000:** Eckerd plans on working with employers so participants can work via OJT. We are estimating that we will provide 95 DW at an average of \$5,000 per (\$475,000) and 95 Adults at an average of \$3,000 per (\$285,000) to \$760,000.
- **Client Employment Verification \$3,600:** If staff have difficulty verifying a participant's employment, Eckerd will utilize Equifax to access a national database to verify participant employment. This is billed per check and is budgeted across all projects.
- **Client Training \$700,290:** Eckerd estimated that we would provide Client Training Accounts to 147 adult participants at an average of \$2000 per (\$294,667) and 90 DW participants at an average cost of \$4,500 (\$405,614).
- **Client Supportive Services \$140,000:** Eckerd plans to issue support service payments to participants based on needs and eligibility. This line item will include but not be limited to payments for clothing, uniforms, tools, transportation, childcare assistance, emergency needs, and other needs-based payments. The services included in this line item will supplement anything outside of those provided by community partners. Eckerd estimated we would provide supportive services to approximately 75 adult and 65 DW participants at an average cost of \$1,000.
- **Printing & Copying \$2,210:** From time to time it is more economical to outsource large print jobs for recruitment flyers or participant documents, etc. to local professional facilities and this is budgeted in this line item.
- **Dues \$858:** Eckerd Connects plans to utilize this fund for industry memberships to benefit our mission. The dues are allocated between the youth project and the adult/dw project.

- **Postage \$450:** An average cost of \$50 / month is included to account for minimal shipping costs between sites and Corporate HQ.