

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

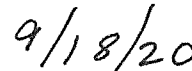
State of Louisiana

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| Contract Number: | <u>WIOA Y0820</u> | Funding Source: <u>WIOA Title I Youth Program</u> |
| Contract Amount: | <u>\$1,284,227.00</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 the operation of the WIOA Youth Program for Youth 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.

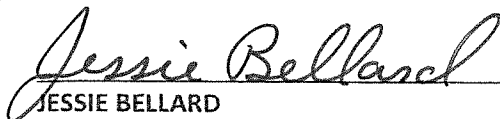


DAVID DENNIS
CEO, ECKERD

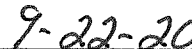


Date

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



Date

ST. LANDRY PARISH GOVERNMENT

SIGNATURE AUTHORIZATION

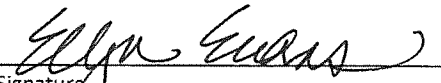
Contractor: Eckerd Youth Alternatives, Inc.
Address: 100 N. Starcrest Drive
Clearwater, FL 33765

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

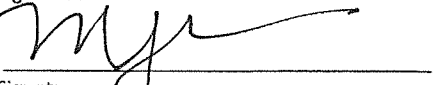
Lauren Lewis, Senior Director, Finance
Name, Title

(321) 428-4830
Telephone


Signature

Michelle Arencibia, Billing Analyst Supervisor
Name, Title

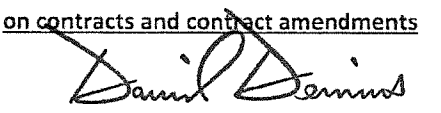
(321) 428-4830
Telephone


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

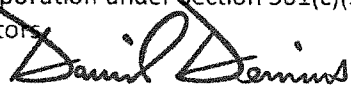

Signature

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

9/18/20
Signature

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

State of Louisiana



Contract Number: WIOA Y0820

Funding Source: WIOA FY20



Contract Type: WIOA Youth 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 or certification requirements.
- C. Each person signing this Contract on behalf of the SLPG hereby warrant 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 In-School and Out-of-School Youth Programs under WIOA 20 CFR § 681.420 Regulations. 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. Youth programs should be integrated into a comprehensive strategy to address each youth's educational and employment needs. This comprehensive strategy should be based on developing the skills that each youth needs to become employable. It should be the intent of the training program to enhance the job prospects and educational level of eligible youth residents in Acadiana parishes that include Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Marin, St. Mary, and Vermilion.
- E. Contractor shall comply with all Federal, State and Local rules and regulations pertaining to conciliation, 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 services of local youth programs must:
 - 1. Provide for an objective assessment of each youth participant that meets the requirements of WIOA sec. 129(c)(1)(A), and includes a review of the academic and occupational skill levels, as well as the service needs and strengths, of each youth for the purpose of identifying appropriate services and career pathways for participants and informing the individual service strategy;
 - 2. Develop, and update as needed, an individual service strategy based on the needs of each youth participant that is directly linked to one or more indicators of performance described in WIOA sec. 116(b)(2)(A)(ii), that identifies career pathways that include education and employment goals, that considers career planning and the results of the objective assessment and that prescribes achievement objectives and services for the participant; and
 - 3. Youth services must ensure the 14 program elements required in § 681.460 are made available within the framework of the program.
 - 4. Provide case management of youth participants, including follow-up services.
- G. Contractor warrants and represents to the SLPG that it possess 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, performance 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 (3) 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 license 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 regards 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 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, Local Workforce Development Board #40 (LWDB#40).

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) is 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.

LWDA #40: Local Workforce Development Board #40 for Workforce Development Area #40, which 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 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 to youth 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 youth participants as defined by the Workforce Innovation and Opportunity Act, United States Department of Labor, and Louisiana Workforce Commission. 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 these 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 youth 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 actions(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 its 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 will be used to provide services.
2. Provide services only to those individuals certified as 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 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 and/or 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 higher 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 to completing training and/or 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 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 (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit)

Title I Youth Education and Employment Rate – 2nd Quarter After Exit - The percentage of title I Youth program participants who are in education or training activities, or 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 (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit)

Title I Youth Education and Employment Rate – 4th Quarter After Exit - The percentage of program participants who are in education or training activities, or 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 renegotiations 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 in 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 that 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 to 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 \$ 1,284,227.00 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 about 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 (2) 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 payment(s) 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 are 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, laborer's, and any other persons firms or corporations, furnishing or supplying work, services, materials, or supplies on 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 reasonable 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, which eve 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 vent 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 SLPB; 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, shall 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 Act 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 shall 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, included 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

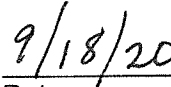
This Contract is not assignable. Contractor shall be held responsible for all funds received under this Contract. Contractor shall remain fully liable on this Contract and shall not be released from performing any of the terms, covenants, and conditions of this Contract.

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)

WIOA Youth Services

A. Outreach and Recruitment

Discuss your proposed philosophy, approach, and implementation plan based on diverse target groups and how it relates to the workforce system in whole or in part. Discuss how your organization would recruit both in-school and out-of-school youth for the program. If incentives would be used, describe the intervals, incentive types and amounts, and reasons for providing incentives to youth participants. How will you reach out to un-served and under-served youth specifically?

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 Youth services include densely populated subregions such as West Philadelphia and Queens, NY; large, rural, multi-county service areas such as Lower Savannah and Pee Dee regions in South Carolina; and expansive metro-suburbs outside of Atlanta, Raleigh-Durham, and San Jose, CA. As such, Eckerd has diverse experience designing youth 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 Youth:** Participant recruitment strategies reflect the needs of local young people and leverages relationships with local organizations to ensure youth enroll in services and remain engaged through successful completion, placement in a WIOA positive outcome, and retention/advancement. WIOA Youth, particularly Out-of-School Youth (OSY), frequently experience multiple barriers preventing them from their full participation. 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 youth participants. 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. Each staff member's 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 of youth services 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 Youth 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 youth across the region. We have developed a partnership with Louisiana State University at Eunice

(LSUE) to assist in the identification of students who have dropped out of school during their first semester.

- ❖ **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 also works closely with several of the local school districts in Acadiana, which will facilitate effective recruitment of In-School Youth (ISY). Finally, if selected for award, Eckerd will designate one of the WIOA Youth staff members to participate in wraparound planning sessions as a member of the regional WAA team. This staff will refer vulnerable youth to WIOA services and will also provide support for parents by offering access to WIOA Adult services and other programs available at regional Career Centers.

Eckerd WIOA Youth Outreach and Recruitment Best Practices include the following:

| | |
|------------------------------|--|
| Transparent Marketing | 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. |
|------------------------------|--|

| | |
|---|--|
| Formal and Informal Outreach | Eckerd schedules information sessions during regular operating hours at the Career Center or community sites; however, our staff also facilitates these sessions in alternative settings, such as a partner agency lunch and learn event, community roundtable, re-entry event, church gatherings, or high school events. Marketing the program to youth 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. |
| Custom Messaging | 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 youth flyer will look different than a brochure targeting Dislocated Workers. 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 youth demographic. Standard, transparent messaging is very important however custom messaging is also required to maximize community outreach and recruitment. |
| Formal Referral Process | 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. |
| Target Suitable Participants | Eckerd staff teams are trained to deliver the appropriate message ensuring that potential participants understand WIOA services. We also highlight WIOA eligibility requirements and functional program expectations, so youth recruits are well positioned for education and employment success. Eckerd believes that participants who understand our core values and the dedication we have to help them they will meet and exceed their goals. |
| Follow-Up with Applicants | Eckerd implements follow-up protocols for all recruits 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 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 understands that the ongoing pandemic has significantly impacted WIOA operations across the country. As a workforce service provider operating more than 100 programs in twenty states, we have implemented mechanisms in response to social distancing restrictions and safety practices, such as the utilization of virtual platforms to conduct core program functions. Eckerd will enhance current web-based and social media marketing efforts to conduct robust recruitment across the region. These staff members will be shared between the Youth and Adult/Dislocated Worker program and will be responsible for community engagement. The Outreach Specialists 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 |

Eckerd will conduct In-School Youth Recruitment by establishing partnerships with high schools in each parish throughout Acadiana. We will request that schools help facilitate recruitment by advertising WIOA on the school website, schedule days that Eckerd staff can present WIOA service options to classrooms with potential participants, and work with school guidance counselors and other school staff to ensure they understand the benefit that students could receive from participating in the WIOA ISY program. Eckerd has examined the current school reopening schedule and will plan accordingly as detailed below.

Evangeline Parish High Schools: As indicated by Superintendent Lazard, schools will open August 24th in Phase 2. During Phase 2 schools will operate at 25% capacity including adults, buses will operate at 50% capacity, and students have in-person learning two days per week with virtual Wednesdays for all students. Evangeline Virtual Academy will conduct all courses and activities will be offered virtually 5 days per week. We will coordinate recruitment activities considering the phases of school reopening, we will seek partnership with Basile, Mamou, Pine Prairie and Ville Platte High Schools

Lafayette Parish High Schools: Depending on what phase the schools are in when we initiate WIOA services, we will determine if recruitment will occur in a face-to-face or virtual setting. We will work closely with Acadiana, Carencro, Comeaux, Lafayette, Northside, Southside, Edward J. Sam High Schools as well as the David Thibodaux STEM Magnet Academy and the Lafayette Online Academy while also developing a relationship with Smith, WD and Mary Baker Career Center. Eckerd will seek partnership with the following schools following a similar plan as noted above:

| Parish | Targeted Schools |
|--|---|
| <i>St. Landry Parish High Schools</i> | Beau Chene HS; Eunice HS; North Central HS; Northwest HS; Opelousas HS; Port Barre HS; Magnet Academy for Cultural Arts (MACA) |
| <i>St. Landry Parish Alternative Schools</i> | Center for Academic Programs (CAPS); Eunice Career and Technical Center; St. Landry Accelerated Transition School (SLATS); Washington Career and Technical Education Center |
| <i>St. Mary's Parish High Schools</i> | Berwick, Centerville, Franklyn, Morgan City, Patterson and West St. Mary High Schools |
| <i>Vermilion Parish High Schools</i> | North Vermilion HS; Gueydan HS; Abbeville HS; Erath HS; Virtual Vermilion |
| <i>Acadia High School</i> | Church Point High School; Crowley High School; Iota High School; Midland High School; Rayne High School; Acadia Parish Alternative School |
| <i>St. Martin High Schools</i> | Breaux HS; Cecilia HS; St. Martinville HS; Juvenile Continuing Education |
| <i>Iberia Parish High Schools</i> | Delcambre HS; Westgate HS; New Iberia Senior HS; Jeanerette HS; Loreauville High School |
| <i>Iberia Parish Alternative Schools</i> | Alternative Education Center; Iberia Parish Career Center; Iberia Virtual Program |

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 be proactive in identifying and connecting with youth serving organizations which is coupled with a marketing approach to ensure each community is aware of WIOA services and access points. We will continue to utilize our historically successful youth recruitment practices, including canvassing areas in which young people congregate, attending local community events, and meetings to reach the community 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:

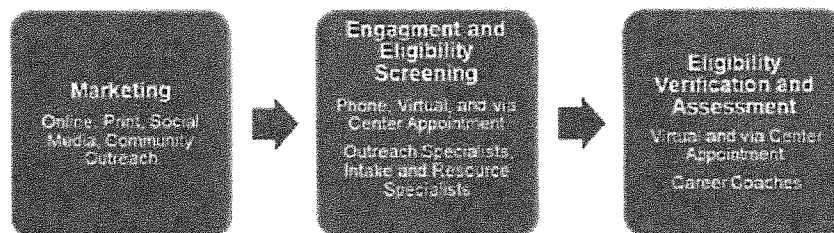
- **Online Marketing:** We will advertise the WIOA program on the Eckerd website, on the AWS website, and, through partnerships, on high school websites and alternative school websites in each parish. We will also market the program on common job searching websites such as Craigslist and Indeed. These advertisements and postings will refer potential participants to the Eckerd Outreach Specialist staff team for initial screening; participants meeting initial eligibility will be referred to the Intake and Resource Specialist team for orientation, eligibility verification, and assessment.
- **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. During program transition, we 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 working with Board staff. 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 youth serving 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: 4-H, St. Martin Parish Government Recreational Department, Big Brothers Big Sisters, United Way, YMCA, Acadiana Youth Inc. 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 participants 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. This program provides wraparound planning and case management for priority youth, many of whom will benefit from engagement in WIOA services. Therefore, we will market program services through other Eckerd operations in the region and will assign outreach staff to participate in wraparound planning sessions.

Please see the recruitment plan for WIOA Youth on the following pages for additional details regarding regional outreach efforts.



ACADIANA YOUTH 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.

| 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 ✓ ISS 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 ✓ Program Manager ✓ Operations Director ✓ Outreach 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 Craigslist 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 ISS ✓ 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 ✓ 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 local area high school websites: Schools will include but not be limited to:</p> <p>Basile, Mamou, Pine Prairie, Ville Platte, Acadiana, Carencro, Comeaux, Lafayette, Northside, Southside, Edward J. Sam, David Thibodaux Stem Magnet Academy, Berwick, Centerville, Franklin, Morgan City, Patterson, West St. Mary's, North Vermillion, Gueydan, Abbeville, Erath, Beau Chene, Eunice, North Central, Northwest, Opelousas, Port Barre, Church Point, Crowley, Iota, Midland, Rayne, Breaux, Cecilia, St. Martinville, Delcambre, Westgate, New Iberia and Jeanerette High Schools</p> | <ul style="list-style-type: none"> ✓ "How did you find us" section in ISS ✓ 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 all high schools 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 ✓ Before their summer break |
| <p>Advertise on all local alternative high school and virtual high school webpages. Schools will include but not be limited to:</p> <p>Evangeline Virtual Academy, Smith & Mary Baker Career Center, St. Mary's Alternative Programs, Virtual Vermilion, Center for Academic Programs, Eunice Center and Technical Center, St. Landry Accelerated Transition School, Washington Career & Technical Education, Juvenile Continuing Education, St. Mary's Alternative Programs</p> | <ul style="list-style-type: none"> ✓ How did you find us" section in ISS ✓ 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 ✓ Reach more HS graduates for CUNY Initiative | <ul style="list-style-type: none"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists | <ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Before their summer break |



| Specific Tasks to be Completed | How Measured | Desired Outcome | Resources and staff responsible | Timeline |
|--|--|---|--|---|
| Outreach to High School guidance departments and administrators to schedule Zoom or in-person recruitment events where an overview of ISY services and activities will be provided to interested potential participants. These are interactive sessions in which students can ask questions. We would also request that we can present at parent-teacher conferences. | <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 ✓ ISS Section "how did you hear about us?" | <ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Meet enrollment number for ISY programming ✓ Develop collaborative relationships with local regional, local and alternative schools. | <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 |
| Send mailers home to each entering Junior and Senior from all Identified high schools to inform them of ISY program activities, criteria for enrollment and benefits of participation | <ul style="list-style-type: none"> ✓ Weekly report demonstrating that information and program collateral were disseminated ✓ Referral Forms ✓ ISS Section "how did you hear about us?" | <ul style="list-style-type: none"> ✓ Increasing Eckerd name recognition ✓ Increase awareness of WIOA ISY | <ul style="list-style-type: none"> ✓ Outreach Specialists | <ul style="list-style-type: none"> ✓ Upon Contract start-up |
| <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 Youth Programs (ISY & OSY) 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 and Parole, Methodist Foster Care, Catholic Social Services, Lafayette Parish Child Welfare</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 ✓ ISS 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 |



| Specific Tasks to be Completed | How Measured | Desired Outcome | Resources and staff responsible | Timeline |
|--|--|--|--|---|
| Outreached 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 | <ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ Referral Forms ✓ ISS 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 |
| Outreach recreational, mentoring and youth serving organizations to schedule zoom or in-person recruitment sessions with eligible program participants. Some of the organizations we will target include: 4-H, St. Martin Parish Government Recreational Department, Big Brothers Big Sisters, United Way, YMCA, Acadiana Youth Inc. | <ul style="list-style-type: none"> ✓ Weekly tracking of referrals ✓ Weekly report with details of partner meetings and collaborative efforts ✓ Referral Forms ✓ ISS 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 ✓ Assigned Career Coaches | <ul style="list-style-type: none"> ✓ Upon program start-up |
| 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) | <ul style="list-style-type: none"> ✓ ISS Section "how did you hear about us?" ✓ Number of followers on accounts | <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"> ✓ Eckerd External Relations ✓ 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 |
| 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 | <ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ ISS 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 out-of-school recruitment practices, including canvassing areas in which young people congregate, attending local community events, and meetings to reach the community and promote the program | ✓ ISS 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 | ✓ Ongoing; weekly |
| Advertise on local radio stations and KATC.com | ✓ ISS 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"> ✓ Operations Director ✓ Program Manager ✓ Outreach Director ✓ Outreach Specialists | <ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Quarterly at minimum |
| Holding an open house for community members (virtually or in-person) | ✓ 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 |
| Hang flyers and promotional materials in restaurants, laundry mats, libraries, local businesses, houses of worship, and other locations where young adults visit | <ul style="list-style-type: none"> ✓ Weekly report with details of partner meetings and collaborative efforts ✓ ISS Section "how did you hear about us?" | <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"> ✓ Variety of recruitment materials ✓ Outreach Specialists | <ul style="list-style-type: none"> ✓ Upon contract start-up ✓ Weekly |

Eckerd will target the following service goals for Acadiana and within each Parish:

| | Acadia | Evangeline | Iberia | Lafayette | St Mary - Morgan City | St. Landry | St. Martin | St. Mary - Franklin | Vermilion | Total |
|--|-----------|------------|-----------|-----------|--------------------------|------------|------------|------------------------|-----------|-----------|
| Total Enrolled and Registered Clients (Title I & Wagner Peyser) | 29 | 31 | 30 | 30 | 28 | 31 | 29 | 29 | 29 | 266 |
| <i>Anticipated Carryovers (Title I)</i> | 1 | 3 | 2 | 2 | 0 | 3 | 1 | 1 | 1 | 14 |
| <i>Total New Enrollments & Registered Clients (includes Career Services)</i> | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 252 |
| <i>Career Services (includes registered Wagner-Peyser)</i> | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 180 |
| Summer | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 9 |
| Support Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| WEX | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 18 |
| Total | 29 | 31 | 30 | 30 | 28 | 31 | 29 | 29 | 29 | 266 |
| Total Enrolled and Registered Clients (Title I & Wagner Peyser) | 95 | 73 | 183 | 307 | 55 | 235 | 125 | 67 | 80 | 1220 |
| <i>Anticipated Carryovers (Title I)</i> | 25 | 3 | 35 | 112 | 10 | 70 | 30 | 7 | 6 | 298 |
| <i>Total New Enrollments & Registered Clients (includes Career Services)</i> | 70 | 70 | 148 | 195 | 45 | 165 | 95 | 60 | 74 | 922 |
| <i>Career Services (includes registered Wagner-Peyser)</i> | 50 | 50 | 100 | 120 | 30 | 100 | 60 | 40 | 50 | 600 |
| ITA/NTA | 7 | 6 | 24 | 80 | 8 | 70 | 24 | 8 | 12 | 239 |
| OJT | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll |
| OJT Upgrade | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll | Co-Enroll |
| Summer | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Support Services | 8 | 6 | 15 | 25 | 7 | 15 | 7 | 7 | 10 | 100 |
| WEX | 5 | 4 | 13 | 40 | 4 | 27 | 5 | 4 | 5 | 107 |
| Total | 95 | 73 | 183 | 307 | 55 | 235 | 125 | 67 | 80 | 1220 |

Eckerd workforce programs prioritize retention as a critical component aligned with recruitment. We understand that not all youth enrolled in services will maintain an appropriate level of engagement throughout the entire program, and thus have developed a system of monitoring and responding to changes in overall youth participation levels. Our engagement strategy includes regular, sustained interaction with a dedicated staff member, allowing youth to bond with our staff for authentic coaching, skill development, and relationship building. Eckerd conducts formal and informal case reviews throughout program enrollment and continuing through the follow-up phase, allowing us to prioritize services for youth who are no longer actively participating. During formal case reviews, we classify youth as Active-Engaged or Active-Disconnected. For those deemed Active-Disconnected, we will identify actions that will re-engage youth who are not participating in services. Strategies include the following:

| Challenge | Behavior | Countermeasure |
|------------------------|---|---|
| Motivation | Lack understanding of program goals or how to prioritize requirements; a perception that they will be unsuccessful | <ul style="list-style-type: none"> ➤ Build self-esteem and remind youth of their purpose ➤ Review goals from ISS and remind them of reason for enrolling ➤ Schedule a planned event allowing youth to interact with staff and fellow classmates ➤ Offer Attendance Stipends |
| Consistency | Misunderstanding of program elements, lack of participation during training, irregular contact with program staff | <ul style="list-style-type: none"> ➤ Intervene via social media ➤ Engage family and friends ➤ Engage Peer Professional Association to assist with disengaged peers ➤ Plan field trip to validate classroom learning |
| Active Learning | Lack of interest, unrecognized learning disciplines, lack of discipline, weak basic skills, poor study habits, ESL, choosing work over school | <ul style="list-style-type: none"> ➤ Open Communication to identify the factors that lead to disengagement ➤ Offer individual workshop to offer remediation opportunities ➤ Referral to community partner if learning disability or poor English skills are a factor ➤ Determine if financial related (Need to work based on obligations) offer an alternative schedule or evening course |

Further, to avoid disengagement, we will incentivize participation through achievement of program benchmarks linked to WIOA outcomes and also through activities that both bring customers to our program as new recruits and back to our program to re-engage. Details regarding WIOA program incentives are listed below:

| Incentive Type | Amount | Interval |
|--|----------|--|
| Degree or Certificate | \$200.00 | Processed in real time upon validation |
| High School Diploma or Equivalent | \$300.00 | Processed in real time upon validation |
| Placement | \$10.00 | Processed in real time upon validation |
| Educational Functioning Level (EFL) Increase | \$50.00 | Processed in real time upon validation |

B. Individual Service Strategy and Case Management

Explain your organization's methods for developing individual service strategies and case management in an integrated, transformed 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 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.



ASSESSMENT AND INDIVIDUAL SERVICE STRATEGY

According to the article "Motivational Interviewing Can Spur Positive Change for Jobseekers with Barriers to Employment" By David T. Applegate, Research and Policy Assistant, National Initiatives on Poverty & Economic Opportunity, the first barrier to securing and retaining a job may be overcoming reservations about taking the necessary steps to pursue employment. Eckerd utilizes the practice of Motivational Interviewing to help young people with barriers to employment overcome ambivalence and anxiety about the need to engage in behavior change. There are four core principles to MI: *Express Understanding, Acknowledge Self-Efficacy, Accept Resistance, Support Recognition of the Need for Change*. Using MI, our staff teams help youth job-seekers with the following key developmental goals:

- Explore ambivalence regarding the job search process;
- Guide them through the change process while learning employment is an attainable goal;
- Positively redirect skepticism while avoiding confrontation; and
- Support them in recognizing which aspects of their life require adjustment.

The proposed program will help participants secure and maintain unsubsidized, competitive employment using a holistic, individualized, direct-service delivery approach. Case management sessions will allow the staff to build a caring relationship with the jobseeker, provide "just in time" interventions, and continuously evaluate their progress. Our case management approach is a person-centered, goal-oriented process that accurately assesses needs, identifies community resources, and facilitates successful completion.

The major role of assessment in our program is self/career exploration which is a complementary process. Assessment will be driven by an in-depth interview between each applicant and an Eckerd Career Coach, which will include a discussion of past work history and education, present needs/desires, familial responsibilities and priorities as well as future unsubsidized employment goals. Staff also addresses the applicant's interests, aptitudes, and barriers to employment. The guided interview conducted using MI complements an array of standard assessment tools, creating a foundation of detailed information required to develop a comprehensive plan for applicants to explore a realistic careers, identify potential pathways, determine transferable skills & values, research labor local market data, and understand educational & related job requirements.

Eckerd's assessment process initiates strategic case management that will guide each participant along a structured pathway to employment. This process is also the first step for staff creating a positive relationship with each youth. The following assessment 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 our 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. 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 Service Strategy (ISS) created by the participants and staff. The ISS 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 youth while propelling them toward individual achievement. ISS 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 ISS is developed in conjunction with each participant:

- ✓ **Individual:** Each participant's ISS 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 participants to elicit their strengths, including hidden skills and abilities that a participant might otherwise overlook.
- ✓ **Accountable:** Because ISS plans are developed in collaboration with participants, we hold participants accountable for the tasks necessary to achieve their goals.
- ✓ **Face-to-Face Contact:** Each ISS is developed in face-to-face meetings between participants and our staff; staff conducts scheduled reviews to assess progress and identify challenges.

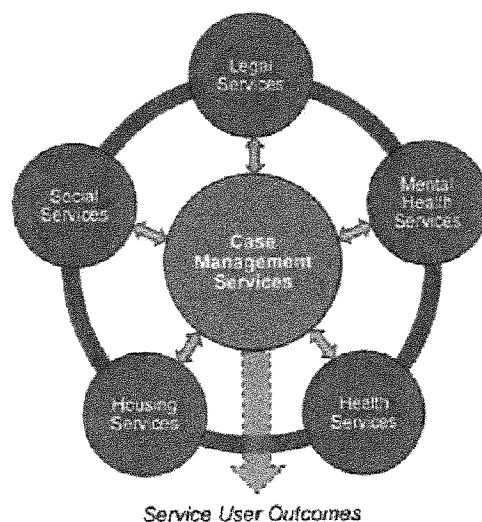


CASE MANAGEMENT

Once each youth 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 youth, 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 youth 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 youth 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.

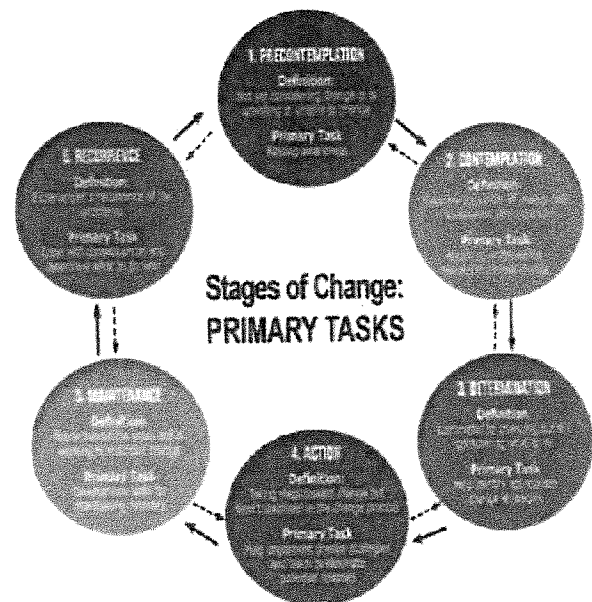


The program components have been developed to help participants secure and maintain unsubsidized competitive employment using a holistic, individualized, direct-service delivery approach. Through regular, scheduled meetings between the youth and their career coach, participants will gain critical interpersonal 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 youth'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 youth, 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 recognizes that youth 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:

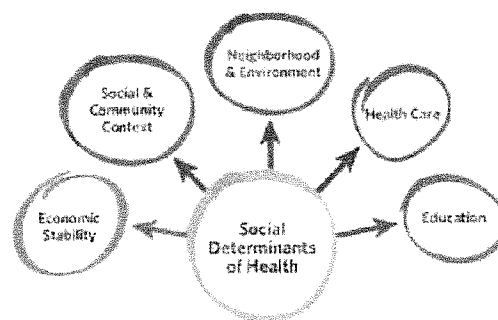
Motivational Interviewing (MI): MI is an evidence-based technique utilized to help every youth recognize their strengths, talents, and barriers. The principles of MI are embedded in a philosophical style of coaching that uses specific techniques to move jobseekers through the process of change. This 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 youth 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. These platforms have 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.

Based on the needs of each Parish, Eckerd intends to deploy Career Coach (supported by a local Program Manager) staff as detailed below:

| Parish | Youth Career Coach (Assigned multiple Parishes) | Youth Career Coach (Assigned to single Parish) |
|----------------|--|---|
| Acadia | 1 | N/A |
| St. Martin | | N/A |
| Lafayette | 1 | 1 |
| Vermillion | | N/A |
| St. Landry | 1 | N/A |
| Evangeline | | N/A |
| Iberia | N/A | 1 |
| St. Mary | | 1 |
| Acadiana Total | | 6 |

C. Fourteen Program Elements

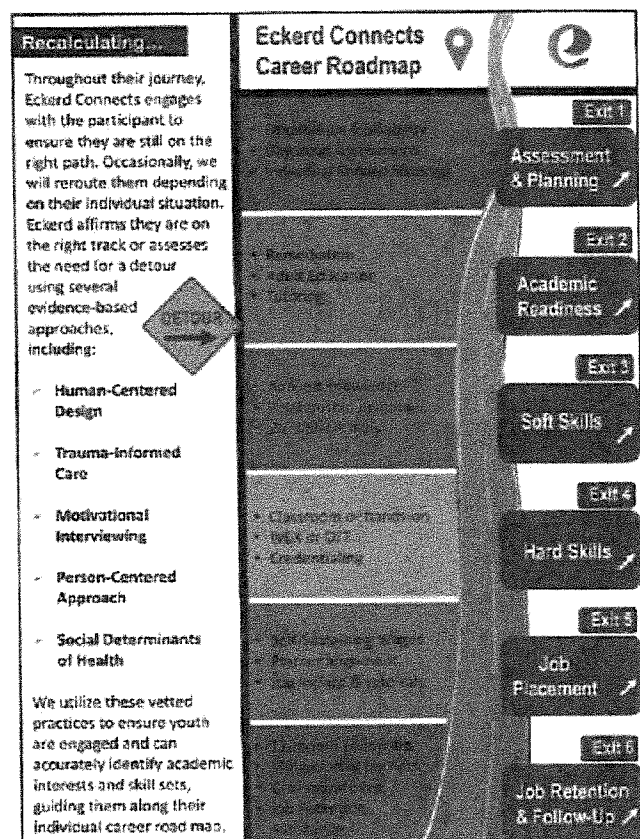
Describe how your service strategy incorporates each of these required elements. How will each element be delivered? Where services will be delivered by partner organizations, describe existing or planned linkages with these organizations. How will each element be incorporated into a comprehensive service strategy for each youth? How will the delivery of each element affect performance measures?

Eckerd is committed to providing targeted workforce development services that are designed around the unique needs of each youth 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 workforce partners. Eckerd will work closely with the Board, the AWS, and local partners to fully align each phase of service with resources and activities that are occurring as part of the established local system.

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. 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. Our services are directly linked to needs and goals established during the assessment and ISS process and continually reviewed, updated, and enhanced over the course of program participation.

We view our services as a highway based on a multitude of options for each individual client, the emphasis we place on addressing individual needs during goal achievement, and the responsibility placed on each client for his or her own success, with assistance from Eckerd staff. Eckerd services and the highway to success directly link to the 14 WIOA Youth Elements, which are reflective of this concept. Though many youth participants will engage in a complete array of services offered through the WIOA program, each has unique needs and will intersect with program options that are most appropriate based on individual goals. Through a strong system of case management to guide young people on their path, we will provide WIOA services that maximize the 14 Elements and help young adults establish and achieve goals leading to long term success.

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 Coaches 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 Coaches identify employers that will partner with us while also collaborating with local workforce staff to coordinate job placement efforts. |

Eckerd will ensure every youth enrolled in WIOA services has access to the 14 Youth Program Elements either through direct service delivery or through linkage with a partnering provider. Eckerd's plan to deliver the 14 Elements is detailed below.

WIOA 14 YOUTH PROGRAM ELEMENTS

1. Tutoring

| | |
|---|--|
| <i>Delivered by:</i> Eckerd and Community Partners | |
| <i>Service Location:</i> Workforce Solution Centers, Local High Schools and/or Community Partner Locations | |
| <i>Description of Services:</i> We will provide basic skills remediation as well as individualized tutoring and one-on-one assistance for all participants who need study skills, test taking strategies, note taking, SAT preparation and remediation in basic reading and math. We will assess initial young adult educational level using the CASAS, which will be re-administered over the course of the program to measure pre-and post-level increases. | |
| <i>Targeted Partnerships by Parish</i> | |
| Acadia Parish | South Louisiana Community College, Adult Education Program |
| Evangeline Parish | Evangeline Parish Adult Education |
| Iberia Parish | South Louisiana Community College, Adult Education Program |
| Lafayette Parish | Lafayette Parish School System—Adult Education; Volunteer Instructors Teaching Adults (VITA) |
| St. Landry Parish | Volunteer Instructors Teaching Adults (VITA) |
| St. Martin Parish | Work Ready U |
| St. Mary Parish | South Central Louisiana Technical College - Young Memorial Campus |
| Vermilion Parish | South Louisiana Community College—Gulf Area Campus—Adult Education Program |

2. Alternative Secondary School Services

Delivered by: Eckerd and Community Partners

Service Location: Alternative Secondary School Locations

Description of Services: Eckerd will provide referrals to alternative secondary school services available to young adult in the community. We will work closely with community resources such as Region 5 Alternative Schools which we maintain a relationship with through our current Acadiana WAA program.

Targeted Partnerships by Parish

| | |
|-------------------|--|
| Acadia Parish | Acadia Parish Alternative School |
| Evangeline Parish | Evangeline Central School |
| Iberia Parish | Alternative Center for Education |
| Lafayette Parish | LeRosen Preparatory School |
| St. Landry Parish | St. Landry Accelerated Transition School |
| St. Martin Parish | Juvenile Continuing Education Program |
| St. Mary Parish | St. Mary Parish Alternative |
| Vermilion Parish | Vermilion Parish Alternative |

3. Paid and Unpaid Work Experiences

Delivered by: Eckerd and Partnering Employers

Service Location: Partnering Employer Locations

Description of Services: Young adults will explore various career options, apply learning activities to real work situations, develop core competencies in the context of the workplace, and both practice and strengthen interpersonal skills. Their hours worked per week will be determined by their personal circumstance and responsibilities and other training involvement. Eckerd operates a number of work experience programs nationally and has the mechanisms in place to manage the payroll and administrative functions. We will utilize an independent staffing company to complete all aspects of payroll. The staffing company follows all applicable state, city and federal labor and tax laws. Participants will be matched to specific sites based on a number of criteria including their career of interest, their skills and aptitudes, and the results of their interest inventories and career assessments as noted on the ISS. We will require each site supervisor to interview potential intern(s), setting a tone of professionalism and helping increase the overall satisfaction of the site supervisor and intern. Site supervisors will take part in an orientation and will receive ongoing support. Eckerd staff will target employers in the region based upon LMI and client interest. The following are examples of the top 5 employers by region.

Targeted Partnerships by Parish

| | |
|-------------------|---|
| Acadia Parish | Lafayette General Health; Dart Transit Company; Pizza Hut; SONIC Corp.; Burger King Corp |
| Evangeline Parish | Dart Transit Company; Pizza Hut, Inc.; Savoy Medical Center; Dollar Tree, Inc.; SONIC Corp. |
| Iberia Parish | Iberia Medical Center; Lowe's; Army National Guard; Dart Transit Company; Pizza Hut, Inc. |
| Lafayette Parish | Lafayette General Health; Franciscan Health System; CGI, Inc.; Circle K Stores, Inc.; Pizza Hut, Inc. |
| St. Landry Parish | Opelousas Gen Health System; St. Landry Parish; Lowe's; Dart Transit Company; Church's |
| St. Martin Parish | Lafayette General Health; Home Instead, Inc.; Pizza Hut; O'Reilly Auto Parts; AHA Huts |

| | |
|------------------|--|
| St. Mary Parish | Dart Transit Company; Ochsner Clinic Foundation; AHA Huts; Circle K Stores, Inc.; Franklin Foundation Hospital |
| Vermilion Parish | Lowe's; Home Instead, Inc.; Pizza Hut; Dart Transit Company; Lafayette General Health |

4. Occupational skills training

Delivered by: ETPL Community Partners

Service Location: ETPL Partnering Locations

Description of Services: Eckerd will identify Occupational Skills Training for participants based on their individual career pathway determined during ISS development and explored during service delivery. We will utilize programs and courses that are on the approved Eligible Training Provider List (ETPL) and will link approved trainers to the ISS. Participants will receive these services upon the completion of initial program elements.

Targeted Partnerships by Parish

| | |
|-------------------|--|
| Acadia Parish | South Louisiana Community College/Louisiana State University at Eunice |
| Evangeline Parish | South Louisiana Community College |
| Iberia Parish | Iberia Parish Career Center |
| Lafayette Parish | South Louisiana Community College |
| St. Landry Parish | Louisiana State University at Eunice |
| St. Martin Parish | St. Martin Parish College and Career Readiness Center |
| St. Mary Parish | South Louisiana Community College |
| Vermilion Parish | South Louisiana Community College/Acadiana Area Career College |

5. Education offered concurrently with workforce preparation activities and training for a specific occupation

Delivered by: Eckerd and Community Partners

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

Description of Services: With the understanding that soft skills are as important to employers as hard skills, our program will offer work readiness and life skills training through Workforce Skills for 21st Century Success. Our training focuses on problem solving in the context of the workplace, behavior management, getting along with coworkers, and developing positive interpersonal skills. Our goal is to help participants acquire the eight Universal Foundation Skills necessary for success in the workforce: Basic Skills; Critical Thinking Skills; Personal Qualities; Interpersonal Skills; Technology Skills; Information Management; Managing Resources; and Systems Skills.

Targeted Partnerships by Parish

| | |
|-------------------|---|
| Acadia Parish | Louisiana State University at Eunice |
| Evangeline Parish | Evangeline Parish School District |
| Iberia Parish | Iberia Parish College and Career Center |
| Lafayette Parish | Acadiana Area Career College |
| St. Landry Parish | Eunice Career and Technical Center/Washington Career and Technical Education Center |
| St. Martin Parish | St. Martin Parish College & Career Readiness Center |
| St. Mary Parish | St. Mary's Alternative Education Program |

| | |
|------------------|------------------------------|
| Vermilion Parish | Acadiana Area Career College |
|------------------|------------------------------|

6. Leadership Development Opportunities

Delivered by: Eckerd

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

We will implement a Young Adult Management Team (YAMT). The YAMT will act as a participant-based leadership team, comprised of a select cohort who will act as the voice of the program population. The selection will be determined by participant interest, attendance, staff/peer nomination, and demonstrated success in the program. The YAMT meetings will occur once a week and will act as a forum for participants to critique program elements, create and disseminate customer satisfaction surveys, and to provide suggestions for improvement and determine topics for additional programming elements, such as field trips and guest speakers. A YAMT representative will sit in on weekly staff meetings and have the opportunity to present the team's thoughts, suggestions and ideas. Program Participants will also engage in service-learning projects and other community-based events.

Targeted Partnerships by Parish

| | |
|-------------------|---|
| Acadia Parish | Food for Families Program/Toys for Tots |
| Evangeline Parish | 4-H Youth Development |
| Iberia Parish | Children's Museum of Acadiana/United Way |
| Lafayette Parish | Volunteers of America/Second Harvest Food Bank/Habitat for Humanity |
| St. Landry Parish | Hope for Opelousas |
| St. Martin Parish | St. Martin Parish Government Recreational Department |
| St. Mary Parish | St. Mary's Community Action Agency |
| Vermilion Parish | Abbeville General Hospital |

7. Supportive Services

Delivered by: Eckerd and Community Partners

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

Description of Services: Eckerd will provide supportive services in a variety of ways, through case management and assessments to determine needs. Eckerd will provide the support directly when possible (transportation assistance, emergency clothing/food, childcare, fees, etc.); based on identified need, we will also provide access to services through linkage with community providers. WIOA funds will be used as a last resort; we will work closely with community providers to identify supportive resources for our customers. Some of these services will include housing assistance, mental health counseling, domestic violence services, health clinics, dental clinics, legal assistance, parenting skills programs, drug use and abuse services. Below are several examples of organizations we will target in each area.

Targeted Partnerships by Parish

| | |
|-------------------|--|
| Acadia Parish | Acadiana Area Human Service District |
| Evangeline Parish | Evangeline Parish Family Legal Aid & Pro Bono Services |
| Iberia Parish | Solomon House |
| Lafayette Parish | The Extra Mile |
| St. Landry Parish | St. Landry-Evangeline United Way |
| St. Martin Parish | Smile Community Action Partnership |

| | |
|------------------|---|
| St. Mary Parish | St. Mary's Outreach, Inc. |
| Vermilion Parish | St. Mary's-Vermilion Community Action Agency, Inc |

8. Adult Mentoring

Delivered by: Eckerd

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

Description of Services: We will develop our mentoring program around the five pillars of effective young adult development and workforce preparation: Academic Support and Career Planning, Career Advancement, Socialization and Interpersonal Skills, Life Skills & Preparing for College and Post-Secondary Options. Mentoring matches with our participants will remain in place for a minimum of 12 months. The Career Coach will act as a mentor to participants and develop activities using resources from the National Mentoring Resource Center and MENTOR: The National Mentoring Partnership.

Targeted Partnerships by Parish

| | |
|-------------------|--|
| Acadia Parish | Big Brothers Big Sisters of Acadiana |
| Evangeline Parish | VLA Mentoring Program- 4H |
| Iberia Parish | Fire Starter Program |
| Lafayette Parish | Gulf Coast Social Services |
| St. Landry Parish | Big Brothers Big Sisters/705 Mentor Program |
| St. Martin Parish | 4-H Youth Development/Big Brothers Big Sisters |
| St. Mary Parish | 100 Black Men |
| Vermilion Parish | The 705 |

9. Comprehensive Guidance and Counseling

Delivered by: Referral to Community Partners

Service Location: Community Partner Locations

Description of Services: 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 jobseekers 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.

Targeted Partnerships by Parish

| | |
|-------------------|---|
| Acadia Parish | Resource Management/Acadiana Area Human Services District |
| Evangeline Parish | Ville Platte Behavioral Health |
| Iberia Parish | Iberia Comprehensive Community Health Center |
| Lafayette Parish | The Family Tree |
| St. Landry Parish | Opelousas Behavioral Health Clinic |
| St. Martin Parish | Acadiana Area Human Services District |
| St. Mary Parish | South Central Human Services Authority |
| Vermilion Parish | Vermilion Behavioral Health Systems |

10. Financial Literacy Education

Delivered by: Eckerd and Partnering Financial Institutions

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

Description of Services: Program participants will complete a Financial Literacy course as a necessary component of the program. The course is facilitated using the Wells Fargo "Hands on Banking" curriculum which is utilized by schools and businesses throughout the country. Participants will learn the essentials of financial education, real-world skills, and knowledge everyone can use, including how to create a spending plan to make the most of your money, protect yourself financially from identity theft and other scams, understanding costs and fees associated with debit cards and ATM cards, use credit wisely to build a good credit score and avoid too much debt, and starting a small business while maximizing the chance of success. Wells Fargo Hands on Banking curriculum and certificates of completion will be awarded. The curriculum elements include lessons on Earning Money; Spending Smart; Saving, Investing and Building Wealth; All about Credit; Opening a Bank Account; Higher Education and Earning Power; and Entrepreneurship. Additionally, personalized guidance will be given on the development of an individual working budget plan for each participant. Participants who qualify will be encouraged and counseled on opening a personal bank account, so that they are able to manage their finances independently. Workshops will be presented by local financial institutions regarding the importance of credit, how to open an account, savings and being a good financial steward.

Targeted Partnerships by Parish

| | |
|-------------------|---------------------------------------|
| Acadia Parish | First National Bank of Louisiana |
| Evangeline Parish | The Evangeline Bank and Trust Company |
| Iberia Parish | IBERIABANK |
| Lafayette Parish | First National Bank of Louisiana |
| St. Landry Parish | St. Landry Bank and Trust |
| St. Martin Parish | Community First Bank |
| St. Mary Parish | Patterson State Bank |
| Vermilion Parish | Vermilion Bank and Trust Company |

11. Entrepreneurial Skills Training

Delivered by: Eckerd and Community Partners

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

Description of Services: The emerging professionals of the WIOA young adult program will have the opportunity to build their character and commit to excellence through participation in our "I am Making a Difference" Entrepreneurship Program which was created exclusively for Eckerd Connects by Tom Westbrook, A Clinical Professor in Creativity at Oklahoma State University. This 10-module series focuses on giving participants the confidence and exposure to become innovative leaders, including entrepreneurship training. Students will build the business plan of their dreams and learn about what it takes to start and run a business using Cloud-based software that can be accessed from anywhere. This course is designed to help students through the process of building a living business plan and learn about funding options. This course leads to a certification approved by the Association of Small Business Development Centers. Eckerd incorporates Entrepreneurship Skills Training into the RAP sessions which are held monthly with staff or a guest speaker leading the discussion. We will work closely with

local leaders and business owners to ensure a good mix of speakers are able to talk about their skills and knowledge of being an entrepreneur.

Targeted Partnerships by Parish

| | |
|-------------------|--|
| Acadia Parish | Louisiana Entrepreneurship & Economic Development Center/LEAP Program; local small business owners |
| Evangeline Parish | The Center for Entrepreneurship and Innovation-Urban League |
| Iberia Parish | Leader in Me (LiM) programs, Iberia Parish Foundation |
| Lafayette Parish | Opportunity Machine; Lafayette Small Business Development center |
| St. Landry Parish | Cajun Acceleration Station/Urban League |
| St. Martin Parish | St. Martin Parish Economic Development-One Acadiana |
| St. Mary Parish | One Acadiana/Center for Entrepreneurship and Innovation |
| Vermilion Parish | Vermilion Economic Development Alliance |

12. Labor market and employment information about in-demand industries

Delivered by: Eckerd

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

Description of Services: Through LMI activities participants will identify growing careers and industries and make informed decisions regarding which priority sector they would like to progress in, which will also help to determine any advanced training that they would like to pursue. Our work-based learning activities are designed not only to provide participants with workplace skills and competencies, but also to explore different careers and industries. Participants that do not have a clear sense of sector or occupations that appeal to them or fit their skills will be provided job shadowing opportunities in each of the priority sectors prior to being placed at an internship site. This will increase the likelihood that they will have WEX or OJT placement that will have a meaningful connection to their longer-term goals.

13. Activities that Help Prepare Young Adult for Transition into Postsecondary Education and Training

Delivered by: Eckerd and Community Partners

Service Location: Workforce Solution Centers, Local High Schools and/or Community Partner Locations

Description of Services: We will utilize "My Next Move" and the laworks.net/mylife/ websites both of which are- specifically designed to help users determine the right career for them, and to help them find a job that they will enjoy. This is another tool to reinforce career pathways as we perform job readiness activities. The, results and classroom discussions, help participants set employment and/or education goals and action plans. Staff also focuses on soft skills crucial to workplace success such as effective communication, teamwork and critical thinking.

Targeted Partnerships by Parish

| | |
|-------------------|---|
| Acadia Parish | SLCC Gulf Area Campus/Delta College/Acadiana Area Career College |
| Evangeline Parish | Avoyelles Technical College/SOWELA Technical College/SLCC |
| Iberia Parish | Iberia Parish Career Center/South Louisiana Community College |
| Lafayette Parish | Delta College/Remington College/South Louisiana CC/UniTech Training Academy |
| St. Landry Parish | Southern Louisiana Community College/Louisiana State University at Eunice |

| | |
|-------------------|---|
| St. Martin Parish | St. Martin Parish College and Career Readiness Center/Remington College |
| St. Mary Parish | Fletcher Technical Community College/SCLCC Franklin Campus |
| Vermilion Parish | South Louisiana Community College |

14. Follow-Up Services

| |
|---|
| <i>Delivered by:</i> Eckerd |
| <i>Service Location:</i> Workforce Solution Centers and within the community |
| <i>Description of Services:</i> During the twelve month follow-up period, we will provide a variety of services utilizing a number of mechanisms to ensure that participants are retained in a positive outcome while offering assistance to help them progress on their career path, whether it be a replacement job, job upgrade, accessing additional advanced training, or changing majors. One effective follow-up strategy we will employ is our Income Growth Planning Sessions. Once participants are in a positive placement, they are invited to attend follow-up financial literacy workshops to reevaluate their financial situation and make smart financial decisions as their salaries increase. We will also offer workshops covering relevant topics such as preparing for taxes, savings and how to develop a good credit history. We will offer monthly peer support sessions facilitated by the Career Coach where participants will talk about their experiences at work, college or in advanced training. These sessions will provide a forum for participants to share concerns and successes and get feedback from their peers. Through this group they will gain an understanding of common workplace/school conflicts, expectations and procedures. These workshops will provide them with a more global view of the world of work and necessary skills to compete and advance. |

D. Out-of-School Expenditure Requirement

WIOA requires that at a minimum, 75 percent (75%) of WIOA Youth funds must be used to provide youth activities to out-of-school youth.

Discuss your organization's strategy to recruit and serve enough numbers of out-of-school youth to ensure that expenditures do not fall below the 75 percent requirement How will you ensure recruitment of enough numbers of out-of-school youth? How will you ensure that services are still available to in-school youth?

Through our substantial experience operating youth programs nationally, we have developed an acute understanding that career opportunities for disengaged youth are severely limited due to the lack of educational credentials and soft skills. Our recruitment efforts focus on ensuring potential participants understand the broad array of services available to them through our programming and that participation will result in the attainment of skills necessary to gain employment in high-demand industries in their community including Professional, Scientific, and Technical Services; Health Care and Social Assistance; and Construction. Eckerd takes a strategic approach to designing and developing youth programs that ensures they are aligned with the local in-demand occupations.

We will rapidly develop a customized recruitment plan for Acadiana accounting for a number of factors, including specific program eligibility requirements, various regional communities, and the program objectives. We will utilize neighborhood level data and demographics to determine our *Target Impact Areas* (TIA). This term refers to the areas that would most benefit from our program services and where we concentrate our recruitment efforts. TIA are selected based on data including employment rates (and labor market participation); crime statistics; available community assets; basic demographics (age, income, ethnicity, educational attainments); residents above or

below the poverty level. Through this exercise we create a strategic plan to meet a number of goals, including: identifying new resources; ensuring that all participants have access to the resources they need; avoiding duplication of services and resources; cultivating new partnerships and relationships; providing information across agencies that work with the population we are serving; and encouraging collaboration.

Since much of the youth who enroll in our programs are part of the “Millennial” or “Z” generations who spend much more time utilizing social media than other generations, these events are also posted on Facebook, LinkedIn, Instagram, and the like. We establish pages on several social media platforms for our programs, utilizing them as a recruitment mechanism as well as a way to stay engaged with applicants and participants. In addition, we utilize traditional youth program recruitment mechanisms such as distributing program fliers throughout the targeted communities, especially in areas where young people congregate. The Acadiana recruitment plan will ensure we reach the maximum number of youth in the region, including in those in the outlying areas.

Eckerd’s staff is equipped with mobile technology that allows them the flexibility to serve youth in outlying areas. Eckerd Career Coaches will identify designated access points in the community that will serve as a meeting place for participants who live in rural areas. Career Coaches will maintain a consistent schedule in these areas and provide a comprehensive list of services to youth where they reside. A lack of transportation creates a barrier in the more rural areas; for that reason this strategy has been adopted. The goal is to take our services to those most in need no matter where they are located. Eckerd develops strong relationships with employer partners in rural areas when applicable and will work with approved training providers and community stakeholders to create employer driven training models based on the needs of local employers.

E. Work Experience

WIOA requires at a minimum that 20 percent of youth funds are spent on paid and unpaid work experience activities, including summer employment, pre-apprenticeship programs, internships, job shadowing, and on-the-job training.

Discuss how you will ensure that the 20 percent minimum is met. Discuss your organizational philosophy on paid versus unpaid work experience activities. How will work experience activities fit into the Individual Service Strategies for youth participants? How will work experience activities be used for developing career pathways? Describe the strategy you will use to ensure you have the relationships and ability to set-up and structure work experiences with employers.

The Eckerd Career Coach Team will provide intensive case management services to participants leading up to placement on a Work Experience (WEX) or On-the-Job Training (OJT) opportunity. This support is in place to ensure a successful transition for both the participant and employer. Before placement is considered with an employer, the participant is comprehensively assessed to identify an appropriate Career Pathway based on their past work experience, credentials, interests, attitudes and aptitudes. The participant will also complete soft skills training, through our Career Smart workshop. Assessment, soft skills development, and appropriate placement are key components leading to worksite success.

Eckerd will work closely with the AWS Business Services team to maintain significant engagement with the community to remain informed regarding local employment trends, develop relationships with employers, engage staffing agencies to provide access to a comprehensive network of resources for young people who are prepared for employment. Our goal is to create the accurate understanding amongst regional employers that participants transitioning to work based

learning are trained, prepared and motivated to succeed. At a minimum, a youth participant is assessed at the mid-point and conclusion of their Work Experience Contract but frequent contact between the employer, AWS, and our team is encouraged to continue to promote growth and development, leading to better retention rates and performance for our participants.

Our WEX program is designed around best-practices and includes the following characteristics:



Support entry and advancement in a career track: Eckerd's work-based learning activities are an opportunity for immersion in the participant's field of interest and allows for the interaction with professionals who are already working in it. Eckerd's effective model for work-based learning provides participants with opportunities to build knowledge, develop skills and advance in specific career pathways. Our work-based learning supports the development of industry specific technical skills and professional skills, such as communication, teamwork, and problem solving, valued by all employers.



Provide meaningful job tasks that build career skills and knowledge: Participants in work-based learning have opportunities to engage in appropriately complex and relevant tasks (i.e., those that are representative of work in an industry, rather than general support roles) aligned with their career goals. We prioritize WBL sites that support learning by providing appropriate mentoring and supervision. WBL allows participants the opportunity to perform meaningful job tasks which allows opportunities to develop skills and gain experience relevant to a specific industry, positioning them for successful career entry and advancement.



Offer compensation: For many youth, including those with children or other dependent family members, participation in education and training often must be balanced against the need to earn a paycheck. By combining paid work with academic instruction, work-based learning makes it easier for youth participants to support themselves and their families while gaining skills and credentials that translate into career advancement.



Identify target skills and how gains will be validated: Eckerd believes mutual understanding of the skills to be attained through work-based learning increases its value to both participants and employers. We developed our model to include mechanisms to articulate and validate skills development and integrates larger learning goals and formal assessments. Individual learning plans that are co-created by participants and their career coaches also provide an opportunity to articulate the skills to be attained and to reflect on progress.



Reward skill development: Our work-based learning model reinforces learning by recognizing and rewarding skills development. Participants who succeed in their initial assignments are given opportunities to continue to grow through taking on greater responsibility and more challenging tasks. Additionally, we utilize the Income Growth Strategy which is a philosophy to maintain youth in the labor force as well as to promote advancement and wage gain opportunities. The strategy involves a planned sequence of service interventions, which targets the needs of both participant and business customers at the same time. The Income Growth Strategy is updated regularly to reflect the new skills acquired by

the participant and the changing demands of the labor market. All participants who become employed are encouraged to attend quarterly Income Growth Planning Sessions during their follow-up period. Sessions continue the process of identifying the necessary actions and support services. In addition, they are invited to attend follow-up Financial Literacy workshops to reevaluate their financial situation.



Support post-secondary training/education entry, persistence, and completion:

While some work-based learning models are designed to lead directly to full-time employment, our model is designed to support transitions to further postsecondary education and training. Our model exposes youth to different career opportunities, helps them build work experience and a work history, increases their understanding of the application of classroom learning on the jobsite, and connects them with adult mentors successfully working in their chosen industry. Research suggests that work-based learning activities enable youth to develop goals and envision their participation along a pathway to achieving these goals are correlated with better educational and employment outcomes.



Provide comprehensive participant supports: To support work-based learning and ensure that participants' progress is not slowed or stopped by challenges such as a lack of transportation or child care, our program provides participants with case management and counseling services to help them overcome barriers to successful completion of work-based learning. Other supports provided include peer cohorts who

provide access to mentors in academic and workplace settings; flexible schedules to accommodate individual needs; and access to benefits and resources, such as transportation, childcare, and emergency assistance.

We consistently monitor a participants' ISS plan to assess their progress with their goals to determine the best time to begin a work experience. For all of our WIOA Youth programs, we develop an extensive list of employers and community agencies prepared to accept participants on their worksite. Our Career Coach personnel participate in outreach events, job fairs and other community activities to connect with employers and expand our network of worksites. Eckerd will work with the AWS Business Services team to identify current employers across Acadiana that have utilized WIOA work based learning as a resource. Each young professional participating in a Work Experience will work closely with a Career Coach who will monitor their job performance. The Career Coach will also be available to the participant and the worksite supervisor to discuss any issues or concerns during the training period. Participants are monitored and evaluated on attendance and punctuality, appearance, taking initiative, quality of work, communication skills, teamwork, critical thinking and workplace policies.

Eckerd has the capacity to issue checks and/or utilize a payroll service to process payment for Work Experience. The participant is given a weekly timesheet where they must record their time and have their supervisor validate their time before it's submitted to their Career Coach each week. Once the Career Coach receives the timesheet from the participant, they will validate hours worked and create a voucher for payment. The voucher is submitted to our corporate office each Monday and the participant will receive payment the following Tuesday. The participant must sign a copy of their check to signify that they've received their payment each time a check is received. Check copies, vouchers and timesheets are all kept in the participants file.

F. Linkages with Schools

Describe how your organization will ensure the establishment of solid partnerships with a wide range of schools throughout LWDA #40. In what ways will your organization coordinate its activities with school systems and develop schools as a referral source?

As a current provider working in the region, Eckerd has active relationships and partnerships with a range of schools throughout the workforce region. Eckerd's Acadiana Wraparound Agency (WAA) program has a positive working relationship with all the school districts in the Region. Formal Memorandums of Understandings (MOU) agreements are currently in place with Lafayette and Iberia parish schools, however all of the Districts have referred youth to the WAA Program. Eckerd supports youth engagement activities, such as, the St. Landry Parish BLAST and various job and resource fairs. WAA staff have helped youth complete Hi-Set and take other steps toward independent living as part of our service delivery. If awarded, Eckerd will leverage this network of potential school partners and current relationships to develop a comprehensive In-School Youth program.

Eckerd's In-School Youth (ISY) service model is a comprehensive, year-round program designed to serve ISY ages 16-21 in Acadiana. The intensity and method of service delivery is varied based upon the individual need of each participant. Our program design provides youth with tutoring services, preparation for post-secondary educational opportunities, strong linkages between academic and occupational learning, preparation for unsubsidized employment opportunities and effective connections to intermediaries with strong links to local and regional employers and educational institutions. Services are designed based on agreements with each school, however, the standard format is to provide work readiness training, certification options, and career coaching two (2) days per week in an afterschool format. These activities will be conducted in an afterschool setting, at which point ISY participants will transition to Work Based Learning opportunities followed by placement in unsubsidized employment or post-secondary education. ISY services will be supplemented by supportive services offerings and training designed to bolster achievement.

Eckerd will conduct ongoing *College Exploration workshops* to encourage post-secondary exploration and planning, covering topics such as completing applications, choosing a major, applying for financial aid and scholarships, maintaining a life/school balance, and good study habits. The Workshop will include discussion groups with program alumni who are current college students or recent graduates on such topics as commuting vs. dorming, extracurricular activities, and getting involved in campus life. Eckerd will invite admissions officers to present to students and also plan trips and tours to local schools, as well as to 4-year colleges throughout the region. The Workshop is available for all students, not just for those who have their High School diploma or equivalent and is intended to encourage all students to envision college as a viable option. Students who have made decision regarding post-secondary options will receive assistance with the application process and FAFSA.

G. Community Linkages and Partnerships

Discuss how your organization will identify service providers and develop relationships that will result in improved opportunities for program participants. Discuss your organization's record of community involvement and coordination with community organizations. How will your linkages with community organization enhance your ability to deliver the 14 required program elements and improve program outcomes?

Eckerd is an engaged local provider with an office location in Lafayette and services provided for vulnerable youth across Acadiana via our Wraparound Agency (WAA) program. As such, our local leadership and staff teams maintain active relationships with a network of government entities, local organizations, and community providers which are critical to effective WAA service delivery. If selected for an award, Eckerd will leverage this current network, which may provide opportunities for work-based learning, employment placement, and critical supportive services for WIOA participants. Current partnerships include the following:

| Entity | Partner | Resource |
|--|---|---|
| Regional Schools | Lafayette Parish (LeRosen Preparatory School); Acadia Parish (Acadia Parish Alternative School); St. Landry Parish (St. Landry Accelerated Transition School); Iberia Parish (Alternative Center for Education); Vermilion Parish (Vermilion Parish Alternative); Evangeline Parish (Evangeline Central School); St. Martin Parish (Juvenile Continuing Education Program); St. Mary Parish (St. Mary Parish Alternative) | Identify referrals for WIOA services; Host In-School Youth (ISY) Training as dedicated ISY site. |
| Local Libraries | Lafayette Public Library | Conduct community events and training |
| Juvenile District Courts and City Courts | 15 th JDC (Lafayette) 13 th JDC (Evangeline Parish) 16 th JDC (New Iberia) Morgan City Court | Target priority participants for WIOA services; Identify community-based service options; Connect families to services. |
| Community Providers | Acadiana Area Human Services The Extra Mile Families helping Families Children/Families in Need of Services (CINS/FINS) | Variety of human services and supportive services based on participant needs |

According to the National Center on Secondary Education and Transition, Community resource mapping acknowledges that individuals, organizations, and local institutions all have the capacity to create real change in their communities, but that no agency can do it alone. Insight into a community's existing partnerships and programs, resource allocations and policies, and priorities and assets contribute to our ability to serve program participants. Through the exercise of conducting assets mapping we create a strategic plan to meet a number of goals, including:

- Identifying new resources;
- Ensuring that all participants have access to the resources they need;
- Avoiding duplication of services and resources;

- Cultivating new partnerships and relationships;
- Providing information across agencies that work with the population we are serving; and
- Encouraging collaboration.

We will conduct asset mapping and develop new collaborative partners in Acadiana. Once the asset mapping is completed and organizations are identified as providing complimentary or supportive services, Eckerd program management will continue to visit the organizations /agencies to gather information regarding requirements, fees, schedules, specific service offerings and the like. If deemed appropriate and meeting the program and WIOA requirements we will initiate the process of developing a memorandum of understanding and a mechanism to share information that adheres to all program, state and federal requirements. We will continually add to our extensive database of community provider partners which will be updated regularly.

Eckerd has identified the following organizations and institutions as core partners in Acadiana:

- **One Acadiana:** Eckerd will provide direct support of regional workforce initiatives as noted in the One Acadiana strategic plan, including supporting education initiatives that provide increased training for high-wage, high-demand jobs and helping raise awareness of high-wage, high-demand careers among K-12 students. 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 One Acadiana targeting priority industries in the region.
- **Louisiana State University at Eunice (LSUE):** Eckerd will develop a clearly defined referral pipeline with 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 Youth 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 Youth participants.

We have contacted both above organizations who have agreed to partner with Eckerd if awarded. A letter of support from LSUE is included as proposal Exhibit L.

H. One-Stop Service Delivery System Linkages

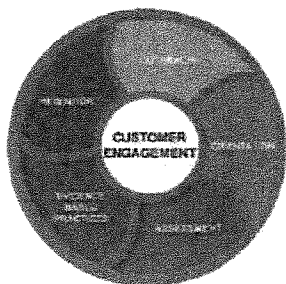
Describe how the organization will coordinate service delivery with the other employment and training partners in the Acadiana region, and how services will be made part of the One-Stop service delivery system in LWDA #40. How will services be coordinated with other WIOA partners such as the WIOA Adult and Dislocated Worker programs, Wagner-Peyser, Adult Basic Education programs, Vocational Rehabilitation, and Community Action Agency services?

Eckerd operates WIOA programs that are customized based on the needs of each local region as well as the workforce board requirements and service delivery philosophies. As a national provider with more than 120 programs across the country, there is significant diversity in Eckerd's approach to workforce operations and we are accustomed to working closely with workforce system partners in both Career Center and community settings. Based on our experience, Eckerd operational staff consider the integrated service delivery program model is the most efficient and effective means

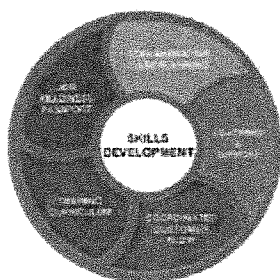
to coordinate service delivery with employment and training partners to ensure streamlined enrollment, assessment, training, and placement occurs based on the individual needs of each participant. Eckerd integrated service delivery includes four major functions which are coordinated with Center and community workforce partners.



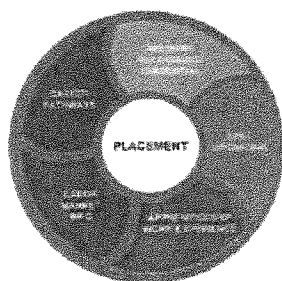
INTEGRATED SERVICE DELIVERY



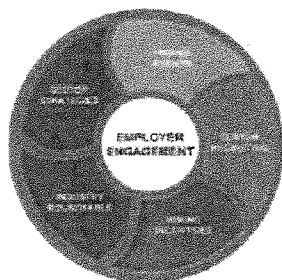
Welcome: WIOA Youth, and all WIOA participants, will be welcomed at the Center or community site and undergo initial assessment to determine critical workforce needs. WIOA eligible youth may be best suited for Adult or Dislocated Worker services, which may require referral to or co-enrollment with a 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 based on needs.



Skill Development: 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 youth, embedded in an integrated customer flow, and accessible. Eckerd has developed a streamlined soft skills curriculum that specifically addresses competencies employers seek in qualified candidates. Eckerd staff will directly provide or make referral to soft skills workshops focusing on career development, job search strategies, and interview/resume preparation.



Employment Activities: 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 WIOA youth that have the skills they require while helping 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.



Employer Activities: WIOA Youth 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 partner with local employers and AWS to provide progressive learning opportunities and advanced certification. Eckerd will engage the business community in the workforce development system to ensure the proposed service delivery system meets their needs while increasing the penetration, understanding, and knowledge of the availability of services and incentives available for employers to recruit, train, and retain employees. Placement with employers whether it is on a Work Experience, On-the-Job Training, and/or a direct Job Placement after training begins with an Employer Engagement Plan.



JOB READINESS PASSPORT

To facilitate strong service integration across workforce partners while ensuring youth 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 the following workforce preparation activities:

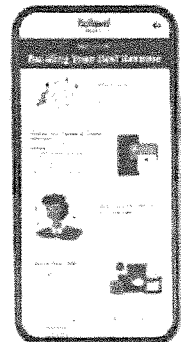
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|---|---|
| Phase I Career Assessment & Planning | <p><i>Orientation and Eligibility:</i> Eckerd staff members will engage job seekers and help them navigate the intake and eligibility process, initiating access to career services. Based on needs, job seekers will be referred to more in-depth services offered through Eckerd or partner staff.</p> <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> |
| Phase II Academic Readiness | <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> |
| Phase III Soft Skills Development | <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</p> |

| | |
|---------------------------------|---|
| | 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. |
| 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, 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. |

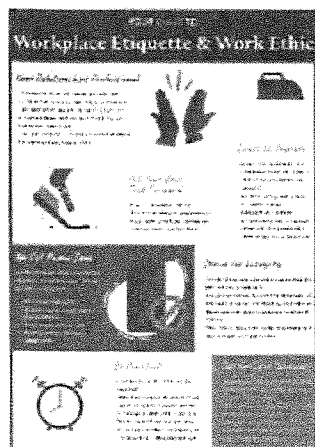
Eckerd will evaluate and refine our soft skills curriculum based on local needs, working with partners and area businesses to offer workshops that include skills addressing pain points identified by local employers. An overview of the Eckerd soft skills curriculum is included below:

| Applied Knowledge | Relationship Building | Workplace Skills |
|---|---|---|
| <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 |

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, even after all WIOA services have concluded.

I. 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 Youth staff provide 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.

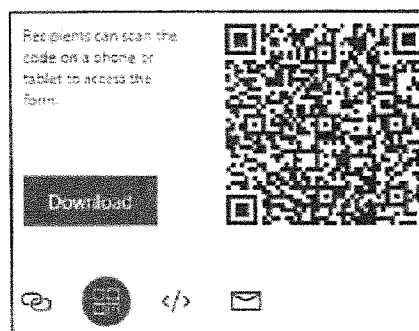
Regardless of whether services are provided in a One-Stop Center, separate program site, or satellite community location, Eckerd provides excellent customer services to young adults via an innovative and effective service design. We offer a positive and impactful program by focusing on the following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

J. Follow-Up Activities

How will you ensure that follow-up activities are not only made available but provided? How will you ensure case managers have good and enduring relationships with program participants?

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 youth 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 youth who are employed to discuss concerns and solutions to overcome barriers to continued employment. Eckerd tracks each youth for at least a year after the program and documents the updates for each youth 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 youth 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 youth access to resource materials and job placement services.
- Contacting youth 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 youth 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 youth 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 communication with youth.

Youth 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 |

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| 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 youth remains in "Action" • 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 youth 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 youth remains in "Maintenance" • Review goals established on exit plan • Monitor employment and/or re-employment needs • 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 need • Collect and enter data related to placement and earnings • Document with activity code & case note |

K. 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 WIOA Youth services work 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 to ensure we collaborate with AWS and the community to help job seekers prosper.

- **Build around Great Data:** Eckerd has reviewed the state plan and understands that the region has identified Professional, Scientific, and Technical Services; Health Care and Social Assistance; and Construction as demand sectors. 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. We will facilitate strong collaboration so that all partners benefit from the strategic talent pipeline.

- **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.
- **Lead to Strategic Alignment:** As the WIOA Youth provider, Eckerd will serve as the access point guiding the strategic process for aligning local job seekers with regional industries providing sustainable career pathways. We understand that this includes implementing effective WIOA funded services and engaging youth 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 the workforce development board 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 effective data management systems to capture relevant information used to measure WIOA performance and other key factors defining success. Eckerd will work with employer partners to identify additional short and long-term measures to help refine local strategies, plan next steps, and demonstrate progress.

Eckerd will help youth establish a defined Career Pathway at the onset of the program. Individual Career Pathways will help facilitate purposeful integration of education and training for each student. Eckerd will use the State Plan as the main resource to guide our approach to service delivery in Acadiana. Career Pathways are a critical component of the evolving workforce system and services that we need to provide to be better aligned with the needs of business and industry. The goal is to ensure employers have access to a pool of skilled workers, while workers obtain the means to secure relevant training and meaningful career opportunities.

Eckerd will engage the Workforce Board, Regional Economic Development Alliances, and local Workforce System Operators to align priorities around the following critical benchmarks:

| Key Element | Action Steps |
|---|---|
| <i>Identify Sector or Industry and Engage Employers</i> | <ul style="list-style-type: none"> ○ Conduct labor market analysis and share results with partners ○ Target high demand and growing sectors ○ Identify key employers and clarify their roles ○ Sustain and expand business partnerships |
| <i>Design Education and Training Programs</i> | <ul style="list-style-type: none"> ○ Identify target populations and their "entry" point ○ Review or develop competency models ○ Develop career ladders and lattices ○ Seek employer validation of competencies and pathways ○ Design educational options that are modularized, accelerated, and contextualized ○ Ensure programs lead to industry recognized and/or post-secondary credentials ○ Provide comprehensive wraparound support services ○ Provide flexible scheduling |
| <i>Identify Funding Needs & Sources</i> | <ul style="list-style-type: none"> ○ Identify the costs associated with system and program development and operations |

| | |
|--|---|
| | <ul style="list-style-type: none"> ○ Determine the funds to be contributed by key partner agencies ○ Secure funding from public agencies and private foundations & organizations |
| <i>Align Policies and Programs</i> | <ul style="list-style-type: none"> ○ Identify and address statutory & administrative barriers to cross agency collaboration ○ Identify and pursue needed reforms in state and local policy ○ Reform program procedures as needed |
| <i>Build Cross-Agency Partnerships and Clarify Roles</i> | <ul style="list-style-type: none"> ○ Engage a team of cross agency partners at the state and local levels ○ Establish a shared vision, mission, set of goals, and plan ○ Identify an intermediary to coordinate day-to-day collaboration ○ Define the roles and responsibilities of all partners ○ Clarify the working relationship between the state and local partners |
| <i>Measure System Change and Performance</i> | <ul style="list-style-type: none"> ○ Define desired systems and program outcomes ○ Determine how to measure system and program outcomes ○ Establish how data will be collected, stored, tracked, and shared ○ Analyze data, revisit desired outcomes, and assess progress |

L. Serving Youth with Disabilities

How will you intentionally reach out to and serve youth with disabilities? How will you integrate youth with disabilities into the WIOA Youth program model? Describe your organization's experience assisting youth with disabilities to address barriers to employment.

Eckerd takes access for all very seriously. Attracting young jobseekers with disabilities is a goal within all of our Workforce projects. This is not due to altruism but because reports released from The Job Accommodations Network (JAN) demonstrate that individuals with disabilities, show up to work more often, increase morale for all employees, and increase employer's bottom line. As part of our targeted outreach strategy, Eckerd works with our business customers to explain the benefits of hiring workers with disabilities while also discussing myths and misconceptions about hiring workers with disabilities. For job seekers, we provide a welcoming environment that follows all ADA compliance requirements. We eliminate barriers from our physical locations as well as through our online presence by ensuring our website, applications, courses and online instructional programs by following Web Content Accessibility Guidelines (WCAG) which are universal standards for web accessibility. Over the years we have developed recruitment processes to increase awareness of our programs and enrollment of youth with disabilities. We have found that adding welcoming language to our promotional material has increased the number of participants we have serviced. This includes language that not only catches their attention but shifts them from thinking they are not good candidates. Examples of this include:

- Eckerd encourages people with disabilities and from diverse backgrounds to apply.
- We do not discriminate based on disability.

- We provide reasonable accommodations as needed to people with disabilities.
- Materials are available in alternate formats (braille, electronic, large print, etc.) upon request.
- Our office is wheelchair-accessible.
- Our participants reflect a wide range of socioeconomic, cultural and religious affiliations.

Our recruitment materials such as brochures, websites and posters include images of people with disabilities, and have quotes by participants with disabilities who have participated successfully in our programs. We also solicit stories from the participants and staff with disabilities involved in our programs and disseminate and include their stories on the Eckerd website. We have found that identifying contacts at organizations that are led by and work with people with disabilities is essential to recruiting and accommodating participants with disabilities in workforce programs and that local independent living centers, rehabilitation organizations, adaptive recreation programs, parents organizations, special education departments or schools, disability rights organizations and support groups are critical sources of knowledge and support.

According to Youth.gov, although efforts have been taken to help improve employment opportunities for people with disabilities, research continues to suggest that youth with disabilities are less likely than their nondisabled peers to graduate from high school, attend and complete four-year colleges and universities, and be employed. It is for that reason that we utilize research and best practices provided from the National Collaborative on Workforce and Disability for Youth (NCWD/Youth). We recognize one of the most important ways to assist youth with disabilities to participate in programming as well as enter post-secondary education is ensuring that the youth learn to advocate for themselves and needed supports. Youth need to understand their rights. As they transition into employment or postsecondary education, they must communicate their needs and may need assistance identifying supports (e.g., assistive technology). Our staff teams ensure training providers and support service providers are ADA compliant and have the ability to work with disabled participants. We utilize sites such as abilityJOBS—Affirmative Disability Action which provides a system for people with disabilities to search for jobs. The site allows employers to post job opportunities and search through resumes to find dedicated and qualified people. We also utilize AbilityLinks, a nationwide, web-based community where qualified job seekers with disabilities and inclusive employers meet and gain access to valuable networking opportunities. They offer virtual job fairs connecting employers to individuals searching for work.

Eckerd will utilize the Learning Express & Workforce Skills for the 21st Century by EBSCO as a distance learning platform. This system includes academic skill-building, test prep, and career resources in an online learning platform which will supplement instructor-based training delivered by our staff. The Learning Express blended learning platform is accessible for youth with disabilities; EBSCO has resources to provide all users with access and accessibility is a key consideration among the company's product development strategies. Learning Express & Workforce Skills for the 21st Century accessibility features include the following:

- Text-to-Speech: Text-to-speech functionality on HTML full-text articles
- Transcripts: Transcripts for videos and audiobooks
- Alternate Text: Descriptive page titles and alternate text for meaningful images
- ARIA Landmarks: ARIA landmarks to assist users with screen readers
- Access Keys: Access keys for keyboard-only navigation
- EPUB & DRM-free eBooks: Many titles available DRM-free and in EPUB format

Attachment B- Fiscal Budget

| |
|--------------------------------------|
| ATTACHMENT F |
| Youth Proposed Budget Summary |

| Budget Line Items | Direct Program Costs | Non-Direct Costs | Total |
|---|----------------------|------------------|-----------|
| 1. Salaries | 405,798 | 14,794 | 420,592 |
| 2. Fringe Benefits | | | 0 |
| a) FICA, SS | 25,159 | 917 | 26,077 |
| b) FICA, Med | 5,884 | 215 | 6,099 |
| c) Health Insurance | 90,623 | 2,887 | 93,510 |
| d) Dental Insurance | | | 0 |
| Life Ins/Std/ Ltd | 3,754 | 142 | 3,896 |
| a) 403b pension | 8,928 | 325 | 9,253 |
| b) 401K Admin | | | 0 |
| c) Unemployment State | 2,435 | 89 | 2,524 |
| d) Unemployment Federal | | | 0 |
| e) Workers Compensation | 3,043 | 111 | 3,154 |
| 3. Office Supplies | 1,926 | | 1,926 |
| 4. Staff Travel, in region | 11,608 | | 11,608 |
| 5. Staff Travel, out of region | 856 | | 856 |
| 6. Staff training | 571 | | 571 |
| 7. Outreach/Recruitment | 1,800 | | 1,800 |
| 8. Overhead, Allocated & Indirect Costs | | 40,884 | 40,884 |
| 9. Other | 661,477 | | 661,477 |
| | | | |
| Grand Total | 1,223,864 | 60,363 | 1,284,227 |
| Percentage of Grand Total | | | 100% |

| Detailed Description of 9. Other: | | |
|-----------------------------------|---------------------------------|---------|
| | Type | Amount |
| a. | Background Screening - Staff | 3,285 |
| b. | Software Licensing Fees | 3,810 |
| c. | Cell Phone | 5,321 |
| d. | General Liability Insurance | 7,705 |
| e. | Participant On the Job Training | 0 |
| f. | Client Employment Verification | 2,700 |
| g. | Client Training | 168,476 |
| h. | Client Supportive Services | 50,000 |
| i. | Printing & Copying | 1,000 |
| j. | Dues | 342 |
| k. | Postage | 225 |
| l. | Client Work Experience | 359,363 |
| m. | Workshop Food | 1,350 |
| n. | Client Testing Fees | 9,600 |
| o. | Client Incentives | 48,300 |
| | | 661,477 |

| 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 | 3% | | 4,569 | 4,569 |
| Sr. Director of Operations | 1 | 130,000.00 | 4% | | 5,625 | 5,625 |
| Fiscal Support | 1 | 53,244.00 | 9% | | 4,600 | 4,600 |
| Operations Director | 1 | 102,914.24 | 21% | 22,029 | | 22,029 |
| Administrative Assistant | 1 | 45,000.00 | 21% | 9,645 | | 9,645 |
| Program Manager - Youth | 1 | 54,813.00 | 75% | 41,110 | | 41,110 |
| Career Coach - Youth 1 - (Lafayette) | 1 | 35,003.00 | 75% | 26,286 | | 26,286 |
| Career Coach - Youth 2 - (Lafayette & Vermillion) | 1 | 35,003.00 | 75% | 26,286 | | 26,286 |
| Career Coach - Youth 3 - (St Landry & Evangeline) | 1 | 35,003.00 | 75% | 26,286 | | 26,286 |
| Career Coach - Youth 4 - (Acadia & St. Martin) | 1 | 35,003.00 | 75% | 26,286 | | 26,286 |
| Career Coach - Youth 5 - (Iberia) | 1 | 35,003.00 | 75% | 26,286 | | 26,286 |
| Career Coach - Youth 6 - (St Mary) | 1 | 35,003.00 | 75% | 26,286 | | 26,286 |
| Outreach Director | 1 | 65,000.00 | 21% | 13,913 | | 13,913 |
| Outreach Specialist 1 - (Lafayette) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Outreach Specialist 2 - (Vermillion) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Outreach Specialist 3 - (St. Landry & Evangeline) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Outreach Specialist 4 - (Acadia) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Outreach Specialist 5 - (St. Martin) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Outreach Specialist 6 - (Iberia) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Outreach Specialist 7 - (St. Mary) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Outreach Specialist 8 (St. Mary & Iberia) | 1 | 40,000.00 | 21% | 8,573 | | 8,573 |
| Workforce Instructor | 1 | 43,000.00 | 21% | 9,216 | | 9,216 |
| Intake and Resource Specialist 1 (Lafayette) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 2 (Lafayette) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 1 (Vermillion) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake & Resource Specialist 1 (Evangeline) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 1 (St. Landry) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 2 (St. Landry) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 2 (Evangeline) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 1 (Acadia) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 1 (St. Martin) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 1 (Iberia) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 2 (Iberia) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 1 (St. Mary) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| Intake and Resource Specialist 2 (St. Mary) | 1 | 30,000.00 | 21% | 6,430 | | 6,430 |
| | | | | | | |
| | | | | | | |
| Total | 22 | | | 405,798 | 14,794 | 420,592 |

YOUTH BUDGET NARRATIVE

Salaries & Fringe Benefits \$565,105

Eckerd Connects proposes to employ at least 33 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 youth 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 \$1,926

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 29% was allocated to the youth program for the 9-month program year.

Travel \$12,464

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 \$571

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 \$1,800

Amounts budgeted here include an allotment for local program outreach to recruit participants and market the program to the local community and business partners.

Indirect Costs \$40,884

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 the VP of Operations, Sr Director of Operations and the Fiscal Support we have included the salary and benefits as administrative costs. The time they work on actual workforce contracts is direct charged to the actual workforce program. 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 youth program, total operating expenses are \$1,243,343. From the total operating expenses, we deduct client training of \$168,476, client supportive services of \$50,000, client work experience of \$359,363 as the WFB will pay participants, client testing fees of \$9,600 and Client Incentives of \$48,300. Deducting these participant costs of \$635,739 from total operating costs of \$1,243,343 results in MTDC of \$607,604. Multiplying this by the negotiated indirect rate of 10% results in an amount of \$60,760. Our administrative cost of \$19,480 plus our indirect cost of \$40,884 totals \$60,363 which is within the 10% of MTDC. This amount is an effective rate of 4.7% (\$60,363/\$1,284,227).

Miscellaneous / Other Expenses \$661,477

- **Background Screening \$3,285:** 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 \$3,810:** 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 \$5,321:** Eckerd plans to issue cell phones to certain direct staff (9.85) 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 \$7,705:** 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.
- **Client Employment Verification \$2,700:** 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 \$168,476** Eckerd estimated that we would provide Youth Training Accounts to 56 youth at an average rate of \$3,000.
- **Client Supportive Services \$50,000:** 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 100 youth at an average cost of \$500.
- **Printing & Copying \$1,000:** 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 \$342:** Eckerd Connects plans to join the local Chamber of Commerce. The dues are allocated between the youth project and the adult/dw project.
- **Postage \$225:** An average cost of \$25 / month is included to account for minimal shipping costs between sites and Corporate HQ.
- **Client Work Experience \$359,363:** Eckerd has planned youth work experience for 125 participants at 35.5 hours per week for 7 weeks at \$9.25/hr. for a total of \$287,490. The \$9.25 wage rate is blended as some youth will receive minimum wage and others will

receive a higher competitive wage depending upon the job. We have estimated the benefits on work experience at 25% or \$71,872 for a total of \$359,363. The workforce board will process the payments to participants. Approximately 25% of the Career Coach and Program Managers' time is utilized on work-based learning activities which totals \$64,004. This plus the Work Experience amount of \$359,363 total \$423,367 resulting in 32.97% of the contract being utilized for work experience.

- **Workshop Food \$1,350:** A line item has been created to account for refreshments and snacks for youth workshops and trainings leading to positive engagement.
- **Client Testing Fees \$9,600:** Eckerd Connects plans to enroll participants in HiSET/GED training and will also allocate a portion of the budget to pay for participants to take the HiSET/GED Exam as well as an allotment for retesting fees. We estimated approximately 80 youth would take at the entire test at \$90 and approximately 92 youth would retake a part at \$26 for a total of \$9,600.
- **Client Incentives \$48,300:** In Eckerd's program design we detail out the different incentive payments we will offer to program participants. These incentives will be paid out when benchmarks are met. Eckerd is estimating the following:

| Incentive Type | # of Youth | Amount | Total |
|--|------------|--------|----------|
| Degree or Certificate | 110 | \$200 | \$22,000 |
| High School Diploma or Equivalent | 35 | \$300 | \$10,500 |
| Placement | 115 | \$100 | \$11,500 |
| Educational Functioning Level (EFL) Increase | 86 | \$50 | \$4,300 |
| Total | | | \$48,300 |