

Twin Districts
Local Workforce Development Board
2016-2020 Strategic Plan Update
May 7th, 2018

Over the next 30 days the Twin Districts Workforce Development Area will be updating its Strategic Plan. The following sections of the plan will be modified in the update. Please send your comments and input to comments@smpdd.com.

B.5. Describe strategies to facilitate engagement of businesses and other employers, including small employers and in-demand industry sector occupations. Describe methods and services to support the workforce system in meeting employer needs.

Will elaborate on what the TDWDA does that is unique.

B.7. Outline regional transportation issues related to workforce development and ways the region is/will address needs identified. Include a description and/or map of the regional commuting patterns.

Will provide a map of the regional commuting patterns and public transportation offerings in the TDWDA.

B.8. Describe how the region coordinates with area secondary education, community colleges and universities to align strategies, enhance services and avoid duplication of services.

Will elaborate on TDWDA's coordination with area secondary education, community colleges, and universities.

B.9. Provide details on how the region addresses workforce issues specifically related to its: a) cities and/or towns; b) suburban areas; and c) rural areas.

Will provide specific details related to these service strategies.

C.3. Describe local area's workforce development system, including identifying the programs included in the system, and how the local board will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006.

Will provide a more in-depth description.

C.7. Describe how the local board enhances the use of apprenticeships to support the regional economy and individuals' career advancement.

Will add specific details and highlight apprenticeships in the TDWDA.

C.9. Provide a description of plans, strategies and assurances concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the local area through the WIN Job Center system. Include how improved service delivery and avoidance of duplication of services will be achieved.

Will address the services provided in the TDWDA through the WIN Job Center system

D.6. Identify WIN Job Center location(s) including Sector Training Plus Comprehensive, Comprehensive, Affiliate, and Virtual=Access sites; program services offered in each; how WIN Job Center operator(s) are designated; provider(s) of WIOA career services and youth services and method of selection.

The charts will be updated to include the program services offered in each WIN Job Center.

D.9. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including Mississippi Works registration, skills assessments, and determination of further services.

Will provide a more detailed response

D.15. Describe local area strategies and services that will be used to strengthen linkages between the WIN Job Center system and unemployment insurance programs.

Will further describe the strategies and services.

D. 18. Describe how the TDWDA will integrate services for:

- A. Persons with disabilities;
- B. Veterans
- C. Temporary Assistance to Needy Families (TANF) recipients;
- D. Senior Community Service Employment Program (SCSEP) participants;
- E. Individuals with other barriers to employment; and
- F. Additional specific populations, if applicable.

Will provide further details on how the TDWDA will integrate the services above.

E. Sector Strategy Plan

Will provide greater detail for all questions in Section E to address specific sectors in the TDWDA and their impact on the economic identity of the area. Will include the Sector Strategy Plan as an addendum.

F.2. Describe how the goals and intended outcomes will be achieved and the proposed activities support the core strategies of the State Plan.

Will elaborate on the goals and intended outcomes.

G.3. Describe processes to ensure individuals are not discriminated against on the basis of age, disability, sex, race, color or national origin.

Will provide an introduction explaining when and how EO forms are used.

G.5. Describe methods to ensure local Equal Opportunity procedures are updated.

Will provide a narrative description to address the updating of the EO procedures.

Twin Districts

Local Workforce Development Board

2016-2020 Strategic Plan

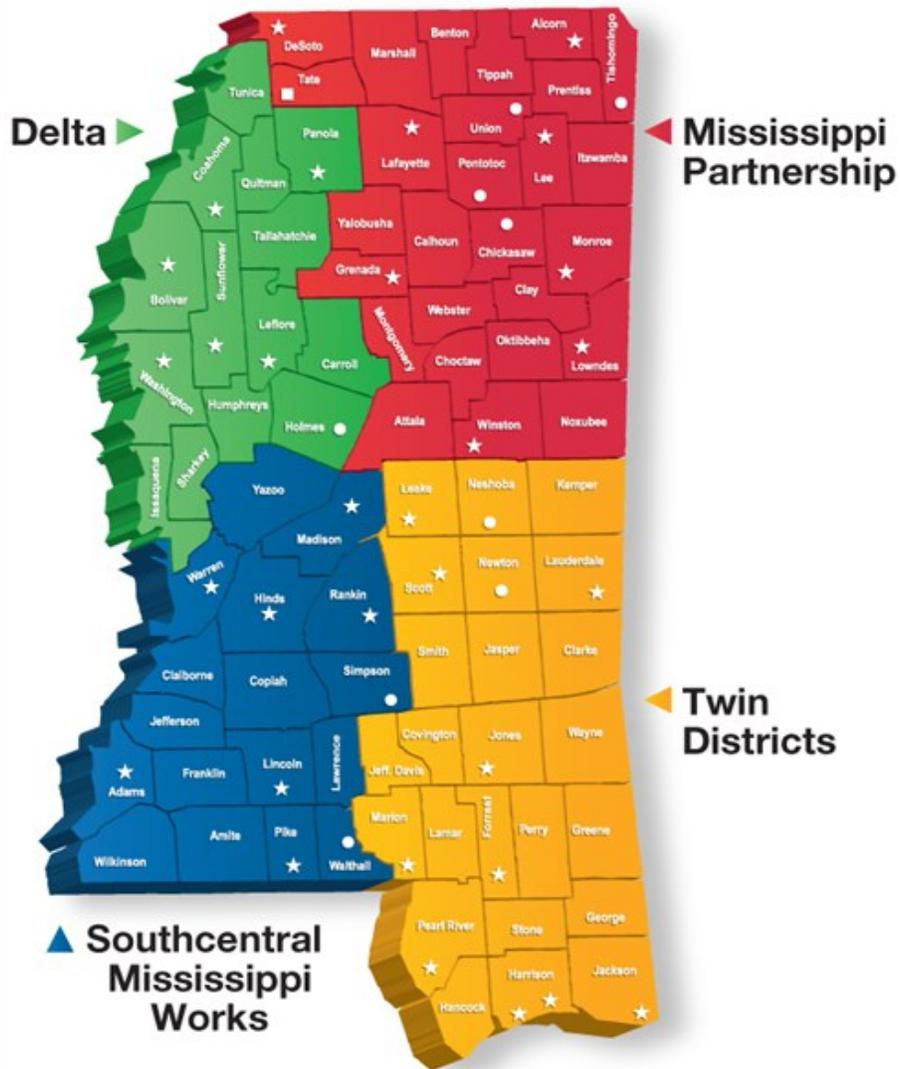


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 The following policies provide a description of the local areas procedures for oversight,
operating, and monitoring services. 40

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List of Acronyms

ABE	Adult Basic Education
CBO	Community-based Organizations
CEO	Chief Elected Official
CMPDD	Central Mississippi Planning and Development District
DOL	United States Department of Labor
DVOP	Disabled Veteran Outreach Service Providers
DUNS	Data Universal Numbering System
EDC	Economic Development Councils
FBO	Faith-based Organizations
IHL	Institutions of Higher Learning
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board
MCCB	Mississippi Community College Board
MDA	Mississippi Development Authority
MDE	Mississippi Department of Education
MDES	Mississippi Department of Employment Security
MDHS	Mississippi Department of Health and Human Services
MDOC	Mississippi Department of Corrections
MDOT	Mississippi Department of Transportation
MDRS	Mississippi Department of Rehabilitation Services
MOU	Memorandum of Understanding
OJT	On-the-Job Training
SAM	System for Award Management
SBDC	Small Business Development Center
SDPDD	South Delta Planning and Development District
SMPDD	Southern Mississippi Planning and Development District
SNAP	Supplemental Nutrition Assistance Program
SWIB	State Workforce Investment Board
TANF	Temporary Assistance for Needy Families
TRPDD	Three Rivers Planning and Development District
UI	Unemployment Insurance
WET	Workforce Enhancement Training Fund
WIOA	Workforce Innovation and Opportunity Act

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Introduction

Program Year 2015 marks the first year of the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each workforce development board to develop a comprehensive four-year plan, in partnership with the local chief elected official, and submit to the state. The WIOA four-year plan will be effective July 1, 2016 - June 30, 2020. At the end of each year of the four-year local plan, each local board shall review the local plan and prepare and submit modifications to the local plan to the MDES Office of Grant Management. Modifications should reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan.

The Mississippi Department of Employment Security (MDES), as designated by the Office of the Governor, is the coordinating body for approving local plans. The local plan shall support the alignment strategy described in the state plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the state plan. Local Workforce Development Boards may obtain a copy of the Mississippi WIOA Plan from MDES. Workforce Development Boards shall also comply with WIOA, Section 108 in the preparation and submission of the plan. Additional information about the WIOA, Public Law 113-128, enacted July 22, 2014, may be obtained from the U.S. Department of Labor Employment and Training Administration website: www.doleta.gov.

These guidelines have been written to assist the Local Workforce Development Areas (LWDAs) in structuring their workforce plan to meet federal WIOA regulations and alignment with the overarching workforce goals of the state. Any future advisement will be provided by the Office of Grant Management (OGM) via WIOA communications.

Public Comment Requirements

In accordance with the Workforce Innovation and Opportunity Act, Section 108(d), the Workforce Development Board shall make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media; allow for public comment not later than the end of the 30-day period beginning on April 22, 2016, the proposed plan is made available; and, include with submission of the local plan any comments that represent disagreement with the plan.

Submission Requirements

Local plans must be submitted to the MDES Office of Grant Management no later than 5:00 PM CDT on May 31, 2016. Local plans should be submitted electronically in PDF format and uploaded via JSCAPE with an email notification to rdeyoung@mdes.ms.gov that the plan has been uploaded. The original plan and attachments should be retained by each local area.

Plan Outline

A. Local Workforce Development Area Overview

This section provides an overview of the local area and identifies the individuals and entities responsible for general operations within the local area.

A.1. Local Area's official (legal) name established to administer the Workforce Innovation and Opportunity Act (WIOA).

Twin Districts	Twin Districts Local Workforce Development Area
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See Appendix A for *Local Workforce Development Area Re-designation Approval Letter*.

A.2. Local Area Workforce Development Director Information.

Twin Districts	Allison Beasley, Division Director Twin Districts 9229 Highway 49 Gulfport, MS 39503 228-868-2311 abeasley@smpdd.com
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A.3. Local Workforce Development Area's Chief Elected Official Information.

Twin Districts	Calvin Newsom, Marion County Supervisor 215 Broad St. Columbia, MS 39429 601-441-2350 calvinnewsom63@gmail.com
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A.4. Individuals authorized to receive official mail for the Chief Elected Official in each LWDA.

Twin Districts	Leonard Bentz / Alison Beasley 9229 Highway 49 Gulfport, MS 39503 lbentz@smpdd.com / abeasley@smpdd.com
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A.5. Administrative/Fiscal Agent responsible for disbursing Local Area WIOA grant funds.

Twin Districts	Southern Mississippi Planning and Development District 9229 Highway 49 Gulfport, MS 39503 228-868-2311
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A.6. Administrative/Fiscal Agent's signatory official.

Twin Districts	Leonard Bentz, Executive Director Southern Mississippi Planning Development District 9229 Highway 49 Gulfport, MS 39503 228-868-2311 lbentz@smpdd.com
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A.7. See Appendix B for Administrative Entity/Local Workforce Development Area/Fiscal Agent's Organizational Chart.

A.8. Administrative Entity's Data Universal Numbering System (DUNS) Number and Assurance of 'System for Award Management' (SAM) status is current.

Twin Districts	069386001	SAM status is current.
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A.9. Local Workforce Development Board (LWDB) Chairperson's Information.

Twin Districts	David Stephens, Human Resources Manager Van Zyverden, Inc. P.O. Box 561 Meridian, MS 39302-0550 (601) 679-8274 dstephens@vzusa.com
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A.10. See Appendix C for the LWDB Membership List.

A.11. See Appendix D for the LWDB By-laws including date adopted/amended.

A.12. See Appendix E for the Local Area Certification Regarding Debarment.

A.13. See Appendix F Local Area Signatory Submission Page.

B. Regional Strategic Planning

If the local area is part of a planning region that includes other local areas, the local boards and chief elected officials of the local areas represented shall collaborate to prepare and submit a regional plan as described in Section 106(c)(2).

As outlined in the State Plan, the State Board and the local boards will work together to define regions that occupy space in one or more workforce areas. These regions will be defined according to industry and sector needs and these regional concerns will be taken into account in training and other local administration of WIOA priorities. The purpose of this section is to identify businesses and industries that operate within major enterprises that might cross jurisdictional boundaries (e.g., county boundaries, state borders) and might involve multiple LWDAs. Through analysis of the regional needs and market trends, this section is designed to levy the strengths of the local areas in order to create strategies for meeting the needs of employers for in-demand industries across the region.

B.1. For the purpose of this section, regions are identified as the Local Workforce Development Areas (LWDA). The Delta, Mississippi Partnership, Southcentral Mississippi Works, and Twin Districts comprise the four LWDAs. The four LWDAs in Mississippi were defined in the Mississippi Comprehensive Workforce Training and Consolidation Act of 2004. The boundaries follow significant demographic and economic boundaries (See Figure 1).

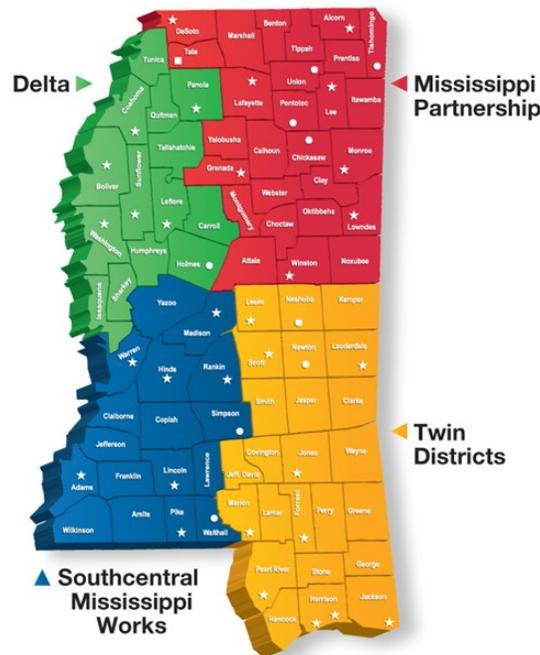


Figure 1. Local Mississippi Workforce Development Areas.

B.2. Each of the four Mississippi Local Workforce Development Areas (LWDA) has adopted the vision defined in the Mississippi WIOA Plan. The state’s strategic vision is to create a workforce system that acts and functions as an ecosystem where all parts are connected and line up to achieve common goals and wherein every opportunity to be work- or career-ready and to secure his or her

dream job right here at home. From the moment one enters the education and workforce system, he or she will be presented with the necessary tools to choose and pursue a career pathway that is relevant to current and future labor markets. Similarly, from the moment current and prospective businesses enter into a partnership with Mississippi's education and workforce system, resources will be immediately aligned to cultivate the sustainable, high-performance workforce critical for maintaining and expanding businesses' long-term economic viability, in turn creating better and more sustainable employment opportunities for Mississippians.

Key aspects of the strategic vision are to:

- Provide every Mississippian the opportunity to be work- or career-ready and to secure his or her dream job right here at home.
- Create a workforce ecosystem where all parts are connected and line up to achieve common goals.
- Develop a career pathway model that integrates programs and improves efficiency in service delivery across partners, with particular focus on individuals with barriers to employment.
- Strategically align programs with current and emerging high demand sectors.

B.3. This section includes regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; and, b) knowledge and skills needed to meet the employment needs of employers in those industry sectors and occupations. Each LWDA contributes to Mississippi's economic sector goals, identified by the Mississippi Development Authority's (MDA) target industries (See Table 1).

A Description of the Four Local Workforce Development Areas

This LWDA Plan fulfills the overall WIOA State Plan serving all Mississippians. The Delta LWDA is known for its agricultural production. Analyzing jobs in Mississippi by location quotient (the concentration of jobs in a geographical area relative to the national average of jobs in this industry), 12 of the 13 top crop production and food manufacturing counties in Mississippi during 2015 are in the Delta LWDA. While the fertile land of the Delta that supports agribusiness defines the Delta LWDA, the area is also diversifying in healthcare with service providers like Mid-Delta and other home health and home health suppliers, as well as pharmaceutical manufacturers/preparers such as Baxter, PharMEDium and Needle Specialty. Additionally, advanced manufacturing jobs in the Delta are increasing with the openings of two German manufacturing companies in Tunica County, Schulz and Feuer, as well as an automotive manufacturer, Green Tech Automotive. Manufacturing expansions also contribute to new jobs such as with USG and Mars in Greenville and Quality Steel in Cleveland.

Table 1. Mississippi LWDAs and MDA Target Industries.

MDA Target Industries									
	Industry	Advanced Manufacturing	Agri-business	Aerospace	Automotive	Energy	Healthcare	Shipbuilding	Tourism and Film
Delta	New & Emerging						Pharmaceutical Production		Casinos/Gaming
	Established		Crop Production						
MS Partnership	New & Emerging	Aerospace/Automotive/Furniture		Civilian & Military	Automobile & Tire Mfg		Telehealth		Leisure & Accommodations
	Established								
South-central MS Works	New & Emerging	Automotive							Casinos/Gaming
	Established		Forestry/Logging			Oil & Gas	Services & Education		
Twin Districts	New & Emerging	Transportation/Wood Products		Aviation Composite/Unmanned Aerial Vehicles					
	Established	Shipbuilding/Maritime				Clean Coal, Oil & Gas	Services	Shipbuilding/Maritime Civilian & Military	Leisure & Accommodations

The Mississippi Partnership LWDA is known as a manufacturing and distribution hub. Seven of the top 10 manufacturing counties in Mississippi are in the Mississippi Partnership LWDA. Industries like plastics and rubber manufacturing, transportation equipment manufacturing, and furniture manufacturing are growing and shifting from low-skill manufacturing to middle-skill, advanced manufacturing operations in this LWDA. Large manufacturing employers such as Cooper Tires, Yokohama, Toyota, Stark Aerospace, Winchester, Aurora Flight Sciences, Ashley Furniture, and Lane Furniture all have locations in the Mississippi Partnership LWDA. The northwest counties of our area around the Memphis area are recognized as the “distribution capital of the world”. The Mississippi Partnership LWDA is also home to North Mississippi Medical Center, the largest non-metropolitan hospital in the United States located in Tupelo. The Mississippi Partnership LWDA is the only Workforce Area in America with two Southeastern Conference Universities within its designated workforce area.

The Southcentral Mississippi Works LWDA includes the state capital and is known for its presence in sectors such as healthcare, energy, and agribusiness. Eleven of the top 20 Mississippi counties for forestry and logging; wood product manufacturing; oil and gas extraction; hospitals, nursing and residential care facilities; and social assistance fall within the Southcentral Mississippi Works LWDA. Because of a strong hospital system and medical education focus, the Southcentral

Mississippi Works LWDA serves as a healthcare hub for the entire state, particularly around the Jackson metropolitan statistical area and the Pine Belt in southern Mississippi. The presence of oil and natural gas deposits in the southwestern part of Mississippi give Southcentral Mississippi Works its strength in the energy sector. The Southcentral Mississippi Works LWDA is also becoming a key hub for the automotive industry with large manufacturers such as Nissan and Continental Tire.

The Twin Districts LWDA, located in the southeastern part of the state, is successful in several sectors, including manufacturing, healthcare, tourism, and agribusiness. Within manufacturing, top industries in this LWDA include transportation equipment manufacturing and electrical equipment, appliance, and component manufacturing. The top industry within the agribusiness sector in the Twin Districts LWDA is wood product manufacturing. Within the tourism sector, many are employed in the amusement, gaming, and recreation industries in this area. The presence of the Gulf Coast as a tourist attraction and hub of international business and the Pine Belt in southern Mississippi help give the Twin Districts LWDA its unique economic identity. Private sector employers like Ingalls Shipbuilding, Chevron Refinery, and Sanderson Farms are among the largest private employers in the region. The combination of Stennis Space Center and military installations including Keesler AFB, Naval Construction Battalion Center, Meridian Naval Air Station, and Camp Shelby Joint Forces Training Center reinforce a strong military presence in the region.

While each of the four WIOA LWDAs has a strong overall economic identity, some economic and demographic variability exists within these areas (See Table 2) relevant to any training or supportive efforts. Within each of the four LWDAs, entities such as economic development councils (EDCs) and public utilities manage target industry regions. With vital information on available sites, buildings, and workforce demographics, EDCs assist companies considering Mississippi as a potential location. The presence of EDCs can be useful in identifying subtle differences of economic or industry focus within an LWDA. In addition, one of Mississippi's utility companies, Mississippi Power, manages a target industry region within a single LWDA, Twin Districts.

New and Emerging Sectors

There are three major sectors emerging in the state: advanced manufacturing, healthcare support, and tourism (the full analysis is reported in the State Plan).

Advanced manufacturing accounts for approximately 83,000 jobs in the manufacturing sector as a whole. Of those, more than 25,000 are in transportation, including automotive, and are concentrated in the northeastern and central areas of the state. Other top subsectors in advanced manufacturing include furniture, machinery, electrical, and chemical. These subsectors are primarily concentrated in the eastern part of the state.

The healthcare support sector accounts for approximately 13,000 jobs that are primarily concentrated in the western half of the state. There are more than 400 establishments in the state that support this industry, including facilities for general warehousing and storage, medical equipment and supply wholesale, pharmaceutical preparation manufacturing, and surgical appliance and medical instrument manufacturing.

The tourism sector provides economic opportunities to more than 187,000 people in the state. This industry covers the entire state and is supported by approximately 10,000 establishments. Mississippi has truly become a tourist attraction and is providing economic opportunities in areas such as the Delta, one of the richest historical regions in the country.

Table 2. Economic Variability within LWDAs.

		MDA Target Industries							
		Advanced Manufacturing	Aerospace	Agri-business	Automotive	Energy	Healthcare	Shipbuilding	Tourism and Film
Delta	Delta Council			X					
	MS Delta Developers Association			X					
MS Partnership	North MS Industrial Development Association		X		X				
	Golden Triangle Development	X	X	X	X	X			
	Innovate Mississippi	X				X			
South-central MS Works	Greater Jackson Alliance	X		X					
	Southwest MS Partnership	X		X					
Twin Districts	MS Gulf Coast Alliance	X	X			X			
	Mississippi Power	X	X						
	Mid-Mississippi Development District	X					X		

Occupations in Emerging Industries

The top 10 occupations within advancing manufacturing account for approximately 39 percent of all jobs in the industry (See WIOA State Plan, Table D14, Appendix D). Of all occupations, team assemblers are at the top with more than 11,000 employed, followed by welders, upholsterers, and first-line supervisors that, combined, employ almost 10,000 people. The top 10 occupations within healthcare support account for almost 55 percent of all jobs in the industry (See WIOA State Plan, Table D15, Appendix D). Of these, laborers and industrial truck and tractor operators account for approximately 28 percent of the industry’s occupations. The top 10 occupations within tourism account for approximately 45 percent of all jobs in the industry (See WIOA State Plan, Table D16, and Appendix D). Waiters and waitresses are the largest occupation, accounting for approximately 10 percent of all occupations in the industry, followed by food preparers and cooks that, combined, account for 19 percent of the sector’s occupations.

Employers' Employment Needs

Information on employers' employment needs was derived from three sources of data as described in the State Plan.

1. A focus group of representatives from established and emerging industries. More than 20 employers participated in the focus group.
2. The state's Priority One project administered by the Mississippi Development Authority.
3. In a monthly survey, more than 100 employers are contacted to identify pressing workforce needs. This survey asks relevant questions about the skills and knowledge required for the business to succeed.

The LWDAs support the findings of the SWIB. Across these three sources of data, a general consensus is that businesses are expecting to grow and that recruitment and retention of a qualified workforce is a critical issue for sustainability, viability, and growth. On the whole, businesses reported needing workers with labor and trade skills and those with basic work skills (e.g., reading, writing, appropriate workplace conduct). The general consensus among businesses is that employees, across the board, lack core competency skills such as:

- **Critical Thinking/Problem Solving**—Exercise sound reasoning and analytical thinking; obtain, interpret, and use knowledge, facts, and data; demonstrate originality and inventiveness.
- **Oral/Written Communication**—Articulate thoughts and ideas clearly and effectively; demonstrate public speaking skills; communicate new ideas to others through writing and editing.
- **Teamwork/Collaboration**—Build collaborative relationships; work in team structure; negotiate and manage conflicts.
- **Information Technology Application**—Select and use appropriate technology; apply computing skills to problem solving.
- **Leadership**—Leverage the strengths of others; use interpersonal skills and emotions effectively; organize, prioritize, and delegate work.
- **Professionalism/Work Ethic**—Demonstrate personal accountability, effective work habits, integrity, and ethical behavior; act responsibly; learn from mistakes.
- **Career Management**—Identify and articulate skills, strengths, and experiences; identify areas for professional growth and self-advocacy; explore job options and pursue opportunities.

Specifically, when asked about the competencies desired in a potential employee at low-, middle-, and high-skill levels, 93 percent rated dependability and reliability as the most important qualities for low-skill employees, 77.6 percent reported that initiative and a willingness to learn were the most important qualities for middle-skill employees, and 72 percent of participants specified

leadership, communication, and interpersonal skills as the most important qualities for high-skill employees.

Employers also indicated that they are not fully aware of the resources and services available to them. Thirty-nine percent of employers stated that their employees receive training from community colleges, technical schools, or vocational schools; 37 percent reported that their employees receive training from universities; and the remainder indicated that their employees receive external training from other federal programs. Mississippi employers would like to expand their use of community colleges and universities in the delivery of training for basic trades and skills along with fundamental competency skills for low-, middle-, and high-skill workers.

B.4. This section provides an analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Number Employed

During the Great Recession, the state, like the nation, experienced a dramatic loss of jobs. According to data from the Bureau of Labor Statistics (BLS) for the 2009-2014 period, the number of employed Mississippians hit a low in 2010 but increased slightly in 2011 before starting a consistent upward trend (See Figure 2). Unlike the state, the Delta area experienced a decline in the number of persons employed over the six-year period, while the remaining local workforce development areas followed the state trend in employment.

Unemployment Rate

After struggling with a high unemployment rate, Mississippi is now experiencing a recovery that offers new economic opportunities for workers and job seekers. According to data from the Bureau of Labor Statistics, Mississippi's unemployment rate has dropped from 10.4 percent in 2010 to 6.7 percent in May 2015 (See Figure 3). Similar unemployment rate trends can be found in Mississippi's local workforce development areas. The unemployment rate in the Southcentral Mississippi Works area was the lowest in the state in May 2015 at 6.2 percent. The Mississippi Partnership and Twin Districts areas had unemployment rates similar to the state-level statistic at 6.8 percent and 6.9 percent, respectively. These three areas represent a stronger economic climate than the Delta with an unemployment rate of 10.1 percent.

Figure 2. Number Employed.

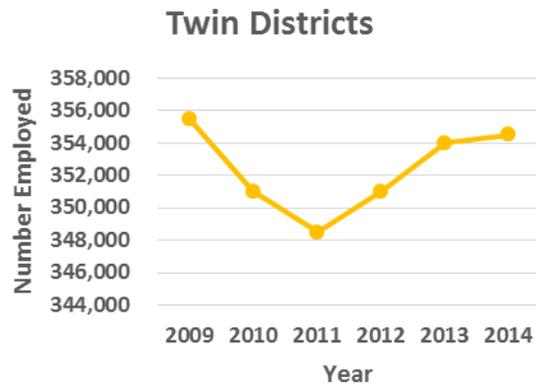
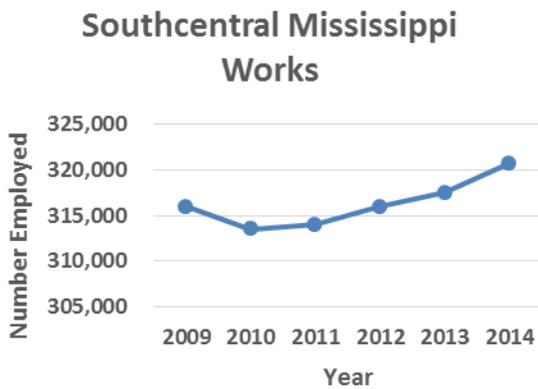
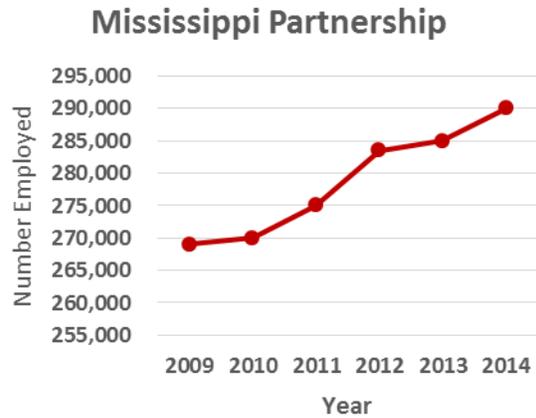
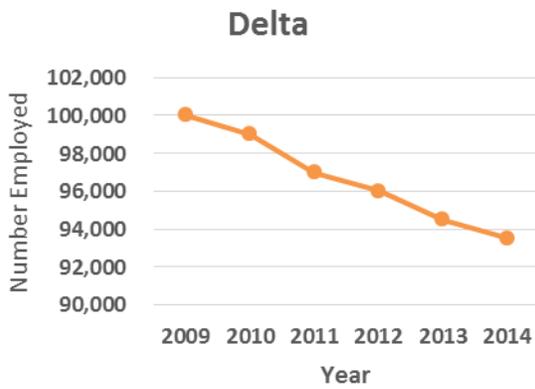
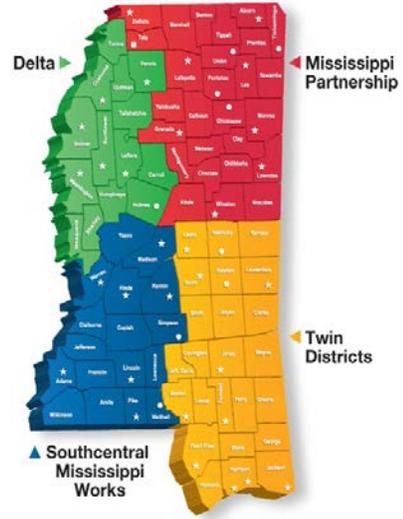
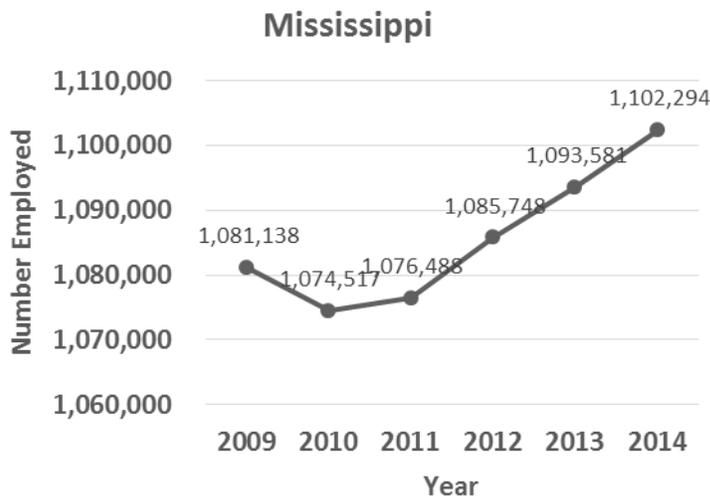
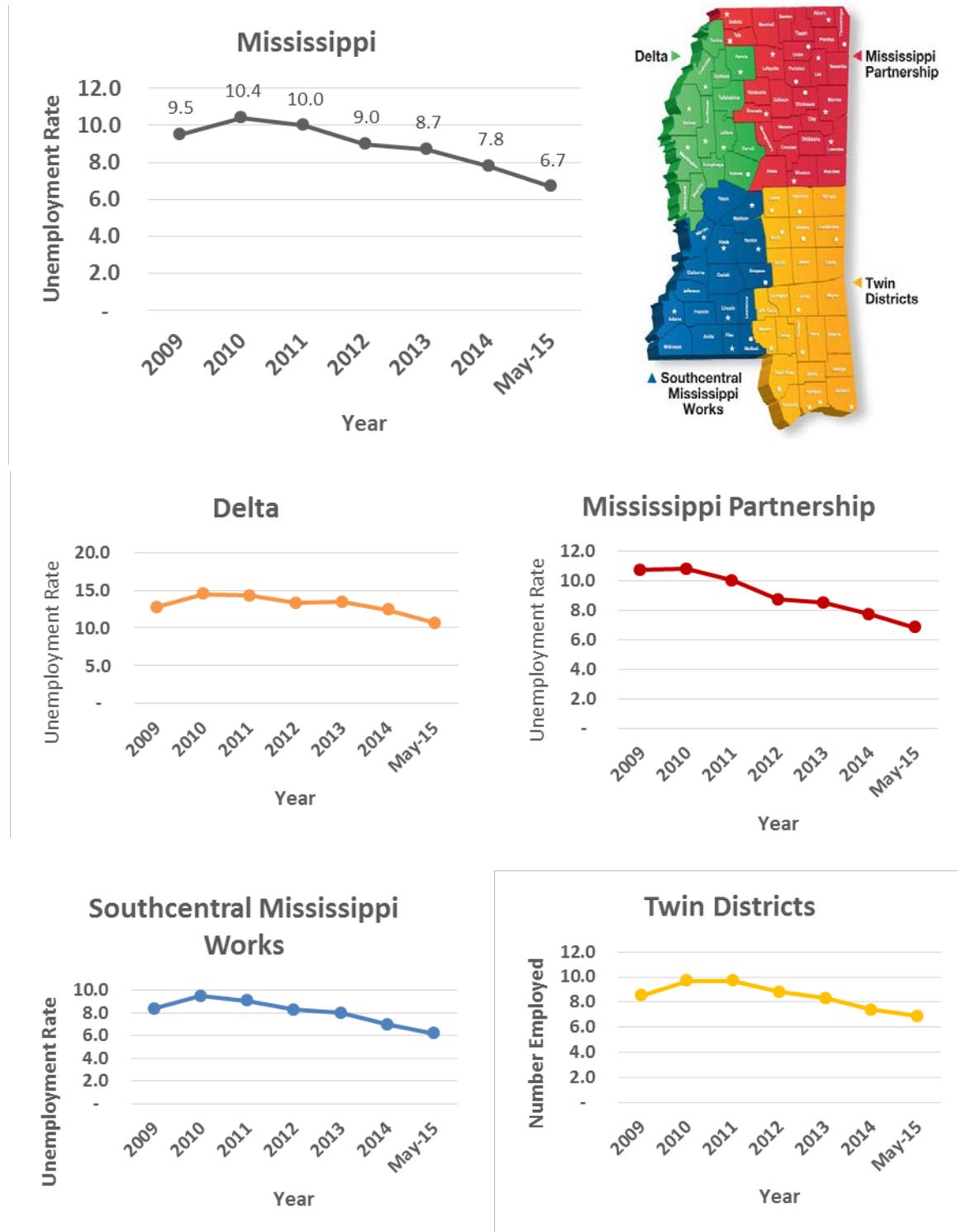


Figure 3. Unemployment Rate.



Workforce Participation Rate

Following a trend similar to that of the unemployment rate, Mississippi's underemployment rate reached a peak of 17.6 percent in 2010 but has been trending downward, reaching a low of 13.4 percent in May 2015. The declining underemployment rate indicates that more Mississippians are finding employment, moving out of low-wage jobs into gainful employment, finding jobs that match their skill level, and/or benefiting from workforce training services. A decreasing share of underemployed workers also potentially indicates that employers are showing confidence in Mississippi's workforce, establishing new jobs and looking for qualified employees.

Despite an improved economic outlook, Mississippi faces some vulnerabilities that provide challenges for its progress. As is the case in other states, the long-term unemployed in Mississippi become discouraged and drop out of the workforce, contributing to the decline of workforce availability in the state (See Figure 4). In the Twin Districts area, the workforce participation rate has remained fairly constant at 59 percent. The Mississippi Partnership and Southcentral Mississippi Works areas have workforce participation rates of 59.6 percent and 59.3 percent, respectively. The Delta area has the lowest workforce participation rate at 52.3 percent (as shown in Figure 4).

Workforce Participation Rate by Education

Upon further analysis, data show that those with less than a high school education are the most vulnerable and most likely to become discouraged workers. Those with any credentials beyond high school in Mississippi, as in the rest of the country, are more likely to be attached to the labor market (see Figure 5).

Workforce Participation Rate by Age

Additionally, the workforce participation rate varies by age group. In Mississippi, youth (ages 16 to 19) have one of the lowest workforce participation rates at 24.6 percent, while young adults (ages 20 to 24) have a 58.8 percent workforce participation rate. These findings likely reflect the barriers that young people face in finding employment, even among those who are enrolled in education or training programs (see Figure 6).

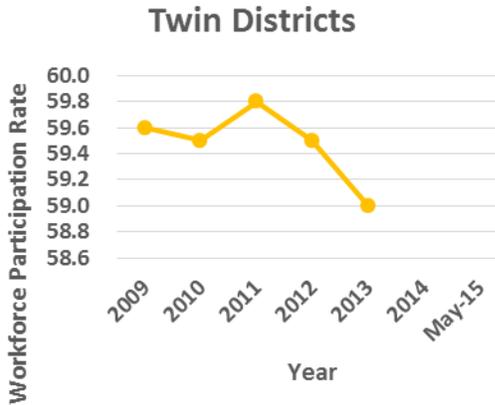
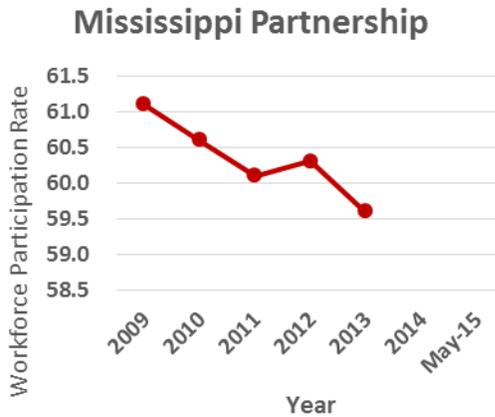
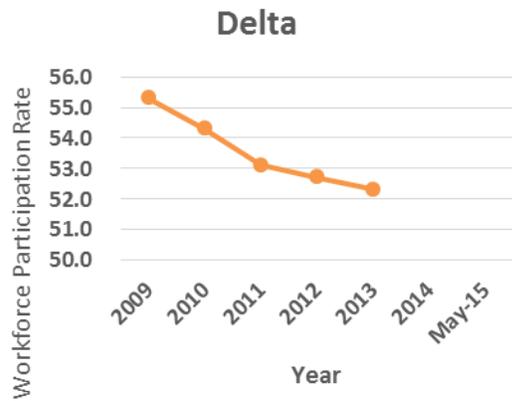
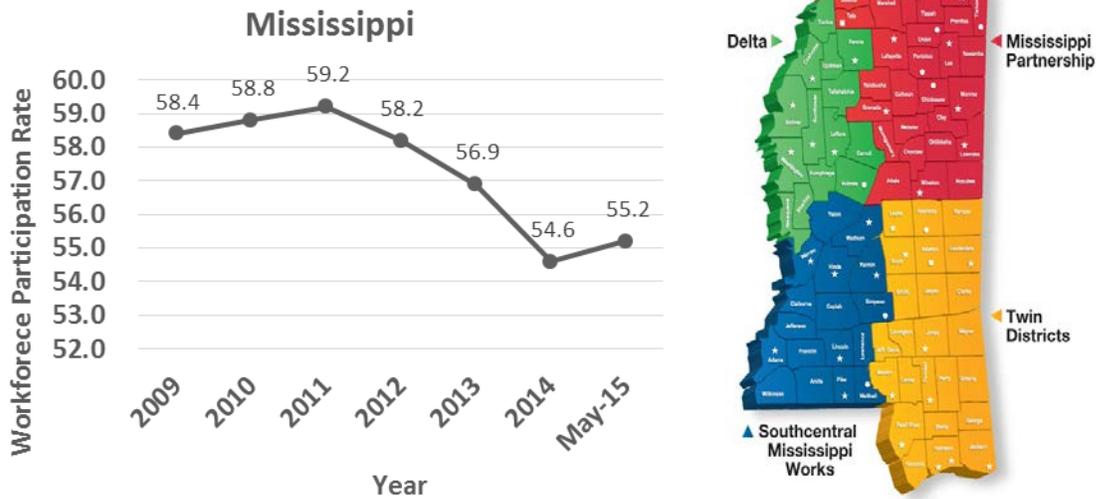


Figure 4. Workforce Participation Rate.

Figure 5. Workforce Participation Rate by Education.

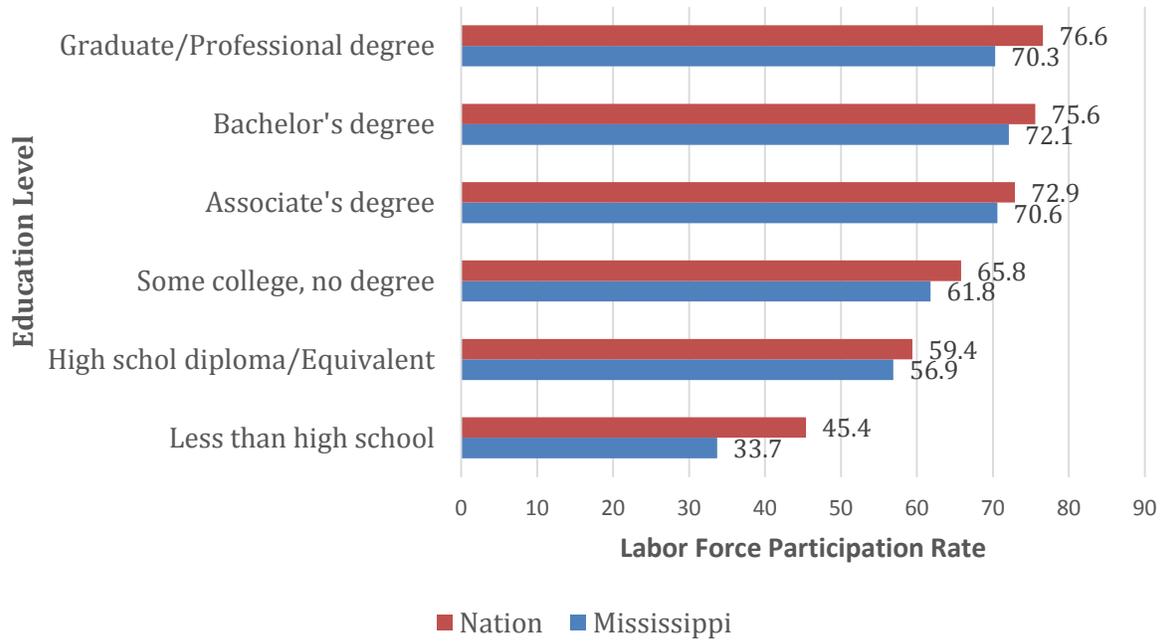
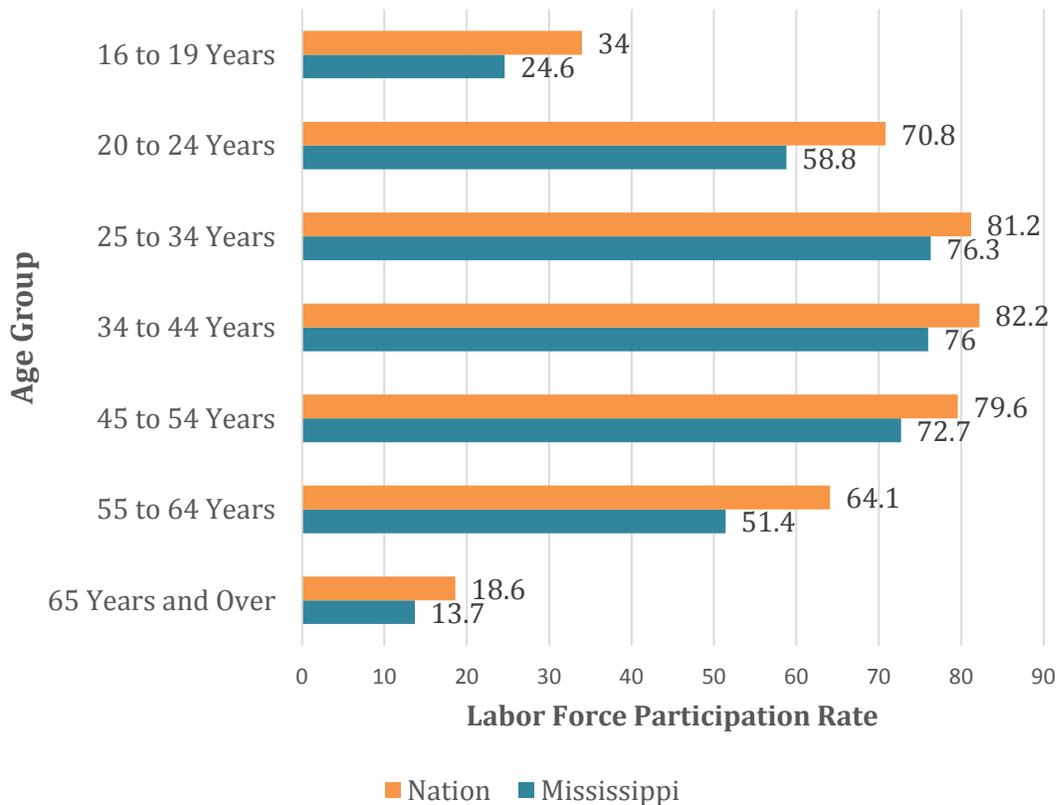


Figure 6. Workforce Participation Rate by Age.



B.5. The LWDA engages with representatives of business in the local area, including small business. The local workforce areas depend upon guidance from the LWDB that meets 3-4 times per year to review the LWDA methods and services. Representation on the LWDB meets the membership criteria defined in WIOA.

Methods and services to support the workforce system are aligned with regional economic development needs. The Mississippi Development Authority's regional staff serves as a liaison and central point of contact between workforce area partners and businesses. MDES monitors and updates the LWDB regarding in-demand industry sector occupations.

B.6. Collaboration between workforce and economic development partners is essential for economic growth because regions are the centers of competition in the global economy. Regions work together to leverage resources and use their strengths to overcome their weaknesses. WIOA success is realized through multiple public and private partnerships which focus on specific functional areas (i.e., training) which are subsequently integrated with the LWDB.

A proven strategy is to continuously analyze each workforce areas strengths, weaknesses, opportunities, and threats. SWOT analyses help in planning processes and to determine goals and objectives as well as formulate a plan of action for coming years. The workforce areas work closely with representatives of the public and private sectors on a continual basis as they seek to foster economic and community development throughout the regions. Widespread support among local

elected officials, business leaders, and other stakeholders is essential to foster and cultivate innovative workforce approaches. In addition, the LWDA engages local industries through the established Business Advisory Committee.

B.7. Regional transportation issues related to workforce development are identified by the LWDB to address regional needs and commuting patterns. Supportive transportation services are customized for the individual participant, such as vouchers and monthly stipends where funding is available.

B.8. On the local level, each LWDA encourages alignment among area secondary education entities, community colleges and universities to articulate career pathways. These pathways create a pipeline for the workforce. The MS Works system will generate a Work-Ready Report Card to enable participants to be trained in alignment with employer labor market needs. The LWDA recognizes and promotes the Mississippi Works MSGradJobs.com and MSTechJobs.com to connect four-year college and technical students with work opportunities.

B.9. The LWDA provides services targeted for individuals regardless of geographic location. The services are identified and aligned with individual needs and business needs of the region. The services are intended to close the gap between high skills and middle skills with business needs and high demand occupations.

B.10. The LWDA supports the WIOA State Plan for priority of services for veterans and their families seeking employment opportunities, and connects military skills with occupational demands using the Mississippi Works intake process. In addition, the LWDA supports the Jobs for Veterans State Grants.

Disabled Veteran Outreach Specialists (DVOPs) are integrated into the WIN Job Center service delivery system at the local job center level. Veterans and eligible spouses will continue to receive priority of service for all DOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority, priority must be provided in accordance with the WIOA State Plan. The workforce areas connect military skills through crosswalks of professional skills and job opportunities. DVOPs will be cross trained to understand the full component of WIOA and Combined Plan Partner programs that may be available. In instances when a DVOP is not available or has reached the predetermined caseload, another WIN Job Center staff will provide services to veterans and eligible spouses as appropriate.

C. Local Area Planning

Mississippi's State Plan includes the Combined Plan Programs and Strategic Programs. The purpose of this section is to explain how the LWDA will prepare and support an educated and skilled workforce for all eligible job seekers. This section includes descriptions of the local workforce development system and the role the local board plays in coordinating with workforce development partners and stakeholders.

Mississippi's State Plan includes the Combined Plan Programs and Strategic Programs. Mississippi's LWDAs are generally aligned with the planning and development district structure in the state in accordance with the Mississippi Comprehensive Workforce Training and Education Consolidation Act of 2004. Planning and development districts serve as the fiscal agents to manage funds and to oversee and support local workforce development boards aligned with the areas and local programs and activities as delivered by the One-Stop employment and training system.

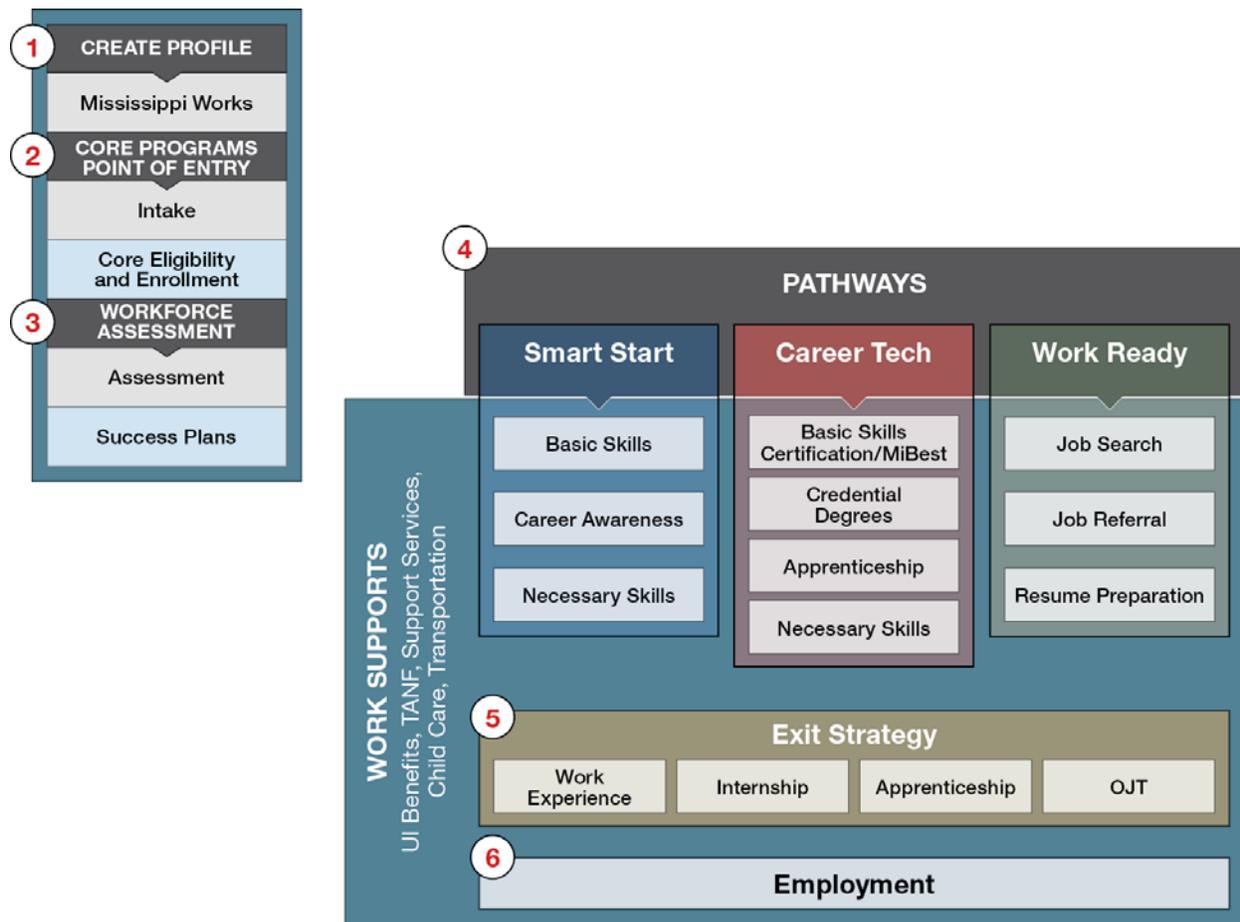
C.1. The LWDAs support the State's strategic vision for achieving seven sustainable, high-performance employment goals:

1. Work together to develop policies that will coordinate service delivery with all WIOA Combined Plan Partners.
2. Strengthen interagency partnerships.
3. Develop defined, articulated pathways across educational sectors (K-16+) to create a pipeline for the workforce.
4. Develop cross-program performance metrics.
5. Continue to invest in integrated technology to meet the unified technology requirements of the Workforce Innovation and Opportunity Act (WIOA) and other federal initiatives.
6. Engage partners to establish the plan to remain abreast of changing industry needs and the metrics to measure outcomes to realize the potential of the state's workforce programs and delivery systems.
7. Draft and communicate a unified vision/message.

More details for the strategies supporting each goal are provided in the State WIOA Plan.

C.2. The local workforce service providers will carry out the core programs aligning available resources to achieve the strategic vision and goals using the Mississippi Works Smart Start Career Pathway Model. The model is presented in Figure 7 below.

Figure 7. Mississippi Works Smart Start Career Pathway Model.



Participants may enter the Career Pathway Model through different on- and off-ramps provided among agency partners. An abbreviated description of the steps are:

Step 1: Create a Profile - Mississippi has one of the most advanced online job systems in the country. Participants will create a free profile which allows one to search for job openings, find out which jobs are hot, and even see a real time comparison between their skills and a job's requirements. A mobile app for Android and iOS is also available for ease and convenience of use.

Step 2: Core Programs Point of Entry - All participants will enter the Career Pathway Model through a Combined Plan Partner's intake.

Step 3: Workforce Assessment – Once the participant is ready for a workforce assessment, the participant may be referred to a local One-Stop or Youth Provider, or if the intake agency has the internal capacity to provide workforce assessment services, he or she may immediately receive these services from the intake agency.

Step 4: Pathway Activities – The Career Pathway Model includes three main pathways:

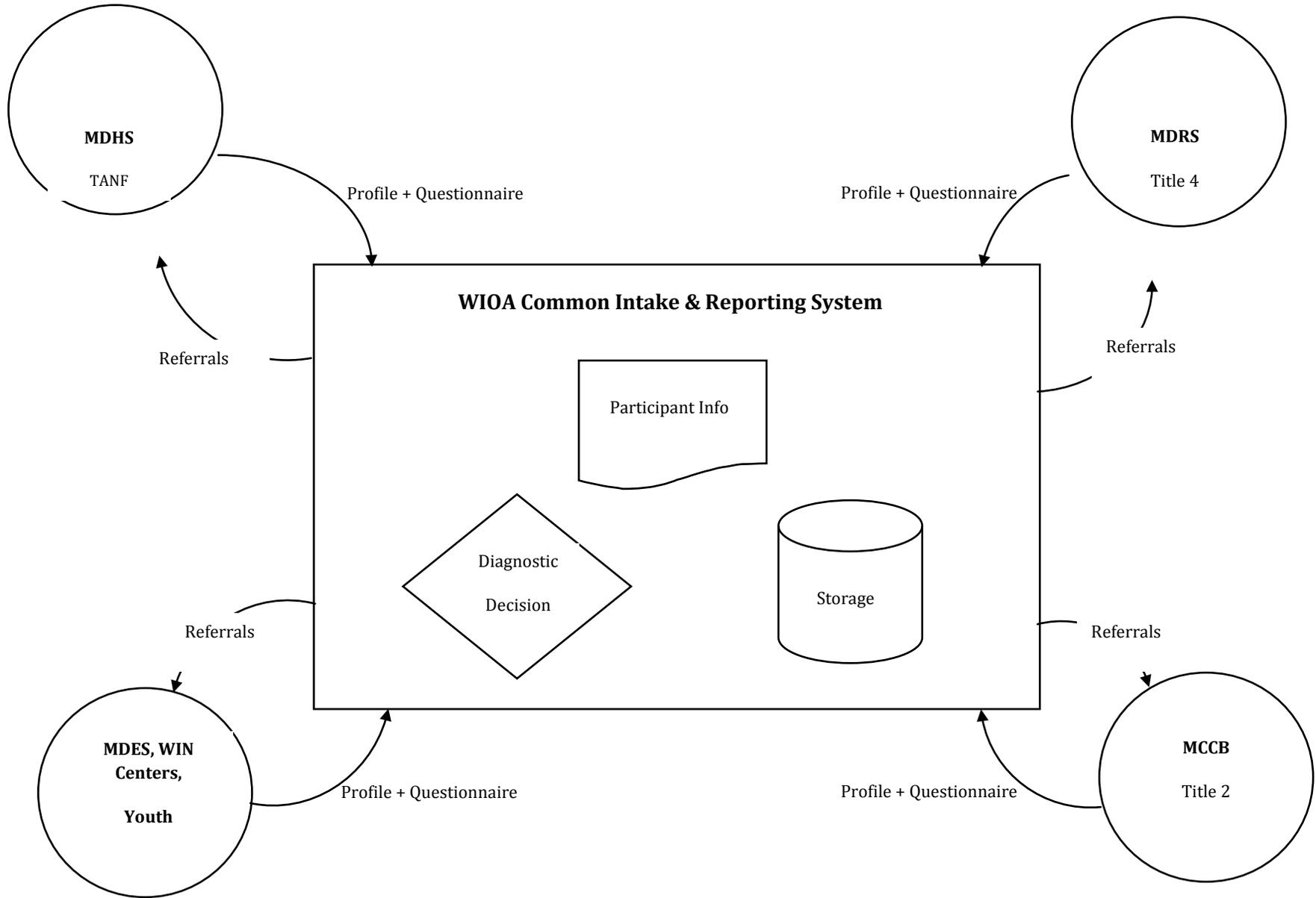
- Smart Start Class Pathway – Participants requiring the most intensive assistance to become job-ready will be referred to the Smart Start Class Pathway.
- Career Tech Pathway – The Career Tech Pathway is designed to provide technical and career training and education in high-demand job skills or specific job skills that fit the current or future needs of local labor markets.
- Work-Ready Pathway – The Work-Ready Pathway is designed for individuals who possess both basic skills and a level of academic and/or technical skill that place them in a position to enter directly into the workforce.

Step 5: Exit Strategy – Participants will be directed to an exit strategy such as transitional employment programs or postsecondary degree programs.

Step 6: Employment – Participants secure gainful employment. Individualized Success Plans may be revised at any time, but they will have been reconnected with the incentives and benefits that come through gainful employment.

For a more detailed explanation of each step, see the State Plan.

Figure 8. WIOA Common Intake & Reporting System.



C.3. The LWDA's adopted the State Plan which includes two major components: 1) Combined Plan Programs and 2) Strategic Programs to increase the impact of the Combined Plan (Tables 1 and 2).

Agency	Program
MDES	<ul style="list-style-type: none"> - Adult, Dislocated Worker, and Youth Programs (WIOA Title I) - Wagner-Peyser Act Program (Wagner-Peyser Act, amended by WIOA Title III) - Trade Adjustment Assistance for Workers Program (authorized under Title II-Chapter 2 of the Trade Act of 1974) - Jobs for Veterans State Grants Program (authorized under Chapter 41 of Title 38 United States Code) - Unemployment Insurance Programs (authorized under state unemployment compensation laws) - Senior Community Service Employment Programs (authorized under Title V of the Older Americans Act of 1965)
MCCB	- Adult Education and Family Literacy Act Program (WIOA Title II)
MDRS	- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV)
MDHS	- Temporary Assistance for Needy Families (TANF)

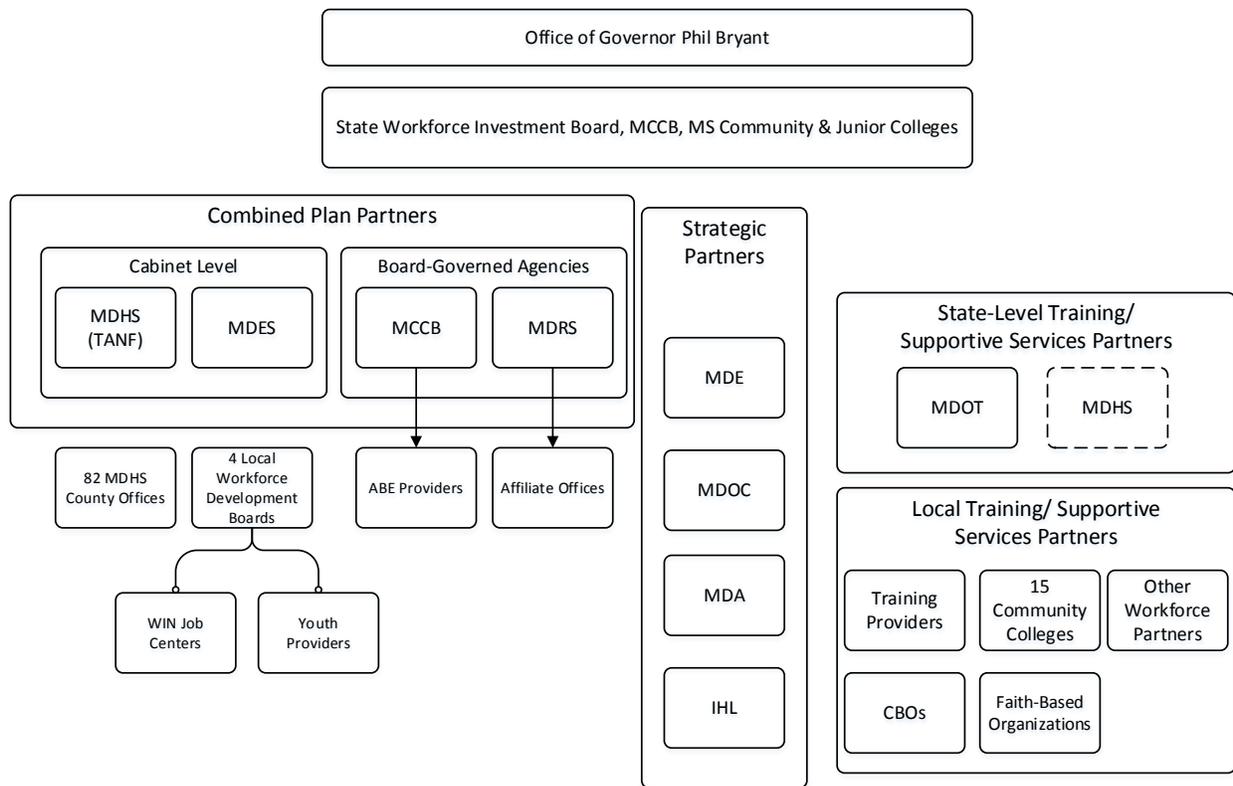
Table 3. Combined Plan Programs.

Table 4. Strategic Programs.

Figure 9 depicts the state agency structure under which workforce-related services are administered. The Office of the Governor administers the highest level of authority and leadership in fulfilling the federal WIOA requirements.

Figure 9. State Agency WIOA Organization.

Agency	Program
MDHS	<ul style="list-style-type: none"> - Employment and training programs under the Supplemental Nutrition Assistance Program (authorized under section 6(d)(4) of the Food and Nutrition Act of 2008) - Work programs authorized under section 6(o) Food and Nutrition Act of 2008 - Employment and training activities carried out under the Community Services Block Grant Act
MDE & MCCB	- Career and technical education programs authorized under the Carl D. Perkins and Technical Education Act of 2006
MDA	- Employment and training activities carried out by the Department of Housing and Urban Development
MDOC	- Reintegration of Ex-Offenders Program (authorized under Section 212 of the Second Chance Act of 2007)



C.4. The LWDBs will provide core programs that assist adults to attain appropriate credentials, become gainfully employed, remain employed and serve employers' needs. When a job seeker enters a WIN Job Center, they will be greeted and directed to an appropriate starting point. Additional details regarding specific indicators can be found in the State Plan, page 77. For access to training, education and industry-recognized certifications, participants will enroll with approved training providers. The Mississippi Department of Employment Security maintains a current list of approved training providers through the Eligible Training Provider Network.

C.5. The LWDBs meet the needs of businesses through a variety of services.

1. Connect to job seekers—Employers who want to connect to potential job candidates can do so through an integrated, technology-based workforce system, Mississippi Works. The LWDB encourages employers to utilize this tool.
2. Design short-term training programs—Employers can utilize the Workforce Enhancement Training (WET) Fund to customize pre-employment training, post-hire training, or evaluate applicant skills through local community colleges.
3. Job creation incentive—Employers who create new jobs and make corporate investments in Mississippi may be eligible for a number of tax incentives authorized through the LWDB partner, and the Mississippi Development Authority (MDA).

4. Expand employment opportunities—Employers can take advantage of more efficient, cost-effective transitional strategies such as OJT, internship, and apprenticeship programs to develop a technically-skilled workforce.

C.6. The LWDB coordinates and promotes entrepreneurial skills training and microenterprise services through a referral network of the Mississippi Small Business Development Centers and other local small business focused providers.

C.7. The LWDB enhances the use of apprenticeships to support the regional economy and individuals' career advancement through collaboration with entities such as the U.S. Department of Labor Office of Apprenticeship, Mississippi Construction Education Foundation, and other registered apprenticeship programs.

C.8. The LWDB supports rapid response activities as described in the Mississippi WIOA Combined Plan to offer the customer individualized comprehensive reemployment benefits and services. When any WIOA partner receives information concerning a layoff or closure, that information is shared with both state and local rapid response team members. The local area, working in conjunction with the local board and the chief elected officials, coordinates Rapid Response activities with the state, to quickly respond to the needs of those affected by a layoff. The team of subject matter experts includes representatives from the WIN Job Center, Community or Junior College, Department of Human Services, Home Saver Program, Small Business/Entrepreneurial Program, MDES, Vocational Rehabilitation Services and the local area to provide the following information to those facing a job loss. Information is provided and reviewed by the team to those affected which includes information on "Surviving a Layoff". Other information includes a personal tool kit, tips on developing a resume, interviewing tips, Career Readiness Certificates, how to apply for Unemployment Benefits, how to register for employment services, training services available for dislocated workers, job leads, upcoming job fairs, housing assistance, mortgage assistance, insurance options, utility bill assistance, prescription assistance, and child care.

C.9. The LWDB supports the Mississippi WIOA Combined Plan to assist in maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the local area through the WIN Job Center system. A detailed description of the Wagner-Peyser Act Program is detailed in the State Plan. MS Works technology has been designed to assure maximized services.

C.10. The LWDB supports the Adult Education and Literacy Program operated through the Mississippi Community College Board and the Mississippi Department of Education. The intake process in the Career Pathway Model is used to connect adults needing these services. The State Plan provides a detailed description of the Adult Education Program and its funding.

C.11 The LWDB supports the Department of Vocational Rehabilitation Services to meet the needs of individuals with disabilities and other individuals, through flexible, customized services. The State Plan outlines the details of how services are administered including cross training of staff, technical

assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

C.12. The LWDB follows the competitive process used to award sub-awards and contracts in the local area for activities carried out under WIOA Title1 in accordance with the federal Office of Management and Budget's Super Circular—a guide outlining requirements for entities receiving and administering federal funds.

C.13. The LWDB will track Adult, Dislocated Worker and Youth performance measures by initiating a diagnostic checklist collected during the intake process. The checklist is entered into the Combined Plan Partner system which automatically generates a recommended referral process to specific services. This formalized referral process enables greater accountability for participants and service providers. The system automatically generates a Work-Ready Report Card and allows the SWIB to calculate WIOA performance measures. The SWIB provides LWDBs with summary reports useful for continuous improvement of performance. MDES generates a quarterly performance report for the LWDB to track performance. The State Plan provides a more detailed description of the Integrated Intake and Service Delivery Plan.

C.14. Each of the LWDBs have adopted policies and operating procedures consistent with the State Plan. A list of policies and operating procedures for each LWDB is provided in the appendices.

C.15. The four LWDBs contribute to Mississippi's economic sector goals as identified by the Mississippi Development Authority's target industries. These targeted industries are defined in Table 3 of the State Plan. The LWDB will prioritize service delivery taking into account these target industry sectors and will support economic developers in attracting these industries to Mississippi.

C.16. The LWDBs will submit modifications to the plan as needed that reflect change in local and or/state priorities or target industries on an annual basis. Through regularly scheduled meetings of the LWDB, area partners submit requests for changes or improvements for consideration. If the recommended changes affect state-level decisions, then the recommendations are elevated to the SWIB for consideration and approval.

D. WIN Job Centers (One-Stop Delivery System) and Programs

This section describes how the job centers in the LWDB will operate and deliver program services.

D.1. Innovation and information exchange will be a priority for the local WIN Job Center system. The LWDB continually strives to involve local employers, the community at large, and current or potential partner programs in workforce development efforts. This includes efforts to ensure that local employers and the community are aware of the WIN Job Centers and the services available. LWDB members and staff speak to local community groups about the workforce development programs. Additionally, the LWDB can offer a limited number of workshops geared to the needs of local businesses. WIN Job Center staff is involved in local organizations throughout their communities and use these as avenues to inform employers and individuals of the services

available through the WIN Job Centers. LWDB establishes outcome and process goals for each WIN Job Center and aligns with the workforce system as a whole. WIN Job Centers are benchmarked with each other and with outside businesses where possible. The staff provides program specific training for system staff.

The LWDA ensures that service providers are properly evaluated based on performance goals established for each. Continuation of contract with services providers is dependent on performance.

Periodic partner meetings along with meetings with WIN Job Center managers and staff are scheduled to explore ways to improve services and share successful practices.

D.2. The LWDB will secure a Memorandum of Understanding (MOU) with WIN Job Center partners. The purpose of the MOU is to establish the design framework and partnerships of the LWDA. While this is a requirement of WIOA and consistent with the State Plan, the intent is to create and foster an atmosphere of cooperation and collaboration among partners. By working together, partners can identify current and future in-demand workforce skills, promote post-secondary education, promote lifelong learning strategies and engage citizens in appropriate career pathways designed to support permanent unsubsidized employment and a self-sufficient level of income. Current Consortium Agreements/Resource Sharing Plans are available for review at the office of the fiscal agent. See Appendix G for the Local Area WIN Job Center Memorandum of Understanding.

D.3. The WIN Job Centers will use the Mississippi Works integrated, technology-enabled intake and case management information system for programs carried out under WIOA and WIN Job Center partners as referenced previously in Section C2 of this local plan.

D.4. The WIN Job Center staff will be trained in integrated services delivery and will have access to Mississippi Works (wings.mdes.ms.gov) technology. Methods and timelines for accomplishing training for both will be defined in cooperation with the SWIB. Designated staff will be appointed by their respective agencies to serve on the Planning Committee for WIOA Partner Agency Staff Cross Training. Dates, times, and locations will be defined by the committee.

The areas of training that have tentatively been identified are as follows:

- Technology and our common data system
- Integrated case management
- DHS/TANF
- Rehabilitation Services
- Community Colleges/ABE
- MDES programs
- WIOA programs

D.5. The LWDB ensures its monitoring and oversight of the WIN Job Center system. The monitoring process will reference, where applicable, Office of Management Budget CFR 200. The sub-recipients

will be monitored in at least one in-depth review during the fiscal year. Generally, focus areas for the review include:

1. General Compliance
2. Fiscal Reviews
3. Programmatic Activities and Compliance
4. Performance
5. Property and equipment
6. General administrative
7. Equal Opportunity Compliance

The Twin Districts Workforce Development Area monitors customer satisfaction through a survey approach for job seekers and employers. The surveys are extensively used with job seekers in the WIN Job Centers. OJT employer satisfaction is monitored by the response to a uniform question on the final monitor report. Other surveys are conducted through methodologies with board members, job fairs and chamber events.

D.6. WIN Job Center location(s) including Sector Training Plus Comprehensive, Comprehensive, Affiliate, and Virtual-Access sites are defined in Table 3 below.

Program services offered in each are defined in the State Plan and supported by the LWDB. The MOU is signed by each of the partners and establishes guidelines for services provided, funding for infrastructure and operating cost, funding for services and training, and access to the unified system. See Appendix H for a Description of Local Area WIN Job Centers.

Table 5. Descriptions of WIN Job Centers.

Local Workforce Development Areas	Comprehensive Centers	Affiliate Centers	Sector Training Plus Centers	Virtual Access Sites
Twin Districts	Gulfport, Mississippi 10162 Southpark Drive Gulfport, MS 39503 228-897-6900	Carthage WIN Job Center 202 C O Brooks St Carthage, MS 39051	To Be Determined	Collins Public Library 403 South Fir Street Collins MS 39428
		Pascagoula WIN Job Center 1604 Denny Avenue Pascagoula, MS 39567		Leakesville Public Library 301 Lafayette Street Leakesville, MS 39451
		Philadelphia WIN Job Center 1016 Saxon Airport Road Suite 104 Philadelphia, MS 39350		
		Newton WIN Job Center 107 Adams Street Newton, MS 39345		Quitman Public Library 116 Water

Local Workforce Development Areas	Comprehensive Centers	Affiliate Centers	Sector Training Plus Centers	Virtual Access Sites
		Meridian WIN Job Center 2000 Hwy 19 N Meridian, MS 39307		Street Quitman, MS 39355
		Hancock County WIN Job Center 856 Hwy 90 Suite D Bay St. Louis, MS 39520		Richton Public Library 210 Front Street Richton, MS 39476
		Columbia, WIN Job Center 1111 U.S. 98 Columbia, MS 39429		Stone County Public Library 242 2nd Street Wiggins, MS 39577
		Picayune WIN Job Center 2005 Wildwood Road Picayune, MS 39466		
		Laurel WIN Job Center 2139 Mississippi 15 Laurel, MS 39440		
		Biloxi WIN Job Center 2306 Pass Road Biloxi, MS 39531		
		Hattiesburg WIN Job Center 1911 Arcadia Street Hattiesburg, MS 39401		
		Forest WIN Job Center 536 Deerfield Drive Forest, MS 39074		

D.7. Each LWDA aspires to have at least one Sector Training Plus Comprehensive One-Stop Center. A Sector Training Plus Comprehensive One-Stop Centers will provide access to all Combined Plan Partner services and provide in-house career and technical education. Planning for a future center is underway to encourage cross-program alignment of services in a seamless, coordinated, service-delivery model that accommodates all job seeker and employer customers (see State Plan, One-Stop Operations Workgroup). A One-Stop System provides access to all program services through a

network of physical locations and a virtual environment. It will allow individuals to have access to all appropriate programs at any point of entry into the system.

The LWDA will offer at least one Comprehensive One-Stop Center and a network of Affiliate One-Stop Centers where needed to meet the customer's needs.

D.8. & D.9. The WIN Job Centers will use the Mississippi Works integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by WIN Job Center partners as referenced previously in Section C2 of this local plan.

D.10. All job seekers, even those restricted to remote areas are connected to employers through both web and mobile applications and vice versa. Job seekers can 1) build a profile; 2) generate a resume; 3) search for and apply online to job openings; 4) receive emails or text messages when new openings match the job seeker's criteria; 5) receive real-time feedback on how well matched the job seeker is for a particular position; and 6) access easy-to-understand labor market analysis. For job seekers who lack computer skills, WIN Job Center staff can also log into the Mississippi Works Labor Exchange to assist job seekers in applying for positions through a "staff-assisted referral" or other Wagner-Peyser services.

D.11. The LWDB MOU will define equitable funding contributions (cash and in-kind) among partners to maintain ongoing WIN Job Center operational and infrastructure costs.

D.12. The LWDB maintains a Consortium Agreement/Resource Sharing Plan for each Center. The plan will identify the role and activities of each partner agency including an inventory of all services directly delivered or accessible through the center and referral mechanisms. Non-WIOA resources, whether cash or in-kind, are identified in the Consortium Agreement/Resource Sharing Plan, upon negotiation of acceptable terms among partner agencies.

The Consortium Agreement/Resource Sharing Plan allows each site to be designed to meet local community needs and to maximize the utilization and coordination of local community resources. The Consortium Agreement/Resource Sharing Plans are intended to evolve based on the needs and resources of the partner agencies and continuous improvement of the WIOA system.

D.13. Adult and dislocated worker employment and training activities include but are not limited to Customized Training, Individual Training Accounts (ITA), internships, and On-the-Job Training (OJT). Assessment of services is measured through performance measures outlined in the State Plan including:

- A. Adult and Dislocated Worker: 1. Entered Employment 2nd quarter after exit and 4th quarter after exit; 2. Median earnings for 2nd quarter after exit; 3. Credential rate; and 4. End Program Skills Gain.

- B. Youth: 1. Placement in Employment, Education or Training 2nd quarter after exit; 2. Retention in Employment or Education; 3. Median Earnings 2nd quarter after exit; 4. Credential rate and 5. End Program skills gain.

Descriptions of employment and training activities include:

Customized Training - is designed to meet the specific requirements of an employer (including a group of employers); is conducted with a commitment by the employer to employ an individual upon successful completion of the training; and for which the employer pays a significant portion of the cost of training, as determined by the local board involved.

Individual Training Account (ITA) - is an account established by a WIN Job Center operator on behalf of a WIOA eligible individual. ITAs are funded with adult and dislocated worker funds as authorized under Title I of WIOA and are used to purchase training services.

Internship - is used to help eligible adults and dislocated workers gain practical work experience and sharpen their leadership skills while working and getting paid.

On-the-Job Training (OJT)- is employer training provided to entry level workers who are engaged in in a production environment.

Youth Services

D.14. The LWDA has a standing Youth Advisory committee (see Appendix J) to assist with planning, operational, and other issues relating to the provision of services to youth. The LWDB oversees the committee's schedule and membership. It ensures at least one community-based organization representative is on the committee who has a demonstrated record of success in serving eligible youth. The committee will make recommendations regarding youth activities, and ensure state performance measures are met.

The LWDA will track youth services utilizing the Mississippi Works Smart Start Career Pathway model. The available youth workforce activities, including activities for youth with disabilities, are included in the 14 elements outlined in the WIOA law:

1. Tutoring, study skills training, instruction leading to the completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
2. Alternative secondary schooling will address the needs of students, which typically cannot be met in a regular school program by utilizing appropriate class curriculum and/or GED curriculum. This will also include non-traditional education, and serve as an adjunct to a regular school program, falling outside of regular, special education, or vocational education program(s).

3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include summer employment opportunities, pre-apprenticeship programs, internships and job shadowing and on-the-job training opportunities.
4. Occupational skills training which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
6. Leadership development opportunities which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors.
7. Supportive Services will be provided. Youth will be referred to community agencies if services are needed beyond those offered by the sub-recipient.
8. Adult Mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
9. Follow-up Services for not less than 12 months after exiting the program to ensure continuity of services and progress toward performance outcomes.
10. Comprehensive Guidance and Counseling which may include drug and alcohol abuse counseling, as well as referrals to counseling appropriate to the needs of the individual youth.
11. Financial Literacy Education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.
14. Activities that help youth prepare for and transition to postsecondary education and training.

The LWDA's approach to meeting the required 75% minimum youth expenditure on out of school youth is to serve out of school youth at 80% and 20% of in-school youth will be served.

The LWDA's approach to meeting the required 20% minimum youth expenditure for work experience is each youth provider is contractually obligated to expend 25% of their allocated funds in the category of work experience.

D.15. The LWDA utilizes the intake and assessment system defined in the State Plan to ensure maximized linkages between the WIN Job Center system and unemployment insurance program requirements.

D.16. In support of the Mississippi Combined Plan, TANF activities are coordinated through Comprehensive WIN Job Centers and Affiliate Sites. TANF requires all participants to register with MS Works and conduct job search at WIN Job Centers.

D.17. The LWDA supports the State Plan with dropout prevention and recovery initiatives. Participants register for services through MS Works. MS Department of Education coordinates partnership initiatives to prevent dropouts, including but not limited to career academies, dual-enrollment, occupational diploma program, and work-based learning experiences. A representation of MDE serves on the SWIB to align strategies with employers' needs.

D.18. The State Plan is designed to help Mississippians achieve unsubsidized employment. The MS Works system is designed to automatically integrate services for:

- a) persons with disabilities;
- b) veterans;
- c) Temporary Assistance to Needy Families (TANF) recipients;
- d) Senior Community Service Employment Program (SCSEP) participants;
- e) individuals with other barriers to employment; and
- f) additional specific populations, if applicable.

Public assistance to help overcome barriers such as childcare and transportation are integrated into the case management system.

D.19. The LWDB supports the State Plan and coordinates with MDRS on providing services for adults who qualify under the provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.

Section E

E. Sector Strategy Plan

This section describes processes the LWDA follows to help existing business and industry prosper and aid in the recruitment of new businesses to the state.

E.1. As mentioned in Section B.3., Table 1, the LWDA has identified new, emerging and established target industries in the region. This table, referenced in the State Plan, is used among partnering agencies to identify knowledge and skills needed for careers in these industries. These identified sectors make up the economic identity of the area through its workforce and supply chain activity. Economic growth in these industries are relevant for the growth of the area and the region because they produce in-demand, career advancement opportunities. The LWDA supports implementation of statewide strategies needed to keep these industries viable. The LWDB may identify sectors, like healthcare, as important to their region. The Mississippi Development Authority's regional representatives represents the LWDA in ensuring employers' needs are met.

E.2. Local businesses are engaged in establishing priorities and guidelines for the LWDA through representation of at least 51% private sector membership on the LWDB. Local economic

developers serve on the LWDB, and all representatives are encouraged to participate in addressing workforce solutions as described in Sections B3, C5, C6, C7, and C8 of this document.

E.3. The Mississippi Development Authority provides leadership linking service provider assets for local employers as described in Appendix I – Workforce Recruiting & Training Document. These guidelines provide employers straightforward information on the types of services provided and where to get access to services for recruiting and training employees. MDA also provides information for new and emerging companies interested in doing business in Mississippi.

E.4. Increasing awareness of services offered at the WIN Job Center requires routine, on-going initiatives at the state and local level. The State Plan designates MDES as the lead agency to communicate the unified plan to employers and job seekers of the Mississippi workforce system. On the local level, all partners of the workforce system will participate in efforts to increase employer and job seeker awareness of services. This is accomplished through referral networks, partnership meetings, job fairs, and local area meetings scheduled by individual partners.

E.5. The LWDB has formed relationships with individual educational institutions such as the Mississippi Community College Board and other eligible training providers to provide short-term, credential-based training programs and two-year degree programs intended to develop a qualified and quantifiable labor pool. This is accomplished at the local level in accordance with the State Plan through the Mississippi Works Labor Exchange.

E.6. The LWDB offers Adult Basic Education through the Mississippi Community College Board and other approved training providers in cooperation with other career development services like the Smart Start Class Pathway defined in the Mississippi Works Smart Start Career Pathway Model. Each step of the pathway is defined in Section C2 of this document. On an annual basis, eligible training providers are assessed to ensure training and credentials are both portable and stackable in meeting the needs of local employers.

F. Business Plan

This section describes how the LWDA aligns resources to accomplish the goals outlined in this plan and establishes a timeline for completion. The information reported in the business plan will be used as part of each LWDA's annual plan review.

F.1. The LWDA adopted the same seven goals as listed in the State Plan:

Goal 1: Work together to develop policies that will coordinate service delivery with all WIOA Combined Plan Partners.

Goal 2: Strengthen interagency partnerships.

Goal 3: Develop defined, articulated pathways across educational sectors (K-16+) to create a pipeline for the workforce.

Goal 4: Develop cross-program performance metrics.

Goal 5: Continue to invest in integrated technology to meet the unified technology requirements of the Workforce Investment and Opportunity Act (WIOA) and other federal initiatives.

Goal 6: Engage partners to establish the plan to remain abreast of changing industry needs and the metrics to measure outcomes to realize the potential of the state’s workforce programs and delivery systems.

Goal 7: Draft and communicate a unified vision/message.

The intended outcomes will be measured in accordance with the state performance goals and WIOA mandates:

- Employment during Quarter 2 after exit from the program
- Employment during Quarter 4 after exit from the program
- Median earnings measured during Quarter 2 after exit
- Credential attainment rate (except Wagner-Peyser) during participation in or within one year of exit from the program
- Measurable skill gains (except Wagner-Peyser) that leads to a recognized post-secondary credential or employment
- Effectiveness in serving employers (retention rate)

F.2. The goals and intended outcomes are achieved in accordance with the Mississippi Works Smart Start Career Pathway Model described in Section C.2. of this document.

F.3. The LWDA MOU defines the procedures for how local partners will work together to achieve Goals 1, 2, 4 and 7 (Section F.1. above). Creating a pipeline for the workforce (Goal 3 in Section F.1.) is accomplished through the career pathway model (Section C.2.) which describes the intake procedures for new participants and the process for providing services. Goal 5 is established by the SWIB including quality control procedures for data input and output accuracy, and Goal 6 is accomplished through the LWDB annual review of local services.

F.4. The following timetable ensures timely review of outcomes and achievements of the workforce goals and outcomes for the LWDA.

Table 6. Timetable for Reviewing Outcomes and Achievements.

Item	Monthly	Quarterly	Annually	As Needed
LWDB meetings		X		X
WIN Job Center monitoring visit			X	
Eligible Training Provider List renewal			X	
Sub-grantee monitoring			X	

Desktop monitoring of WIN Job Centers with MDES-generated performance reports	X
Data input monitoring for accuracy	X

F.5. The State establishes the benchmark goals for the LWDA's. Local eligible providers are responsible for meeting or exceeding all programmatic goals and outcomes. The LWDB will assess the quality of providers through data reviews, monitoring visits and performance reports. If a program fails to meet performance goals or other requirements, specific actions will be taken to improve the quality of the program. A corrective action plan will be developed by the provider and approved by the LWDB if the program is out of compliance with state and/or federal policies. A performance improvement plan will be required for low-performing programs when compared to state or federal benchmarks.

F.6. The LWDA will meet the workforce needs of the area and the region as outlined in Section B.3 of this plan and aligns with the State Plan's Economic Analysis.

F.7. This matrix identifies the types of resources and services offered by each stakeholder to ensure alignment of services.

Table 7. Matrix of Resources and Services Provided by Each Stakeholder.

	Stakeholder Agency					
	MDES	MCCB	MDRS	MDHS	MDE	MDA
Services						
Enroll new participants (intake)	X	X	X	X		
Career assessment	X	X	X	X		
Create success plan	X	X	X	X		
Job referral	X	X	X	X		
Provide Individual Training Account (ITA)	X	X	X			
Provide adult employability training	X	X	X			

Provide youth employability training				X
Provide employer (customized) training	X	X		
Provide internships	X	X	X	
Provide on-the-job-training (OJT) contracts	X	X		
Assess changing workforce needs	X	X		X
Provide youth development services	X	X	X	
Provide transportation services	X		X	X
Provide childcare services	X		X	X
Provide supplemental nutrition services				X
Provide physical, social and mental health counseling		X	X	X
Provide workforce certifications (1 and 2-year degrees)		X		

G. Policies

Oversight and Monitoring

The following policies provide a description of the local areas procedures for oversight, operating, and monitoring services.

Table 8. Official Policies for the LWDA.

Official Policies	
G.1.	LWDB Oversight and Monitoring PY 2015
G.2.	Continuous Improvement Procedures of Eligible Training Providers—The SWIB establishes and updates procedures for continuous improvement of eligible training providers adopted by the LWDA. See Mississippi Eligible Training Provider Certification @ www.etpl.mdes.ms.gov
G.3., G.4., G.5.	Statement of Non-Discrimination, Equal Opportunity Complain Grievance Procedure, Equal Opportunity Updates—The SWIB establishes and updates EO policies adopted by the LWDA to comply with universal access to programs and activities.
G.6., G.7.	Supportive Services Policy, Needs-Related Payment or Adults, Dislocated Workers and Youth
G.8.	Incumbent Worker Training-- Incumbent Worker Training Services are allowed under the provisions of the Workforce Innovation and Opportunity Act but are not currently offered in the local area.
G.9.	Transitional Jobs Plan (optional)

- G.10. OJT Policy
- G.11. Priority of Services Policy
- G.12. ITA Policy
- G.13. Conflict of Interest Policy
- G.14. Sunshine Provision Policy
- G.15. Youth Incentive Policy (optional)

Local Area Workforce Guidelines Checklist
As of 4.18.2016

Item #	Appendix Letter	G.Policies #	Guidelines Checklist	Delta	Mississippi Partnership	Southcentral Mississippi Works	Twin Districts
1	A	/	Local Area Re-designation Approval Letter	X	X	X	X
2	B	/	Administrative Entity/Local Workforce Development Area/Fiscal Agent Organizational Chart	X	X	X	X
3	C	/	Local Workforce Development Board Membership List	X	X	X	X

4	D	/	Local Workforce Development Board By-laws	X	X	X	X
5	E	/	Local Area Certification Regarding Debarment	X	X	X	X
6	F	/	Local Area Signatory Submission Page	Will submit after plan approval			
7	G	/	Local Area WIN Job Center Memorandum of Understanding	X	X	X	X
8	H	/	Local Area WIN Job Centers	X	X	X	X
9	I	/	Local Area Services Flow Chart	X	X	X	X
10	/	G.1.	Local Area Oversight Monitoring Policies and Tools	X	X	X	X
11	/	G.3., G.4., & G.5.	Local Area Equal Opportunity Procedures	X	X	X	X
12	/	G.6. & G.7.	Local Area Supportive Services Policy	X	X	X	X
13	/	G.6 & G.7.	Local Area Needs-Related Payments Policy	Not Offering	Not Offering	Not Offering	X
14	/	G.8.	Local Area Incumbent Worker Training Policy	X	Not Offering	Not Offering	Pending Board Approval
15	/	G.9.	Local Area Transitional Jobs Policy (optional)	Not Offering	Not Offering	X	Not Offering
16	/	G.10.	Local Area OJT Policy	X	X	X	X
17	/	G.11.	Local Area Priority of Service Policy	X	X	X	X
18	/	G.12.	Local Area ITA Policy	X	X	X	X
19	/	G.13.	Local Area Conflict of Interest Policy	X	X	X	X
20	/	G.14.	Local Area Sunshine Provision Policy	X	X	X	X
21	/	G.15.	Local Area Youth Incentive Policy (optional)	X	X	X	X

Appendices

- A. Local Area Re-designation Approval Letter
- B. Administrative Entity/Local Workforce Development Area/Fiscal Agent Organizational Chart
- C. Local Workforce Development Board Membership List
- D. Local Workforce Development Board By-laws
- E. Local Area Certification Regarding Debarment
- F. Local Area Signatory Submission Page
- G. Local Area WIN Job Center Memorandum of Understanding
- H. Local Area WIN Job Centers
- I. Local Area Services Flow Chart
- J. Youth Advisory Committee