

FIRST PLANNING DISTRICT

WORKFORCE DEVELOPMENT BOARD

April 30, 2025

Notice is hereby given that there will be a public meeting of the First Planning District Workforce Development Board on **Monday, May 5, 2025 at 8:30 a.m.** This meeting will be held at Towers Bldg 520 Old Spanish Trail, 5<sup>th</sup> Floor, Slidell, LA.

AGENDA:

1. Call to order.....Mindy Nunez Airhart, Chairman
2. Welcome .....Mindy Nunez Airhart (2 minutes)
3. Invocation.....Suzanne Torregano (1 minute)
4. Approval of January meeting minutes .....Mindy Nunez Airhart (2 minutes)
5. Review of Expenditure Reports through March 31, 2025.....Suzanne Torregano (5 minutes)  
(Questions only)
6. Budget Revision Review.....Suzanne Torregano (3 minutes)
7. One Stop Operator RFP Recommendation.....Mindy Nunez Airhart and Suzanne Torregano (5 minutes)
8. Revised WDB By-Laws Recommendation.....Mindy Nunez Airhart and Suzanne Torregano (10 minutes)

a. Vice Chair Recommendations.....Mindy Nunez Airhart (2 minutes)

b. Review committees and volunteer.....Mindy Nunez Airhart (10 minutes)
9. Updates.....Suzanne Torregano (3 minutes)
10. Updates and discussion on current initiatives.....Dave Maziarz (10 minutes)
11. One Stop Operator Updates.....Bryan Moore (5 minutes)
12. Other Business
13. Review of action items
14. Public Comment Period

Mindy Nunez Airhart

Mindy Nunez Airhart, Chairman

## FIRST PLANNING DISTRICT WDB MEETING MINUTES

January 27, 2025 – 8:30 a.m.

### MEETING INFORMATION

Location	This meeting was held in person at the St. Tammany Government Towers Building, 520 Old Spanish Trail, 5 <sup>th</sup> Floor, Slidell, Louisiana.		
Attendees	Chairperson Mindy Nunez Airhart	Mr. Ellis Borque	Mr. Keith Espadron
	Mrs. Ashley Eavenson	Mr. Ross Gares	Mr. David Kaufmann, Jr.
	Mrs. Cherie LaRocca	Mrs. Chiquita Lattimore	Mrs. Rachel Mackey
	Mrs. Elizabeth Maillian	Mrs. Kelly Phillips	Mrs. Michelle Uzee
	Mrs. Stephanie Dupepe	Mrs. Suzanne Torregano	Mr. Dave Mazlarz
	Ms. Stacie Chitwood		

### 1. CALL TO ORDER

The meeting was called to order at 8:32 a.m. by Chairperson Mindy Nunez Airhart and a quorum was declared.

### 2. WELCOME AND INTRODUCTIONS

Chairperson Mindy Nunez Airhart thanked everyone for being in attendance and reminded everyone of the importance of attendance and arriving on time. Chairperson Mindy Nunez Airhart shared her appreciation for everyone agreeing to be on this board. When Chairperson Nunez Airhart first joined, it took almost two or three years to really understand what was going on. It is a lot of complex legal and financial jargon that was unfamiliar. But at the end of the day, Chairperson Nunez Airhart realized that she sits on this board because she cares about workforce development, and this is how she does her part to create opportunities for people, just like everyone else here. She wanted to say that say thank you for participating.

### 3. INVOCATION

Mrs. Suzanne Torregano gave the invocation.

### 4. COMMENTS FROM THE CHAIRMAN

Chairperson Mindy Nunez Airhart shared that in our executive meeting before this meeting this year, we did discuss bylaws. We will be reviewing the bylaws before our next meeting and making recommendations. The current by laws say there will be three committees: business engagement, center accountability, and community development. The law does suggest that we have committees, although it doesn't say what those committees must be. If any members have any suggestions as to what they think would be helpful, please send the executive committee your thoughts. Mrs. Torregano continued by sharing that Mrs. Stephanie Dupepe has been instrumental in providing a lot of information in regards to committees. Chairperson Nunez Airhart inquired as to whether committee meetings have to be in person or if they are able to be done via zoom. Mr. Keith Espadron shared that because the committees don't make final decisions, they only make recommendations, committees could meet via zoom or conference call. The committee meetings did not share the same Sunshine Law requirements. Mrs. Rachel Mackey stated that people outside of the board can also participate in these committees to share insights.

### 5. APPROVAL OF DECEMBER 19, 2024 MEETING MINUTES (ACTION ITEM)

Chairperson Mindy Nunez Airhart presented the minutes from the December 19, 2024 board meeting, and reviewed the action items. A motion for approval was made by Mr. Ellis Borque and seconded by Mr. Dave Kaufmann, Jr. The minutes were approved by a unanimous vote with no objections or abstentions.

### 6. REVIEW OF EXPENDITURES REPORTS THROUGH DECEMBER 2024

Mrs. Suzanne Torregano was recognized to address the board to discuss an overview of our expenditures and performance of our current program year, within the first six months. The fund utilization report shows our three funding categories. Each year, we are given money, which must be spent within two years. This report tracks those pots of money, when they were received, how much has been spent and how much is at risk of recapture, if not spent at the end of the two-year period. At this point, the only area where we have a little bit of concern is in our youth category. We have \$149,824 needing to be spent. We've already spoken with Mr. Dave Maziarz and Mrs. Denise Davillier. Mrs. Davillier had some additional comments that she is going to increase focus on work experience. With the summer programs also coming up, we're not overly concerned that this money will not get spent. Our Fiscal Manager is excellent at what she does and will continue to monitor this.

The expenditures to budget report shows what we're spending in accordance to our annual budget. As we explained previously, we get a small allocation of our budget on July 1, and then we get the larger amount in October. We must always keep some money in reserve to continue operations: paying staff salaries, fringe, as well as any obligations that we have for any participants that are currently in the program to get us throughout July, August and September.

The last report is our actual annual budget, and it shows you exactly how much we spent on each category. This past year as of July, we actually carried over \$1,113,938 program funds and \$157,160 administration funds for a total of \$1,271,098. Our new allocations for this year were \$1,620,147 million. It also shows the additional funds we received from a RAAMP grant from GNO Inc of \$20,000. Most members probably saw the email about the Career Expo that we have coming up in March, which these funds are specifically to be used for in our Plaquemines and St. Bernard Parishes. We are also in our third year being approved for another AARP grant. We get to use these funds to help those who are 50 years old and older who want to re-enter the job force, upskill, or reskill. We have also applied for another round of the CDBG grant for this year's St. Tammany Parish summer career exploration program. We were hoping that we would hear something by the end of this week, but I think in the most recent executive order, community block grants could potentially be affected. This report then shows, broken down by all of the different expense categories, what the budget was and how much we've actually spent in those categories, followed by an additional report broken down by parish. Separated by Saint Bernard, Saint Tammany, Plaquemines, this shows the different allocations that were given to each parish, and then how much we've spent to date in those areas. Mr. Keith Espadron asked as to why there were fewer funds spent in Plaquemines Parish. Mr. Maziarz responded that it is partly because of the location. We were previously located in the government building in the back corner of the region. Our office had zero walk-ins and participants struggled with locating us. We had a little bit of traction initially and we had a staff person assigned but that ended about a couple years ago. Lately, we've been working at the Learning Center and trying to establish working with the adult ed program through Nunez. We are working to rebuild some momentum. It's one of those areas that as soon as you start getting involved in providing services, word of mouth really does start to ripple in very similar folks. We have a few different programs. This year, we're bringing AARP to the Learning Center. We're also currently in discussion with the Dockville Farms Foundation to utilize some space there for AARP. It's definitely something we're focused on. Mrs. Michelle Uzee offered to help. Her corporate affairs have been trying to get more community involvement in that area.

#### **7. REVIEW AND APPROVAL OF REVISED POLICIES (ACTION ITEM)**

Mrs. Suzanne Torregano opened this topic by sharing that one policy was not included in last meeting's list of revisions. That policy is the Business and Career Center Policy, that was last updated in 2016. In going through that, almost the whole policy had what was termed "functional supervision language" years ago. That is no longer in play. We have removed all the functional supervision language and changed it to reflect how we work together within the center with our partners. Also, we updated the section on the One Stop Operator. The old version had verbiage from when Jennifer Barnett was the One Stop Operator/Director of Operations. This was changed to reflect what the One Stop Operator now does. We made the changes to show our current leadership structure. Last, we had to update the center's hours of operation. The old policy showed 8 am to 5 pm, but the building's hours are 8 am to 4:30. Even though our staff are in the office until 5:00 pm, should they have an appt with a participant, they'd need to retrieve them from downstairs as they would not be able to access the building. A motion for approval was made by Mr. Dave Kaufmann Jr., and seconded by Mr. Keith Espadron. The revisions were approved by a unanimous vote with no objections or abstentions.

#### **8. REVIEW ONE STOP OPERATOR RFP PROCURMENT CONSIDERATIONS**

Mrs. Torregano mentioned our One Stop Operator's contract will end on June 30 of this year. Mrs. Torregano has updated our RFP, and provided the considerations. Our recommended action is to approve the rolling scope of work for the One Stop Operator and then authorize the Executive Director to initiate procurement process for the One Stop Operator services. WIOA requires us to utilize the competitive procurement process every four years for the One Stop Operator. The eligible entities are higher education institutions, community-based organizations, for profit, government agencies, Chambers of Commerce, or other business organizations or labor organizations. We are recommending that we keep the current structure of our One Stop Operator, which includes the key roles of assisting and defining partner

roles and focus on relation to the centers, ensure cross training of staff across all partner agencies, facilitate regular partner meetings, implement strategies to improve information sharing among partner programs, recommend strategies to increase partner referrals and Co-enrollments, promote and support efficiency and effectiveness of partners working together into the system board, and ensuring compliance with partners, partner memorandums of understanding and infrastructure funding agreements. Mrs. Torregano is recommending that the proposed budget be listed as \$30,000 to \$60,000. The plan is to release an RFP on or around February 17. Once the RFP is released, it will be open for at minimum of 30 days. Within those 30 days, anybody that's interested has a chance to submit questions for clarification that we will then respond to. All of this will be posted on our website so that it's open for all public viewing. Mindy will convene a group of board members, once we have all of the packets, to review them. This committee will make a decision on whether they want to bring any of the top two candidates to talk to the committee and ask additional clarification questions. Then the partner recommendation will be brought to the board. A motion for approval was made by Mr. Ellis Borque, and seconded by Mrs. Stephanie Dupepe. The RFP suggestions were approved by a unanimous vote with no objections or abstentions.

#### **9. ADDITIONAL UPDATES**

Mrs. Torregano began explaining the 2025 allotments that have been shared at this point. If these allotments remain, for the first time in years, Louisiana will not take a cut. When you look at what Louisiana received in 2024 - \$40,459,000, and then this upcoming year, Louisiana should get \$ 41 million. While it's not a lot of an increase, it is an increase, nonetheless.

Next, we've been talking for the past year about our local and regional plans. The state's plan was finally approved by the federal government, right before the Thanksgiving holidays. We got the email on the Wednesday before Thanksgiving. We are currently moving to create a regional & local plan. Our regional plan entails our all three-parish area, Orleans, Jefferson, and then the river parishes. We are talking about how we can collectively continue to work together, what will be our regional focus, and about sector partnerships.

We had two executive orders that have indirectly affected some of the things that we do. Part of one of our employee's job, which we were required to have, was an EEOC coordinator. When the executive order came out, we now have to cease and desist anything related to DEI. We're still waiting on clarity but until then the title has been removed. We are shifting his job duties to accommodate for this change in job description - one day a week, he will actually spend the day in the AJC, and he will help Dave and his team on any initiatives that they have going on.

#### **10. OTHER BUSINESS**

Chairperson Mindy Nunez Airhart opened a discussion regarding board members, meetings, and quorum. Mr. Keith Espadron suggested going back to 6 meetings to provide some flexibility. Mrs. Torregano shared that the total number of meetings was lowered to 4 from 6 because of the struggle with attendance. Mrs. Rachel Mackey shared that we should focus on replacing board members that are struggling with attendance rather than adjusting numbers of meetings. Mr. Espadron shared that Lacey Dugas is no longer in her position as of two months ago. There definitely has to be a discussion on replacing those not engaged. Chairperson Mindy Nunez Airhart will begin to reach out to those who are struggling with attendance to ascertain their continued level of commitment.

#### **11. PUBLIC COMMENT PERIOD**

Chairperson Mindy Nunez Airhart opened the floor to any questions and public comment. No further comments were shared. A motion to adjourn was made by Mr. Ellis Borque and seconded by Mr. Dave Kaufmann, Jr. The meeting was adjourned at 10:31 am.



# FIRST PLANNING DISTRICT WORKFORCE DEVELOPMENT BOARD

## FUND UTILIZATION REPORT

Month ending **MARCH 2025**

		Admin	Program	Total Allocation	Expended 31-Mar-25	Balance	Percent Expended	Obligations	Percent w/Oblig	At-Risk of Recapture by 6/30/25
<b>Adult</b>										
	PY23 expires 6/25		100,084.00	111,204.00	100,084.00	0.00	100.00%		100.00%	0.00
	PY23 expires 6/25	11,120.00			11,120.00	0.00	100.00%		100.00%	0.00
	FY24 expires 6/25		408,796.00	454,218.00	408,796.00	0.00	100.00%		100.00%	0.00
	FY24 expires 6/25	45,422.00			22,566.98	22,855.02	49.68%	18,903.73	91.30%	3,951.29
	PY24 expires 6/26		89,776.00	99,751.00	71,018.84	18,757.16	79.11%	18,757.16	100.00%	
	PY24 expires 6/26	9,975.00			0.00	9,975.00	0.00%		0.00%	
	FY25 expires 6/26		366,884.00	407,649.00	0.00	366,884.00	0.00%	74,397.69	20.28%	
	FY25 expires 6/26	40,765.00			0.00	40,765.00	0.00%		0.00%	
	PY24 TR expires 6/26		75,000.00	75,000.00	7,574.63	67,425.37	10.10%	67,425.37	100.00%	
		107,282.00	1,040,540.00	1,147,822.00	321,160.45	526,661.55	54.12%	179,483.95	69.75%	3,951.29
<b>Dislocated Worker</b>										
	PY23 expires 6/25		119,767.00	133,075.00	119,767.00	0.00	100.00%		100.00%	0.00
	PY23 expires 6/25	13,308.00			13,308.00	0.00	100.00%		100.00%	0.00
	FY24 expires 6/25		384,336.00	427,040.00	384,336.00	0.00	100.00%		100.00%	0.00
	FY24 expires 6/25	42,704.00			42,704.00	0.00	100.00%		100.00%	0.00
	PY24 expires 6/26		53,648.00	67,942.00	53,648.00	0.00	100.00%		100.00%	
	PY24 expires 6/26	14,294.00			0.00	14,294.00	0.00%		0.00%	
	FY25 expires 6/26		415,406.00	461,562.00	8,233.22	407,172.78	1.98%	50,721.17	14.19%	
	FY25 expires 6/26	46,156.00			0.00	46,156.00	0.00%		0.00%	
		116,462.00	973,157.00	1,089,619.00	321,996.22	467,622.78	63.92%	50,721.17	61.74%	0.00
<b>Youth</b>										
	PY23 expires 6/25	54,782.00		547,821.00	54,782.00	0.00	100.00%		100.00%	0.00
	PY23 expires 6/25		493,039.00		402,547.56	90,491.44	81.65%	56,120.76	93.03%	34,370.68
	PY24 expires 6/26		457,419.00	508,243.00	0.00	457,419.00	0.00%	5,000.00	1.09%	
	PY24 expires 6/26	50,824.00			0.00	50,824.00	0.00%		0.00%	
		105,606.00	950,458.00	1,056,064.00	457,329.56	598,734.44	43.31%	61,120.76	49.09%	34,370.68
<b>Grand Total</b>		<b>329,350.00</b>	<b>2,964,155.00</b>	<b>3,293,505.00</b>	<b>1,700,486.23</b>	<b>1,593,018.77</b>	<b>51.63%</b>	<b>291,325.88</b>	<b>60.48%</b>	<b>38,321.97</b>



**FPD WDB EXPENDITURES TO BUDGET REPORT**  
through MARCH 31, 2025

Budget Line Items	ANNUAL BUDGET JULY 2024 - JUNE 2025	3/31/2025	% EXP	BALANCE OF FUNDS	CURRENT OBLIGATIONS	BALANCE INCLUDING OBLIGATIONS	% W/ OBS	RESERVE FOR FUTURE YEAR 07/25 - 6/26
<b>Tri-Parish Centers - Program</b>								
Staff Salaries/Fringe	916,427.00	634,849.74	69.27%	281,577.26		281,577.26	69.27%	90,592.00
Operating Costs	153,920.00	97,972.30	63.65%	55,947.70	13,500.00	42,447.70	72.42%	1,350.00
<b>OVERHEAD SUBTOTAL</b>	<b>1,070,347.00</b>	<b>732,822.04</b>	<b>68.47%</b>	<b>337,524.96</b>	<b>13,500.00</b>	<b>324,024.96</b>	<b>69.73%</b>	<b>91,942.00</b>
<b>Training &amp; Support for Clients</b>								
Plaquemines	90,000.00	11,866.31	13.18%	78,133.69	200.00	77,933.69	13.41%	53,112.00
St. Bernard	250,000.00	99,969.27	39.99%	150,030.73	52,844.26	97,186.47	61.13%	156,175.00
St. Tammany	718,480.00	386,366.16	53.78%	332,113.84	135,989.34	196,124.50	72.70%	210,713.00
<b>TRAINING/SUPPORT SUBTOTAL</b>	<b>1,058,480.00</b>	<b>498,201.74</b>	<b>47.07%</b>	<b>560,278.26</b>	<b>189,033.60</b>	<b>371,244.66</b>	<b>64.93%</b>	<b>420,000.00</b>
			#DIV/0!	0.00	0.00	0.00	#DIV/0!	
								0.00
								0.00
<b>Tri-Parish Sub Total</b>	<b>2,128,827.00</b>	<b>1,231,023.78</b>	<b>57.83%</b>	<b>897,803.22</b>	<b>202,533.60</b>	<b>695,269.62</b>	<b>67.34%</b>	<b>511,942.00</b>
<b>Admintraton Office</b>								
Staff Salaries/Fringe	150,889.00	113,370.70	75.14%	37,518.30	18,903.73	18,614.57	87.66%	120,000.00
Operating Costs	49,420.00	24,487.16	49.55%	24,932.84		24,932.34	49.55%	15,778.00
<b>ADMIN SUB TOTAL</b>	<b>200,309.00</b>	<b>137,857.86</b>	<b>68.82%</b>	<b>62,451.14</b>	<b>18,903.73</b>	<b>43,547.41</b>	<b>78.26%</b>	<b>135,778.00</b>
<b>GRAND TOTALS</b>	<b>2,329,136.00</b>	<b>1,368,881.64</b>	<b>58.77%</b>	<b>960,254.36</b>	<b>221,437.33</b>	<b>738,817.03</b>	<b>68.28%</b>	<b>647,720.00</b>



# FIRST PLANNING DISTRICT

## TWO-YEAR BUDGET/EXPENSE JULY 1, 2024 THROUGH JUNE 30, 2025

Total Funds available through June 2025	PROGRAM	PROGRAM REV	ADMINISTRATION	ADMIN REV	TOTAL
Total Carryover Funds	1,113,938.00		157,160.00		1,271,098.00
New Allocation 2023/2025	1,458,133.00		162,014.00		1,620,147.00
					0.00
AARP Carryover	30,218.00		16,913.00		47,131.00
					0.00
CAA - SUM 24 Carryover	18,480.00				18,480.00
GNO INC.	20,000.00				20,000.00
					0.00
GRAND TOTAL	2,640,769.00	0.00	336,087.00	0.00	2,976,856.00

LINE ITEMS	ANNUAL BUDGET July 1, 2024 – June 30, 2025		EXPENDITURES TO DATE MARCH 2025		BALANCE	
	PROGRAM	ADMIN	PROGRAM	ADMIN	PROGRAM	ADMIN
Staff Salaries/Fringe	916,427.00	72,793.00	634,849.74	54,179.56	281,577.26	18,613.44
One Stop Operator	54,000.00		40,500.00		13,500.00	0.00
Salaries Contract - Finance Dir		78,096.00		59,191.14	0.00	18,904.86
Travel/Mileage	12,000.00	2,000.00	2,513.07	574.06	9,486.93	1,425.94
Conference/Meetings	3,000.00	700.00	2,122.57		877.43	700.00
Unemployment Insurance	0.00	0.00			0.00	0.00
Staff Drug Screen/new hire	280.00	200.00	80.00		170.00	200.00
Accounting Services	0.00	9,500.00		6,958.64	0.00	2,541.36
Supplies	12,175.00	3,270.00	5,178.52	389.17	6,996.48	2,880.83
Furniture/Equipment	3,000.00	2,600.00	869.64		2,130.36	2,600.00
Rent	15,200.00	3,500.00	10,956.14	2,043.86	4,243.86	1,456.14
Repairs/Maintenance	1,200.00	1,000.00	344.71	42.61	855.29	957.39
Telephone/Internet	12,000.00	3,000.00	8,557.55	1,518.45	3,442.45	1,481.55
Insurance (GL/Cobra/Surety Bond)	1,600.00	6,400.00		4,460.06	1,600.00	1,449.94
Licensing Fees/Assessments	5,050.00	550.00	3,376.74	203.12	1,673.26	346.88
Postage	700.00	750.00	78.00	19.80	622.00	730.20
Advertisement	750.00	2,000.00		979.02	750.00	1,020.98
Outreach	13,495.00	0.00	4,023.96		9,471.04	0.00
Professional Development – Staff	7,500.00	1,500.00			1,500.00	1,500.00
Professional Dues/Services	1,500.00	3,800.00	769.00		731.00	3,800.00
Auto (Gas/Maint/Insurance)	10,500.00	8,000.00	10,540.39	2,424.51	(40.39)	5,575.49
Workforce Board Expenses	0.00	550.00		436.57	0.00	113.43
Analysis Survey/Consultant			8,062.01	3,497.78	(8,062.01)	(3,497.78)
					0.00	0.00
Training & Support - Participants*	1,058,480.00		498,201.74		560,278.26	0.00
					0.00	0.00
Misc. Program Income					0.00	0.00
SUBTOTAL	2,128,827.00	200,309.00	1,231,023.78	137,857.86	897,803.22	62,451.14

\*Training and Support Breakdown

OJT	18,212.29
CLASSROOM, ITA, BUSINESS SRVS, YOUTH SRVS, TUITION	253,934.26
WORK EXP	149,013.18
SUPPORT	58,562.01
CAA '24	18,480.00
	0.00
	498,201.74



**FIRST PLANNING DISTRICT  
WORKFORCE DEVELOPMENT BOARD**

**TWO-YEAR BUDGET  
JULY 1, 2024 THROUGH JUNE 30, 2026**

**REVISION 1 - 04/2025**

Total Funds available through June 2025	PROGRAM	PROGRAM REVISION	ADMIN	Admin Revision	TOTAL
Total Carryover Funds	1,113,938.00		157,160.00		1,271,098.00
New Allocation 2023/2025	1,458,133.00		162,014.00		1,620,147.00
AARP Carry Over	30,218.00		16,913.00		47,131.00
CAA - SUM '24	18,480.00				18,480.00
GNO INC	20,000.00				20,000.00
CDBG - SUM '25		50,000.00			50,000.00
GRAND TOTAL	2,640,769.00	50,000.00	336,087.00	0.00	3,026,856.00
	2,690,769.00		336,087.00		3,026,856.00

LINE ITEMS	ANNUAL BUDGET July 1, 2024 – June 30, 2025		Change 04/2025		REVISED ANNUAL July 1, 2024 – June 30, 2025		RESERVE July 1, 2025 - June 30, 2026		ALL YEARS GRAND TOTALS
	PROGRAM	ADMIN	PROGRAM	ADMIN	PROGRAM	ADMIN	PROGRAM	ADMIN	
Staff Salaries/Fringe	916,427.00	72,793.00			916,427.00	72,793.00	90,592.00	60,000.00	1,139,812.00
One Stop Operator	54,000.00				54,000.00	0.00			54,000.00
Salaries Contract - Finance Dir		78,096.00			0.00	78,096.00		60,000.00	138,096.00
Travel/Mileage	12,000.00	2,000.00	-1,863.00	-699.00	10,137.00	1,301.00	1,350.00		12,788.00
Conference/Meetings	3,000.00	700.00		-500.00	3,000.00	200.00			3,200.00
Unemployment Insurance	0.00	0.00	3,800.00		3,800.00	0.00			3,800.00
Staff Drug Screen/new hire	250.00	200.00		-100.00	250.00	100.00			350.00
Accounting Services	0.00	9,500.00			0.00	9,500.00		1,000.00	10,500.00
Supplies	12,175.00	3,270.00	-1,000.00	-700.00	11,175.00	2,570.00			13,745.00
Furniture/Equipment	3,000.00	2,600.00	-500.00	-1,500.00	2,500.00	1,100.00			3,600.00
Rent	15,200.00	3,500.00			15,200.00	3,500.00		3,500.00	22,200.00
Repairs/Maintenance	1,200.00	1,000.00			1,200.00	1,000.00			2,200.00
Telephone/Internet	12,000.00	1,000.00			12,000.00	3,000.00		2,770.00	17,770.00
Insurance (GL/Cobra/Surety Bond)	1,600.00	6,500.00			1,600.00	6,500.00		3,000.00	11,100.00
Licensing Fees/Assessments	5,050.00	550.00			5,050.00	550.00			5,600.00
Postage	700.00	750.00			700.00	750.00			1,450.00
Advertisement	750.00	2,000.00		-738.00	750.00	1,262.00		1,500.00	3,512.00
Outreach	13,495.00	0.00	-5,000.00		8,495.00	0.00			8,495.00
Professional Development – Staff	7,500.00	1,500.00	-2,500.00	-1,000.00	5,000.00	500.00			5,500.00
Professional Dues/Services	1,500.00	3,800.00		-1,200.00	1,500.00	2,600.00			4,100.00
Auto (Gas/Maint/Insurance)	10,500.00	8,000.00	-1,000.00	-500.00	9,500.00	7,500.00		4,000.00	21,000.00
Workforce Board Expenses	0.00	550.00			0.00	550.00			550.00
Analysis Survey/Contract Consultant			8,063.00	6,937.00	8,063.00	6,937.00			15,000.00
					0.00	0.00			0.00
					0.00	0.00			0.00
Training & Support - Participants*	1,058,480.00		50,000.00*		1,058,480.00		470,000.00	0	1,528,480.00
Misc. Program Income									0.00
<b>SUBTOTAL</b>	<b>2,128,827.00</b>	<b>200,309.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,128,827.00</b>	<b>200,309.00</b>	<b>561,942.00</b>	<b>135,778.00</b>	<b>3,026,856.00</b>

\* Moved to PROGRAM RESERVE

Submitted By:

Suzanne Torregano, WDB Executive Director

Approved by the Workforce Development Board

Mindy Nunez Airhart, Chairperson

Date





## One Stop Operator Recommendation

Submitted by the Executive Committee

April 23, 2025

1. We received 2 letters of intent and subsequently, received 1 fully completed application
2. Summary:
  - a. Organization: Castle of Dreams, LLC
  - b. Contact person: Bryan Moore, President & CEO
  - c. Type of Organization: Private for Profit
  - d. Funding amount requested \$60,000
3. Service Strategy summary: central POC to facilitate communication amongst partner agencies – Title I, II, III & IV to ensure a customer-centered approach to service delivery; Help partners decreasing the likelihood of duplication of effort, tear down silos, and decrease frustration with partners to improve customer service; within first 90 days: conduct comprehensive internal assessments of program staff and overall operations occurring at point of service to customers; Develop annual WIOA partner awards with established criteria agreed upon by the consensus of MOU partners; coordinate access to virtual resources at appropriate partner locations, libraries, and other points within 3 parish area – inventory of partner locations, assist with development of standard operating procedures for FPD WDB centers and once approved, conduct training to new partners as they become official partners; assist with provisions of high quality business services – market business services that are available to employer organizations, promote FPD WDB career center as extensions of employer human resource departments; assist with provisions of high quality youth services; formation of Workforce alignment group – will include organizations that are part of Louisiana state, regional and local workforce plans and will promote workforce programs within the 3 parishes and facilitate capacity building within the local workforce system to strengthen the coordination of services through cross agency training and service integration;
4. All committee members utilized scoring sheets and submitted unanimous recommendation for extending offer for new contract @ \$60,000.



Proposal Cover Sheet

**Proposal for One-Stop Operator Services  
For  
First Planning District Workforce Development Board**

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Proposing Organization: **Castles of Dreams, LLC**

Note: If proposing as a Consortium, identify the lead agency on this Cover Sheet and attach a listing of Consortium Entities and Contacts.

FEIN #: 82-2077819

DUNS #11796632

Address: 5919 Paris Avenue New Orleans Louisiana 70122  
City State Zip

Telephone: 504-701-4171 Web address: N/A

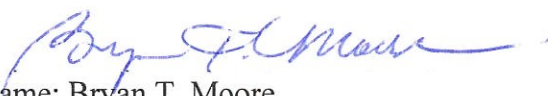
Contact Person: Bryan Moore

Title: President/CEO Telephone: 504 701 4171

Email address: Castlesofdreamsllc@gmail.com

Type of Organization: ☐ Nonprofit ☐ Governmental ☒ Private for Profit ☐ Community-Based

Total Funding Amount Requested for July 1, 2025 through June 30, 2026: \$60,000.00

Proposing Organization Authorized Signature: 

Name: Bryan T. Moore

Title: President/CEO, Castles of Dreams, LLC

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For WDB use only:

Date Proposal Received by FPD WDB: \_\_\_\_\_ Time: \_\_\_\_\_



## **Proposal Narrative- Experience and Qualifications including Organizational Capacity**

### **b.) Proposal Narrative**

#### **i. Experience and Qualifications including Organizational Capacity**

Since July 2020, Castles of Dreams, LLC has over 5 years of experience serving as One Stop Operator (OSO), beginning in Louisiana's Workforce Region 2, where it serves as OSO on behalf of Geaux Jobs-LWDA20. More relevant to this solicitation and proposal, it has served as the OSO on behalf of the First Planning District's Local Workforce Development Board since July 2021, where it has demonstrated effective leadership and ability to bring partners together in a meaningful way.

Over the years, Castles of Dreams has demonstrated its capacity to coordinate the service delivery of core and required partners, as well as other community partners working with the comprehensive and affiliate American Job Centers within St. Tammany, St. Bernard, and Plaquemines Parishes. It has been primarily responsible for the effective coordination and proper alignment of FPD WDB's public and private community resources. These critical resources provide the education, training, and supportive services individuals need to close skills gaps critical to their individual success and the overall success of the local public workforce development system in developing a talent pool of individuals with the requisite education, occupational skills and certifications that align with the immediate and long term human resource needs of employers.

Castles of Dreams' President/CEO, Bryan Moore, has been an exceptional leader in workforce development. He is highly skilled at developing sustainable partnerships, project management, system building, process implementation, management, and training as demonstrated over the past 30 years. Castles of Dreams, therefore, offers all these qualities in its proposal to serve as One Stop Operator for FPD WDB.

The following describes the level of relevant experience, qualifications, and organizational capacity Castles of Dreams, through its President/CEO, will offer FPD WDB if selected to perform the duties and responsibilities outlined in the proposal's Scope of Work:

From 2011 to 2017, Moore served as the Assistant Secretary of the Louisiana Workforce Commission, where he served as State Director of Workforce

Development (OWD). While serving in this capacity, he led efforts to put systems at the state level to increase the capacity of local areas to provide excellent customer service, driving employment throughout Louisiana. By way of example, Moore created partnerships between local public schools and local workforce development boards to effectively engage and support students in Career and Technical Education and other career pathways; facilitated the development of Louisiana's first Combined State Plan under WIOA; integrated Louisiana's Reemployment and Eligibility and Assessment (REA) and Reemployment Services and Eligibility Assessment Programs (RESEA) with Local Business and Career Solutions Center Operations; led team that developed tools to evaluate top occupations in Louisiana; implemented marketing strategies to increase employer engagement, resulting in 27% growth of the state's employer base within a 12-month period, with an increase each year subsequent to its inception in 2013. Moore initiated key partnerships with the Louisiana Department of Education, increasing funding for the state's Jobs for America's Graduates (JAG) Programs-growing from 46 to 103 programs within 12 months; implemented strategies to increase the level of intensive services made available to returning veterans from 3% (June 2011) to 97% (June 2016), resulting in Louisiana's program becoming #1 in the nation in 2015 and 2016; facilitated the development of prominent online tools now available to employer and job seeking customers, significantly reducing the amount of time required to make appropriate job matches; and, created customer focused, customized services at 63 one stop centers statewide through state policy and policy guidance to local workforce areas statewide.

From 2007 to 2011, Moore served as Director of the Mayor's Office of Workforce Development in the City of New Orleans. The New Orleans Workforce Investment Board, now the Workforce Development Board, enjoyed tremendous wins and overall success as a direct result of Moore's leadership, tenacity, and resilience in fighting for resources and opportunities to position people to be successful. In his role as Local Board Director, Moore was responsible for the overall management of the New Orleans Workforce Investment Board (WIB) activities. He developed and effectuated Board Policies and facilitated efforts to ensure WIB compliance with federal regulations and guidance, and state workforce policies.

In keeping with the goal to create regional partnerships to execute workforce strategies, he and his regional partners successfully negotiated and executed a Regional Partnership Agreement between New Orleans and its 7 surrounding Parish Governments (i.e., Jefferson, St. Bernard, St. Tammany, Plaquemines, St. James, St. John, and St. Charles) that collectively makes up the Louisiana's Workforce Region 1;



the first of its kind in Region 1 and what most thought was an impossible undertaking given the political landscape and ideological differences of the electorate in these Parishes. Recognizing the Agreement would be nothing more than words on paper absent a staffing structure to support the goals of this initiative, he further negotiated with LWC to secure \$250,000 annually to hire regional staff to execute the scope of work developed by Region 1- allowing each local area the ability to keep local workforce staff focusing on local initiatives while the regional team implemented regional strategies.

In New Orleans, Moore created the Mayor's Summer Youth Experience under the Nagin Administration, employing 1,600 youth well above minimum wage salaries, and providing academic remediation to an additional 1,000 youth who received \$400 stipends upon successful completion of all academic requirements during their 4-week summer experience. In an effort to eliminate the antiquated lottery process previously used to select up to 1,000 youth to participate in summer work experience in New Orleans, Moore successfully lobbied the New Orleans City Council to secure an additional \$2 million dollars in city funding to have the first summer experience where any eligible youth who would be able to either work or engage in career exploration and academic enrichment experiences while out of school during summer months. This effort significantly increased the number of engaged youths, going from 1,600 to 3,000 in 2011.

Additionally, Moore secured millions of federal and private discretionary funding to leverage formula based WIA workforce funding received via federal appropriations each year. This funding was made available to community organizations throughout Region 1. An example of this effort is \$15 million secured from the United States Department of Labor to engage the services of the National Youth Build and Core Network Organizations to provide capacity building and technical assistance to non profit organizations within the region to provide services aligned with their national models.

The achievements listed above are some of the accomplishments of OWD and JOB1 under Moore's leadership as an appointee of two Governors (i.e., Jindal, Edwards), and Local Board Director as an appointee of two Mayors (i.e., Nagin, Landrieu) in New Orleans. A major contributor to Moore's success in his previous roles is his experience as an effective leader and provider of workforce development services at the local level. It is in this capacity that he delivered similar types of workforce programs and services that he will deliver for FPD WDB.

From 2006 to 2007, he served as Director of the JOB1 Business and Career Solutions Center in New Orleans where Goodwill Industries was awarded a contract to serve as

Operator. Here, he managed the day to day operations of a Comprehensive One Stop Center where he standardized service delivery processes, integrating state and local employees into the first integrated workforce service delivery model in Louisiana. He developed workforce system partnerships to streamline services, improving the customer referral process mitigating duplication of effort, services, and resources. He created new policies to strategically target limited training resources to train people in high demand, high wage occupations as identified by business and industry.

As Deputy Executive Director of the National Center for Urban Communities at Tulane University from 1996 to 2006, Moore worked as an Executive Consultant to the Housing Authority of New Orleans. Here, Moore successfully created and implemented myriad programs and outreach efforts to move public housing residents from dependency to self-sufficiency through counseling, education, job training, placement, and follow-up services. These included resident education and job training initiatives, an annual "Stop the Violence" Campaign designed to bring awareness to the residual impact violence has on inner-city communities and families living in and around public housing; COPS Program to form Community Policing to root out "bad actors" terrorizing public housing residents.

He also managed separate initiatives in this role, the creation and direction of the city's JOB1 Youth Career Center. Under his leadership, the city's WIA Youth Program was recognized by the United States Department of Labor (USDOL) as a National Best Practice for its successful engagement of over 800 in and out-of-school at-risk youth ages 14-21. He also managed a \$5 million dollar federally funded "Welfare to Work" Program on behalf of the City of New Orleans, which was designed to connect and/or reconnect non custodial parents to their children.

It is important to note that all the programs and services described herein began with innovative concepts and ideas but required the work and commitment of many. These efforts required research, trial and error, community buy-in, and, most importantly, collaborative partnerships with commitments to improve the experiences of the end users. Countless hours of preparation and strategic planning took place. Castles of Dreams has principles it believes must be present in order to have the tough conversations necessary to effectuate adaptive change. First, the conversations must be kept honest. Secondly, it is important to attack "issues," not people.

These truths will be echoed repeatedly with Castles of Dreams serving as One Stop Operator on behalf of FPD WDB. To be successful in partnerships, the formation of a WIOA Alignment Group, described more fully in subsequent sections of this proposal, is proposed to be implored to follow Castles of Dreams' 5 "Ps" to success, which are:



**Present, Prompt, Prepared, Participate, and Produce.** Castles of Dreams has been able to get FPD WDB's Local Workforce Board's MOU Partners on board in embracing this concept and will continue growing and strengthening relationships and collaborative efforts if allowed to continue as OSO.

## **ii. Service Strategy for One-Stop Operator Role**

As the central "Point of Contact" to facilitate communication amongst partner agencies, Castles of Dreams will deploy an array of strategies in the fulfillment of the Scope of Work as described in the RFP. WIOA, as currently enacted, places strong emphasis on planning across multiple partner programs to ensure proper alignment of shared services to shared customers, using shared resources to the greatest extent feasible. The development of effective partnerships across programs and community-based organizations providing vital services to individuals and employers, providing education, employment via career pathways and training to individuals and talent development to close skills gaps for employers.

Career pathways are an effective strategy that allows individuals to succeed in an environment that considers their current skills levels, providing them with a service structure that is appropriate for them to advance within an occupation, or occupational cluster, not just a job! To this end, it is vital to have WIOA core (i.e., WIOA Titles I, II, III, and IV) and one stop partner programs work in tandem to ensure a customer centered approach to service delivery.

Maintaining solid relationships with all existing workforce partners while creating new partners to fill any gaps that may exist will be a focus for Castles of Dreams as One Stop Operator. Meaningful partnerships require sharing of resources, consensus building, trust, and a mutual understanding of the roles and responsibilities of each partner. To borrow an old cliché, "the left hand must know what the right hand is doing." Otherwise, partnerships will not be coordinated properly, increasing the likelihood of duplication of effort, continued silos, and ultimate frustration of partners which results in poor customer service. Since serving as OSO with FPD-LWDA10, Castles of Dreams has been an effective "coach" to MOU partners on the need to share resources and services for shared customers of the partners.

A huge advantage to Castles of Dreams continuing as One Stop Operator is it will be able to hit the ground running on Day 1 based on its President/CEO having an extraordinary knowledge of all aspects of the Public Workforce System at all levels and the professional relationships and mutual respect that have been established over the years. Experience as a WIA Youth Director, Local Area Coordinator, Workforce Investment Board (WIB) Director, Assistant Secretary/State Director of the Office

Workforce Development at the Louisiana Workforce Commission, and OSO in 2 LWDA's provides extensive experience bringing groups and agencies together; groups and agencies that oftentimes are not perfectly aligned and may have separate goals and objectives but have shared customers. This includes state and local governmental agencies, non-profits, community-based organizations, faith-based organizations, and private sector businesses. This is detailed more fully in response to (b)(i) herein.

Within the first 90 days following contract execution, Castles of Dreams proposes conducting comprehensive internal assessments of program staff and the overall operations occurring at the point of services to customers: FPD WDB's Comprehensive and Affiliate Career Centers

- ▶ MOU Partner Incentives: develop annual WIOA MOU Partner Awards with established criteria agreed upon by the consensus of the MOU Partners.
4. **Coordinate Access to Virtual Resources at Appropriate Partner Locations, Libraries, and other points within the 3-Parish Area (1<sup>st</sup> 90 Days)**
- ▶ Create a comprehensive inventory of partner locations within the 3-Parish Area
  - ▶ Determine where virtual access is currently available; identify potential locations that may serve as access points to virtual resources; assist potential partner locations to gain capacity to provide virtual access to resources where access is currently unavailable, negotiate and execute MOUs with appropriate partner locations where MOUs do not currently exist, create customer and partner messaging to ensure citizens and community partners are aware of existing and newly created partner locations, ensure partner locations are consistently listed, and current, on the FPD WDB Website; ensure other partners market these locations through their respective mediums to convey information to the public, and include as a provision in MOUs; and
  - ▶ Develop additional marketing strategies to increase foot traffic at the appropriate locations to access resources.
5. **Assist with the Development of Standard Operating Procedures (SOPs) for the FPD WDB Centers**
- ▶ Develop Draft FPD WDB Center SOPs; submit draft to the FPD WDB Executive Director for discussion and final approval of the FPD WDB.
  - ▶ Disseminate final SOPs to FPD WDB Career Center Partners, conduct comprehensive training on final SOPs to FPD WDB Center Partners, Managers, and Staff; and

- ▶ Conduct training on SOPs to new partners as they become official partners of the FPD WDB Local Workforce Partnership.
6. **Assist with Provisions of High-Quality Business Services**
- ▶ Market Business Services that are available to employers to employer organizations (e.g., local Chambers) in each parish; conduct direct outreach to targeted employers in each parish.
  - ▶ Promote FPD WDB Career Centers as extensions of employer Human Resources Departments; ensure employers are educated on the array of services to both employers and job seekers. Employers with understanding of services to job seekers are more likely to give strong consideration and preference to job seekers referred by the Local One Stop System; identify a Central Point of Contact with employers whenever possible; develop a seamless referral process; offer all employer-based services available to employers and allowable under WIOA. This includes employer based training such as OJI, Work Experience, Registered Apprenticeships, and Transitional Jobs, Customized Training, Incumbent Worker Training, and any special initiatives.
  - ▶ MOU Partner Incentives: develop annual WIOA MOU Partner Awards with established criteria agreed upon by the consensus of the MOU Partners.
4. **Coordinate Access to Virtual Resources at Appropriate Partner Locations, Libraries, and other points within the 3-Parish Area**
- ▶ Create a comprehensive inventory of partner locations within the 3 Parish Area; determine where virtual access is currently available; identify potential locations that may serve as access points to virtual resources; assist potential partner locations to gain capacity to provide virtual access to resources where access is currently unavailable, negotiate and execute MOUs with appropriate partner locations where MOUs do not currently exist; and
  - ▶ Develop additional marketing strategies to increase foot traffic at the appropriate locations to access resources.
5. **Assist with the Development of Standard Operating Procedures (SOPs) for the FPD WDB Centers**
- ▶ Develop Draft FPD WDB Center SOPs; submit draft to the FPD WDB Executive Director for discussion and final approval of the FPD



WDB.

- ▶ Disseminate final SOPs to FPD WDB Career Center Partners; conduct comprehensive training on final SOPs to FPD WDB Center Partners, Managers, and Staff; and
  - ▶ Conduct training on SOPs to new partners as they become official partners of the FPD WDB Local Workforce Partnership.
6. **Assist with Provisions of High-Quality Business Services**
- ▶ Market available Business Services to employer organizations in each parish; conduct direct outreach to targeted employers in each parish.
  - ▶ Promote FPD WDB Career Centers as extensions of employer Human Resources Departments; ensure employers are educated on the range of services to both employers and job seekers.
  - ▶ Establish relationships with employers to seek opportunities for job seekers that are referred by FPD WDB to receive strong consideration on their employment applications wherever possible
7. **Assist with Provision of High-Quality Youth Services**
- ▶ Identify all providers of services to WIOA eligible in-school and out-of-school youth in the 3-Parish Area; and
8. **Promote Adoption of Creative and Innovative Methods and Best Practices in the Delivery of Required Services**
- ▶ Conduct ongoing research of national promising and best practices, share results of research to all MOU Partners at regularly scheduled partnership meetings; challenge MOU Partners to implement innovative methods and best practices in the delivery of services.
  - ▶ Public recognition and awards to WIOA Partners implementing best practices, with established criteria for awards as established by the MOU Partnership and approved by the FPD WDB; and
  - ▶ Highlight WIOA Partner successes and recognitions in Quarterly Newsletter.
9. **Assist with training and utilizing the required HIRE data management system for all data entry by staff**
- ▶ Ensure HIRE access is granted to appropriate staff, with the appropriate level of access based on their roles.
  - ▶ Facilitate quarterly HIRE training, or more frequently as needed.
  - ▶ Facilitate HIRE training immediately upon implementation of new, or modified, features
10. **Increase Customer Satisfaction by developing flows and processes that are driven by feedback from both employers and job-seeking customers**
- ▶ Develop Customer Satisfaction Surveys for both employers and job seekers; encourage customers to complete surveys at various points of service; review

results of surveys at least weekly; share survey results with the FPD WDB Executive Director at regular meetings and **WIOA** Partners at Partners Meetings; invoke continuous improvement strategies using survey results-both compliments and complaints- from customers.

- ▶ Place survey results and customer testimonies in conspicuous locations of FPD WDB Centers when feasible; and
- ▶ Promote Customer Satisfaction Surveys by placing them on FPD WDB Website and Quarterly Newsletter.

#### **11. Service Strategy for Core Community Partner Relations (1<sup>st</sup> 90 days)**

Maintaining viable, *trusting, relationships* with community partners will be vitally important in building a sustainable local workforce system. This requires leadership to create a high trust environment. Relationships at all levels are predicated on parties to those relationships having mutual trust. Castles of Dreams has demonstrated capacity to organize people and organizations with common goals to work together on behalf of the community they serve.

It also requires partners to have clear roles and responsibilities; understanding "who" is responsible for doing "what"; "when". In short, it means being organized in the delivery of services with all partners supporting one another in all aspects (e.g., resource sharing) of service delivery.

Castles of Dreams proposes the formation of a Workforce Alignment Group. The composition of the Workforce Alignment Group will include all organizations that are part of Louisiana's State, Regional, and Local (LWDA IO) Workforce Plans.

The Workforce Alignment Group will promote workforce programs within the 3-parishes and facilitate capacity building within the local workforce system to strengthen the coordination of services through cross agency training and service integration. More about this aspect of the Workforce Alignment Group will be discussed when describing the role of the Professional Development and Technical Assistance Committee

It is proposed that the Workforce Alignment Group be structured as part of the FPD WDB as a Standing Committee. This determination will be made by FPD WDB Leadership. Castles of Dreams will agree to spearhead the creation of the Workforce Alignment Group. This will include:

- ▶ Inviting **WIOA** Local Plan Partners to begin the process of forming the group, expanding to other members of the workforce partnership, in short phases, once the group has gained traction.
- ▶ Establish sub-committees of the Workforce Alignment Group, with a consensus of the full body. Sub-committees recommended by Castles of Dreams include Executive, Communications (Quarterly Newsletter creation), Policy, Data and Dashboard, and Professional Development and Technical Assistance Sub-Committees.
- ▶ Clearly defined roles will be established for each sub-committee.
- ▶ Workforce Alignment Group Sub-Committees will meet monthly, reporting to the Alignment Group bi-monthly, and
- ▶ Workforce Alignment Group will provide written and oral reports to FPD WDB at the request and direction of the FPD WDB Chair.

While all Workforce Alignment Group Sub-Committees are important, the Professional Development and Technical Assistance Sub-Committee has a critical role. In addition to other duties that will evolve organically, the chief purpose of this sub committee is to:

- ▶ Facilitate capacity building within the local workforce system to strengthen the coordination of services and continuous improvement.
- ▶ Creation of a comprehensive glossary of common terminology used in a local workforce development system (i.e., "WIOA-Speak"). This will be a living, breathing document to be used by comprehensive and affiliate center staff as a desk aide when serving WIOA customers; and
- ▶ Ensure cross-training of partner agency staff to ensure service integration of programs and services into a seamless delivery system.

Castles of Dreams will provide leadership and guidance to the Professional Development and Technical Assistance Sub-Committee to create a comprehensive training plan. The training plan will take a blended approach, incorporating eLearning, written practice, and instructor-led reinforcement of key skills and behaviors. Instructor-led sessions will be a half day in duration and will take place throughout FPD WDB's 3-parish area. Committee members will be strongly encouraged to participate in all development and facilitation activities.

The Professional Development and Technical Assistance Sub-Committee



Composition should include, minimally:

- ▶ **Title I Programs operated by FPD WDB- Centers.** This includes WIOA Adult, Dislocated Worker, and Youth Programs.
- ▶ **Wagner-Peyser; Employment Services provided by LWC under the functional supervision of FPD WDB- Centers.**
- ▶ **Adult Education-Administered** by LCTCS.
- ▶ **Unemployment Insurance-Administered** by LWC.
- ▶ **Louisiana Rehabilitation Services/LRS-** Services to citizens with disabilities, including Adaptive Technologies.
- ▶ **Department of Children and Family Services-TANF** and SNAP E&T; and
- ▶ **St. Tammany Community Action Area-** Services to root out poverty in area communities and other services offered through community action activities.

Additionally, Castles of Dreams will work with the FPD WDB Executive Director in the facilitating efforts to ensure WIOA MOU Partners are contributing equitably to system Infrastructure costs in accordance with WIOA, federal regulations, state, and local policies. This will be effectuated by managing existing Infrastructure Financial Agreements (IFAs). Castles of Dreams will also work closely with each organization's leadership to develop and execute the IFAs to spread the overall cost of doing business, thereby maximizing efficient use of limited resources

Cross-training of MOU partner staff to ensure everyone has an understanding and appreciation of the respective roles, responsibilities, and unique performance outcomes, coupled with co-enrollment of shared customers and cross-referral to increase effective service delivery to customers, is critical to the success of this engagement. While there will be shared responsibility and accountability, there will also be shared success. Partners will be recognized for their individual and collective achievements, celebrating "wins" as defined by the WIOA Local Plan and successful outcomes for customers. The proposed Quarterly Newsletter will highlight individual and collective partner successes. In brief, the success of the WIOA partnership with required and additional partners will increase the success of all customers: adults, dislocated workers, youth, and employers.

## **12. Service Strategy for FPD WDB Collaboration and Compliance**

Castles of Dreams believes it will be the successful respondent to this proposal request, primarily because, through its President/CEO, has decades of experience as a workforce professional at the state and local levels. Not only does he have

experience researching, interpreting, and tracking federal laws, regulations, and guidance letters; state and local laws, policies and procedures, Moore has spent a significant period of his professional career authoring state and local workforce policies in Louisiana.

As Local Area Coordinator and Workforce Board Director at the JOB1 Business and Career Solutions Center in New Orleans and Assistant Secretary at the Louisiana Workforce Commission, he has written local policies for the operations of career centers; the New Orleans Local Workforce Investment Board; and statewide operations of LWC's Office of Workforce Development. Moreover, Moore has read and interpreted volumes of federal laws, including WIA/ WIOA, as well as the Federal Code of Regulations (CFRs) regulating programs administered by USDOL and HUD. Not only has Moore been responsible for providing oversight, technical assistance and guidance, and monitoring of Local Workforce Development Areas in Louisiana's 8 Workforce Regions as State Director, he has been responsible for doing the work on the front line. Under his leadership, New Orleans and the State of Louisiana met or exceeded the Common Performance Measures under federal laws as required and successfully passed onsite monitoring reviews at the state and local levels without disallowed costs. Castles of Dreams will conduct comprehensive training to managers, staff, partners, community stakeholders, and anyone else interested in learning how the system should work, unpacking complicated rules and regulations governing FPD WDB in a manner and style that is enjoyable and easy to understand.

As a result of Moore's vast experience training workforce staff, workforce boards, community organizations, employers, and others through both short-term and comprehensive training, as well as serving as USO in this local area the past 4 years, Castles of Dreams has exactly what FPD WDB is seeking to provide leadership, technical assistance and training to Center staff and partners.

Castles of Dreams will spearhead efforts to increase participation of employers and community stakeholders throughout FPD WDB's 3-parishes. Often, employers are unaware of the services available through local AJCs. Historically, One-Stop Centers have had a bad rap in the business community. This criticism is based on false beliefs at times. However, it has also been warranted chiefly because the public workforce system has not done a good enough job dispelling misnomers and negative stereotypes of the system overall. Outreach efforts should serve as educational opportunities at every level of engagement. Whether it is collateral material disseminated throughout communities, website, video-scripts, or public appearance, messaging must be

consistent and clear. Castles of Dreams will assist in developing a comprehensive outreach strategy designed to educate and inform broad-based communities including business, faith-based, education, and non-profit communities.

Castles of Dreams will assist FPD WDB in outreach and event coordination to target business sectors in need of job candidates for high demand, high wage occupations via hiring events and "answering the bell" when employers begin responding to outreach efforts.

Blessed to have been able to serve the citizens of Louisiana over the course of the past 30 years and, more specifically, as OSO for FPD WDB the past 4 years, Castles of Dreams is clear that success is predicated on creating and sustaining collaborative partners willing to make the sacrifices necessary to achieve common goals. Compliance with the rules and regulations cannot be taken lightly. It is critical that all partners receiving WIOA and other federal funds are held accountable for managing funds appropriately. Understanding the eligibility and reporting requirements must be ensured through ongoing training and continuous monitoring for compliance purposes.

In the end, the goal of Castles of Dreams is to provide excellent services to its customer: FPD WDB. It will lead by example, imparting wisdom to FPD WDB Center Leadership, staff, and system partners through facilitated guidance, technical assistance, and follow-up. The intent of Castles of Dreams is to lead by example, teach, and empower. Castles of Dreams will enact capacity building and empowerment strategies to enable others to replicate the level of quality in training that is expected...excellence! Training will be developed with the end-user in mind. "What will the trainees **know**, or be able to do, at the conclusion of training" is the guiding principle to developing training objectives and will be utilized at all times to ensure proper training preparation and delivery.

Castles of Dreams stands ready for the opportunity and honor of continuing to provide One Stop Operator Services for the First Planning District Workforce Development Board, representing the parishes of Plaquemines, St. Bernard, and St. Tammany in the great State of Louisiana.





Attachment B

**PROPOSED BUDGET**

Summary of Line-Item Costs	WIOA Funds	Proposer Contribution (Not required)	Total Cost
<b>Personnel – Salaries (list positions)</b>			
a) Professional Service Fees	\$60,000.00		\$60,000.00
b)			
<b>Personnel – Fringe (list each fringe benefit separately)</b>			
a) N/A			
b)			
c)			
d)			
e)			
<b>Travel</b>			
N/A: Travel costs are covered by monthly Professional Service Fee			
<b>Telephone</b>			
N/A: Telecommunications costs are covered by monthly Professional Service Fee			
<b>Supplies</b>			
<b>Other (Please list)</b>			
a) N/A			
b)			
c)			
<b>Administrative, if applicable (Please list)</b>			
a) N/A			
b)			
c)			
<b>TOTAL COSTS</b>	\$60,000.00		\$60,000.00

iv. **Budget Narrative** (Not included as part of the page count)

**Personnel-Salaries (Professional Services Fee)** - Castles of Dreams, LLC is solely owned and operated by Bryan Moore. This budget line item, in the amount of **Sixty Thousand {~~\$60,000.00~~} Dollars**, reflects the total amount, per annum, to be paid directly to Castles of Dreams, LLC for Professional Consulting Services to be provided in the performance of the Scope of Work as described in the Request for Proposal for One-Stop Operator Services on behalf of First Planning District Workforce Development Board.

Castles of Dreams, LLC shall submit monthly invoices, along with the required support documentation, at a flat rate of Five **Thousand {~~\$5,000.00~~} Dollars** each month to for services rendered. Monthly invoices shall be submitted in accordance with the specifications as set forth in the executed Agreement between Castles of Dreams, LLC, and First Planning District Workforce Development Board.

Total costs charged by Castles of Dreams, LLC monthly for the provision of Professional Consulting Services pursuant to an executed Agreement include covered costs contemplated in Attachment B of the Request for Proposal, including costs associated with travel, telephone, supplies, insurance, equipment, and contract management.



## ASSURANCES AND CERTIFICATIONS

The following assurances and certifications will be made a part of any resulting contract from this solicitation and Respondents must agree to each item below.

1. The individual signing this proposal is authorized to submit the proposal on behalf of their agency/organization.
2. The Contractor assures and certifies that services funded through a contract with FPD WDB shall be administered in full compliance with applicable federal, state and local laws, regulations and policies. These include, but are not limited to:
  - maintaining records that accurately reflect actual performance
  - maintaining record confidentiality, as required
  - reporting financial, participant, and performance data, as required
  - complying with Federal and State non-discrimination provisions
  - meeting requirements of Section 504 of the Rehabilitation Act of 1973
  - meeting all applicable labor laws, including the Child Labor Law standard
3. The Contractor shall establish and maintain an auditable financial system, in accordance with recognized accounting practices, with the Act and Regulations, and with State and local requirements on fiscal and programmatic reports.
4. The Contractor must be able to demonstrate that they are fiscally solvent
5. The Contractor certifies that it will provide a drug-free workplace, as required by Federal law.
6. Any representative/agent of the WDB who participates in the expenditure of WIOA funds shall perform his/her duties in a manner consistent with their obligations to the WDB and in accordance with sound business practices. In complying with these requirements, representatives/agents shall refrain from:
  - a. Solicitation or acceptance of gratuities, favors, or anything of monetary value, from contractors, potential contractors, or parties to sub-agreements
  - b. Participation in awards or administration of contracts to firms in which the member, officer, staff or representatives/agent or his/her immediate family has a financial or other interest.
  - c. Any representative/agent, who is a paid consultant, or who has a relative who is a paid consultant (as defined in A R S 38-502) for any provider which currently transacts business with the WDB is prohibited from participating in a decision process which may lead to the award of a contract involving such firm.

  
Authorized Signature/Date

April 3, 2025

Bryan T. Moore, President/CEO

Typed Name and Title





### CERTIFICATION REGARDING DEBARMENT/SUSPENSION

This certification is required by the regulation implementing Executive Order 12549, Debarment and Suspension 29 CFR Part 98, Section 98.510, Participants' responsibilities.

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
  - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgement rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) Are not presently indicated for or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause of default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Castles of Dreams, LLC

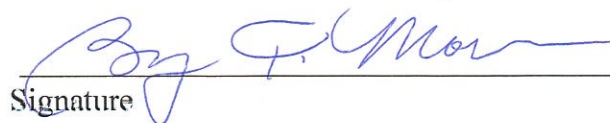
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Name of Applicant Organization

Bryan T. Moore

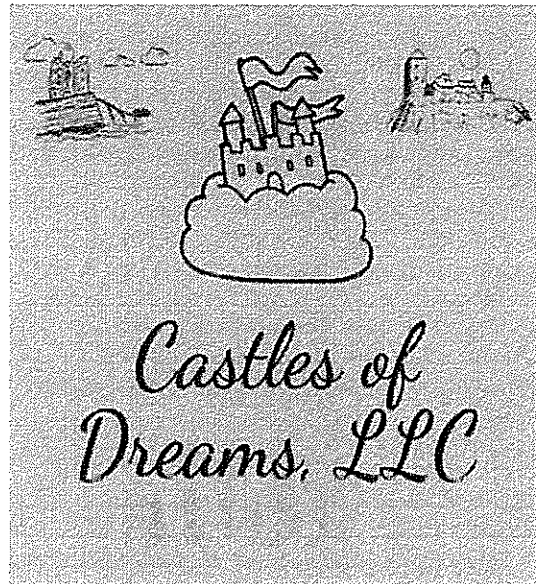
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Name and Title of Authorized Representative

  
Signature

  
Date

# Organizational Chart



**Bryan Moore**  
**President/CEO**

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# BRYAN MOORE

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5919 Paris Avenue, New Orleans, LA 70122 ♦ C:504-701-4171 ♦ [bmoe1906@icloud.com](mailto:bmoe1906@icloud.com)

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## PROFESSIONAL SUMMARY

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Exceptional leader talented at developing sustainable partnerships, project management, and system building. Technically-savvy with outstanding relationship building, training, presentation, and leadership skills. Motivated leader with solid experience managing all levels of large-scale projects, including change management, administration, and board development. Proven ability to successfully navigate complex organizational structures while working with all levels of management and employees will increase the ability to quickly analyze the current environment and provide guidance on to transition to a more forward-thinking workforce strategy which focuses on providing career services that directly relate to the specific needs of people and employers.

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## SKILLS

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- Project management
- Team leadership
- Process implementation
- Team liaison
- Strong facilitation skills
- Ability to navigate political landscape (local, state, and federal)
- Strong verbal and written communication skills
- Project Implementation
- Data management
- Risk management processes analysis
- Staff development
- Capable of working in fast-paced, entrepreneurial environment

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## RELEVANT WORK HISTORY

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Deputy Assistant Secretary 2, 02/2017 to 05/2017  
Louisiana Workforce Commission  
State of Louisiana · Baton Rouge, Louisiana

- Served as advisor to Director with the responsibility of directing, coordinating, evaluating, and analyzing a wide variety of diverse and complex policies and procedures
- Performed high level executive program reviews relative to agency policies and management
- Liaison to high level officials in federal, state, and local governments, and private industry relative to agency programs, goals, and mission
- Designated work assignments of managers statewide
- Streamlined budgets and operational plans to improve efficiency
- Managed hiring, promotional, and disciplinary processes

- Developed budgets, plans, and creates modifications and adjustments to operational programs
- Forecast budget balances and expenses for projects, including timing and availability of additional resources

Assistant Secretary, Office of Workforce Development, 08/2011 to 01/2017

Louisiana Workforce Commission

State of Louisiana – Baton Rouge, Louisiana

- Created partnerships between local public schools and local workforce development boards to effectively engage and support students in Career and Technical Education and other career pathways
- Facilitated the development of Louisiana's Combined State Plan under the Workforce Innovations and Opportunities Act of 2014 (WIOA)
- Facilitated partnerships to develop career pathways in high demand, high wage occupations
- Integrated Louisiana's Reemployment and Eligibility Assessment (REA) and Reemployment Services and Eligibility Assessment Programs (RESEA) with Local Business and Career Center Operations
- Assisted in creation of tools to evaluate top occupations in Louisiana
- Implemented marketing strategies to increase employer engagement, resulting in 27% growth of employer customer base within a 12 month period, and increasing each year since its inception (2013)
- Initiated key partnership with Louisiana Department of Education, increasing funding for Jobs for America's Graduates (JAG) Programs in Louisiana, moving from 46 to 103 programs within a 12 month period
- Developed prominent online tools available to both employer and job-seeking customers, significantly reducing the amount of time to make appropriate job matches
- Designed strategy to engage high school dropouts to re-engage in education and training opportunities
- Developed agency policies to transform workforce development efforts from supply-driven to a demand-driven system
- Developed new process for employee evaluation, resulting in marked performance improvements
- Automated Work Opportunity Tax Credit (WOTC) Program Certification process, eliminating 7-year backlog of employer tax credit application from 158,000 to 0 within 12 months
- Increased level of intensive services made available to returning veterans from 3% (June 2011) to 97% (June 2016), resulting in program becoming #1 in the nation in 2015 and 2016
- Facilitated numerous partner engagements to build consensus and achieve project goals within prescribed timelines and budgets
- Created customer-focused, customized services at 63 one stop centers statewide, resulting in over 484,000 people obtaining employment

Director, Mayor's Office of Workforce Development, 05/2007 to 08/2011

City of New Orleans – New Orleans, Louisiana

- Responsible for overall management of New Orleans Workforce Investment Board (WIB) activities
- Successfully developed and implemented board policies
- Facilitated efforts to ensure WIB compliance with federal regulations and state policy
- Successfully negotiated and executed a Regional Partnership Agreement between New Orleans and its 7 surrounding parish governments
- Created Mayor's Summer Youth Experience, employing 1,600 youth, providing academic remediation to an additional 1,000 youth each summer. Increased number of youth employed during summer months from 1,600 to 3,000 in Summer, 2011



- Secured and managed millions of federal dollars in discretionary funding to leverage workforce dollars available in the community
- Provided funding to public high schools, community and technical colleges, and non-profit organizations to support career and technical education and career readiness initiatives for in and out-of-school youth
- Successfully supported employer-based training for in-school and out-of-school youth through the use of WIA formula funding and effective employer engagement

Director, JOB1 Business and Career Solutions Center, 03/2006 to 05/2007  
Goodwill Industries of Southeastern Louisiana – New Orleans, Louisiana

- Managed day to day operations of Comprehensive One Stop Center
- Standardized service delivery process, integrating state and local employees into a single service delivery model
- Successfully placed youth and adults into job training and employment
- Developed partnerships to improve customer referral process and avoid duplication of effort and resources
- Designed programs to address significant barriers to education and employment opportunities for youth and adults
- Implemented marketing strategies to enhance community awareness of program services available
- Developed new policies to strategically target limited resources for training to prioritize training in high demand occupations as identified by business and industry

Deputy Executive Director, National Center for Urban Communities, 04/1996 to 03/2006  
Tulane University – New Orleans, Louisiana

- Worked with university professors and administrators to create the Tulane-Xavier National Center for Urban Communities
- Successfully created and implemented programs and outreach efforts to move public housing residents from dependency to self-sufficiency through counseling, education, job training, job placement, and follow-up services
- Successfully managed federally-funded "Welfare to Work" Program under contract with City of New Orleans
- Created and directed City of New Orleans Youth Career Center, including design, development, and implementation of workforce training programs for New Orleans Youth ages 14-21
- Youth program recognized by United States Department of Labor (USDOL) as a National Best Practice for engaging urban, at-risk youth
- Responsible for creative design of prominent projects to connect youth to work-based learning opportunities such as Pre-apprenticeship, Registered Apprenticeship, on-the-job training, summer employment, and internship opportunities
- Performed initial client assessment and analysis to begin research process

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## EDUCATION

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J.D.: Common Law Curriculum,  
Tulane University School of Law – New Orleans, Louisiana

Bachelor of Arts: Sociology  
Dillard University – New Orleans, Louisiana

Executive Leadership and Management Certification  
Harvard University- John F. Kennedy School of Government  
Cambridge, Massachusetts

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## ACCOMPLISHMENTS

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- **Project Development**

Collaborated with Governor's Workforce Cabinet in development of Louisiana Star Jobs, an online job matching and career guidance tool

- **Project Development**

Created Cooperative Endeavor Agreement to engage high school dropout in 19 Public School Districts in Central and Northern Louisiana

- **Project Management**

Project lead on cross-cutting agency initiatives to improve business climate, provide excellent customer service, and foster employee engagement

- **Supervision**

Supervised team of 11 managers

- **Supervision**

Served as Appointing Authority for 486 employees statewide

- **Project Development**

Worked directly with Louisiana Workforce Investment Council to develop Craft Skills plan

- **Leadership Development**

Successful completion of Executive Leadership and Management Training at Harvard University's J.F. Kennedy School of Government ('08)



## WDB By-Laws Suggested Changes

Submitted by the Executive Committee

April 23, 2025

1. Page 2, Article II: Deleted C: Identifying eligible training providers and youth providers, including awarding competitive grants/contracts; **We do not do this any longer**
2. Page 5, Section 3, Membership Terms: Deleted original E – Board members may be reappointed for a maximum of two (2) additional terms with service not to exceed a total of three (3) terms. **We are recommending no term limits for any member. Based on natural attrition, we have sufficient turn over. We also added E. Members are required to attend a minimum of two (2) quarterly meetings in any given 12 month period.**
3. Page 6, B: reasons a board member may be removed from the board; **We added Missing two (2) or more quarterly meetings in any 12-month period**
4. Page 7, original says as a board we should have a Chairperson and Vice Chairperson; **We changed this to read: The board's officers shall consist of a chair and by consideration of the board, may elect a vice-chair, both to be elected by a majority vote of the membership.**
5. Page 10, Conflict of interest, 3<sup>rd</sup> to last bullet: **Removed verbiage about certification of any eligible providers**
6. Pages 11, 12 & 13, Committees: **We are recommending 4 standing committees: Executive, Business Engagement, Community Development and Development; The Board Chair will appoint a chairperson to each of those committees and each board members will volunteer for a committee. Committee meetings may be held as often as needed and meetings can be virtual. There are lists of responsibilities for each committee within document.**
7. Page 14, Staff support: Added in **"if possible"** to providing administrative/clerical support.

**By - Laws**

Revised and Approved April 23, 2025

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**ARTICLE I – ESTABLISHMENT**

The name of the organization shall be the First Planning District Workforce Development Board (WDB) of Plaquemines, St. Bernard and St. Tammany Parishes. Through a Multi-jurisdictional Agreement enacted between the three parishes, the St. Tammany Parish Government will serve as the Chief Elected Official (CEO) to the Board. The Agreement also identifies the St. Bernard Parish Government as the Administrative Entity/Grant Recipient of all WIOA related funds.

**ARTICLE II – PURPOSE AND RESPONSIBILITIES**

The Workforce Development Board is established in compliance with the Workforce Innovation and Opportunity Act (WIOA) of 2014 (Public Law 113-128). The Board will serve as a strategic convener to promote and broker effective relationships between the CEO, economic development, education and workforce partners. It is with this vision and in partnership with the CEO, that the Board is responsible for the following activities as stipulated in the law:

- A. Developing the four (4) year local Workforce Development Plan and conducting oversight of the One-Stop system and employment and training activities (including youth), under Title I of the WIOA of 2014;
- B. Procuring and selecting the One-Stop system operator with the agreement of the Chief Elected Official;
- C. Developing policies to ensure effective services through the Career Centers and to accomplish the objectives of WIOA;
- D. Preparing a budget for the purpose of carrying out the duties of the WDB, subject to the agreement of the Chief Elected Official;
- E. Negotiating and reaching agreement on local performance measures with the Chief Elected Official and the Governor;
- F. Conducting workforce research and regional labor market analysis, including leading career pathways development;
- G. Coordinating workforce investment activities with economic development strategies and developing employer linkages to promote industry sector partnerships;
- H. Identifying and promoting promising practices to meet the needs of employers;

## **FIRST PLANNING DISTRICT**

### **WORKFORCE DEVELOPMENT BOARD**

I. Carrying out regional planning responsibilities required by the State and in accordance with WIOA; and

J. Convening, brokering and leveraging local stakeholders to build system capacity, including developing Memorandum's of Understanding.

The WDB may establish other functions, in related areas, as determined by the Board or required by law.

The WDB will conduct business in an open manner as required by state and federal laws, by making available to the public, on a regular basis through open meetings, information concerning the activities of the Board. This includes information regarding the local plan prior to submission of the plan; information about membership; the development of significant policies, interpretations, guidelines and definitions; the designation and certification of the Career Centers, and the award of grants or contracts to eligible providers of youth activities; and, on request, minutes of formal meetings of the Board.

## **ARTICLE III – MEMBERSHIP**

### **Section 1. Composition**

The WDB's membership shall be generally representative of the population of the service area and shall be based on the diversity of the economic and demographic composition of the tri-parish area to assure equitable representation. The membership of this WDB shall include members from the private and public sectors and conform to the requirements as issued by the State of Louisiana and the U.S. Department of Labor under the WIOA. A majority of the members shall be from the private sector. All members of the board must have optimum policy making authority within the organizations, agencies, or entities they represent.

Pursuant to applicable law, the Board shall include members from the following categories:

- A. **Representatives of Business-** WIOA Section 107 (b)(2)(A): Are owners of businesses, chief executives or operating officers of businesses, or other business executives with optimum policymaking or hiring authority; represent businesses that provide employment opportunities in demand industry sectors. Business members shall represent a combination of small, medium and large employers who reflect the local labor market. Employers serving on the Board should

communicate the emerging workforce needs of employers in their high-growth, in-demand sectors to the Board.

- B. **Representatives of the Workforce-** WIOA Section 107 (b)(2)(B) A minimum of 20% of the members of the WDB: Shall include representatives of labor organizations and joint labor-management apprenticeship programs; representatives of community-based organizations with demonstrated experience and expertise of individuals with barriers to employment; and representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of WIOA eligible youth.
- C. **Representatives of Education and Training Activities-** WIOA Section 107 (b)(2)(C): Shall include one (1) representative from institutions of Higher Education providing workforce investment activities with priorities on community colleges; and one (1) representative of eligible providers administering adult education and literacy activities.
- D. **Representatives of Governmental and Economic and Community Development-** WIOA Section 107 (b)(2)(D): Shall include the following representatives:
  - One (1) Economic Development representative,
  - One (1) Wagner-Peyser representative;
  - One (1) Vocational Rehabilitation representative; and
  - One (1) Department of Children and Family Services representative.
- E. **Optional members-** WIOA Section 107 (b)(2)(E): May include individuals representing other programs/organizations such as: agencies administering programs relating to transportation, housing and public assistance; philanthropic organizations; other entities the CEO may determine to be appropriate

Section 2

Nominations and Appointments to Board

The CEO will appoint all members of the board in accordance with the requirements as issued by the State of Louisiana and the Workforce Innovation and Opportunity Act.

- A. The CEO, or their representative, will contact appropriate entities in the state, region, and local area to solicit nominations. Vacancies will be filled in the same manner as original appointments.
- B. Private sector appointments shall be made from among nominees solicited from state/regional/local business organizations and business trade associations (e.g. Chambers of Commerce, Economic Development Agencies, etc.)

## **FIRST PLANNING DISTRICT**

### **WORKFORCE DEVELOPMENT BOARD**

- C. Business members shall represent a combination of small, medium and large employers who reflect the local labor market.
- D. Public sector appointments shall be made from among nominees solicited from state/regional/local organizations.
- E. The Local Elected Official of each parish shall be provided with a list of nominees from their respective parish for concurrence. Final approval and certification will be made by the CEO to the WDB.
- F. All nomination forms and appointment letters for members will be kept on file in the WDB office.

#### **Section 3**

##### **Membership Terms**

- A. Members shall be appointed by the CEO for fixed terms and shall serve until their successors are appointed.
- B. Terms will be staggered to ensure only a portion of memberships expire in a given year.
- C. All members whose term expires must be reappointed in order to serve an additional term.
- D. Members are required to attend a minimum of two (2) quarterly meetings in any given 12-month period.

#### **Section 4**

##### **Vacancies**

- A. All appointments to fill vacancies must follow the same process as that used to initially fill the appointment.
- B. New members must be appointed to fill the same category of membership as that in which the vacancy occurred. However, the new members do not have to be from the same organization or company as the members being replaced.
- C. Vacancies resulting from resignations or removal of mandatory members must be filled within 60 days from the effective date of removal.

#### **Section 5**

##### **Termination of Membership**

- A. Although membership on the Board is strictly voluntary, members are expected to give due consideration to the impact of their presence or absence on the Board before voluntarily terminating their membership. Members are encouraged to give a minimum of thirty (30) days notice of their impending resignation.
- B. The CEO may remove any appointed members from the board for cause, including:
  - Misuse of position
  - Failure to disclose conflict of interest
  - Felony conviction while a member of the Board

## **FIRST PLANNING DISTRICT**

### **WORKFORCE DEVELOPMENT BOARD**

- Refusal to perform or gross neglect in performance of Board duties
- Missing two (2) or more quarterly meetings in any 12-month period
- Other causes as may be determined by the CEO

#### **C. Resignations**

- Voluntary resignations shall be those occurring when a member, for his or her own reasons, elects to leave Board membership and gives due notice of such intent.
- Involuntary resignations (de-facto resignations) shall occur when a member misses one-half of the regularly scheduled Board or Board Committee meetings in a twelve (12) month period. An involuntary resignation may be set-aside at the request of the member followed by concurrence from the Executive Committee
- Individuals serving on the WDB who subsequently retire, or no longer hold the position that made them an eligible board member, may not continue to serve on the Board.

#### **Section 6**

##### **Advisory Board Members**

The Executive Committee, at its discretion, may appoint additional Advisory Board members to the board for the purpose of including additional partner agencies and other important stakeholders in board activities, information sharing and utilization of knowledge and expertise from other key leaders in the tri-parish area.

- A. The role of Advisory Board members may include, but not be limited to the following: serve as an advocate for the organization to the community it serves, gather input from/serve as a liaison with relevant constituencies, provide feedback to the organization from the community, provide technical expertise, provide an independent/unbiased sounding board, and assist the Board in determining important activities.
- B. Advisory Board members will be non-voting members and will not engage in decision-making related to Board functions. They will not be held to attendance requirements as that of official Board members.
- C. Advisory Board members will receive all Board related correspondence and be invited to all regularly scheduled meetings throughout the year. Advisory Board members may be invited to sit on Board committees as well.



**ARTICLE IV – OFFICERS**

Section 1            Officers

The Board's officers shall consist of a Chair and by consideration of the Board, may elect a Vice-Chair, both to be elected by a majority vote of the membership.

Section 2            Eligibility for Office

- A. CHAIR – The Chair shall only be selected from among the private-sector members of the Board. The Chair must also have a minimum of one year's experience on the Board.
- B. VICE CHAIR – The Vice Chair shall only be selected from among the private sector members of the Board.

Section 3            Terms of Office

- A. Terms of office for all officers shall be for two years, provided however that officers may serve until their successors are elected or they are reappointed by a majority vote of the membership of the Board to serve an additional term.
- B. Officers and Committee Chairs may serve no more than three (3) consecutive terms in any one capacity, although they may continue as Board members.

Section 4            Duties of Officers

A. CHAIR

- 1. In accordance with the authority normally vested in the Chair of any Board, the Chair shall have the authority and power to preside over all meetings of the Board; to appoint all standing committees and taskforces; to generally perform all duties relative to the Office of the Chair; and to sign all applicable reports, letters, or fiscal documents on behalf of the Board.
- 2. The Board's Chair shall also serve as Chair of the Executive Committee and shall be an ex-officio member of all standing committees and taskforces
- 3. The Board Chair shall appoint the Chairs and Co-Chairs for all standing committees and taskforces.

B. VICE CHAIR

- 1. The Vice Chair shall, at the request of or in the absence of the Chair, perform all duties of the Chair.

## **FIRST PLANNING DISTRICT**

### **WORKFORCE DEVELOPMENT BOARD**

2. The Vice Chair shall assist the Chair in conducting activities of the Board and may serve as the Chair of any standing committee or taskforce.

#### **ARTICLE V – BOARD MEETINGS**

##### **Section 1      Frequency**

The WDB shall hold regular meetings at a date, time and place determined by the Chair and no less than four (4) times per year. Other meetings may be called as needed at the discretion of the Board Chair.

##### **Section 2      Notice of Meetings**

A written or electronic notice of each meeting shall be sent to each member of the Board at least five (5) calendar days prior to the scheduled meeting. The notice shall indicate date, time and place of the meeting. All meetings of the Board shall be publicly announced in advance and open to the public.

##### **Section 3      Rules**

When these Bylaws or State laws pertaining to public meetings do not cover parliamentary procedures, then Robert's Rules of Order, as revised, shall prevail.

##### **Section 4      Quorum**

There shall be a quorum of any meeting of the Board if there is a simple majority plus 1 of the current members present. In the absence of a quorum, no official action shall be taken on any item before the Board.

##### **Section 5      Agenda**

- A. All items of business before the Board shall be placed on the agenda by the Executive Committee at least five (5) days prior to the scheduled Board meeting.
- B. After the Executive Committee finalizes the agenda for any regularly scheduled Board meeting, a copy of the agenda will be electronically transmitted or mailed to each member, along with the meeting notice, at least five (5) days prior to the meeting.
- C. A two-thirds vote of the membership present at any meeting shall be required to waive the order of business as presented in the agenda approved by the Executive Committee or to include additional items for consideration and action by the Board. Items not requiring action by the Board may be added to the agenda with

the Chair's (or his or her designee's) consent at any time during a regularly scheduled or called meeting.

#### **Section 6**

##### **Minutes**

- A. Minutes shall be kept of all meetings, which shall be reviewed, amended, corrected as necessary and approved at the next regularly scheduled or called meeting.
- B. Following approval of the Board, minutes shall serve as the official record of the business transacted at the meetings to which they pertain.
- C. Copies of minutes shall be provided to each member of the Board prior to the next scheduled or called meeting of the Board.
- D. Copies of minutes shall be provided to the general public upon request.

#### **Section 7**

##### **Participation in Meetings**

Participation in meetings shall be limited to members of the Board, the Board's staff and other invited guests and speakers unless or due to:

- A. Agenda items requiring participation from individuals or organizations, or other interested parties having an official or vested interest in an item before the Board
- B. Agenda items before the Board deemed by the Chair to be relevant, material or of a significant interest to the public to warrant comment or input from any member of the public.

Any unscheduled speakers or individuals other than a Board member or the Board's staff must submit a written request to address the Board to the Chair prior to the meeting being called to order.

#### **Section 8**

##### **Public Access to Board Activities**

The WDB will conduct its business in an open manner as required by WIOA Section 107(e), by making available to the public, on a regular basis through electronic means and open meetings, information about the activities of the Board. This includes:

- A. Information about the local plan, or modification to the local plan, before submission of the plan;
- B. List and affiliation of local WDB members;
- C. Selection of One-Stop operator;
- D. Award of grants or contracts to eligible training providers including providers of youth activities;
- E. Minutes of formal meetings of the Board; and
- F. WDB By-laws.

**ARTICLE VI – VOTING RIGHTS AND CONFLICT OF INTEREST**

**Section 1            Eligibility and Responsibility**

Each official member of the Board shall be eligible to cast one vote, and must vote, on any business of the Board, standing or ad-hoc committees/taskforces to which he or she is assigned, unless a conflict of interest, or appearance thereof, exists as outlined in Article VI, Section 2.

**Section 2            Conflict of Interest**

Individual board members have the duty to avoid conflict of interest as it relates to Board issues. Any member who has a conflict of interest shall not solicit or influence any other board member, or have any communication related to same with any other board member or staff. A member of a local board may not-

- Cast a vote or participate in any decision-making capacity on any matter under consideration regarding the provision of services by such member (or by an entity that such member represents); or that would provide direct financial benefit to such member or the immediate family of such member.
- Engage directly or indirectly in any business transactions or private arrangement for profit which accrues from or is based upon his or her official position or authority on the Board.
- Participate in the negotiation of or decision to award contracts or grants, the settlement of any claims or charges in any contracts or grants, or the establishment of any designation of local workforce investment areas or the establishment of any one stop delivery systems, with or for any entity in which he or she has a financial or personal interest
- Represent or act as an agent for any private interest, whether for compensation or not, in any transaction in which the Board has a direct and substantial interest and which could be reasonably expected to result in a conflict between a private interest of the board member and his/her official board responsibility
- Utilize any Board equipment, supplies or properties for his or her own private gain or for other than official designated purposes.

All WDB members must acknowledge receipt of the following documents provided by the State Ethics Board:  
Ethics Board Docket No. 2009-356  
Personal Financial Disclosure "Tier 2.1" (LSA-R.S. 42:1124.2.1)

### Section 3      Abstentions

- A. Any member of the Board with a conflict of interest, or appearance thereof, shall abstain from voting on such matters.
- B. All abstentions due to conflict of interest, or the appearance thereof, shall be publicly acknowledged and recorded in the minutes.

### Section 4      Proxy or Alternates

In keeping with the spirit of the Government in the Sunshine Law, Board members shall not be able to vote at any meetings by proxy, nor shall alternates be permitted to serve or sit as voting members at any meetings.

## ARTICLE VII – COMMITTEES

### Section 1      Committees

The Board shall have four (4) standing committees: Executive, Business Engagement, Community Development and Development. All committees shall have a chair appointed by the Board chair. Additional committees may be created at the discretion of the Chairman and for the purpose of carrying out board activities.

- A. The **Executive Committee** shall be composed of the Board Chair, Vice-Chair and the Past Chair of the Board and other board members at the request of the Chairman. The Executive Committee is charged with the following responsibilities.
  - Recruit potential Board members, and ensure their orientation to the work of the Board
  - Review and recommend committee projects and offer feedback on initiatives.
  - Organize and coordinate committees and taskforces.
  - Create, review and approve full Board agendas
  - Communicate with the community and business leaders.
  - Review and recommend adoption of by-laws, budgets and contracts, and Board policies and procedures.
  - Act on behalf of the full board in emergency situations or between full board meetings with approval of board
  - Recommend policies for wisely investing and leveraging existing resources
  - Pursue additional financial, human and in-kind contributions
  - Identify priorities for allocating resources
  - Approve training providers for inclusion on statewide Eligible



Training Provider List

- Review monthly financial reports as provided by local Administration
- Review and recommend budgets

B. The **Business Engagement Committee** is charged with the following responsibilities:

- Communicate Board purpose and direction to business and community stakeholders
- Create a consistent flow of information to businesses and community
- Collaborate with businesses to engage industry leaders in workforce development solutions
- Broker new relationships with businesses, through various outreach activities
- Create methodology to gather and disseminate information
- Develop standardized messaging and documents for communication purposes
- Gather and analyze existing data from multiple resources
- Identify workforce trends and recommend workforce improvement priorities
- Identify emerging workforce issues and community needs
- Conduct focus groups, survey, studies to collect information
- Align with other business organizations to reduce duplication and encourage resource sharing

C. The **Community Development** is charged with the following responsibilities.

- Develop strategies to address critical workforce challenges facing special populations: youth, veterans, disabled, offenders, public assistance recipients, etc
- Analyze needs and capacity to address those needs
- Recommend programs and services to assist population
- Assist in the coordination of programs and activities for Special populations

D. The **Development Committee** is charged with the following responsibilities:

- Help develop long term goals, objectives and strategies to guide organizations growth and sustainability
- Identify and implement funding strategies, including donor outreach, grant application identification and funding diversification strategies
- Promoting the organizations mission and values within the community and among potential supporters
- Recruiting volunteers who can contribute to development efforts

### Section 2 Committee/Membership

- A. All members shall voluntarily serve on at least one committee.
- B. Each committee shall have a Chair which shall be appointed by the Board Chair.
- C. Membership on committees shall not necessarily be limited to Board members, but may include stakeholders with relevant experience.
- D. The Board Chair is an ex-officio member of all committees, yet his/her attendance shall not be considered in establishing a quorum.

### Section 3 Terms of Membership of Committees

- A. Each Board member shall constantly serve on a committee for the duration of their membership.
- B. The term of membership for any ad-hoc taskforce shall be until abolishment of the committee by the Chair.

### Section 4 Committee Meetings

- A. To the extent possible, or as determined necessary by the Board or Committee chair, each standing committee shall meet on a regularly scheduled basis in order to carry out the committee's responsibilities.
- B. Each committee with current items of business requiring official action by the Board, shall meet sufficiently in advance of the scheduled Board meeting to allow the Executive Committee time to place on the agenda.

### Section 5 Committee Agendas and Minutes

- A. All committee meetings shall have a written agenda, which will be provided to members in advance of the meeting, if possible, and be made available to the public.

## **FIRST PLANNING DISTRICT**

### **WORKFORCE DEVELOPMENT BOARD**

- B. Minutes will be recorded and kept of all committee meetings, which shall be reviewed, amended or corrected and approved or disapproved at the next scheduled meeting of the committee.
- C. Upon approval by the committee, the minutes shall serve as the official record of the business conducted at the meeting to which they pertain.
- D. Copies of the minutes shall be provided to each committee member prior to their next scheduled meeting. Copies shall be provided to the public upon request.

#### **Section 6**

##### **Committee Recommendations and Decisions**

- A. Committees exist as advisory/recommending units to the Board, and have no greater authority than the authority granted by the Board.
- B. Committee recommendations or decisions will be presented to the Executive Committee by the Committee Chair or his/her designee, for inclusion on the agenda for the next scheduled Board meeting.
- C. All committee recommendations must be voted on by the full Board membership at an official meeting. Committees have no authority to make any decisions on behalf of the full Board.

## **ARTICLE VIII – STAFF SUPPORT AND PROFESSIONAL ASSISTANCE**

#### **Section 1**

##### **Staff Support**

The Board and its committees shall be provided administrative, clerical and technical support by the Board's staff, if possible. It shall be the Executive Directors responsibility to assure such support is available, if possible and as necessary or as requested by any Committee Chair.

#### **Section 2**

##### **Professional Assistance**

If determined necessary, the Board may hire professional consultants, including legal counsel, to assist in carrying out its responsibilities.

## **ARTICLE IX – AMENDMENTS**

These bylaws shall only be amended or repealed by an affirmative vote of two-thirds of the membership voting thereon after written information specifying and summarizing the proposed changes has been given to the entire membership. Such written notice shall be made no less than eight (8) days prior to the meeting at which such amendment or repeal is placed on the agenda.

## **FIRST PLANNING DISTRICT**

### **WORKFORCE DEVELOPMENT BOARD**

#### **ARTICLE X – RESOLUTION OF DISAGREEMENT WITH THE ADMINISTRATIVE ENTITY/GRANT RECIPIENT**

In the event of a disagreement between the Board and the Administrative Entity (St. Tammany Parish Government)/Grant Recipient (St. Bernard Parish Government), the Executive Committee shall be empowered to act on behalf of the Board to negotiate the matter to agreement.

#### **ARTICLE XI – ENACTMENT PROVISION**

These bylaws shall become effective upon approval of the Board. Approval for enactment shall require two-thirds vote of the membership voting thereon, after notice to the membership. Said notice shall be made no later than ten (10) days prior to the meeting at which they are placed on the agenda. These bylaws shall not be construed to take precedence over Federal, State or local laws or regulations.

#### **SIGNATURES**

WDB Chairman Signature Mindy Nunez Airhart	WDB Chief Elected Official Michael Cooper
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