

Region One Workforce Development Board Partnership

Serving the Southeast Louisiana parishes of: Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, St. Tammany

July 1, 2020, through June 30, 2024 Region One’s Demand-Driven 4 Yr Workforce Innovation Opportunity Act (WIOA) Plan

Regional Workforce Development Board Partnership Strategic Vision

The four Workforce Development Areas in Region One all share the same vision that incorporates a regional workforce development system aligned with the governor’s statewide vision to provide pathways for all Louisianans to prepare for and secure high-demand occupations that pay family-sustaining wages by creating an environment in which our businesses can grow and our people can prosper. The Region’s Workforce Development Boards (WDB) work together to strategically invest in high growth/high wage industries, leverage funds beyond WIOA dollars, develop systems and not “stand alone” programs, work closely with all One-Stop partners and other entities that can contribute to the development of the workforce, and be proactive, not reactive.

Region One WDB Partnership is a strong advocate of the deep connection between workforce development and economic development goals for attracting, retaining, and growing business and industry. The Region One WDB Partnership seeks to positively contribute to economic development goals through our business services strategies, recruitment processes, and strategic business programs that will benefit the businesses of the region. The Region serves to foster

connections between businesses and the educational community to identify and close skills gaps in order that the current and future workforce needs of businesses are addressed.

The Region One WDB Partnership utilizes the strength of diversity of the key stakeholders that serve on each Workforce Development Board, the broad industry and educational partnerships that extend beyond the Boards, and a strong presence in the business community to continuously identify the workforce challenges, develop innovative strategies and leverage solutions.

As partners, we have continued the development of regional initiatives aligned with the statewide vision through collaborative regional endeavors to address the changing environment as impacted by changing industries, COVID related mass lay-offs, as well as adjusting to the technological advances impacting many industry sectors. This work includes many initiatives, such as regional collaboration to provide customized training, adoption of new technology to better connect to the community residents, regional video to better prepare jobseekers to meet employer needs, joint contracts for services, regional targeted sectors, and many other projects.

Regional Workforce Development Priorities

1. To provide relevant and value-added services to businesses and jobseekers
2. To prepare the workforce to meet the current and future needs of businesses
3. To serve as a center for workforce innovation
4. To promote effective regional alignment, collaboration, and partnerships

The Region believes that setting these overarching priorities will lead to actualizing the governor's statewide vision of "Putting Louisiana First" by creating an environment in which our businesses can grow, and our people can prosper. Ensuring that the services provided to businesses and job seekers are relevant and value-added and will promote a healthier business and workforce environment. Continually assessing the needs of businesses and adapting our strategies to meet those needs allows for nimble workforce system that businesses require. We seek new and innovative ways for service delivery and promote effective collaboration and partnership allowing for the system to develop new best practices that can serve as a model for other areas of the state. It also provides greater chances for attaining leveraged funding through various grant opportunities.

CHAPTER 1: ECONOMIC AND WORKFORCE ANALYSIS – REGIONAL COMPONENT

The "Greater New Orleans Region" is defined as the eight parishes (counties) that make up the 1st Regional Labor Market Area (RLMA 1) or New Orleans Metro Statistical Area (MSA): Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, and St. John the Baptist and St. Tammany. The entire economy is supported by one of the nation's largest port operations and by

the flow of goods through the extensive logistical systems spanning the region, including river traffic and rail lines.

The region is bonded together by the Mississippi River, Lake Pontchartrain, and by resident commuting patterns. In fact, 68% of the region’s workforce commutes outside of their resident parish, but within the region, providing ongoing argument for increasing investments into regional activities and regional strategies. The dramatic regional impact of Hurricane Katrina serves as an additional bonding effect for the region.

97% COMMUTE WITHIN THE REGION. 3% COMMUTE OUTSIDE OF THE REGION
 68% COMMUTE OUTSIDE OF THEIR RESIDENT PARISH, BUT WITHIN THE REGION

Source: US Census Bureau

Table 1 – Population

RLMA 1 - New Orleans | Population

1,280,186 2018 Population 27.3% of State	2.5% Population Growth for the Last 5 Years Expected to grow by 2.1% between 2019 and 2024
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Source: EMSI Covered Employment - 2019.4

Population Trends

Population trends over the past forty years had shown a gradual exodus from Orleans Parish to neighboring suburban parishes, with Jefferson and St. Tammany being dominant recipients of the population growth. However, recent reinvestment efforts have impacted these traditional trends. Most current 5-year projections (2020-2024) indicates a slowing growth rate overall in the region to a rate of 1.5%. Of note, the population will show moderate, but slowing growth in Orleans and St. Tammany parishes to a rate of 3% and St. Bernard parish growth slowing to 6% through 2024. Jefferson, St. John, and St. James are projected to shrink by up to 1%. Jefferson has seen the greatest decline in population starting in 2017 and lead by the outmigration of those age 25-35. Projections 2020 through 2024 point to a similar trajectory and an additional loss of 934 residents.

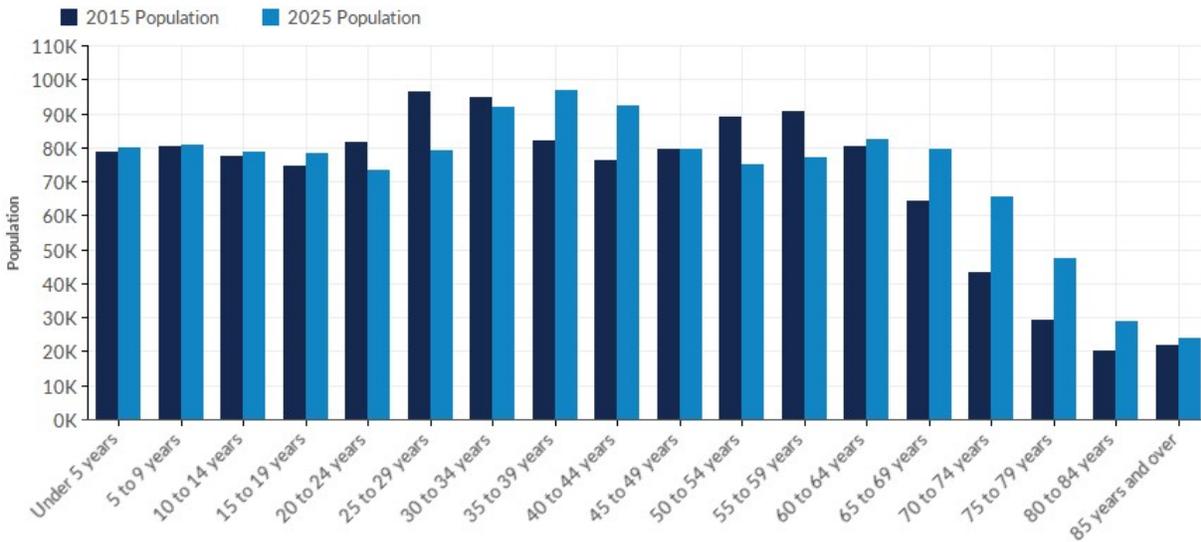
Table 2 – Population Estimates and Projections for RLMA1, including pre- and post-Katrina

Geographic Area	Population Estimates				
	2024 Projections	July 1, 2015	July 1, 2010	July 1, 2005	July 1, 2000
Louisiana	4,704,229	4,683,143	4,545,585	4,497,691	4,468,979
Jefferson Parish	433,336	436,528	432,774	451,652	454,738
Orleans Parish	409,287	397,096	347,989	455,188	483,663
Plaquemines Parish	23,481	23,662	23,116	28,549	26,737
St. Bernard Parish	51,230	46,948	36,796	64,951	66,988
St. Charles Parish	53,019	52,798	52,867	50,116	48,160

St. James Parish	20,590	21,573	22,031	20,740	21,179
St. John the Baptist Parish	42,600	43,190	45,655	45,597	43,151
St. Tammany Parish	264,219	248,604	234,563	217,407	192,179
Region One					
Labor Market Area	1,307,122	1,270,398	1,195,791	1,336,795	1,336,795

Source: US Census

Figure 1 – 2015 – 2025 Population by Age



Source: EMSI Q3 Data Set

Regional Economy Overview

Regional labor market data is collected through the use of data from the Louisiana Workforce Commission, the US Census Bureau, and EMSI, Inc., which is an economic and labor market system that is also used in partnership with Greater New Orleans Inc., New Orleans Business Alliance, Regional Planning Commission, and The Data Center, all regionally contributing partners to a shared data set.

Pre-Covid and as of 2019 the region's population **increased by 2.5%** since 2014, growing by 31,226. Population is expected to **increase by 2.1%** between 2019 and 2024, adding 26,936. From 2014 to 2019, jobs **increased by 2.2%** in RLMA 1 - New Orleans from 608,572 to **621,998**. This change **fell short of the national growth rate of 7.9% by 5.7%**. As the number of jobs increased, the **labor force participation rate increased from 57.0% to 57.6% between 2014 and 2019**. Concerning educational attainment, **17.8% of the selected regions' residents possess a**

Bachelor's Degree (1.0% below the national average), and **5.5% hold an Associate's Degree** (2.5% below the national average). The top three industries in 2019 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Local Government, Excluding Education and Hospitals.

The top revenue producers in the region are Manufacturing (including Petrochemical and Defense), Government, Transportation and Warehousing. The largest employer sectors are Accommodation and Food Service, Government, Retail Trade, and Healthcare and Social Assistance, collectively employing 41% of the total regional workforce. A number of these industries, including Retail, Accommodation, and Food Service have been hit the hardest due to COVID and may see long-term effects not yet fully realized.

The largest non-public employer group, and considered to be a staple of the region, Accommodation and Food Service, employing greater than 79K workers pre-COVID, continues to pay the lowest wages of all sectors. In general, service-based knowledge sectors such as, Healthcare, Accommodation and Food Service, and Educational Services, were expected to be the fastest growing (Jobs) segments of the local economy over the next five years. COVID will result in some changes to those projections.

Table 3 – 2020 Regional Jobs by Industry

RLMA 1 - New Orleans | Jobs by Industry

554,761 Jobs (2020) 0% above National average	2.4% % Change (2020-2024) Nation: +3.9%	\$65,975 Avg. Earnings Per Job (2019) Nation: \$72,623
Establishments (2018)		40,879

NAICS	Industry	2020 Jobs
11	Agriculture, Forestry, Fishing and Hunting	739
21	Mining, Quarrying, and Oil and Gas Extraction	4,634 ■
22	Utilities	2,030 ■
23	Construction	27,966 ■
31-33	Manufacturing	29,898 ■
42	Wholesale Trade	20,711 ■
44-45	Retail Trade	60,035 ■

NAICS	Industry	2020 Jobs
48-49	Transportation and Warehousing	26,360 
51	Information	7,836 
52	Finance and Insurance	17,329 
53	Real Estate and Rental and Leasing	8,578 
54	Professional, Scientific, and Technical Services	31,424 
55	Management of Companies and Enterprises	7,675 
56	Administrative and Support and Waste Management and Remediation Services	33,229 
61	Educational Services (Private)	21,406 
62	Health Care and Social Assistance	74,559 
71	Arts, Entertainment, and Recreation	12,904 
72	Accommodation and Food Services	80,881 
81	Other Services (except Public Administration)	15,294 
90	Government	71,248 
99	Unclassified Industry	66 

Source: EMSI Covered Employment – 2020.3

Table 4 – 2019 Average Earnings by Industry

RLMA 1 - New Orleans | Average Earnings by Industry

\$63,049

Avg. Earnings (2019)

93% of Nation Avg.

NAICS	Industry	Avg. Earnings (2019)
11	Crop and Animal Production	\$72,012 
21	Mining, Quarrying, and Oil and Gas Extraction	\$198,783 
22	Utilities	\$144,363 
23	Construction	\$70,453 

NAICS	Industry	Avg. Earnings (2019)	
31	Manufacturing	\$117,136	
42	Wholesale Trade	\$89,501	
44	Retail Trade	\$35,888	
48	Transportation and Warehousing	\$74,332	
51	Information	\$77,861	
52	Finance and Insurance	\$102,863	
53	Real Estate and Rental and Leasing	\$55,378	
54	Professional, Scientific, and Technical Services	\$92,927	
55	Management of Companies and Enterprises	\$108,165	
56	Administrative and Support and Waste Management and Remediation Services	\$46,888	
61	Educational Services	\$62,171	
62	Health Care and Social Assistance	\$63,834	
71	Arts, Entertainment, and Recreation	\$69,092	
72	Accommodation and Food Services	\$26,897	
81	Other Services (except Public Administration)	\$44,163	
90	Government	\$81,047	
99	Unclassified Industry	\$41,872	

Source: EMSI Covered Employment - 2020.3

Current Regional Employment Trends

Current trends through 2024 include sorting through the impacts of COVID to determine which will be short-term and which will be long-term. Projections and trends are typically based in traditional forecasting methodologies. Due to the conditions of the timing of this regional plan and the timing of data availability it was necessary to use a mixture of data, with the heaviest reliance for projections on the most reliable information with the understanding that an updated analysis will need to be conducted in the near future. Reliable projections are the product of established trends and COVID is still present and therefore an insufficient amount of time has passed to fully speak to all adjustments that should be made.

In July of 2019 the region's unemployment rate was 5.6% and a year later and six months into the pandemic, the region's unemployment rate sits at 11.9% and is working to connect an additional

68,558 people to jobs; 28,000 more than were seeking employment in the prior year. The region is notified weekly of the latest WARN notices, often from the hospitality industry. The expansion of unemployment benefits have served as a safety net for many, but there are still those that fall through the cracks and so there has been additional strain on every supportive service agency in the region to meet the demands of the community.

The industries that have been hardest hit in the last year include **Hospitality** with a loss of 29,500 jobs, 10,000 from **Business & Professional Services**, and 9,600 from **Trade Transportation and Utilities**. Some industries that have seen slight growth over last year includes **Finance and Insurance** with 400 added jobs, **Hospitals** increasing by 300, **Grocery Stores** increasing by 100 jobs. The **Federal Government** sector has seen the greatest increase with 600 jobs, likely due to Census hiring, while **Local government** has shed 2,900 jobs in the last year.

In addition to COVID impacts, the **Oil and Gas** industry is in an adjustment period due to the falling oil prices, **Retail** has continued to see declines due to automation and e-commerce. There are continued occupational gains in industry areas that use **Information Technology** that will continue through 2024 and well beyond.

COVID has also impacted the Workforce Center operations and capacity to varying degrees. Some Centers closed completely, some remained open only to staff. Nearly all WIOA staff that remained working through the pandemic provided an extraordinary level of assistance to their UI partner, fielding tens of thousands of Unemployment Insurance inquiries in just a few months. Others shifted to a hybrid of services available virtually. Some offices have fully reopened to the public, while others still struggle with in-person capacity. One thing is for certain that when an analysis is next completed, there will have been many lessons learned and great appreciation for flexibility, adaptability, and patience.

Even without the benefit of updated COVID included many of the long-term trends and projections, current data is included for some data points and is included wherever possible. One thing is clear, that the need to continue to coordinate job seeker re-training, employment services, and supportive services will remain paramount over the next 12-18 months, at a minimum. This cursory assessment is based on past regional disaster experience. While each emergency situation takes on a “life of their own,” there are always lessons learned that can be applied to lessen or shorten the impact.

Current Employment

Table 5 – Regional Jobs vs. Potential Candidates

Monthly Job Count Table

The table below shows the number of job openings advertised online in 1st Regional Labor Market Area, New Orleans, LA in August, 2020 (Jobs De-duplication Level 2).

Area	Job Openings
1st Regional Labor Market Area, New Orleans	28,143

Source: Online advertised jobs data

Candidates Available Table

The table below shows the potential candidates in the workforce system in 1st Regional Labor Market Area, New Orleans, LA on September 22, 2020.

Area Name	Candidates
1st Regional Labor Market Area, New Orleans	100,660

Source: Individuals with active résumés in the workforce system.

Candidate Source: Individuals with active resumes in the workforce system

Figure 2 – Employment for New Orleans MSA, July Preliminary 2020

12 LOUISIANA & MSAs NONFARM EMPLOYMENT							
New Orleans-Metairie MSA - Not Seasonally Adjusted <small>Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, St. Tammany</small>	Prel.	Rev.		OTM	OTM	OTY	OTY
	July 2020	June 2020	July 2019	Change	% Change	Change	% Change
Total Nonfarm	509,400	511,300	574,700	-1,900	-0.37%	-65,300	-11.36%
Total Private	440,700	442,400	503,900	-1,700	-0.38%	-63,200	-12.54%
Goods-Producing	55,000	55,600	63,000	-600	-1.08%	-8,000	-12.70%
Mining & Logging	3,900	3,800	4,400	100	2.63%	-500	-11.36%
Mining, Logging, & Construction	26,900	27,300	33,100	-400	-1.47%	-6,200	-18.73%
Construction	23,000	23,500	28,700	-500	-2.13%	-5,700	-19.86%
Heavy & Civil Engineering Construction	5,500	5,500	6,400	0	0.00%	-900	-14.06%
Specialty Trade Contractors	14,300	14,800	17,100	-500	-3.38%	-2,800	-16.37%
Manufacturing	28,100	28,300	29,900	-200	-0.71%	-1,800	-6.02%
Durable Goods	9,800	10,000	11,200	-200	-2.00%	-1,400	-12.50%
Nondurable Goods	18,300	18,300	18,700	0	0.00%	-400	-2.14%
Chemical Manufacturing	4,700	4,800	4,900	-100	-2.08%	-200	-4.08%
Service-Providing	454,400	455,700	511,700	-1,300	-0.29%	-57,300	-11.20%
Private Service-Providing	385,700	386,800	440,900	-1,100	-0.28%	-55,200	-12.52%
Trade, Transportation, & Utilities	102,100	101,400	111,700	700	0.69%	-9,600	-8.59%
Wholesale Trade	21,000	20,800	22,200	200	0.96%	-1,200	-5.41%
Merchant Wholesalers, Nondurable Goods	7,500	7,200	8,300	300	4.17%	-800	-9.64%
Retail Trade	53,500	52,800	60,000	700	1.33%	-6,500	-10.83%
Grocery Stores	9,600	9,700	9,500	-100	-1.03%	100	1.05%
General Merchandise Stores	12,300	12,500	12,500	-200	-1.60%	-200	-1.60%
Transportation, Warehousing, & Utilities	27,600	27,800	29,500	-200	-0.72%	-1,900	-6.44%
Information	6,500	6,600	7,100	-100	-1.52%	-600	-8.45%
Financial Activities	30,200	30,000	30,500	200	0.67%	-300	-0.98%
Finance & Insurance	22,300	22,200	21,900	100	0.45%	400	1.83%
Credit Intermediation & Related Activities	7,500	7,400	7,500	100	1.35%	0	0.00%
Depository Credit Intermediation	5,400	5,500	5,700	-100	-1.82%	-300	-5.26%
Professional & Business Services	65,500	67,000	76,000	-1,500	-2.24%	-10,500	-13.82%
Professional, Scientific, & Technical Services	28,100	28,700	32,400	-600	-2.09%	-4,300	-13.27%
Legal Services	7,500	7,900	8,500	-400	-5.06%	-1,000	-11.76%
Management of Companies & Enterprises	7,800	7,900	8,500	-100	-1.27%	-700	-8.24%
Admin. & Support & Waste Mgmt. & Remediation Serv.	29,600	30,400	35,100	-800	-2.63%	-5,500	-15.67%
Administrative & Support Services	26,500	27,100	32,400	-600	-2.21%	-5,900	-18.21%
Employment Services	7,100	7,200	11,700	-100	-1.39%	-4,600	-39.32%
Education & Health Services	98,800	98,200	101,000	600	0.61%	-2,200	-2.18%
Educational Services	27,400	27,500	28,500	-100	-0.36%	-1,100	-3.86%
Colleges, Universities, & Professional Schools	10,400	10,900	12,500	-500	-4.59%	-2,100	-16.80%
Health Care & Social Assistance	71,400	70,700	72,500	700	0.99%	-1,100	-1.52%
Ambulatory Health Care Services	30,800	30,700	29,800	100	0.33%	1,000	3.36%
Hospitals	23,000	22,900	22,700	100	0.44%	300	1.32%
Leisure & Hospitality	60,600	62,500	90,100	-1,900	-3.04%	-29,500	-32.74%
Arts, Entertainment, & Recreation	10,600	10,500	12,500	100	0.95%	-1,900	-15.20%
Amusement, Gambling, & Recreation Industries	7,200	7,100	7,900	100	1.41%	-700	-8.86%
Accommodation & Food Services	50,000	52,000	77,600	-2,000	-3.85%	-27,600	-35.57%
Accommodation	9,500	13,500	14,800	-4,000	-29.63%	-5,300	-35.81%
Food Services & Drinking Places	40,500	38,500	62,800	2,000	5.19%	-22,300	-35.51%
Other Services	22,000	21,100	24,500	900	4.27%	-2,500	-10.20%
Government	68,700	68,900	70,800	-200	-0.29%	-2,100	-2.97%
Federal Government	13,900	13,200	13,300	700	5.30%	600	4.51%
State Government	10,800	10,800	10,600	0	0.00%	200	1.89%
Local Government	44,000	44,900	46,900	-900	-2.00%	-2,900	-6.18%

Figure 3 – 2017 - 2020 Employment Trends



Source: Louisiana Workforce Commission LMI Bulletin

Table 6 – 2018 vs. 2020 Unemployment by Industry

RLMA 1 - New Orleans | Unemployment by Industry 2018 compared to 2020

34,319	68,588
Total Unemployment (7/2018)	Total Unemployment (7/2020)

NAICS	Industry	Unemployed (7/2018)	Unemployed 7/2020
11	Agriculture, Forestry, Fishing and Hunting	76	56
21	Mining, Quarrying, and Oil and Gas Extraction	166	465
22	Utilities	75	60
23	Construction	3,280	4,511
31	Manufacturing	1,838	2,225
42	Wholesale Trade	704	1,548

44	Retail Trade	2,216	6,847
48	Transportation and Warehousing	1,769	2,668
51	Information	362	1,154
52	Finance and Insurance	808	634
53	Real Estate and Rental and Leasing	397	920
54	Professional, Scientific, and Technical Services	1,908	2,269
55	Management of Companies and Enterprises	147	464
56	Administrative and Support and Waste Management and Remediation Services	2,777	5,031
61	Educational Services	2,792	3,474
62	Health Care and Social Assistance	3,571	5,945
71	Arts, Entertainment, and Recreation	594	4,431
72	Accommodation and Food Services	3,641	19,467
81	Other Services (except Public Administration)	1,069	2,885
90	Government	568	526
99	No Previous Work Experience/Unspecified	5,562	2,978

Source: EMSI Covered Employment - 2018.1 & 2020.3

Projected Regional Occupational Trends – Growth and Replacements

Until such time as COVID is reflected in the projection data, this regional overview of occupations is utilizing the most currently available data whenever possible. Occupations with the greatest growth and replacement for the region always lands in the area **Hospitality, Food and Accommodation** with Cooks, Waiters, and Fast Food Workers at the top of the list. COVID is having a major impact and disruption in these occupations that should start to appear in the projection data within 2 quarters. These are followed by Registered Nurses and other Healthcare Support Workers.

Table 7 - Top 20 Occupational Growth and Replacements

Description	2020 Jobs	2024 Jobs	2020 - 2024 Change	2020 - 2024 % Change	2020 - 2024 Replacement Jobs	Annual Replacement Jobs	Annual Openings
Cooks	12,960	14,190	1,230	9%	7,607	1,902	2,220
Waiters and Waitresses	15,365	16,487	1,122	7%	12,186	3,047	3,331
Fast Food and Counter Workers	11,448	12,462	1,014	9%	9,343	2,336	2,590
Registered Nurses	14,408	15,224	816	6%	3,128	782	993
Miscellaneous Healthcare Support Occupations	7,404	8,198	794	11%	3,542	885	1,087

Home Health and Personal Care	7,026	7,773	747	11%	4,595	1,149	1,340
Supervisors of Food Preparation and Serving Workers	6,714	7,126	412	6%	4,152	1,038	1,142
Food Preparation Workers	9,611	10,010	399	4%	6,772	1,693	1,795
Therapists	2,771	3,143	372	13%	591	148	241
Physicians	2,639	2,977	338	13%	323	81	166
Receptionists and Information Clerks	5,091	5,401	310	6%	2,804	701	778
Bartenders	3,577	3,818	241	7%	2,593	648	710
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	2,241	2,461	220	10%	2,140	535	591
Nursing Assistants, Orderlies, and Psychiatric Aides	5,436	5,641	205	4%	2,474	618	671
Elementary and Middle School Teachers	7,070	7,274	204	3%	2,119	530	602
Health Practitioner Support Technologists and Technicians	3,772	3,972	200	5%	1,249	312	365
Dining Room and Cafeteria Attendants and Bartender Helpers	2,360	2,559	199	8%	1,674	418	469
Counselors	3,203	3,399	196	6%	1,341	335	386
Security Guards and Gambling Surveillance Officers	7,502	7,697	195	3%	3,920	980	1,031
General and Operations Managers	8,728	8,914	186	2%	3,067	767	830
Driver/Sales Workers and Truck Drivers	9,263	9,438	175	2%	4,268	1,067	1,145
Laborers and Material Movers	19,737	19,866	129	1%	10,892	2,723	2,827
Building Cleaning Workers	12,132	12,195	63	1%	6,496	1,624	1,681
Office Clerks, General	8,207	8,221	14	0%	3,951	988	1,018
Customer Service Representatives	6,501	6,501	0	0%	3,465	866	881
Sales Representatives, Wholesale and Manufacturing	7,566	7,537	(29)	(0%)	3,172	793	839
First-Line Supervisors of Office and Administrative Support Workers	6,973	6,937	(36)	(1%)	2,926	732	745
Cashiers	16,876	16,765	(111)	(1%)	12,731	3,183	3,230
Retail Salespersons	17,728	17,333	(395)	(2%)	10,248	2,562	2,586
Secretaries and Administrative Assistants	15,199	14,668	(531)	(3%)	6,725	1,681	1,745

Projected Regional Industry Trends

Without the benefit of a COVID-like precedent to inform the data for a sufficient amount of time, it is very difficult to rely heavily on the currently available projected trends in the long-run. This region, like every other region in the country, will need to need to turn to limited studies, intermittent data, and business intelligence garnered in the field over the next six to 12 months (and more comprehensive analysis at 18-24 months) to determine the short- and long-term impact to make more lasting and strategic decisions regarding workforce development. The best current COVID influenced hypotheses include the following suspected impacts:

- **Healthcare and Social Assistance**, will likely see increased demand due to COVID and also higher level of need for replacement openings.
- **Government**, including the government run hospitals, will see increases. Initially thought that State and local government may be negatively impacted by the economic shutdowns and reduced tax revenue, but in a report from the Federal Bureau of Economic Analysis, personal income grew \$240.3 billion in the second quarter of 2020. This should soften the blow in the short term, but long-term is much more in doubt.
- **Hospitality, Food & Accommodation** will see dramatic declines and there are questions remaining about how much will recover. Most of the recovery should be realized by 2024, but some are concerned that the recovery will be closer to a range of 75%
- **Manufacturing** has tremendous potential to increase if companies begin to onshore production, such as in the case of pharmaceutical manufacturing, which the region is well positioned to take a lead role.
- **Information** as an occupation group across all industries and most prominent in the Professional, Scientific, and Technical industry, has already seen the most immediate jump in job creation in the region. This has been due to rapid pivot made by businesses to adapt to a COVID inspired business climate. Many of the technological advances will continue even after the pandemic has subsided.
- **Real Estate and Rental and Leasing** will likely to see a decline due to COVID that will last well into the next few years, first with commercial investments and then residential as the longer-term impacts settle in.
- **Retail** will serve as the last straw in many cases as COVID further interrupts the consumer purchasing habits that were already moving to more ecommerce and struggling to use technology to cut costs. There are exceptions in that groceries and other big box stores that have been able to better adapt will take the place of many smaller store fronts.

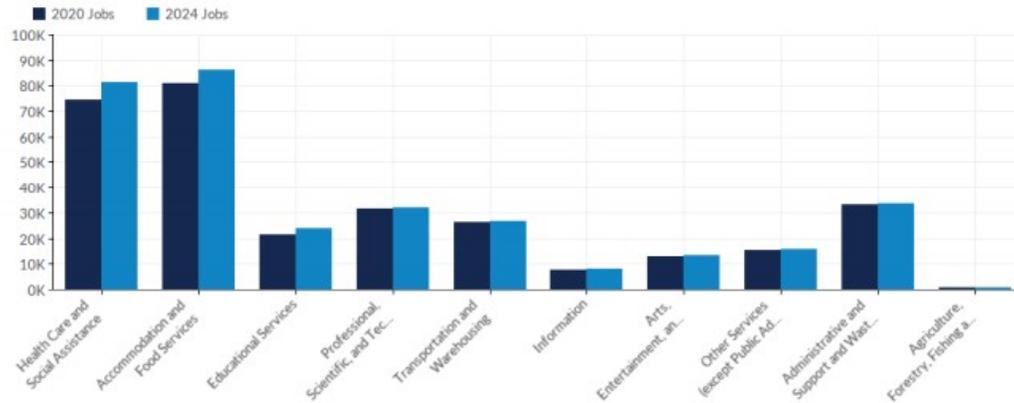
Many of the impacts outlined above are expected to be both regional and national. It will be important to reevaluate the data in six months, 12 months, and 18-24 months to determine if there are seismic shifts that will dramatically impact the workforce development strategies beyond the disaster response mode.

The following charts demonstrating Industry Growth are not inclusive of COVID impacts but do represent the data most immediately available and is still the primary long-term systemic driver for decision making until such time as COVID impacts can be further evaluated and quantified.

Figure 4 – 2020 - 2024 Fastest Growing Industries (Impacts of COVID not reflected)

Fastest Growing Industries

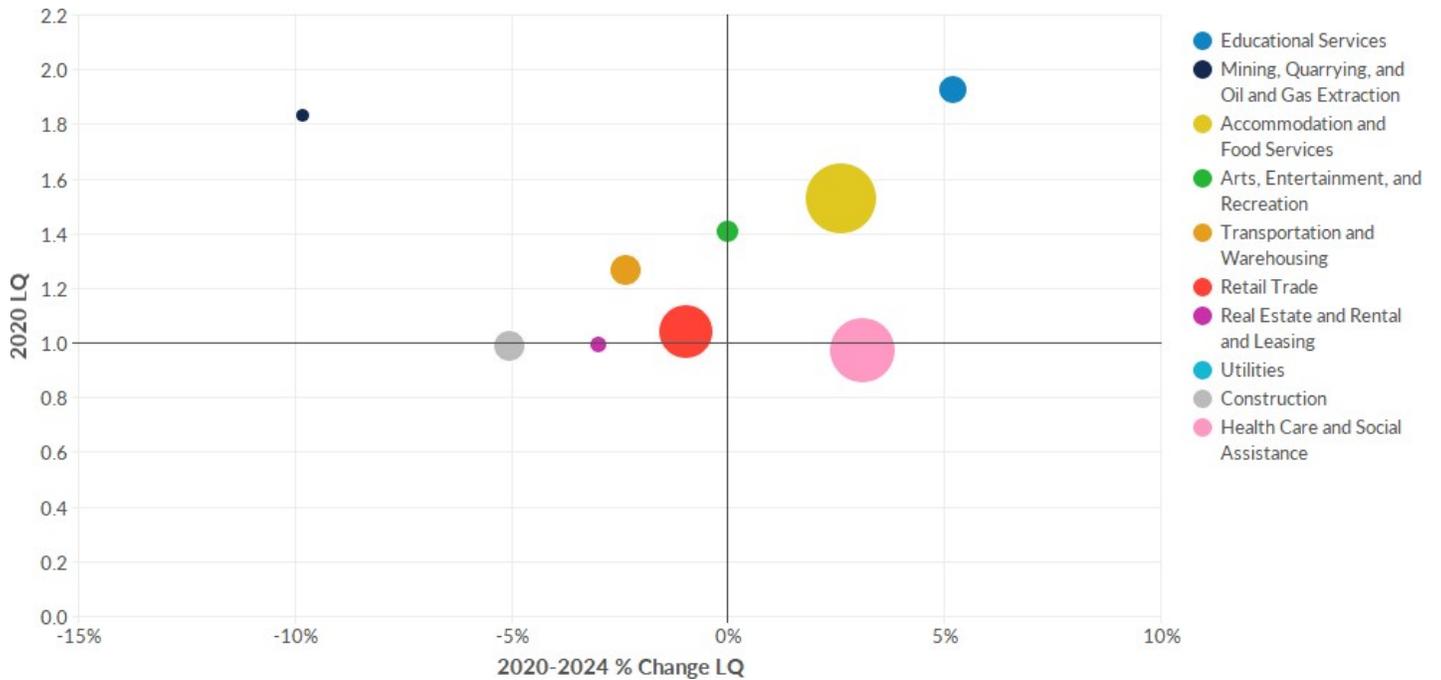
Fastest Growing Industries



Industry	2020 Jobs	2024 Jobs	Change in Jobs (2020-2024)	% Change
Health Care and Social Assistance	74,559	81,517	6,958	9%
Accommodation and Food Services	80,881	86,218	5,337	7%
Educational Services	21,406	23,704	2,298	9%
Professional, Scientific, and Technical Services	31,424	31,939	515	2%
Transportation and Warehousing	26,360	26,837	477	2%
Information	7,836	8,271	435	6%
Arts, Entertainment, and Recreation	12,904	13,323	419	3%
Other Services (except Public Administration)	15,294	15,261	327	2%
Administrative and Support and Waste Management and Remediation Services	33,229	33,508	279	1%
Agriculture, Forestry, Fishing and Hunting	739	801	62	8%

Source: EMSI Covered Employment – 2020.3

Figure 5 – Top Industry Growth Projections and Location Quotients** of RLMA1



Industry	2020 Jobs	2024 Jobs	% Change	2020 LQ	2024 LQ	% Change LQ	2019 Earnings Per Worker
Educational Services	21,406	23,704	11%	1.93	2.03	5.3%	\$62,171
Mining, Quarrying, and Oil and Gas Extraction	4,634	4,300	-7%	1.83	1.65	-5.6%	\$198,783
Accommodation and Food Services	80,881	86,218	7%	1.53	1.57	6.7%	\$26,897
Arts, Entertainment, and Recreation	12,904	13,323	3%	1.41	1.41	0%	\$69,092
Transportation and Warehousing	26,360	26,837	2%	1.27	1.24	-7.7%	\$74,332

Industry	2020 Jobs	2024 Jobs	% Change	2020 LQ	2024 LQ	% Change LQ	2019 Earnings Per Worker
Warehousing							
Retail Trade	60,035	59,331	-1%	1.04	1.03	0.0%	\$35,881
Real Estate and Rental and Leasing	8,578	8,578	0%	1.00	0.97	0.0%	\$55,378
Construction	27,966	27,905	0%	0.99	0.94	-10%	\$63,305
Utilities	2,030	1,991	-2%	0.99	0.98	6%	\$134,344
Healthcare and Social Assistance	74,559	81,517	9%	0.97	1.00	0.0%	\$63,834

Source: EMSI Covered Employment - 2020.3

** Location Quotient describes the level of concentration of a variable, such as jobs in an industry, in comparison to other comparable regions in the nation. A level >1.0 signifies that our region has a greater concentration than the average, and thus a competitive advantage.

Significant Regional Economic Events – Unrelated to COVID

Retail Trade –

Not prevalent in 2016, but of definite significance in this 2018 update is the rapid decline of retail. There have been more than 4,100 jobs lost just in the last four years. Statewide, there has been a loss of more than 12,000. There are still more signs that this trend has not yet reached bottom. This is significant because of the demographic make up of this particular workforce. More than half are women (55%) and frequently, single mothers; there is another large group of older workers (more than 12,000 that are 55+) that are unable to afford retirement. In most cases, there is limited education and very little financial cushion available to afford someone the opportunity to return to school on a full-time basis. Short-term and stackable certification, additional learning platforms, and opportunities for alternative and flexible scheduling will assist with this piece. Also, quickly moving people into other industries such as Accommodation and Material Moving will help offset some of the displacement.

Coastal Restoration

As a result of the 2010 BP Oil Spill, an infusion of coastal restoration projects have are functioning in the region and is expected to increase over the coming years with investments reaching the billions. Coastal Restoration projects are going to result in a greater demand for jobs in the Construction industry that has a maritime component, such as dredging. The local Workforce Centers will be serves as a central point of contact for these jobs as contractors will be required to post all openings into the HiRE system. A strong partnering between the region, the State, and awarded contractors will continue to be paramount to ensure that the region will be able to meet

the demand. Projections indicate that as many as 10 – 30 jobs will be created for every million in investment.

Technology and Advanced Manufacturing Emergence

New investments both in Information Technology and technologically advanced Manufacturing are creating a need for highly technical and specialized occupational disciplines. Companies that have moved into the area, such as DXC and expansions of CDIT and NetChex continues to create a greater immediacy to build the IT talent pipeline. All schools from K-12 to LCTCS to the university levels have stepped up to meet the talent pipeline needs and workforce development is working to make the connections with this new talent to meet the growing demand, including such specialized regional program for Mechatronics.

Population Shift Winding Down

The Baby Boomer effect, or “Silver Tsunami,” will continue to impact on the region’s workforce through 2024, at which time there will be a leveling off. By that time, in total, more than 100,000 boomers will have moved into the 65+ age bracket. This impacted the workforce supply, but businesses took opportunities to advance technology to do more with fewer workers. There was 8% increase in employers and only a 2% increase in jobs across all industries. Additionally, there is and will continue to be an increase need for healthcare services to meet the medical needs of the aging population. There was a 30% increase in direct service healthcare jobs in the last 5 years. The region’s awareness of these trends prompted the education systems to accelerate to keep pace with the demand and is well positioned to continue to keep pace with the projected increase of 16% between now and 2024. It is a great example of when a region works in strategically and in unison to address a coming identified need, those challenges can be met.

Regionally Targeted Sectors

Region One - Sector Selection Criteria

- Total job share for a sector
- Total projected number of openings due to growth
- Total projected number of openings due to attrition
- Economic impact
 - Occupations that offer self-sustaining wages
 - Overall total wage impact on the regional economy
 - Overall revenue impact for industry on the region
 - Impact of sector on multiple geographical areas within a region
- Ability to impact priority occupations within a sector

Based on the above criteria and discounting the inclusion of any COVID impact at this time, the most significantly impactful sectors for the greater New Orleans regional economy include (1) **Healthcare**, (2) **Construction**, (3) **Manufacturing** and (4) **Transportation/Logistics**. Healthcare

is significant due to the population shifts that increased the demand for a trained and experienced workforce. Construction, while a challenging sector due to the cyclical nature of the industry remains a priority because of ongoing infrastructure investments in the region, however, an additional evaluation will be due by 2022 to review if it should retain its priority sector status in the region. Manufacturing industry is a major economic driver, employing a significant percentage of the workforce with better than self-sustaining wages. Transportation and logistics also continues to be a mainstay of the region, in large part because of the expansive natural resources in the region as a national transportation hub. In addition to these super sectors, there are regionally impactful emerging and specialty sectors that require focus, including **Information Technology** and **Coastal Restoration**.

Figure 6 – Region One Targeted Sectors



Sector Characteristics

Healthcare: Includes three subsectors Ambulatory Healthcare Services (NAICS 621); Hospitals (NAICS 622); Nursing Facilities (NAIC 623). It further includes State and Local Hospitals (NAICS 902622 & 903622). Total employment for these sectors is 62,798. Total establishments is 2,760.

Construction: Includes three subsectors of Construction of Buildings (NAICS 236), excluding Residential Construction (NAICS 2631); Heavy and Civil Engineering Construction (NAICS 237); and Specialty Trade Contractors (NAICS 238). Total employment for 32,505. Total establishments is 1,914. A review of the industry sector will occur in 2022 to determine if it should be modified to include a subsector of the Repair and Maintenance or potentially separated from the priority sectors.

Manufacturing including Oil & Gas: Includes the primary manufacturing industries (NAICS 32-33), but also includes Oil & Gas Extraction (NAICS 21111) Support Activities for Mining (NAICS

21311) and Pipeline Transportation of Crude Oil (NAICS 48611). Total employment is 30,898. Total establishments is 982.

Transportation & Logistics: Includes the moving and storing of freight while excluding people transportation (NAICS 4811, 4831, 4832, 4841, 4842, 4881, 4883 – 4885, 4889, 4931 and 5324). Total employment is 18,936. Total establishments is 993.

Emerging Sector: Information Technology, while technically an occupational group utilized across multiple industries, it is seeing the greatest growth in the Professional and Technical Industry, accounting for 20% of the job growth in the last year.

Table 8 - Career Pathways

Top 10 Occupations of the Target Sectors (by total employment within industry)

Healthcare	Construction	Manufacturing	Transportation/ Logistics
Registered Nurses	Construction Laborers	Petroleum Pump System Operators, Refinery Operators, and Gaugers	Heavy and Tractor-Trailer Truck Drivers
Nursing Assistants	Carpenters	First-Line Supervisors of Production and Operating Workers	Heating, Air Conditioning, and Refrigeration Mechanics and Installers
Licensed Practical and Licensed Vocational Nurses	Electricians	Welders, Cutters, Solderers, and Brazers	Operating Engineers and Other Construction Equipment Operators
Receptionists and Information Clerks	First-Line Supervisors of Construction Trades and Extraction Workers	Inspectors, Testers, Sorters, Samplers, and Weighers	Electricians
Personal Care Aides	Operating Engineers and Other Construction Equipment Operators	Maintenance and Repair Workers, General	First-Line Supervisors of Construction Trades and Extraction Workers
Medical Assistants	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Chemical Plant and System Operators	Plumbers, Pipefitters, and Steamfitters
Dental Assistants	Plumbers, Pipefitters, and Steamfitters	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Laborers & Freight Stock – Material Movers
Home Health Aides	Construction Managers	Laborers and Freight, Stock, and Material Movers, Hand	Electrical Power-Line Installers and Repairers
Office Clerks, General	Painters, Construction and Maintenance	General and Operations Managers	Industrial Truck & Tractor Operators
Medical Secretaries	Structural Iron and Steel Workers	Industrial Machinery Mechanics	Sailors and Marine Oilers

Source: EMSI Covered Employment - 2020.3

Career Pathways

Each sector has multiple pathways that are heavily documented through national sector strategy best practices. This includes multiple entry points and a system of career lattices instead of ladders. The more recent statewide partnership between workforce development, K-12 education and post-secondary education engages strategies, such as Jump Start (dual enrollment) and adult vocational training options to fully integrate career pathways along a continuum of life-long learning for career development.

Assessment of Employer Needs, Knowledge, Skills & Abilities

The sampling of current employer needs includes a review of job postings from August 2019 to August 2020. This does include the most immediate impacts of COVID.

Figures 7 to 28 - Job Posting Analytics - August 2019 – August 2020

Source: EMSI Job Posting Analytics Aug 2020

Healthcare:

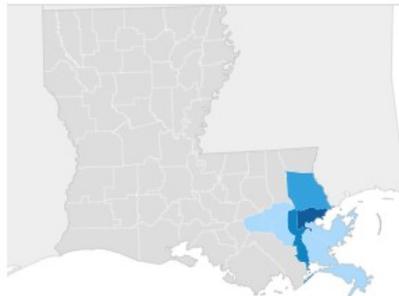
Job Postings Overview



There were 325,729 total job postings for your selection from August 2019 to August 2020, of which 64,279 were unique. These numbers give us a Posting Intensity of 5-to-1, meaning that for every 5 postings there is 1 unique job posting.

Job Postings Regional Breakdown

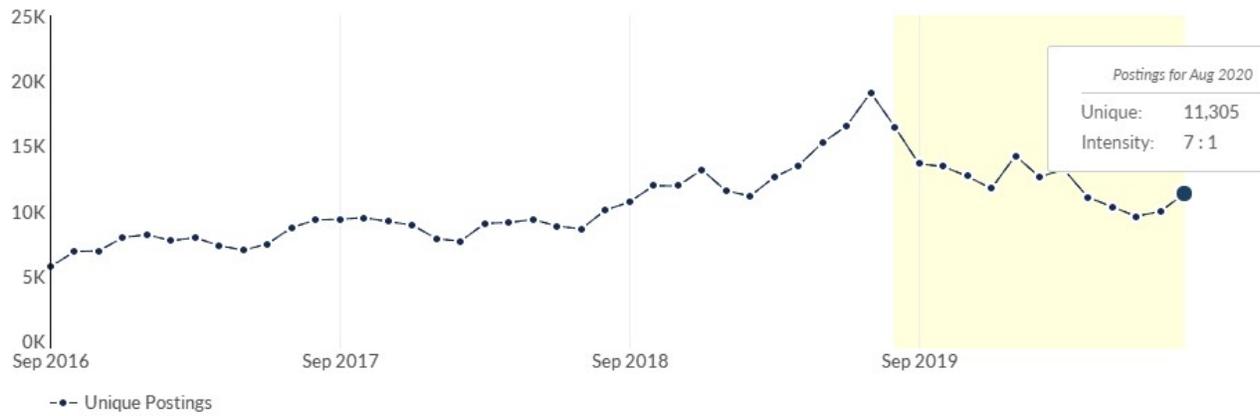
[Jump to Job Postings by Location](#) ...



County	Unique Postings (Aug 2019 - Aug 2020)
Orleans Parish, LA	28,777
Jefferson Parish, LA	21,914
St. Tammany Parish, LA	9,056
St. Charles Parish, LA	1,561
St. Bernard Parish, LA	1,144

Unique Postings Trend

[Jump to Job Postings Table](#) ■■■



Education & Experience Breakdown

■■■

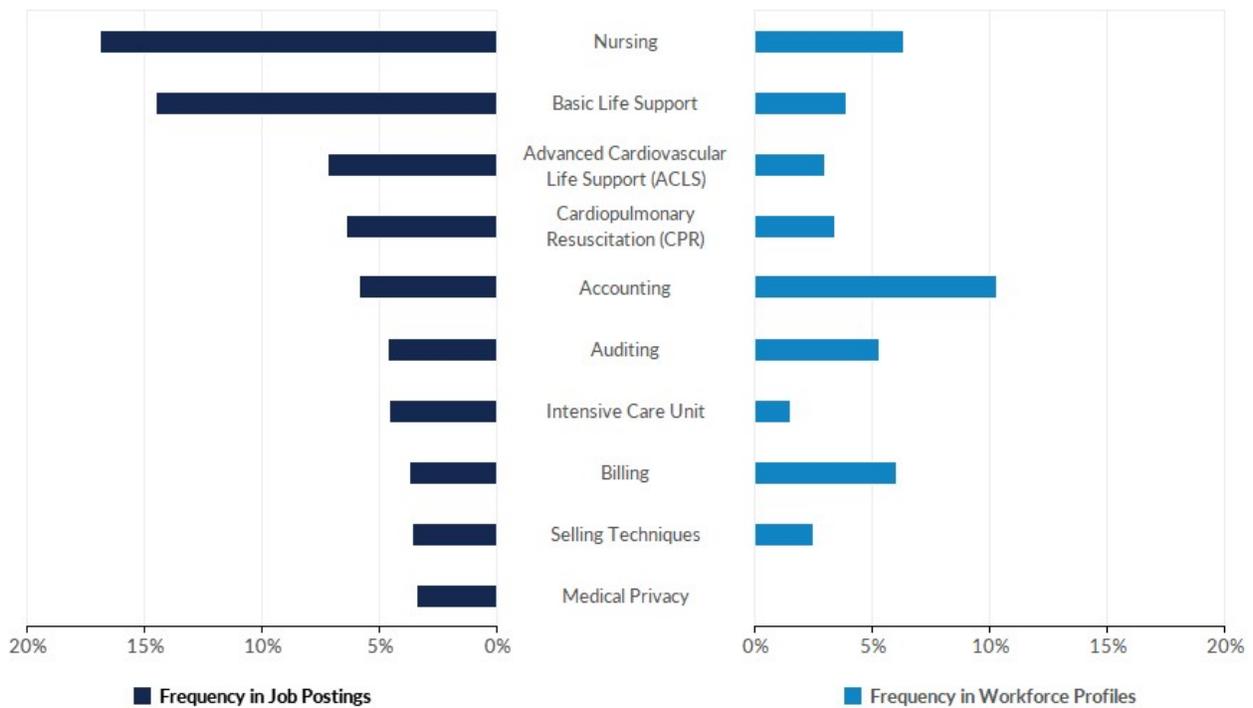
Education Level	Unique Postings	% of Total	Minimum Experience	Unique Postings	% of Total
Unspecified	36,392	57%	No experience listed	36,749	57%
High school or GED	9,755	15%	0 - 1 Years	12,814	20%
Associate's degree	5,325	8%	2 - 3 Years	11,006	17%
Bachelor's degree	15,097	23%	4 - 6 Years	2,958	5%
Master's degree	4,152	6%	7 - 9 Years	419	1%
Ph.D. or professional degree	1,885	3%	10+ Years	333	1%

Top Posted Occupations

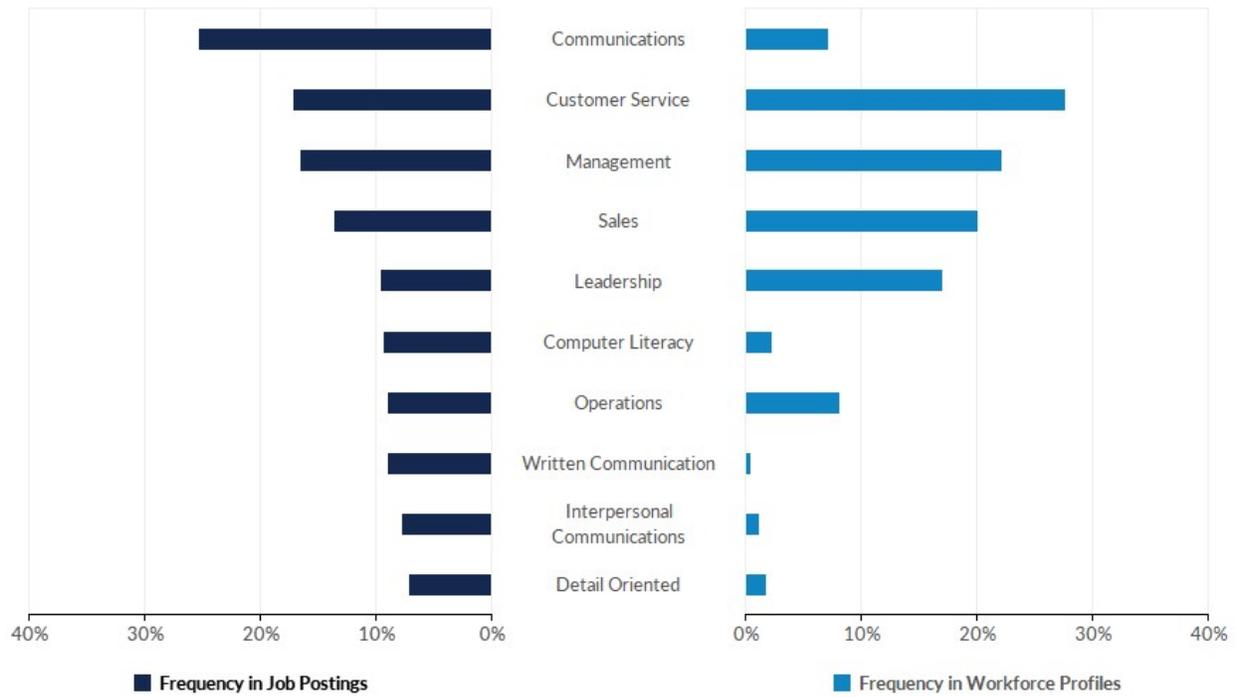


Occupation (O*NET)	Total/Unique (Aug 2019 - Aug 2020)	Posting Intensity	Median Posting Duration
Registered Nurses	85,653 / 13,177	7 : 1	30 days
Customer Service Representatives	25,045 / 4,539	6 : 1	37 days
Software Developers, Applications	12,564 / 3,055	4 : 1	38 days
First-Line Supervisors of Office and Administrative Support Workers	13,282 / 2,934	5 : 1	37 days
Critical Care Nurses	13,608 / 2,382	6 : 1	24 days
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	7,702 / 1,979	4 : 1	32 days
Insurance Sales Agents	12,263 / 1,921	6 : 1	32 days
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6,146 / 1,722	4 : 1	30 days
Medical and Health Services Managers	7,722 / 1,532	5 : 1	39 days
Licensed Practical and Licensed Vocational Nurses	7,984 / 1,303	6 : 1	37 days

Top Hard Skills



Top Common Skills



Top Qualifications



Qualification	Postings with Qualification
Licensed Practical Nurse	2,059
Bachelor of Science in Nursing (BSN)	1,770
Certified Nursing Assistant	1,018
Associates Degree In Nursing	935
Nurse Practitioner	914
Critical Care Registered Nurse (CCRN)	742
Certified Pharmacy Technician	590
American Registry Of Radiologic Technologists (ARRT) Certified	531
Master Of Business Administration (MBA)	479
Radiologic Technologist	443

Construction:

Job Postings Overview



<p>5,136</p> <p>Unique Postings ?</p> <p>17,155 Total Postings</p>	<p>3 : 1</p> <p>Posting Intensity ?</p>  <p>Regional Average: 5 : 1</p>	<p>32 days</p> <p>Median Posting Duration</p> <p>Regional Average: 35 days</p>
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There were 17,155 total job postings for your selection from August 2019 to August 2020, of which 5,136 were unique. These numbers give us a Posting Intensity of 3-to-1, meaning that for every 3 postings there is 1 unique job posting.

Job Postings Regional Breakdown

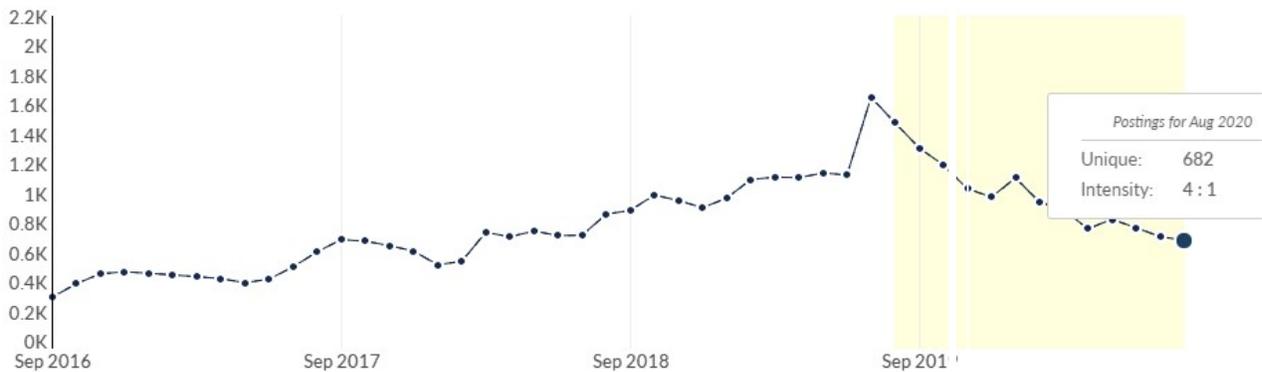
[Jump to Job Postings by Location](#)



County	Unique Postings (Aug 2019 - Aug 2020)
Orleans Parish, LA	2,098
Jefferson Parish, LA	1,442
St. Tammany Parish, LA	864
St. Charles Parish, LA	268
St. John the Baptist Parish, LA	156

Unique Postings Trend

[Jump to Job Postings Table](#)



Education & Experience Breakdown

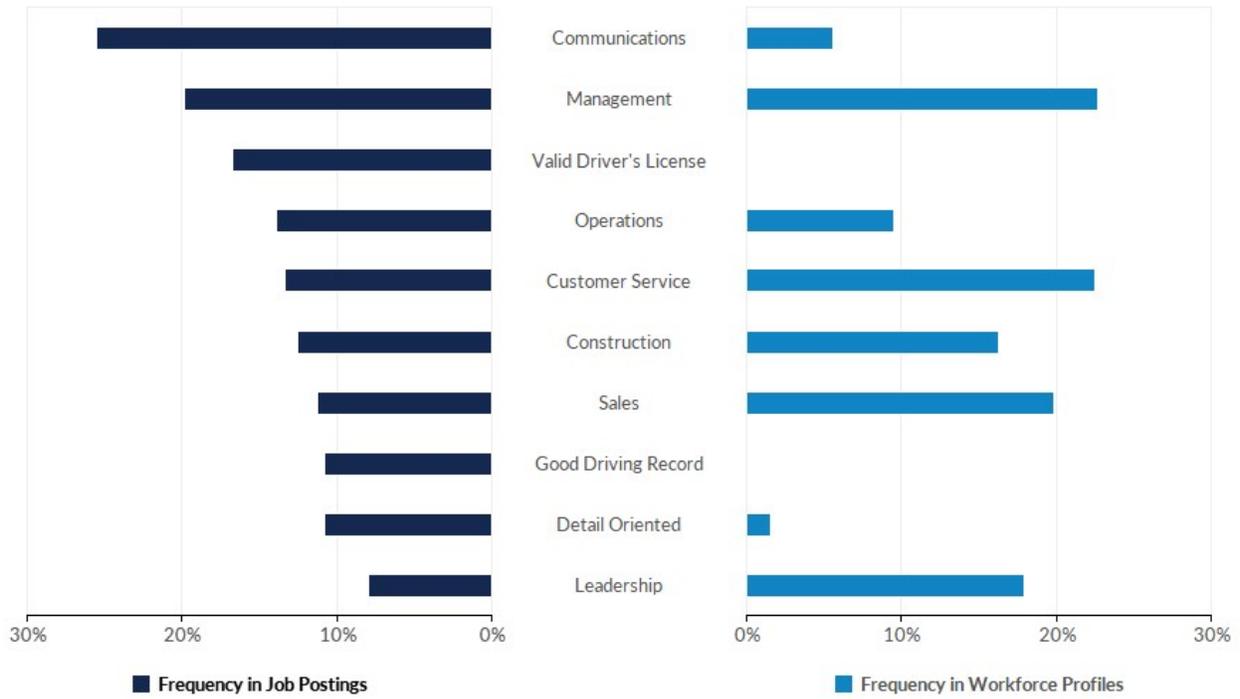


Education Level ?	Unique Postings	% of Total	Minimum Experience ?	Unique Postings	% of Total
Unspecified	3,275	64%	No experience listed	2,801	55%
High school or GED	995	19%	0 - 1 Years	837	16%
Associate's degree	322	6%	2 - 3 Years	988	19%
Bachelor's degree	961	19%	4 - 6 Years	410	8%
Master's degree	99	2%	7 - 9 Years	52	1%
Ph.D. or professional degree	28	1%	10+ Years	48	1%

Top Hard Skills



Top Common Skills



Top Qualifications



Qualification	Postings with Qualification
Commercial Driver's License (CDL)	10,275
Transportation Worker Identification Credential (TWIC) Card	969
Hazmat Endorsement	714
Tanker Endorsement	475
Master Of Business Administration (MBA)	296
Certified Public Accountant	261
CDL Class B License	252
Professional Engineer	226
Licensed Professional Engineer	204
EPA 608 Technician Certification	139

Manufacturing:

Job Postings Overview

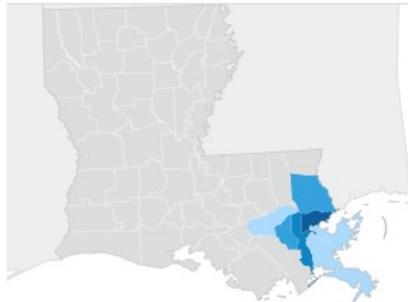


<p>16,548</p> <p>Unique Postings </p> <p>73,060 Total Postings</p>	<p>4 : 1</p> <p>Posting Intensity </p> <p>Regional Average: 5 : 1</p>	<p>34 days</p> <p>Median Posting Duration</p> <p>Regional Average: 35 days</p>
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There were 73,060 total job postings for your selection from August 2019 to August 2020, of which 16,548 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

Job Postings Regional Breakdown

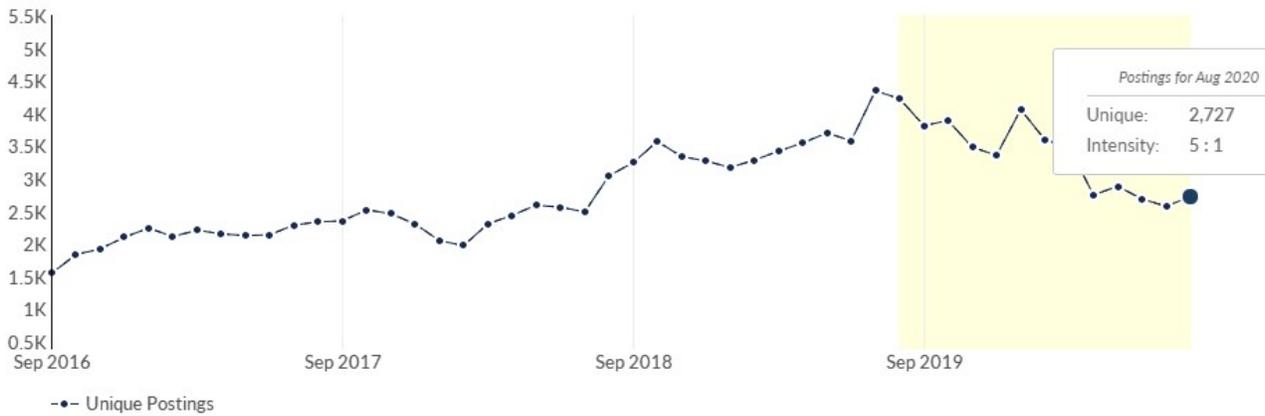
[Jump to Job Postings by Location](#)



County	Unique Postings (Aug 2019 - Aug 2020)
Orleans Parish, LA	7,226
Jefferson Parish, LA	4,766
St. Tammany Parish, LA	1,836
St. Charles Parish, LA	1,090
St. John the Baptist Parish, LA	507

Unique Postings Trend

[Jump to Job Postings Table](#)

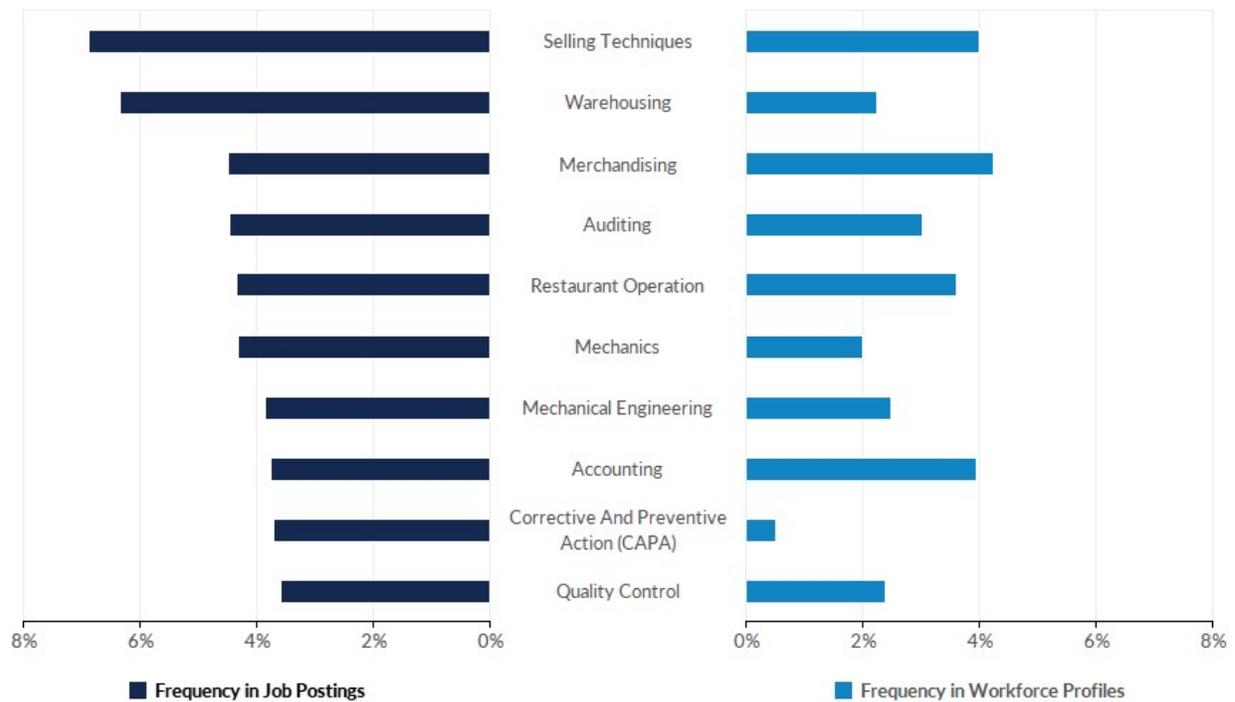


Education & Experience Breakdown

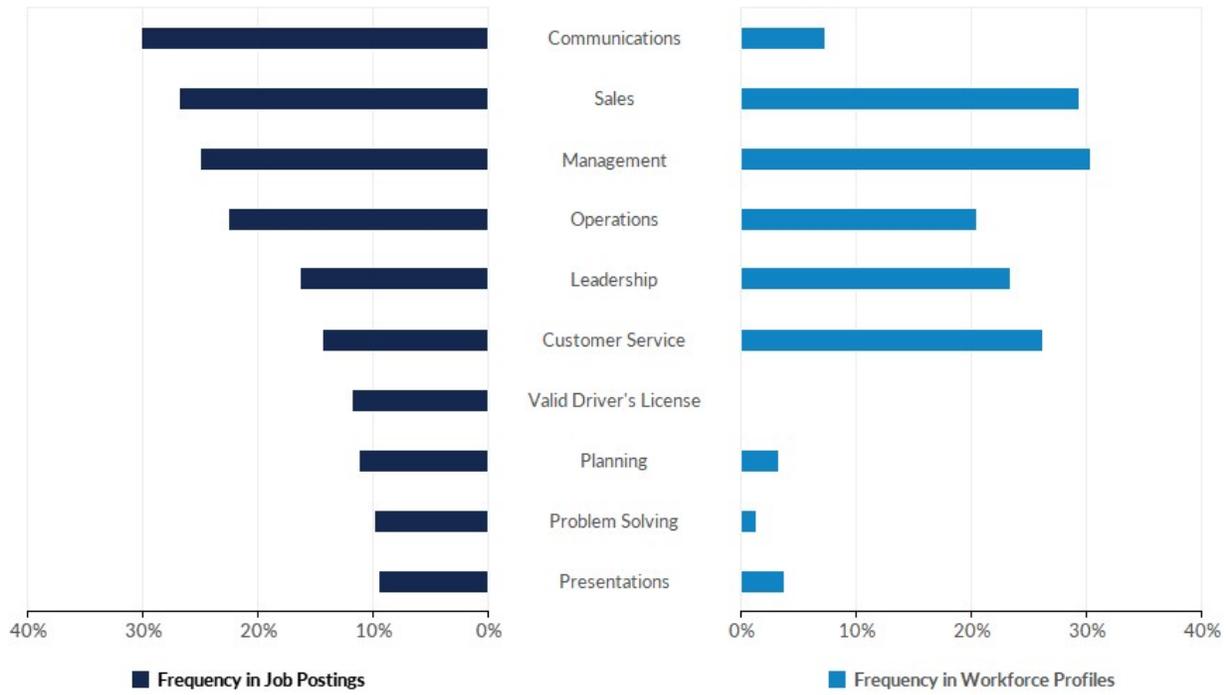


Education Level ?	Unique Postings	% of Total	Minimum Experience ?	Unique Postings	% of Total
Unspecified	8,153	49%	No experience listed	8,040	49%
High school or GED	3,448	21%	0 - 1 Years	2,687	16%
Associate's degree	961	6%	2 - 3 Years	3,262	20%
Bachelor's degree	5,410	33%	4 - 6 Years	1,772	11%
Master's degree	761	5%	7 - 9 Years	326	2%
Ph.D. or professional degree	343	2%	10+ Years	461	3%

Top Hard Skills



Top Common Skills



Top Qualifications



Qualification	Postings with Qualification
Commercial Driver's License (CDL)	259
Transportation Worker Identification Credential (TWIC) Card	247
Licensed Professional Engineer	201
Professional Engineer	201
Automotive Service Excellence (ASE) Certification	171
Master Of Business Administration (MBA)	128
Engineer in Training	82
Certified Forklift Operator	78
Product Certification	78
Food Safety Certification	76

Transportation & Logistics:

Job Postings Overview

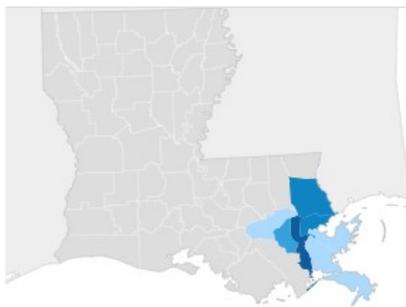


<h2>25,965</h2> <p>Unique Postings ⓘ 125,995 Total Postings</p>	<h2>5 : 1</h2> <p>Posting Intensity ⓘ</p>  <p>Regional Average: 5 : 1</p>	<h2>36 days</h2> <p>Median Posting Duration Regional Average: 35 days</p>
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There were 125,995 total job postings for your selection from August 2019 to August 2020, of which 25,965 were unique. These numbers give us a Posting Intensity of 5-to-1, meaning that for every 5 postings there is 1 unique job posting.

Job Postings Regional Breakdown

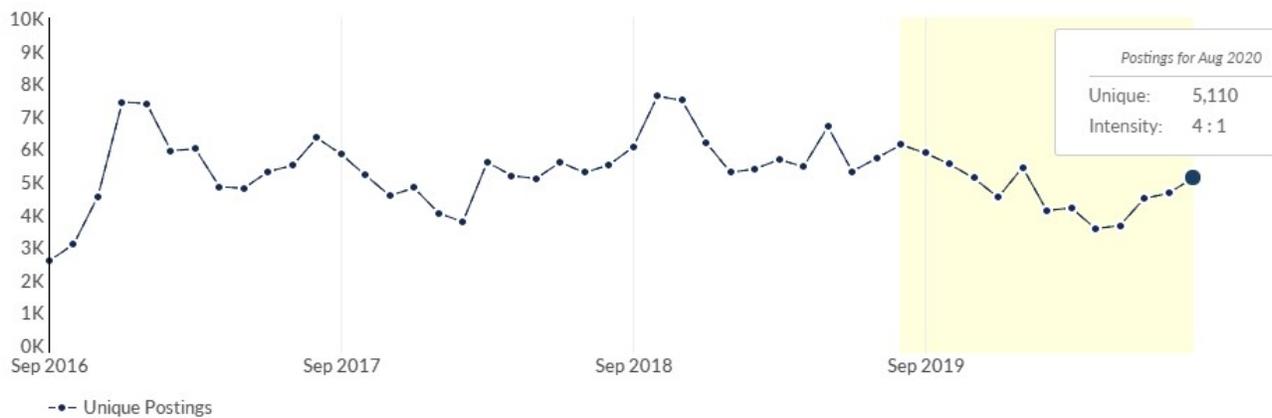
[Jump to Job Postings by Location](#) ■■■



County	Unique Postings (Aug 2019 - Aug 2020)
Jefferson Parish, LA	7,511
Orleans Parish, LA	5,409
St. Tammany Parish, LA	4,539
St. Charles Parish, LA	2,955
Plaquemines Parish, LA	1,579

Unique Postings Trend

[Jump to Job Postings Table](#) ■■■

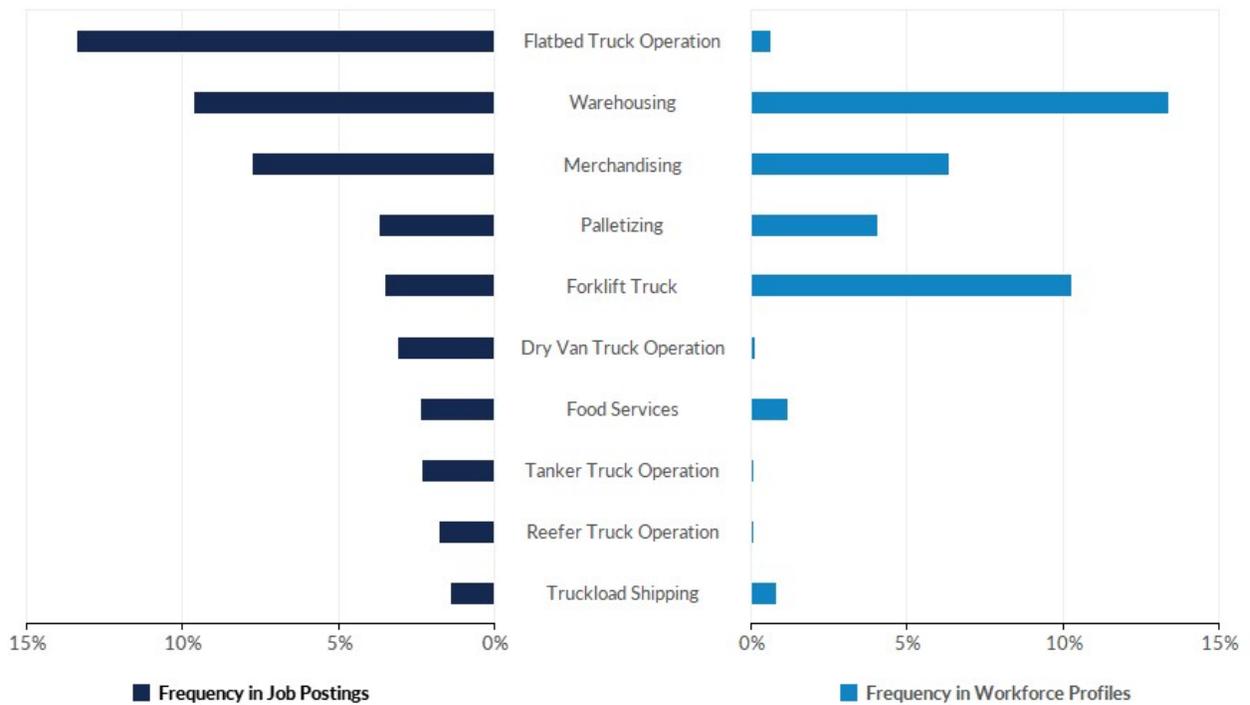


Education & Experience Breakdown

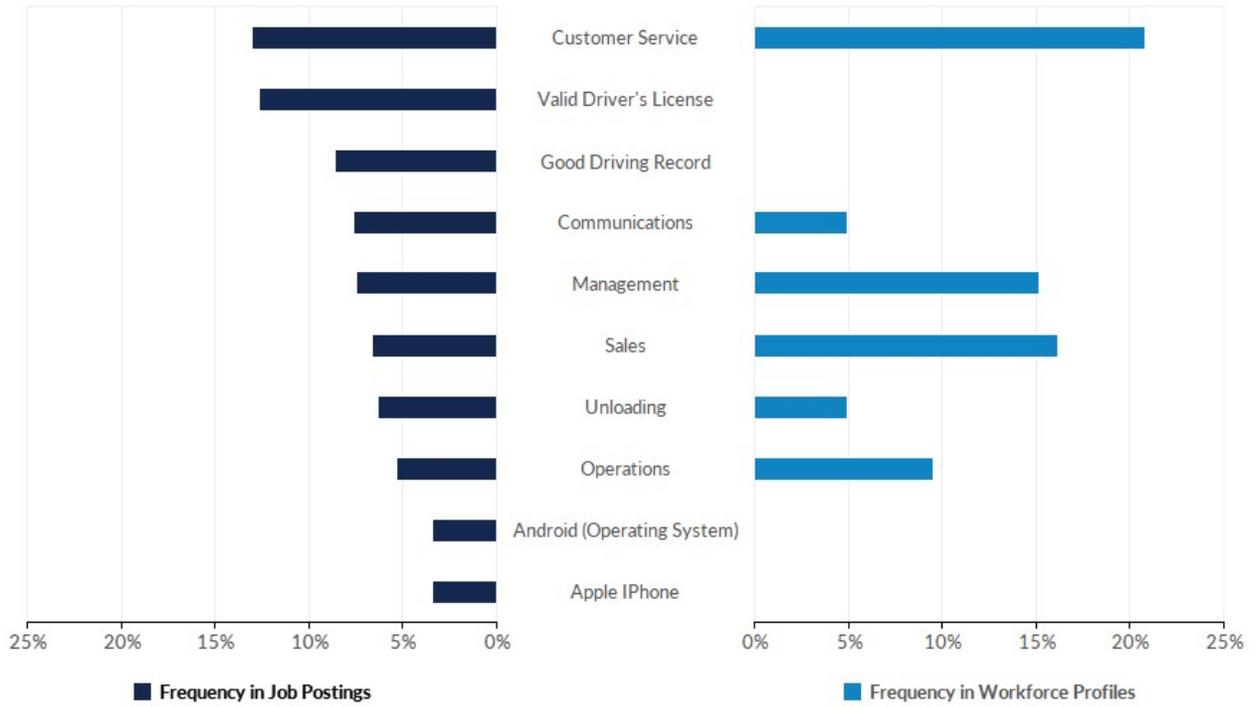


Education Level ?	Unique Postings	% of Total	Minimum Experience ?	Unique Postings	% of Total
Unspecified	22,494	87%	No experience listed	17,881	69%
High school or GED	2,509	10%	0 - 1 Years	4,913	19%
Associate's degree	266	1%	2 - 3 Years	2,589	10%
Bachelor's degree	442	2%	4 - 6 Years	449	2%
Master's degree	33	0%	7 - 9 Years	22	0%
Ph.D. or professional degree	8	0%	10+ Years	111	0%

Top Hard Skills



Top Common Skills



Top Qualifications



Qualification	Postings with Qualification
Commercial Driver's License (CDL)	11,156
Transportation Worker Identification Credential (TWIC) Card	824
Hazmat Endorsement	744
Tanker Endorsement	494
CDL Class B License	366
Certified Forklift Operator	237
Doubles Endorsement	51
Certified Crane Operator	31
CDL Class C License	27
Triples Endorsement	21

Source: EMSI Job Posting Analytics Aug 2020

Beyond the targeted sectors, Region One boasts a very comprehensive service-based industry and occupational make-up. The top four occupation groups represent a full 51.6% of all jobs in the region pre-COVID. The primary general knowledge areas needed for these positions include customer service, language, and math. While a number of these positions are not considered high-wage occupations, they can often serve as feeder occupations to more high-demand/high-wage positions by laying the foundation for fundamental cross-industry, core competencies. The skill sets most in need for the top five occupational groups include reading comprehension, listening, critical thinking, and writing.

These occupations that have been most impacted by COVID are also primed for re-training and significant efforts are being made in the State, region, and locally to provide wrap-around support to produce a more highly qualified workforce to move into jobs that are and will continue to be high-demand, high-skill, and high wage, including programs such as **Reboot** promoted by LCTCS and local programs, such as **Skill Up**.

Beyond the basic outlook of the most occupations, there is a key group that typically gets too little attention because the NAICS classification system does not aggregate these occupations together. The First-Line Supervisor occupations are represented in 17 of the 21 industry groups. Collectively, these occupations account for 30,836 jobs in the region and more than 14,723 openings between 2020 and 2024.

Table 9 – First-Line Supervisors RLMA1

SOC	Description	2020 Jobs	2024 Jobs	2020 - 2024 Change	Openings	Annual Openings
35-1012	Supervisors of Food Preparation and Serving Workers	5,979	6,328	349	4,104	\$10.41
43-1011	Supervisors of Office and Administrative Support Workers	6,973	6,937	(36)	2,979	\$14.64
41-1011	Supervisors of Retail Sales Workers	4,534	4,500	(34)	2,042	\$11.61
51-1011	Supervisors of Production and Operating Workers	2,275	2,274	(1)	963	\$17.09
47-1011	Supervisors of Construction Trades and Extraction Workers	2,214	2,185	(29)	957	\$20.43
53-1047	Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	2,046	2,071	25	926	\$15.63
49-1011	Supervisors of Mechanics, Installers, and Repairers	1,955	1,973	18	756	\$20.77
37-1011	Supervisors of Housekeeping and Janitorial Workers	878	889	11	420	\$11.59
39-1098	Supervisors of Personal Service and Entertainment and Recreation Workers,	805	840	35	353	\$11.34

Except Gambling Services						
41-1012	Supervisors of Non-Retail Sales Workers	691	690	(1)	280	\$17.26
33-1099	Miscellaneous Supervisors, Protective Service Workers	585	595	10	236	\$11.99
33-1012	Supervisors of Police and Detectives	751	764	13	203	\$24.55
39-1013	Supervisors of Gambling Services Workers	278	284	6	194	\$19.31
33-1021	Supervisors of Firefighting and Prevention Workers	481	487	6	131	\$16.90
37-1012	Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	237	244	7	112	\$12.26
45-1011	Supervisors of Farming, Fishing, and Forestry Workers	57	61	4	40	\$17.44
33-1011	Supervisors of Correctional Officers	97	95	(2)	27	\$14.01
		30,836	31,216	380	14,723	14.57

Source: EMSI Covered Employment – 2020.3

Overall, there are common and key sets of knowledge and skills that nearly all occupations in RLMA 1 require and these are the most sought after by employers.

Table 10 – Most critical knowledge and skills required – RLMA1

Knowledge in Demand

- Customer and Personal Service
- English Language
- Education and Training
- Mathematics
- Psychology
- Computers and Electronics
- Clerical
- Administration and Management

Skills in Demand

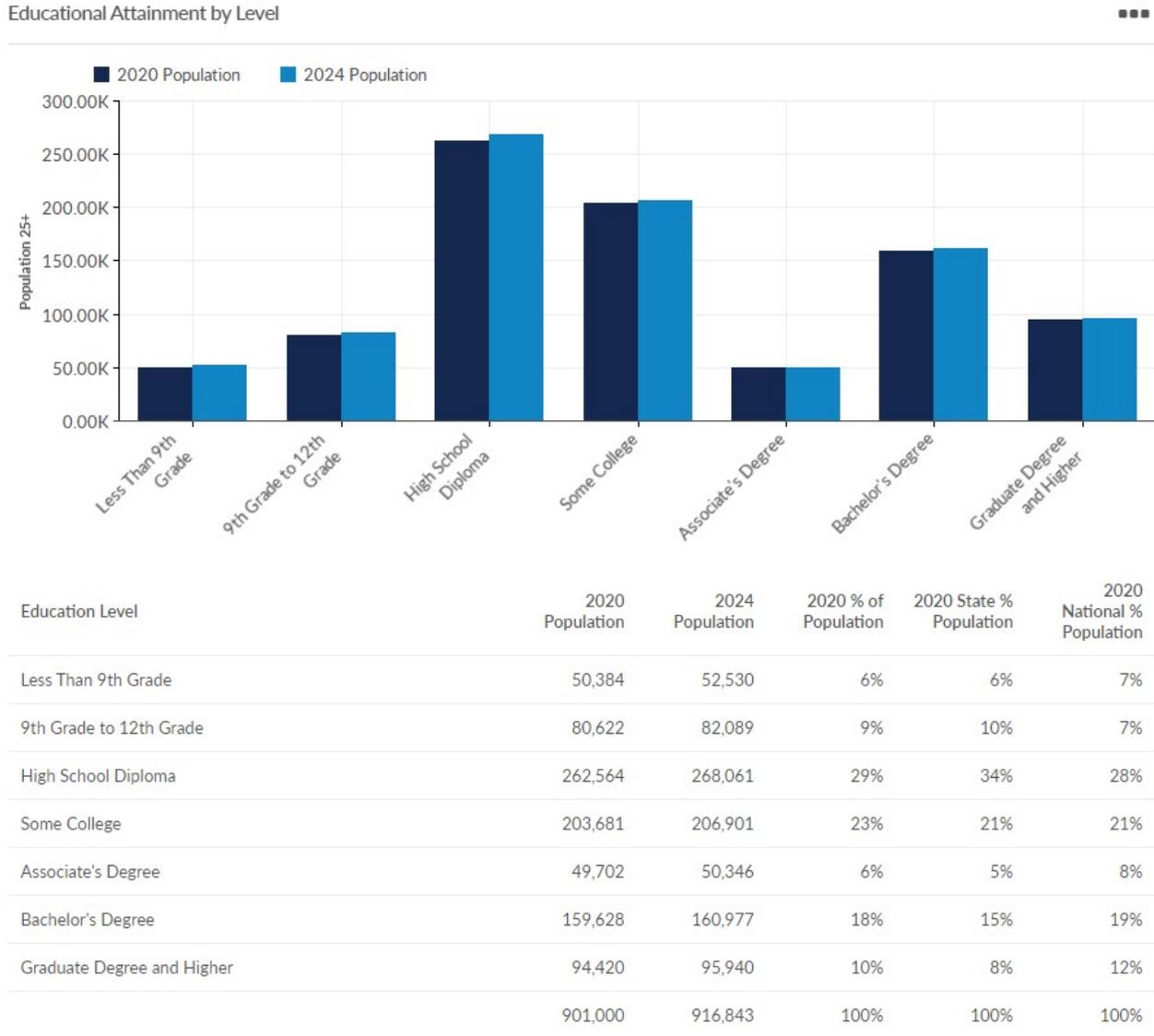
- Reading Comprehension
- Active Listening
- Critical Thinking
- Speaking
- Active Learning
- Instructing
- Writing
- Learning Strategies

45% of the region’s adult (over 25) population lacks education beyond a high school diploma. According to a study by the Greater New Orleans Community Data Center (GNOCDC), our region has been under producing post-secondary talent since 1980.

Trends in education attainment are projected only to make modest gains. The number of individuals without a high school diploma from 17% in 2006 to 16% of the population in 2016 and in 2020, it has reduced to 15% where it is expected to likely hold steady through 2030 with all current

efforts. These gains may be attributable to changes in the education system through the inclusion of Common Core, School Vouchers, Jump Start and other education initiatives.

Figure 29 – 2020-2024 Education Attainment

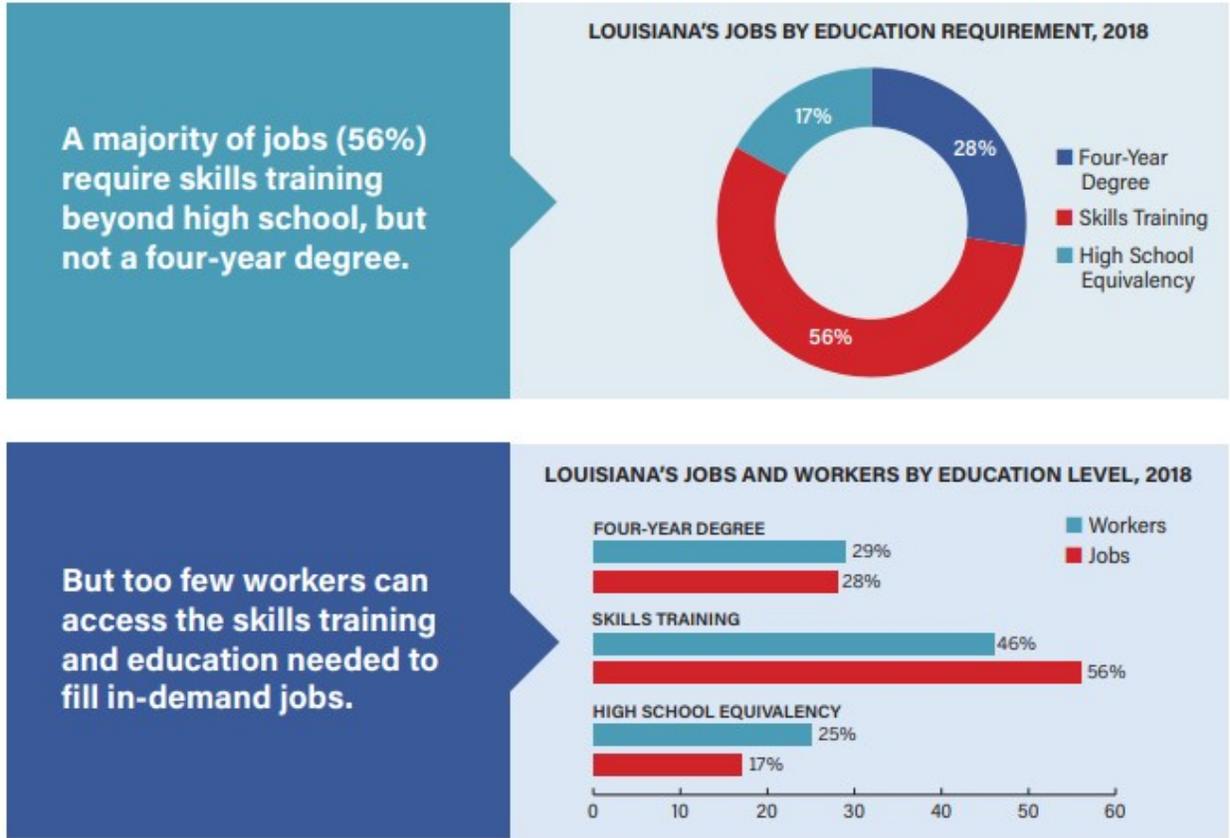


Source: QCEW Employees - EMSI 2020.3 Class of Worker

Skill Gaps

The National Skills Coalition has surveyed the skills gaps for each State and found that in Louisiana, 56% of the jobs required some post-secondary education and skills training, but only 46% of the workforce met that requirement. However, based on past studies, it does appear that there have been gains made to close the gap.

Figure 30 – NSC Skill Gap Analysis



Source National Skills Coalition, March 10, 2020

Special Populations:

Adults with Disabilities

According to the data published in 2018 by the Social Security Office of Retirement and Disability Policy, there are 26,999 residents receiving SSI that are between the ages of 18-64 in the eight parishes that make up Region One. This represents 24.6% of the total SSI population in Louisiana. Orleans parish holds the highest population for any single parish with 12,558 working age adults receiving SSI. Serving individuals with disabilities that need assistance with entrance or reentry into the workforce is a priority of the region. The important partnership with the Louisiana Rehabilitation Services (LRS) is the linchpin to serving this population and leveraging the cross regional partnerships to ensure they have the training, support, and workforce development resources to promote success in the workforce. Services provided often include work experience, funding for training assistance, job coaching, and introductions to employers, removal of as well as promoting the extraordinary benefits of hiring individuals with disabilities, including the Work Opportunity Tax Credits.

Veterans

According to National Center for Veterans Analysis and Statistics, in 2019 there are 42,565 working age veterans in the New Orleans MSA. Statewide, there are approximately 115,000 employed veterans, 4,000 unemployed veteran and 148,000 veterans not in the labor force with an unemployment rate of 3.2%. The commitment to serve the Veterans community in the RLMA1 is evident by the concentration of 7 Veterans Representatives that are collocated with in the Workforce Centers within the region, their robust informal communication network, and integration with locally funded staff.

Low-Income

Poverty in the RLMA 1 is a persistent barrier for between 11 and 23%, depending upon the specific parish. It perpetuates a cycle of fewer options for those impacted and depresses a region’s economic wellbeing. Partners, such as the Department of Children and Family Services (DCFS), UI, Wagner-Peyser, and Community Action Agencies, in concert with the workforce boards in the region to leverage resources and provide wrap-around services to engage those impacted by both systemic forms of poverty as well as, providing a safety net for those whose lives have suddenly taken turned upside down economically. Such is the case with COVID and the unprecedented support that thousands of residents of the region have needed.

Table 12 – Poverty in RLMA 1

State / County Name	All Ages SAIPE Poverty Universe	All Ages in Poverty Count	All Ages in Poverty Percent	Median Household Income in Dollars
Louisiana	4,529,047	848,005	18.7	\$48,021
Jefferson Parish (LA)	430,234	67,200	15.6	\$50,871
Orleans Parish (LA)	379,067	90,329	23.8	\$38,855
Plaquemines Parish (LA)	23,126	3,582	15.5	\$58,643
St. Bernard Parish (LA)	46,303	9,306	20.1	\$43,983
St. James Parish (LA)	20,815	3,492	16.8	\$53,903
St. John the Baptist Parish (LA)	42,630	7,766	18.2	\$50,830
St. Tammany Parish (LA)	256,274	30,253	11.8	\$67,054

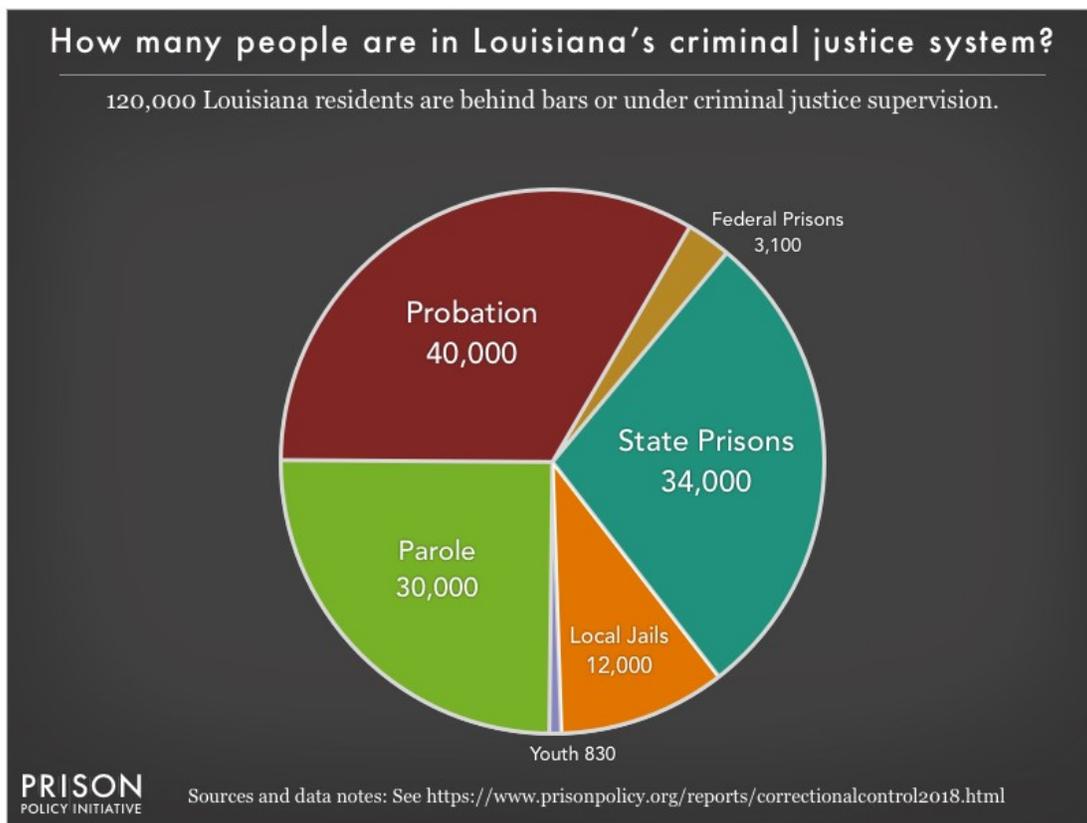
Source: US Census, Small Area Income and Poverty Estimates (SAIPE)

Ex-Offenders:

While difficult to verify the latest statistical data on the total number of ex-offenders living in Region One, according to the Census of Jails: Population Changes, 1999-2013 | December 2015, there was at that time an estimated 31,580 under jail supervision, 30,950 in custody, and 640 non-confined in the State. Region One typically represents a minimum representation between 25%

and 30% of any statewide statistic. Additional study in 2018 of the Prison Policy Initiative has noted 120,000 Louisiana residents that are currently incarcerated or under justice system supervision. The regional workforce system of partners, including the partners of the Second Chance Act have been working through out the region to ensure that mechanisms are in place to create the best chance for individuals soon-to-be or that upon release they are connected to every resource the workforce system prescribed by the WIOA legislation has to offer. This has included the efforts of the Department of Corrections (DOC) to actively engage at the local level, advocating for and promoting the benefits of becoming a “Second Chance” employer by the workforce centers and other partners, connections to training and supportive services from multiple partner agencies across the region, and local commitments to fund immediate temporary employment though Transitional Jobs.

Figure 31 – Incarcerated and under criminal justice supervision



Workforce Development Activities

The Local Workforce Development Areas and partner agencies are engaged in numerous activities to address the identified education and skill needs of the workforce and the employment needs of the employers in the region through a series of strategic objectives and investments:

Sector Strategies:

The region is engaged in specific activities around targeted sector strategies to better identify and address the needs of employers in the region through a series of industry working groups.

The region assembled a group of nearly 25 employers in the **Construction** industry and conducted nearly as many individual interviews with employers to identify need. Those needs included a readily accessible candidate pool. This resulted in the creation of the **Construction Connection**, a regional initiative that provided for a more streamlined approach for connecting workers with employment and training opportunities within the region. The single-point-of-entry customized online application was developed by employers in a working group. This process can be replicated in other industries, such as **Healthcare** and **Information Technology**. This process includes both training providers and economic development partners.

“Construction job seekers will be able to apply to multiple employers simultaneously. This is quite an advantage and, as an HR Director, I am happy to see a system that is so user friendly.”

Durr Heavy Construction

In the area of **Healthcare**, we are fully engaged cross-regionally with a multitude of healthcare initiatives, particularly in customized training and joint endeavors for recruitment and training. We provide labor market data analysis and assisted with a comprehensive survey of the needs of the major hospital employers.

We have been a partner in the **Maritime Consortium** and have participated in the efforts and progress to bring a comprehensive maritime training program to the region and inform the public of career opportunities within the marine **Transportation** industry.

Partnerships with post-secondary systems, K-12, the workforce system, and employers in the field of highly concentrated **Information Technology** sector emergence have been able to leverage resource and information to further support this young industry. Many of these companies are highly engaged and new training that had not previously existed is now present in the region.

Cross-regional collaboration in weekly and bi-weekly team meetings among the Business Service Representatives, and Economic Development Business & Retention to strategize the further development of our jointly aligned industry sectors to inform and shape the sector strategies of the future.

The region is fully integrated in **Jump Start**, a statewide and regionally coordinated dual enrollment program. The Workforce Development Boards continue to provide guidance, recommendations and approval for the targeted demand occupations and training programs that would be most effective in filling regional skill gaps.

Another example of building upon the partnerships within the region include the start of sharing staff and multiple cooperative endeavor agreements between Economic Development and the Workforce Development Boards. In one example, the partnership results in a neutral convener

with additional capacity to help establish sector partnerships. The planning work done by the group is helping to lead opportunities to validate data points to add relevance, create a circle of continuous feedback from industry, identify potential sector initiatives and to grow the economy.

CHAPTER 2: STRATEGIES FOR SERVICE INTEGRATION – REGIONAL COMPONENT

Commitment to Training:

The region has continuously improved its ratio of funding spent on training and supportive services. This has been a tremendous effort to maximize the most efficient methods for delivering high quality services.

PY 2019 Training/Work Experience Expenditures

Area	ITA's	OJT's	WE	Adult \$	DW \$	Youth \$
10 (FPD)	113	70	69	\$685,712	\$176,229	\$233,671
11 (Jeff)	55	2	20	\$283,743	\$8,808	502,542
12 (Orl)	179	7	110	\$422,506	\$202,404	\$272,700
14 (RP)	67	0	41	\$325,520	\$303,815	\$455,730

Source: HiRE PY2019 Services to Individuals Report and Local Area Reporting

Individual Training Accounts continue to be very specifically targeted to assist participants maximize their earning potential in a career field of their choosing. This is not an exhaustive list but is a broad sampling.

Apprentice Mate Steersman	Information Technology	Physical Therapy Technician
Deckhand/Tankerman	Crane Operator	Lineman
CDL Class A & B	Licensed Practical Nurse	Pipe fitting
Marine Deisel	Medical Assistant	Process Technology
Certified Nursing Assistant	Medical Billing	Project Administration
Cisco Network Associate	Medical Coding	Registered Nurse
Construction	Medical Office Administrator	Safety Tech
Dialysis Technician	Microsoft Office	Security IT
Industrial Technology	Patient Care Technician	REVIT
Information Technician 4	Pharmacy Technician	Welding
The above is in addition to:		
On-the-Job Training	Internships	Apprenticeships

Employer-Based Training are an area where the region will continue to work toward increasing opportunities. In a statewide study, 92.4% of those that complete On-the-Job Training (OJT) are still retained on the job after 12 months. The region works together to ensure a seamless process for employers by employing MOU's to serve regional employers whenever necessary.

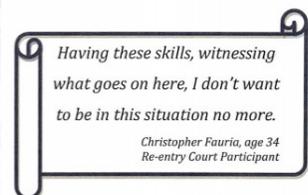
Regional Training contracts are a regular activity which allows for businesses and job seekers to be served in a more streamlined process through better coordination of provider programs. All local Centers can provide this training and recruitment for employers without regards for geographical or political lines through a commitment to flexibility. Multiple online pre-screening tools have been created and are used to better streamline the recruitment and eligibility identification process.

Registered Apprenticeships are a growing trend for which the region definitively sees value in promoting and supporting. There has been the addition of new programs, such as the Deckhand/Tankerman program in recent years. The region has developed online pre-screening tools for all existing regional and local apprenticeship initiatives to assist in expediting the review of applicants funding eligibility whenever needed.

Adult Education partners, of which there are 11 within the region, work in close coordination with their respective local areas to conduct the heavy lift of closing the education gap for many of our adult citizens. Interactive kiosks have been installed in all of the comprehensive centers.

Veterans and Disability Services are fully entrenched into the day-to-day operations of the Centers serving their Veteran clients, informing partner staff, and collaborating to better serve the veteran job seekers. Additionally, there are opportunities for targeted workshops and career fairs to better serve these special and unique populations and to bring awareness to businesses of the benefits of hiring special populations.

Ex-offenders are being better served through multiple initiatives, including the Re-entry Courts, Drug Courts, Day Reporting Centers, and others. There has been the rebranding of ex-offenders to Previously Incarcerated and employers as Second Chance Employers. Significant efforts have been made to identify and educate employers about benefits to hiring this special population. Additional support for this populations includes, committed WIOA funding for Transitional Jobs, career services, connection to partners providing wrap-around services. These expanded partnerships have led to WIOA staff co-location in some prisons and parole centers in and creating a pathway for the build-out of the State Reentry program under the Second Chance Act. These efforts have resulted in a more effective coordination with prison transitional case managers.



Adult, Dislocated Worker and Youth

WIOA called for the elimination of “sequence of service” provision in Title I programs in accordance with a more integrated service delivery model across partner programs. The new model connects partners to clients at any entry point where assessment occurs. The process is further driven by co-enrollment across all active partner programs, as appropriate. The process modification allows for a more holistic approach to serving these populations offering more comprehensive, individualized and seamless services.

Additional specifics regarding operations and service delivery to all of the aforementioned populations is further detailed in the local area portions of this combined regional plan.

Strengths and Weaknesses

Strengths	Weaknesses
Dedicated staff who have learned to do more with less, operating more efficiently. Capitalize on in-house talent for developing innovations in service delivery	COVID strained even the most experienced in the region. The struggles of the partners became the struggles of all. In the period when the regional partners would have built out a more comprehensive Regional Plan, that planning time has been severely hampered by an all-consuming pandemic that has persisted for more than six months.
Partnership of the four Workforce Development Boards and local leadership. Strong local level interagency partnerships.	Limited direct funding support from partner agencies’ partner programs at this time. Continue to seek out more opportunities to leverage resources.
Mostly positive outcomes in all state and/or federal monitoring/audits	Inconsistencies in the timeliness of responses to technical assistance questions and need for improved communications at all levels.
A region continually tested by adversity (disasters and recessions) has resulted in a highly adaptable and nimble system. COVID unleashed a new realm of technology that will serve clients well into the future.	As the single largest region, representing between 25 and 33% of the state across all economic indicators, there are a tremendous number of partners (49) that are functioning in the arena of workforce development which makes coordination more complex, but not insurmountable. See list of partners below
Strong, collaborative, and innovative partnerships beyond just the mandated and core partnerships	Need for continuous professional development and additional cross-training across partner agencies

<p>Advancements made in co-location wherever possible.</p>	<p>Partner agencies, such as Vocational Rehabilitation and Veterans services fall directly under the Louisiana Workforce Commission. Adult Education is a broader network of 11 individual entities that do not fall under a single administrative umbrella creating a need for increased collaboration and performance coordination at the regional level</p>
<p>Strong involvement in cross-regional activities and initiatives, activities, and projects. Improvements in leveraging of resources in multiple areas.</p>	

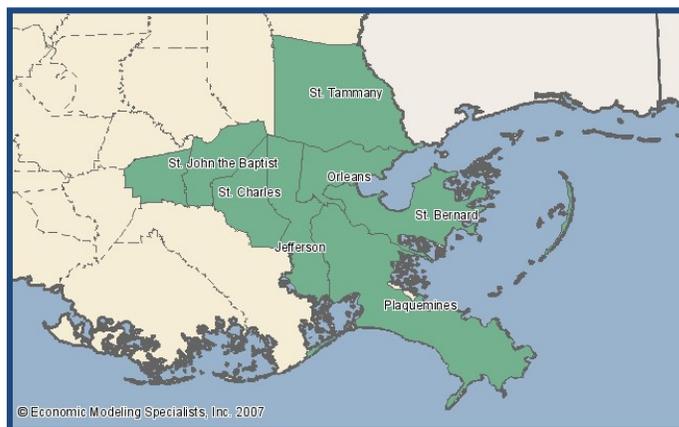
Partner Agencies

Region One is the largest workforce region in the state with four LWDA designations. There are currently 49 entities that account for the mandated partner agencies that work in close collaboration and coordination of direct and complimentary service delivery. There are MOU's in place with required partners and that list continues to expand as we all seek to ensure the most effective and efficient means of serving the community, in particular, special populations and the hardest to serve.

LWDA 10: First Planning District

- Nunez Community College
- Northshore Technical Community College
- Delgado Community College
- Pearl River Community College
- UNO/LSU Regional Education Center
- St. Tammany Chamber
- St. Tammany Business Alliance
- St. Tammany Corporation (Economic Development)
- St. Bernard Economic Development
- Plaquemines Association for Business & Industry
- St. Tammany Adult Education
- St. Bernard Adult Education
- St. Bernard Sheriff's Office
- St. Tammany Community Action Agency
- St. Bernard Community Action Agency
- St. Tammany Parish Sheriff's Office
- St. Tammany School System
- St. Bernard School System
- Plaquemines School System
- Day Reporting Center
- Catholic Charities
- United Way of Southeast Louisiana
- West 30's Redevelopment District
- Families in Need of Services
- Northshore Healthcare Alliance
- Northshore Society for Human Resource Management

LWDA 11: Jefferson



Adult Education - Jeff Parish Public School System
Community Development – Jefferson Parish Govt
JeffCAP
LA. Green Corps
Post Secondary - Delgado
Council on Aging
Hope Center
Dress for Success
JEDCO

LWDA 12: Orleans

Total Community Action – Community Service Block Grant and Supportive Services
Delgado Community College – Adult Ed and Post-Secondary
Goodwill Industries of Southeast Louisiana
New Orleans Business Alliance
City of New Orleans Office of Community and Economic Development
City of New Orleans Office of Youth and Families
City of New Orleans Re-Entry Program/Taskforce
Juvenile Justice Intervention Center
Equus Workforce Solutions
Models for Success
Louisiana Green Corps
Youth Empowerment Project
Greater New Orleans Inc.
Catholic Charities
Kingsley House
United Way of Southeast Louisiana
STRIVE International
Iberia Bank – Financial Literacy
Kedila Family Learning Center – Pre-HISET and YouthBuild
Urban League of Greater New Orleans
New Orleans Job Corp Center – Youth Occupational Skills Training
Family Services of New Orleans – Counseling

LWDA 14: River Parishes

Adult Education – St. Charles Parish School District and South-Central Louisiana Technical College
Post Secondary Education - South Central Louisiana Technical College
Community Services Block Grant of St. Charles Parish

Cross Regional Partners (mandated and optional):

Louisiana Workforce Commission
US Department of Labor
Louisiana Rehabilitation Services – Vocational Rehabilitation
JVGS – Veterans
NFJG – Migrant Seasonal Farmworkers
Job Corp
HUD Employment & Training
Community Action Agencies
Senior Community Service Employment Program
Louisiana Department of Corrections & LaPri
Department of Children & Family Services

Greater New Orleans Inc.
New Orleans Business Alliance
Regional Planning Commission
The Greater New Orleans Data Center
New Orleans Society for Human Resource Management
Catholic Charities
United Way of Southeast Louisiana

Supportive Services Coordination

Supportive services are carefully coordinated locally between partners to ensure maximum availability to the community and avoidance of duplication of services. Supportive services that are available from the partners are in accordance with each partner’s mandates, regulations, local policies, and funding availability. Examples of supportive services that are available within the region include:

- Transportation assistance
- Housing assistance
- Utilities assistance
- Food security assistance
- Training assistance: books, supplies, fees, tools, uniforms
- Childcare assistance
- Needs-related payments
- Other supportive services defined by the individual need to participate in the workforce or in training

Local workforce areas incorporate into their local policies the verification of supportive services that are available in the local area at the time of each individual request for such funded services as they are frequently subject to change due to funding availability.

Coordination with Economic Development

Region One has one of the deepest and long-standing coordinated relationships that not only ensures a business-driven system, but also leverages resources in the region. We have shared in a cross-regional contract for advanced labor market data for more than ten (10) years with Greater, New Orleans, Inc., New Orleans Business Alliance, and the Regional Planning Commission. Our economic development partners are an integral and active partner in the regular regional business services and sector strategy team meetings. There is regular coordination and input provided to the local and regional priority sector identification and management. There is also cross regional and cross partner “ride-a-longs” to meet with businesses and continued cross training. The workforce development seeks regular guidance from the regional and local economic development entities and also participates in all relevant initiatives. In some local areas, the partnerships have moved to a higher level where there are cooperative endeavor agreements to share staff salaries, outcomes, reporting, and information. Additionally, there is also a

formalized local group in place named the Partnership for Industry, Workforce, and Economic Development that affirms the effectiveness of collaboration with economic development and can possibly serve as a best practice to replicate into other areas within the region.

CHAPTER 3: VISION, GOALS, AND IMPLEMENTATION STRATEGIES – REGIONAL COMPONENT

Regional Strategic Vision and Goals

Regional Workforce Development Board Partnership

Region One consists of four local Workforce Development Areas and corresponding Boards that oversee workforce activities for nearly one-third of the State’s jobs, employers and economy. It is the largest and most diverse region in the State. The four Boards oversee the operations of 8 Business and Career Solutions Centers.

In 2004, the four Boards recognized the need and benefit of collaboration and coordination and formed a partnership that was formalized in 2007. This partnership persists through the changes presented by WIOA and Board recertification.

Regional Overarching Priorities

1. To provide relevant and value-added services to businesses and jobseekers
2. To prepare the workforce to meet the current and future needs of businesses
3. To serve as a center for workforce innovation
4. To promote effective regional alignment, collaboration, and partnerships

The Region believes that setting these overarching priorities will lead to actualizing the governor’s statewide vision of “Putting Louisiana First” by creating an environment in which our businesses can grow, and our people can prosper. Ensuring that the services provided to businesses and job seekers are relevant and value-added and will promote a healthier business and workforce environment. Continually assessing the needs of businesses and adapting our strategies to meet those needs allows for a nimbler workforce system that businesses require. Seeking new and innovative ways for service delivery and promoting effective collaboration and partnership allows for the system to develop new best practices that can serve as a model for other areas of the state. It also provides greater chances for attaining leveraged funding through various grant opportunities.

Addressing Employer needs and Workforce Skill Gaps

There are three overarching key areas the region will use to address employer needs and skill gaps:

- Strong Regional approach to meet specific industry demands through strategic solutions
- Greater emphasis on employer-driven and employer-based training solutions
- Creating relevance for the jobseeker to embrace the need to advance their skills and knowledge

Physical Presence and Capacity in the Region

The region has increased the number of centers from eight to nine Workforce Centers in operation under the guidance of the four Workforce Development Boards. The centers typically see foot traffic in the range of 110,000 to 125,000 visits per year. The expectations are that COVID and the more than double unemployment rates will dramatically increase the traffic. Traffic of the virtual nature will also need to be quantified and further efforts to utilize technology to increase access to all partner services is necessary.

In addition to the traditional full service, comprehensive and affiliate One-Stop Centers in the region, our capacity to serve participants and businesses has expanded through leveraged partnerships and collaboration. While there have been few opportunities to specifically share in overhead expenses, there is some innovative staff-cost sharing, staff co-location, and expanded use of technology where appropriate. Moreover, the efforts to improve communication and information sharing have enhanced regional service delivery capacity.

Regional Strategies

Regional strategies for addressing the needs of industry through effective development of the workforce are based upon the economic analysis of the region and are in support of the State key strategies to ensure a truly demand-driven system that is highly effective, aligns resources, and engages businesses more fully. This will be accomplished through solutions oriented to our regional priorities.

Provide relevant and value-added services to businesses and jobseekers: The region has taken steps to engage businesses more proactively in the process of driving the direction workforce development investments. This includes greater emphasis on directly tying training to specific job openings and ensuring that, whenever possible, employers are at the table from the

beginning. Another primary strategy is promoting employer-based training (EBT), particularly On-the-Job Training, Internships, Customized Training, and Registered Apprenticeships.

Prepare the workforce to meet the current and future needs of businesses:

In addition to providing the value-added, relevant services, businesses and the associations that represent them are being more directly engaged to assess real, current, and future needs to most appropriately prepare the workforce. Developing, coordinating or supporting industry-based groups, such as the Northshore Healthcare Alliance, Maritime Consortium, Louisiana Energy Workforce Consortium (LEWC), and the Information Technology Consortium.



That direct employer input is then used to design local and region-wide projects, such as a regional training program created out of the LEWC that created a curriculum and leveraged resources to train the next generation of Utility Lineman. The first cohort created 16 fully employed Linemen all earning wages more than \$21 per hour. Another project that was the result of



significant employer involvement includes multiple training initiatives with Ochsner Health Systems, the largest employer in Louisiana. An initiative that is working to meet the greatest healthcare workforce needs in the region and include accelerated Patient Access, MA, MA to LPN, and Pharmacy Tech programs. Further, these partnerships help advise components of the curriculum for Jump Start, the local workforce training programs offerings at the LCTCS, and contributed to the development of the STEM campus for a comprehensive Maritime training program at Northshore Technical Community College.

The region has also fully adopted the statewide initiative to strategically align training investments in high-demand, high-wage (\geq STAR rated) occupations and focus on targeted sectors. These strategic priorities are shared and coordinated with local and regional economic development agencies. Further, the region has adopted the statewide implementation of more integrated services of core and intensive levels to both general and special populations in order to provide a more comprehensive approach to identifying participants' current career status, skill gaps and assets and assisting with wide-ranging short- and long-term career plan.

Serve as a center for workforce innovation: As a region, consistently identify best practices and pilot new innovative approaches to provide value-added services that are more effective, efficient,

and accessible. An example of this innovation includes projects such as the creation of a regional website, online participant pre-screening eligibility applications, single-point-of-entry online job application, and a regional jobseeker video that featured real local employers expressing key factors they look for when hiring that also serves as a center services orientation. Work to continue to build credibility with economic development, local officials, and the community in our role as a reliable workforce authority that is flexible and nimble. One of the many ways we accomplish this is to be the “go to” source for all labor market information and some of the latest developments in human resources that affect businesses, such as providing knowledge about available human resource assistance available, and the expanded eligibility for WOTC.

Promote effective regional alignment, collaboration, and partnerships: The region is committed to building stronger partnerships and collaborations to better align the local workforce areas to the needs of the region. In addition to continually promoting regional alignment of the local areas, there is a stronger emphasis on partnering and collaborating with economic development organizations and industry-based associations. A example of this partnering includes the recently expanded partnership between the Regional WDB Partnership, Regional Planning Commission, Greater New Orleans, Inc., New Orleans Business Alliance and the Greater New Orleans Data Center to share license for advanced economic and workforce development data program.

In addition to continuing our long-standing collaborative groups, the region has also recently re-launched and/or revised three previous initiatives that directly speak to our commitment to regional alignment, collaboration, and partnerships. This includes joint meetings of the Workforce Development Board Directors and Local Area Coordinator, as well as joint meetings of the Workforce Development Board Executive Committees and a Regional Business Services Team.

Regional Alignment, Collaboration and Partnerships

Regional WDB Partnership:

In 2004, the Workforce Development Boards of Region One, recognizing the benefits of working together on regional issues and activities, began a process that has since led to a solid partnership that was formalized in 2007. This partnership has allowed for greater alignment and focus of limited resources. Through the collaboration of the Core Leadership, all members of each Board are kept abreast of regional activities and initiatives. This formal partnership serves as the cornerstone for the following:

1. Joint Workforce Development Board Directors and Local Area Coordinators: This is a multi-level collaborative team approach. The Workforce Development Board Directors has held regular planning meetings since early 2005 allowing them to enact various MOU’s resulting in activities such as, the hiring of regional staff, sharing in professional development and training, regional service contracts, regional operations policies, shared staff for special projects, expanded partnerships that cross traditional geographical boundaries, regional business events, and identification of regional targeted sector priorities. In 2015, the Local Area

Coordinators again started participating in this collaboration of leaders. Strategies, operations, performance measures, best practices and regional coordination of items such as regional On-the-Job Training contracts and Cross-regional Customized Training initiatives in multiple industries.

2. **WDB Executive Committees:** Originally an expansion of the WDB Director's Core Leadership Team, the Executive Committees of all four of the Boards began to meet periodically to serve as an overarching strategic arm of the regional direction and progress in the area of workforce development. The implementation of WIOA and the reconfiguration of most of the Board members put the work of this group temporarily on hold, however, seeks to resume meetings. It is a goal that the joint committee might take a stronger role in the strategic direction of workforce development priorities for the region.
3. **Regional Business Services Team:** The region has re-vamped and re-launched the regular meeting of all Business Services Team staff, including partner agencies that are engaged in business services. The purpose of this group is to build upon best practices, better leverage resources to reduce duplication, and to in general, stay better connected to the needs of businesses and support sector strategies and initiatives. The team includes members representing, workforce staff, regional economic development staff, and state funded cross-regional staff.

WIOA Partner Collaboration

The region has 49 partner agencies representing the four local workforce development areas. Required partners, such as Vocational Rehabilitation, Veterans Services, Re-entry administratively fall directly under the Louisiana Workforce Commission which has provided for a long-standing deeper integration within the One-Stop system. This is not the case for Adult Education. The region has been working towards an increase collaboration and coordination with Adult Education to improve the overall effectiveness of the entire workforce development system. There are currently 11 Adult Education entities that are partners with the local workforce areas. Goals that have been incorporated into this regional plan include:

- Formed and held a regional consortium/working group and series of meetings of all eleven Adult Education partners in the region to meet quarterly
 - Discussion or coordination and alignment of services in the region
 - Identified possibilities for reducing duplication
 - How we can all better coordinate and collaborate to serve the clientsAdditional opportunities to be built upon:
 - Discuss performance and how Adult Ed and WIOA measures can be better met by complimentary service/processes
 - Develop a matrix of services region wide
 - Share best practices

Regional Performance Accountability

The region has a strong commitment to performance and accountability in order to meet the desired outcomes for the region and goals for the State. Each local area monitors and tracks

performance of programs and staff well beyond the usual suspects of WIOA Common Measures. Enhanced performance tracking is beneficial in our adopted climate of data-driven decisions. The region subscribes to the notion that tracking and thoroughly measuring performance goes hand-in-hand with ensuring a solid return on investment with limited funding and resources. The region continues to apply strategies that adhere to the SMART Model (Specific, Measurable, Achievable, Realistic, and with a Timeframe) by setting benchmarks, tracking progress, setting timelines, and tracking milestones.

All regional collaboration efforts from WDB Directors, Local Area Coordinators, joint executive committee, business services team and Adult Education teams have and/or will work to address performance accountability. This includes joint meetings about labor market trends to help direct industry sector targets, training investments, and general discussions to address issues that affect performance. An example of such discussions in 2016 included reviewing the correlation between improved performance outcomes in on-the-job training as compared to individual training accounts. Another example is the regular communication among local areas around the performance tracking mechanisms. All in all, a standing priority is not only to the measures themselves, but to ensuring continued quality service to businesses, job seekers and the community. Lastly, the region works to ensure that the value-added proposition of the workforce system is real and is known and understood by the community.

Current and Planned Regional Alignment and Collaboration Activities

- ❖ Continue to improve leveraging opportunities among local partnerships to better coordinate partners and services on a regional level
 - ▶ Partner Mapping among the nearly 50 regional partners (showing the specific connections, compliments and geographical overlaps) the partners and the resources.
 - ▶ Sharing information via local websites
 - ▶ Sharing best practices for DWG and COVID influenced environment
- ❖ Leveraging Resources – Share costing
 - ▶ The region will review and recommend shared administrative functions where appropriate, such as the feasibility of shared monitoring costs
 - ▶ Shared cost in marketing and outreach
 - The region may revisit the development of a regional business services marketing brochure
 - Secure partner sponsorship for regional business services marketing piece
- ❖ Regional Coordination and Projects to initiate or continue:
 - ▶ Regional Industry Specific Job Fairs
 - ▶ Sharing best practices (expand through the regional business services team)
 - ▶ Advanced data set – EMSI as six entity economic development partnership (continue)
 - ▶ Jump Start collaboration and guidance (continue)
 - ▶ Construction Connection (model)

- IT and Healthcare replication (initiated)
- ▶ Regionally support and promote apprenticeships (continue)
- ▶ More impactful Job Fairs and Recruitment events (continue)
 - Larger events
 - Customized events
- ▶ Region-wide and systematic coordination with graduating classes of all regional and near region training providers (initiate)
- ▶ Regular regional business services meetings (continue)
 - Include and incorporate local and regional economic development business service reps in these meetings
 - Improve communication and coordination to better leverage limited business services resources
- ▶ Seek new and innovative ways to continue to improve regional collaboration through regional activities and projects
 - Formation of regular regional adult education team/consortium (initiated)
 - Specific Projects
 - Ochsner – Patient Access, MA, MA to LPN, and Pharm Tech Programs
 - Entergy and Partners (LEWC) Linemen Program
 - Port of New Orleans Expansion – workforce support
 - Space Program

Cross-Program Strategies

As part of the region’s approach to further integrate a stronger cross-program strategy that meets the needs of the various populations and sub populations, we seek opportunities to enhance services to best serve those individuals. Some of these strategies include:

- Priority of service has been set for adult training funds to serve low income individuals
- An integral partner in work/training requirements of SNAP and TANF recipients.
- Region-wide assistance and coordination to serve the ex-offender special population
- Strong commitment to serve youth in various summer youth training and employment programs that co-mingled and leverage local and federal funds
- Region-wide comprehensive re-employment efforts for those that are receiving unemployment insurance and have been profiled as likely to exhaust benefits.
- Support for all State initiatives to strengthen services to persons with disabilities and Veterans. Veterans’ reps are fully integrated into the one-stop operations.
- Proactive regional approach to Rapid Response efforts, including intensive services for the workers impacted by lay-offs, providing joint orientations, joint coordination of specialized recruitment events, etc..
- Improved Adult Education collaboration and workforce coordination with the eleven entities engaged in those activities, as further detailed above

Cross-regional Stakeholder Partnerships:

- Expanded partnerships include numerous industry associations, such as Home Builder Association, Louisiana Restaurant Association, New Orleans Society for Human Resource Management, Northshore Society for Human Resource Management, and, to name a few.
- Improved economic development organization collaborations, including New Orleans Business Alliance, Regional Planning Commission, Greater New Orleans, Inc., St. Tammany Corporation, JEDCO, to name a few.
- Expanded relationships with the Louisiana Small Business Development Center, Greater New Orleans Data Center and the Literacy Alliance.

Leveraging and Aligning Resources

In times of competing demands upon limited resources, not only is leveraging resources vital to success and sustainability, so are efforts to increase the flow of resources to the region. The region has developed a systematic approach to applying for grants that will benefit the region. We will continue to seek out opportunities to leverage financial resources of stakeholder partners, such as the contracts to share in the cost of data access with the Regional Planning Commission and Greater New Orleans, Inc. and numerous co-location efforts. All funding opportunities that are aligned with and that promote regional goals and activities continue to be heavily investigated. Additionally, concepts for self-generated revenue continue to be explored to off-set future budgetary funding cuts and short falls.

The region also supports efforts being made by the Louisiana Workforce Commission to assist in facilitating the shared financial resources for mandated One-Stop Partners as it related to service delivery. Additionally, the region supports moving funds from TAA and IWTP to the local areas in order to more directly serve businesses and jobseekers as a pilot program.

Leveraging resources extends to the sharing of regional administrative and program costs, such as the development of a regional outreach piece. The region continues to share in the costs and management of regional projects where necessary and will begin to explore additional opportunities for sharing in administrative and program costs in areas where most appropriate via an exploratory committee.

Regional Policy Alignment

Region One continues to embrace the commitment toward policy alignment in order to streamline the workforce development system to better serve businesses and jobseekers, where appropriate. This approach supports a regionally based, integrated, employer-driven workforce development model that will ensure faster, more comprehensive and more effective systematic and substantive transformation that supports the Governor's vision.

Some examples of policy alignment efforts include discussions of Regional processes for:

- On-the-Job Training processes and employer contracts
- Funding caps for Individual Training Accounts (ITA)
- Applying for and supporting local, regional, and partner grant applications
- Rapid Response efforts
- Regional Career Fair events
- Shared Professional development

The region is able to advance policy alignment efforts because of the ongoing and productive joint planning and communication that, under normal circumstances, is regularly held between the WDB Directors in the region.

Conclusion of Regional Portion

The Workforce Development Board Partnership continues to exhibit a unique strength and ability to be responsive and proactive to the changing economic times of the eight parishes that are represented in Region One. The four Boards will not only continue to strive for excellence individually, but also serve as an incubator for workforce development innovation. We look forward to overcoming challenges and advancing the region to serve as a model for the State and in the nation.



Attachments:

Region One – Local Workforce Development Area Plans

LWDA 10: First Planning District Local Plan & Attachments

LWDA 11: Jefferson Local Plan & Attachments

LWDA 12: Orleans Local Plan & Attachments

LWDA 14: St. Charles Parish Consortium (River Parishes) Local Plan & Attachments