



## **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, 2016, through June 30, 2020  
Region One's Demand-Driven 4 Yr Workforce Innovation  
Opportunity Act (WIOA) Plan**

### **Regional Workforce Development Board Partnership 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 for "Putting Louisiana First" 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 in the region. 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 mass lay-offs, as well as rebuilding projects impacting many strategic industry sectors. This work includes many initiatives, such as a regional website, regional online pre-screening for special funding, 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

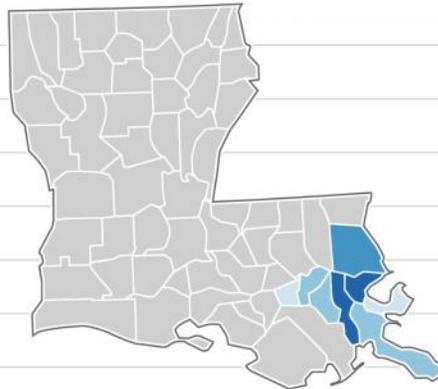
The Region believes that setting these overarching priorities will lead to actualizing the governor's statewide vision of "Putting Louisiana First" by creating an environment in which our businesses can grow and our people can prosper. Ensuring that the services provided to businesses and job seekers 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.

## **Regional Economic and Workforce Information Analysis**

The "Greater New Orleans Region" is defined as the eight parishes (counties) that make up the 1<sup>st</sup> 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.

Table 1 – 2015 Regional Characteristics

Population (2015)	1,270.4K
Jobs (2015)	534.0K
Average Earnings (2012)	\$59.7K
Unemployed (11/2015)	32.9K
Completions (2013)	18.6K
GRP (2012)	\$73,42B
Exports (2013)	\$111.58B
Imports (2013)	\$80.86B



Source: EMSI Covered Employment - 2016.1

The region is bonded together by the Mississippi River, Lake Ponchartrain, 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. Eleven years later, the region’s population has recovered to 91.6% of pre-Katrina levels.

Table 2 – 2010 Regional Commute Patterns

Commutes to	Resides in								
	Jefferson	Orleans	Plaquemines	St. Bernard	St. Charles	St. James	St. John	St. Tammany	Outside Region
Jefferson	135,776	57,611	4,571	1,045	4,055	227	971	1,334	4,021
Orleans	32,023	147,492	1,577	2,029	1,064	56	394	1,101	2,967
Plaquemines	1,845	1,259	6,406	168	80	0	8	55	253
St. Bernard	4,203	11,210	527	11,871	224	8	35	270	391
St. Charles	7,095	2,435	218	87	9,621	101	563	149	865
St. James	301	143	25	15	642	3,985	859	0	1,596
St. John	4,310	1,359	118	95	2,310	607	7,393	161	1,113
St. Tammany	9,928	16,327	473	839	475	31	144	52,681	6,232
Totals	195,481	237,836	13,915	16,149	18,471	5,015	10,367	55,751	17,438

Source: Us Census Bureau

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

Table 3 – Population

**RLMA 1 - New Orleans | Population**

<p><b>1,270,398</b> 2015 Population 27.1% of State</p>	<p><b>6.0%</b> Population Growth for the Last 5 Years State Growth 3%</p>
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Source: EMSI Covered Employment - 2016.1

**Regional Economic Overview**

In the most recent assessment in 2013, Region One generated a Gross Regional Product (GRP) of \$73.42 billion, representing 31.2% of the State's total GRP of \$234.68 billion. The GRP measures the final market value of all goods and services produced in a region and include the sum of earnings, property income, and taxes on production. 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 50.2% of the total regional workforce. The largest employer group, and considered to be a staple of the region, Accommodation and Food Service, employing 74.8K workers, continues to pay the lowest wages of all sectors. In general, service-based knowledge sectors such as, Education, Healthcare, and Accommodation and Food Service, and Professional Services, are expected to be the fastest growing (Jobs) segments of the local economy over the next five years.

Table 4 – 2015 Regional Jobs By Industry

**RLMA 1 - New Orleans | Jobs by Industry**

<p><b>534,025</b> Jobs (2015) 0% above National average</p>	<p><b>3.7%</b> % Change (2016-2020) Nation: 4.2%</p>	<p><b>\$59,672</b> Avg. Earnings Per Job (2015) Nation: \$64,277</p>
Establishments (2015)		36,913

NAICS	Industry	2015 Jobs
11	Agriculture, Forestry, Fishing and Hunting	554
21	Mining, Quarrying, and Oil and Gas Extraction	6,355 ■
22	Utilities	2,557 ■

NAICS	Industry	2015 Jobs	
23	Construction	28,293	
31-33	Manufacturing	29,584	
42	Wholesale Trade	22,474	
44-45	Retail Trade	61,780	
48-49	Transportation and Warehousing	23,260	
51	Information	7,617	
52	Finance and Insurance	18,226	
53	Real Estate and Rental and Leasing	7,965	
54	Professional, Scientific, and Technical Services	33,830	
55	Management of Companies and Enterprises	7,432	
56	Administrative and Support and Waste Management and Remediation Services	32,095	
61	Educational Services (Private)	19,182	
62	Health Care and Social Assistance	61,943	
71	Arts, Entertainment, and Recreation	12,052	
72	Accommodation and Food Services	73,666	
81	Other Services (except Public Administration)	14,715	
90	Government	70,532	
99	Unclassified Industry	215	

Source: EMSI Covered Employment - 2016.1

Table 5 – 2015 Average Earnings by Industry

### RLMA 1 - New Orleans | Average Earnings by Industry

**\$59,672**

Avg. Earnings (2015)

93% of Nation Avg.

NAICS	Industry	Avg. Earnings (2015)	
11	Crop and Animal Production	\$36,951	
21	Mining, Quarrying, and Oil and Gas Extraction	\$166,895	

NAICS	Industry	Avg. Earnings (2015)	
22	Utilities	\$134,344	
23	Construction	\$63,305	
31	Manufacturing	\$102,641	
42	Wholesale Trade	\$80,933	
44	Retail Trade	\$32,824	
48	Transportation and Warehousing	\$72,976	
51	Information	\$59,725	
52	Finance and Insurance	\$90,656	
53	Real Estate and Rental and Leasing	\$50,412	
54	Professional, Scientific, and Technical Services	\$86,289	
55	Management of Companies and Enterprises	\$94,544	
56	Administrative and Support and Waste Management and Remediation Services	\$42,933	
61	Educational Services	\$56,205	
62	Health Care and Social Assistance	\$56,200	
71	Arts, Entertainment, and Recreation	\$58,568	
72	Accommodation and Food Services	\$24,383	
81	Other Services (except Public Administration)	\$38,910	
90	Government	\$70,286	
99	Unclassified Industry	\$49,669	

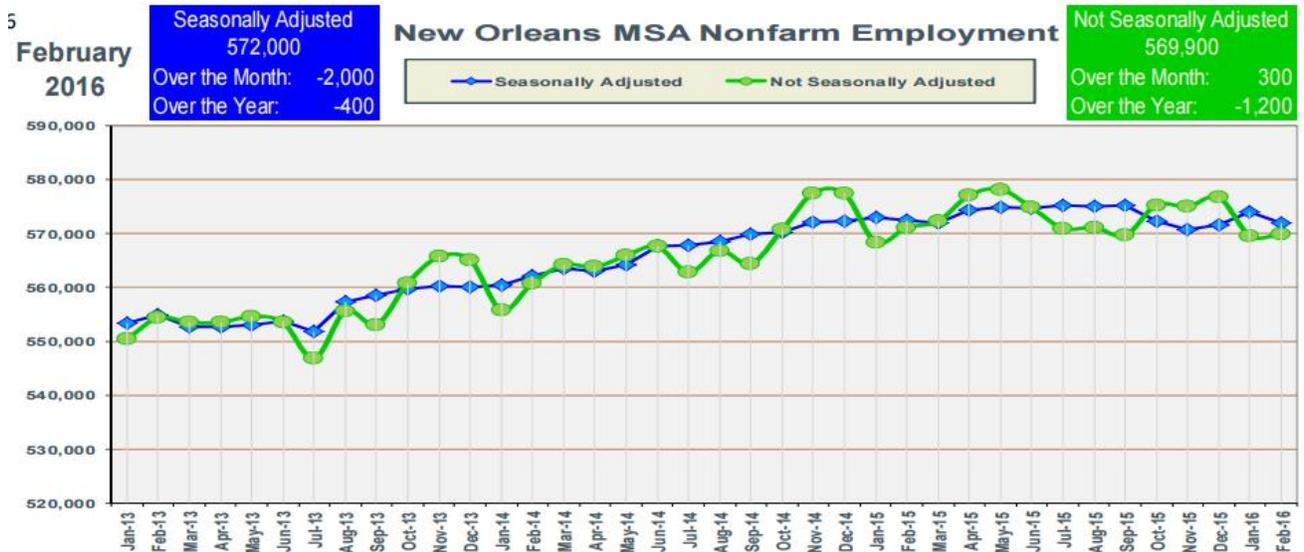
Source: EMSI Covered Employment - 2016.1

## Current Regional Trends

The greater New Orleans region was substantially buffered during the 2008 national economic down-turn; however, our region did see a delayed impact in 2010 that was further compounded by the BP Oil Spill of the same year. Currently, the greatest economic challenges to our region include the bottoming out of oil prices, from a high of more than \$110 per barrel to a low of less than \$30 a barrel. In 2015 there were 11,653 jobs in the Oil & Gas Industry Group (12 individual industries) but that number is quickly moving downward with new lay-offs being regularly announced.

The region has also seen investments in infrastructure over the last few years that had likely driven the labor participation upward in the beginning of 2015, but with the oil price drop, is again on the decline.

Figure 1 – 2013 - 2016 Unemployment Trends



**Unemployment Rates Year-over-Year**

		February 2016	February 2015
	<b>National</b>	4.9	5.5
	<b>Louisiana</b>	5.9	6.7
LWDA 10	<b>Plaquemines</b>	5.0	5.9
	<b>St. Bernard</b>	5.9	7.1
	<b>St. Tammany</b>	4.7	5.6
LWDA 11	<b>Jefferson</b>	5.0	6.0
LWDA 12	<b>Orleans</b>	5.5	6.7
LWDA 14	<b>St. Charles</b>	5.1	5.9
	<b>St. James</b>	7.6	8.8
	<b>St. John</b>	6.7	7.9

Source: Louisiana Workforce Commission LMI Bulletin

Unemployment in the New Orleans metro area is 5.3% (February 2016) but there are 22,978 fewer in the labor force than one year ago (Nov, 2015 Y-O-Y Nov, 2014). Only half of this reduction is directly attributable to the loss of jobs; half have left the labor force either due to retirement, discouragement, self-employment or other reasons. Those leaving the workforce for the purpose

of retirement cannot be discounted. Much like the rest of the country, the region is experiencing a “Silver Tsunami” with the more than 100,000 of the current population reaching 65+ by 2025.

One trend that has not been seen in more than 10 years for our region is that no single parish holds an unemployment rate greater than 10%, as had been the case for many years in St. James and/or St. John the Baptist Parishes. Currently, 14% of those unemployed and seeking work are in Accommodation and Food Service Industry, 13% are from Construction and Manufacturing combined, and 10% are from Retail Trade. Overall, industries that boast the highest levels of employment in addition to lower average wages also have a tendency to experience higher levels of unemployment. Industries with high-volume/low-wage occupations, such as Accommodation and Food Service and Retail Trade are included in this trend. Additionally, the cyclical/project nature of the Construction industry also lends itself to a higher than average unemployment rate. In 2012, 11% of unemployed were seeking work, and now that has been reduced to 6%. The Healthcare and Social Assistance industry currently represents 6% of those unemployed.

Table 6 – 2015 Unemployment by Industry

**RLMA 1 - New Orleans | Unemployment by Industry**

**32,920**

**Total Unemployment (11/2015)**

NAICS	Industry	Unemployed (11/2015)	% of Unemployed
11	Crop and Animal Production	11	0%
21	Mining, Quarrying, and Oil and Gas Extraction	784	2%
22	Utilities	93	0%
23	Construction	2,096	6%
31	Manufacturing	2,330	7%
42	Wholesale Trade	534	2%
44	Retail Trade	3,383	10%
48	Transportation and Warehousing	1,218	4%
51	Information	333	1%
52	Finance and Insurance	664	2%
53	Real Estate and Rental and Leasing	607	2%

NAICS	Industry	Unemployed (11/2015)	% of Unemployed	
54	Professional, Scientific, and Technical Services	1,667	5%	
55	Management of Companies and Enterprises	17	0%	
56	Administrative and Support and Waste Management and Remediation Services	1,573	5%	
61	Educational Services	1,332	4%	
62	Health Care and Social Assistance	2,091	6%	
71	Arts, Entertainment, and Recreation	761	2%	
72	Accommodation and Food Services	4,716	14%	
81	Other Services (except Public Administration)	1,766	5%	
90	Government	1,279	4%	
99	No Previous Work Experience/Unspecified	5,665	17%	

Source: EMSI Covered Employment - 2016.1

## Employment

In 2008 and earlier, there was an abundance of vacancies and significant shortages in numerous industries, particularly construction, manufacturing, and healthcare. However, the latest statewide 2015 Vacancy Survey continues the trend of a flip in the supply and demand with job seekers outnumbering job vacancies at a ratio of 1:1.12.

Table 7 – Regional Jobs vs. Potential Candidates

### Monthly Job Count

The table below shows the number of job openings advertised online in 1st Regional Labor Market Area, New Orleans, Louisiana in March 28, 2016 (Jobs De-duplication Level 2).

Area Name	Job Openings
1st Regional Labor Market Area, New Orleans, Louisiana	27,759 <i>(2,349 more than in Mar 2012)</i>

Job Source: Online advertised jobs data

### Candidates Available

The table below shows how many potential candidates in the workforce system were looking for work in 1st Regional Labor Market Area, New Orleans, Louisiana in March 28, 2016.

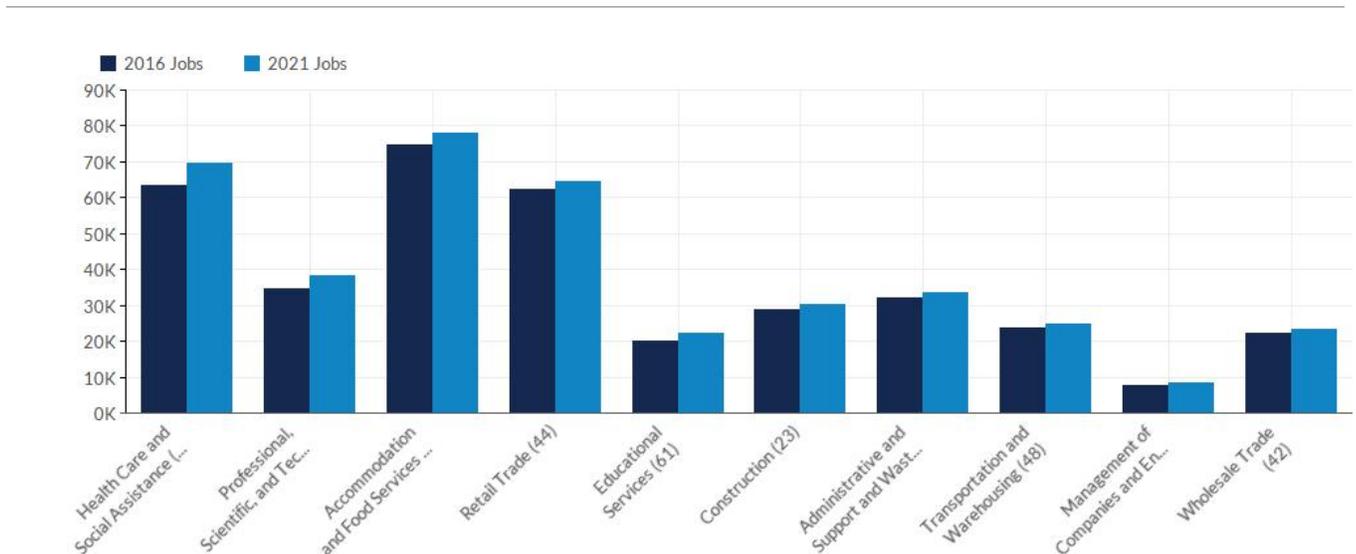
Area Name	Potential Candidates
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Candidate Source: Individuals with active resumes in the workforce system

### Projected Regional Trends

The short-term job growth projections point towards continued growth in Healthcare and Social Assistance (10%), Professional, Scientific, and Technical Industries (10%) and Accommodation and Food Service (4%). However, while this data is based upon reliable statistical models, upcoming projects and other regional economic activities may not be sufficiently mapped in statistical models, therefore the region remains diligent in also collecting and considering real-time economic activities through input/output statistical models, direct business feedback, industry association and economic development partner contacts. The potential for projection anomalies includes (1) the full impact (direct and indirect) of the Oil and Gas industry downturn, (2) projections from LSU holding optimism for a replacement tenant for the Avondale site that resulted in mass-lay-off from previously largest employer, and (3) continued business expansions in areas of emerging industries.

Figure 2 – 2016 - 2020 Fastest Growing Industries

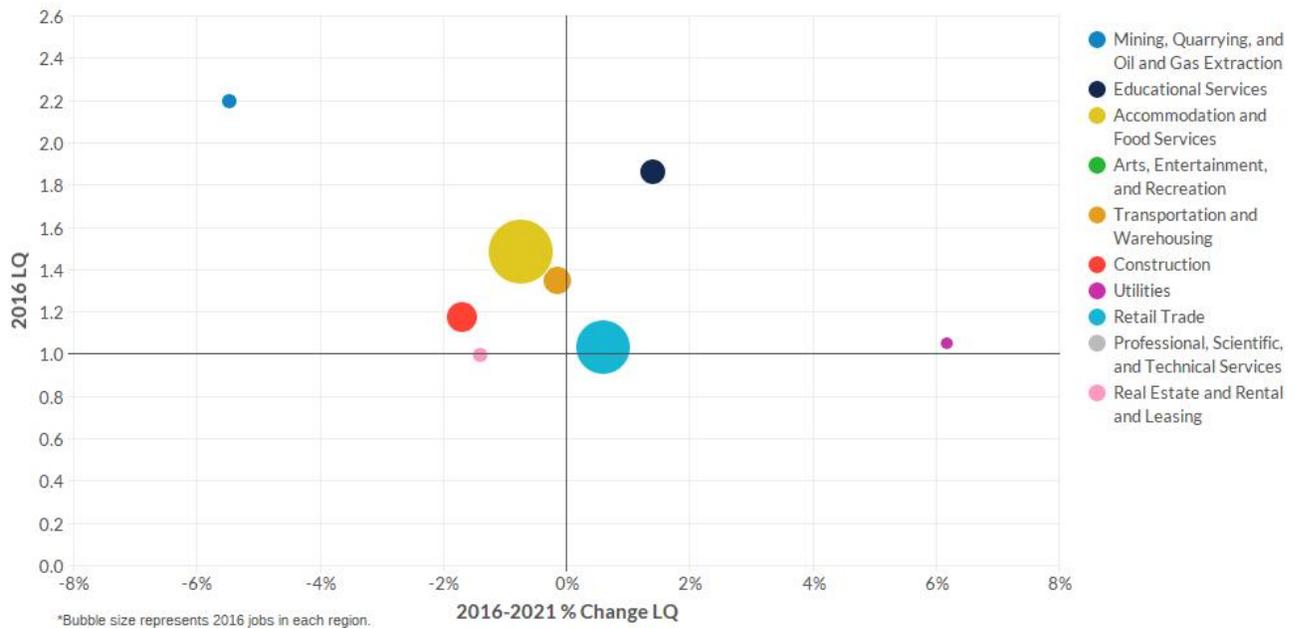


Industry	2016 Jobs	2021 Jobs	Change in Jobs (2016-2021)	% Change	2015 Earnings Per Worker
Health Care and Social Assistance	63,510	69,567	6,056	10%	\$56,200
Professional, Scientific, and Technical Services	34,718	38,311	3,593	10%	\$86,289
Accommodation and Food	74,860	78,108	3,248	4%	\$24,383

Industry	2016 Jobs	2021 Jobs	Change in Jobs (2016-2021)	% Change	2015 Earnings Per Worker
Services					
Retail Trade	62,139	64,507	2,368	4%	\$32,824
Educational Services	19,911	22,113	2,201	11%	\$56,205
Construction	28,613	30,127	1,515	5%	\$63,305
Administrative and Support and Waste Management and Remediation Services	32,179	33,425	1,246	4%	\$42,933
Transportation and Warehousing	23,515	24,613	1,098	5%	\$72,976
Management of Companies and Enterprises	7,614	8,534	921	12%	\$94,544
Wholesale Trade	22,397	23,274	878	4%	\$80,933

Source: EMSI Covered Employment - 2016.1

Figure 3 – Top Industry Growth Projections and Location Quotients\*\* of RLMA1



Source: EMSI Covered Employment - 2016.1

Industry	2016 Jobs	2021 Jobs	% Change	2016 LQ	2021 LQ	% Change LQ	2015 Earnings Per Worker
Mining, Quarrying, and Oil and Gas Extraction	6,491	6,914	7%	2.20	2.08	-5%	\$166,895
Educational Services	19,911	22,113	11%	1.87	1.89	1%	\$56,205
Accommodation and Food Services	74,860	78,108	4%	1.49	1.48	-1%	\$24,383
Arts, Entertainment, and Recreation	12,180	12,831	5%	1.45	1.44	0%	\$58,568
Transportation and Warehousing	23,515	24,613	5%	1.35	1.35	0%	\$72,976
Construction	28,613	30,127	5%	1.18	1.16	-2%	\$63,305
Utilities	2,254	2,370	5%	1.05	1.12	6%	\$134,344
Retail Trade	62,139	64,507	4%	1.03	1.04	1%	\$32,824
Professional, Scientific, and Technical Services	34,718	38,311	10%	1.02	1.03	1%	\$86,289
Real Estate and Rental and Leasing	7,979	8,193	3%	1.00	0.98	-1%	\$50,412

Source: EMSI Covered Employment - 2016.1

\*\* 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.

## 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 are clearly impacting these traditional trends. Most current 5 year projections (2015 – 2020) indicate a continued growth rate of 10% for Orleans and 16% growth in St. Bernard. Of note, the percentage population growth for St. Bernard parish has demonstrated the highest 10 year growth of all parishes in the state between 2010 and 2020 with 49% growth, followed by Orleans at 25%.

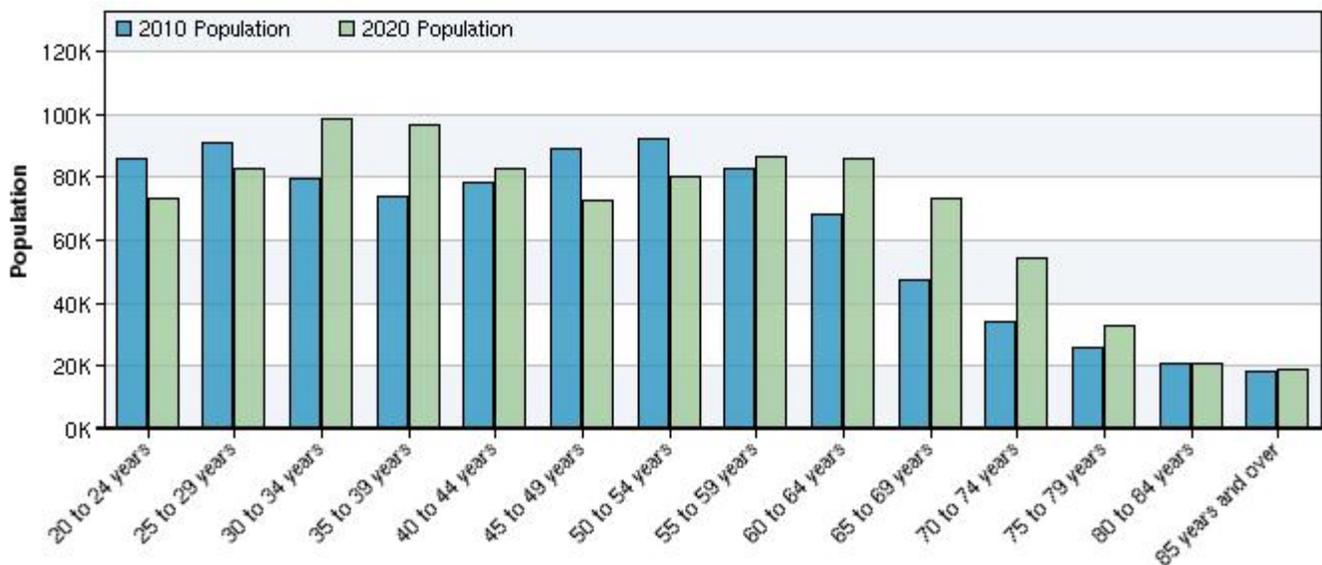
Table 8 – Population Estimates and Projections for RLMA1, including pre- and post-Katrina

Geographic Area	Population Estimates				
	2020 Projections	July 1, 2015	July 1, 2010	July 1, 2005	July 1, 2000
<b>Louisiana</b>	<b>4,792,862</b>	<b>4,683,143</b>	<b>4,545,585</b>	<b>4,497,691</b>	<b>4,468,979</b>
Jefferson Parish	438,993	436,528	432,774	451,652	454,738
Orleans Parish	435,686	397,096	347,989	455,188	483,663
Plaquemines Parish	23,930	23,662	23,116	28,549	26,737
St. Bernard Parish	54,685	46,948	36,796	64,951	66,988
St. Charles Parish	53,252	52,798	52,867	50,116	48,160
St. James Parish	21,392	21,573	22,031	20,740	21,179
St. John the Baptist Parish	41,709	43,190	45,655	45,597	43,151
St. Tammany Parish	260,282	248,604	234,563	217,407	192,179
<b>Region One</b>					
<b>Labor Market Area</b>	<b>1,329,928</b>	<b>1,270,398</b>	<b>1,195,791</b>	<b>1,336,795</b>	<b>1,336,795</b>

Source: US Census

Figure 4 – 2010 – 2020 Population by Age

### Workforce Age Population Trend Breakdown



Source: EMSI Covered Employment - 2016.1

Age	2010 Population	2020 Population	Change	% Change	2010 % of Cohort
20 to 24 years	86,016	73,177	-12,839	-15%	9.69%
25 to 29 years	90,864	82,593	-8,271	-9%	10.24%
30 to 34 years	79,509	98,745	19,236	24%	8.96%
35 to 39 years	74,175	96,792	22,617	30%	8.36%
40 to 44 years	78,359	82,596	4,237	5%	8.83%
45 to 49 years	88,962	72,608	-16,354	-18%	10.02%
50 to 54 years	92,270	80,372	-11,898	-13%	10.39%
55 to 59 years	82,736	86,575	3,839	5%	9.32%
60 to 64 years	68,098	85,611	17,513	26%	7.67%
65 to 69 years	47,524	72,964	25,440	54%	5.35%
70 Years and over	99,195	126,706	27,511	28%	11.17%
Total	887,708	958,739	71,031	8%	100.00%

Source: EMSI Covered Employment - 2016.1

## Significant Regional Economic Events

### Oil & Gas Price Plummet

Oil prices have hit a low that has not been seen since 2002. Oil and Gas accounts for more than \$2 billion in regional revenue and 7,274 jobs with an average wage of \$97,722 across 7 specific industries. The 25 oil rigs in operation represent less than half of what was operating just two years ago. Related lay-offs, such as Chevron's (350) are having an adverse affect on the region. There is expected continued volatility with only a moderate rise over the next 18 months.

### Construction Boom or Fizzle

In 2012, it was projected at the State level that there would be a significant construction boom in the region based on numerous expansions and infrastructure projects underway resulting in a need to fill more than 6,000 new construction jobs and backfill another 12,000 that would be due to attrition. In reality, the region has lost 2,680 jobs in the industry since 2012. However, this does not diminish the need for replacement workers as many of this industry start exiting to explore retirement. Lastly, while the projected growth did not bear out, it did create awareness and an avenue to better connect employers and job seekers for the industry through the Construction Connection, which is serving as a model for other industries.

### Coastal Restoration

As a result of the 2010 BP Oil Spill, an infusion of coastal restoration projects have begun to enter 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. The local Business and Career Solutions Centers will be serving as the 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.

**Population Shift Expectations – Silver Tsunami**

The Baby Boomer effect, or “Silver Tsunami,” will have a significant impact on the region’s workforce. More than 52,000 will move into to the 65+ population by 2020 (more than 100,000 by 2025). This represents a 36% increase over the current 65+ population. At the same time, the remaining workforce will only increase by a modest 18,000, creating a potential shortfall of available workforce for the Greater New Orleans region by nearly 35,000. Additionally, the increase in the elder population will certainly increase the need for healthcare services, having a compounding effect on the Healthcare industry.

Table 9 – Workforce Age Population Shift

2010 Workforce Age Population	2020 Workforce Age Population	Change	2020 Projected Shortage of Workforce Age Population
740,989	759,069	18,080	34,871
2010 Over 65 Population	2020 Over 65 Population	Change	
146,719	199,670	52,951	

**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, 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 recent infrastructure expansions and population shift that will place a strain on the available workforce. Construction, while a challenging sector due to the cyclical nature of the industry remains a priority because of ongoing and anticipated infrastructure investments in the region. Manufacturing industry is a major economic driver, employing a significant percentage of the workforce at better than self-sustaining wages. Transportation and logistics 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**.

### **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.

**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.

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Figure 4 – Region One Targeted Sectors

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## 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

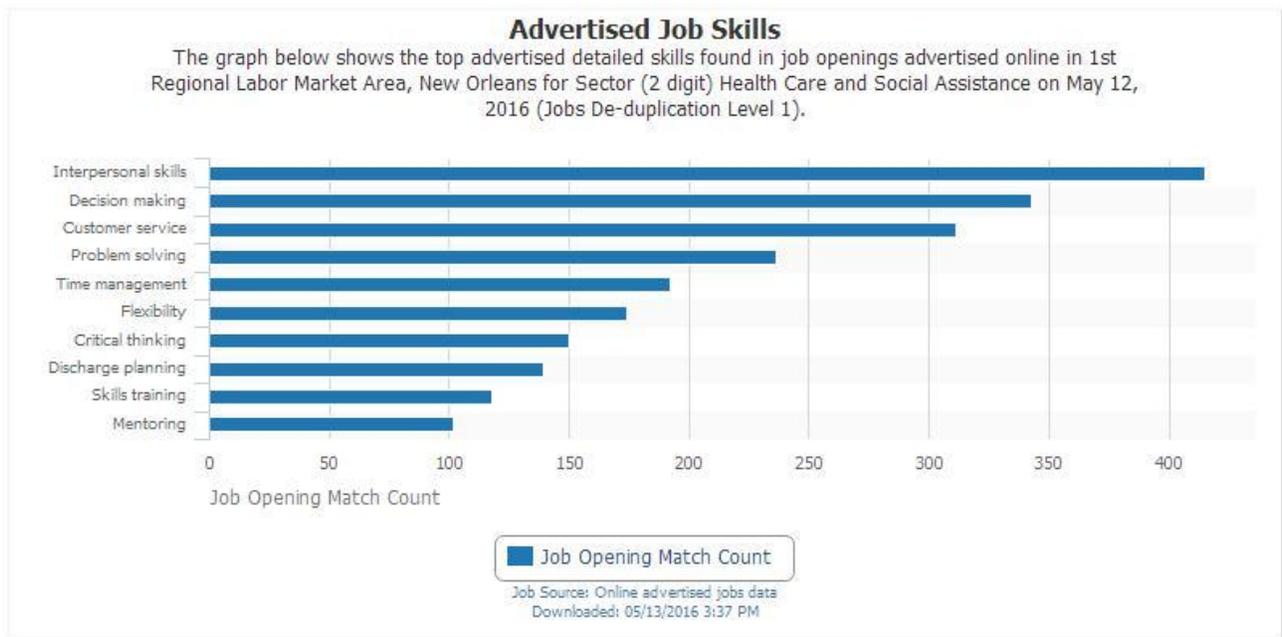
Source: EMSI Covered Employment - 2016.1

## 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

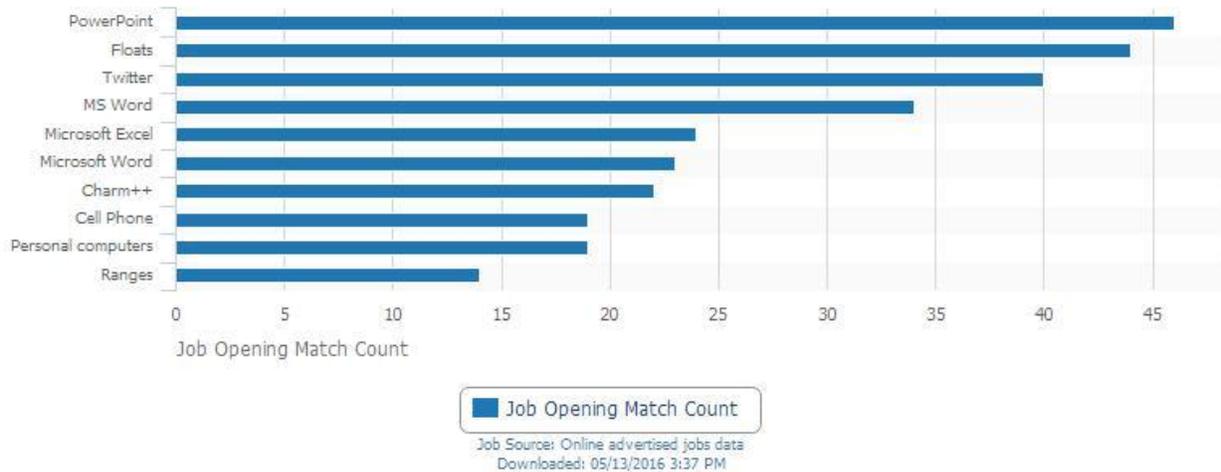
# Assessment of Employer Needs: Knowledge, Skills & Abilities

## Healthcare:



### Advertised Tools and Technology

The graph below shows the top advertised detailed tools and technologies found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Health Care and Social Assistance on May 12, 2016 (Jobs De-duplication Level 1).



### Advertised Job Certifications

[+ Show Display Options](#)

The table below shows the top advertised certification groups found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Health Care and Social Assistance on May 12, 2016 (Jobs De-duplication Level 1).

Click a column title to sort.

Rank	Advertised Certification Group	Job Opening Match Count
1	Basic Life Support (BLS) Certification	1,134
2	Certification in Cardiopulmonary Resuscitation (CPR)	606
3	Advanced Cardiac Life Support Certification (ACLS)	349
4	Pediatric Advanced Life Support (PALS)	147
5	Pediatric Nurse Practitioner	63
6	National Board for Respiratory Care	62
7	Family Nurse Practitioner	61
8	Certified Nursing Assistant (CNA)	52
9	Emergency Medical Technician (EMT)	36
10	Certified Public Accountant (CPA)	28

Job Source: Online advertised jobs data

Note: Specific KSA data unavailable for Healthcare sector minus Social Assistance

## Construction:

### Monthly Job Count

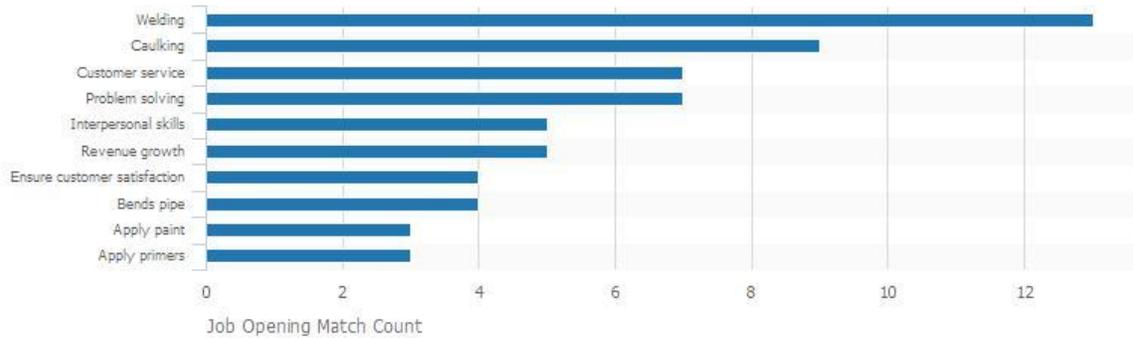
The table below shows the number of job openings advertised online for Sector (2 digit) Construction in 1st Regional Labor Market Area, New Orleans in April, 2016. (Jobs De-duplication Level 2)

Industry Title	Job Openings
Construction	320

Job Source: Online advertised jobs data

### Advertised Job Skills

The graph below shows the top advertised detailed skills found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Construction on May 12, 2016 (Jobs De-duplication Level 1).

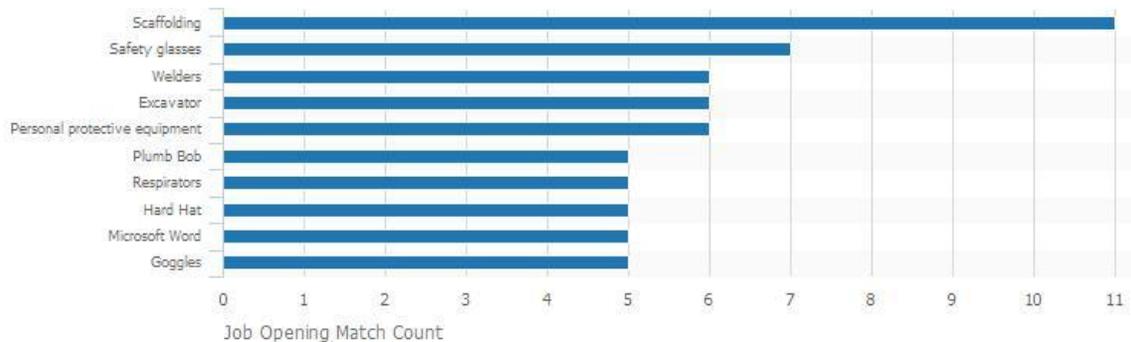


Job Opening Match Count

Job Source: Online advertised jobs data  
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### Advertised Tools and Technology

The graph below shows the top advertised detailed tools and technologies found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Construction on May 12, 2016 (Jobs De-duplication Level 1).



Job Opening Match Count

Job Source: Online advertised jobs data  
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### Advertised Job Certifications



[+ Show Display Options](#)

The table below shows the top advertised certification groups found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Construction on May 12, 2016 (Jobs De-duplication Level 1).

Click a column title to sort.

Rank	Advertised Certification Group	Job Opening Match Count
1	Commercial Drivers License (CDL)	5
2	Emergency Medical Technician (EMT)	4
3	Certification in Cardiopulmonary Resuscitation (CPR)	3
4	NCCER Certification	2
5	National Instruments (NI) LabVIEW Certification	1
6	NATE Service Technician Specialty Certification	1

Job Source: Online advertised jobs data

## Manufacturing:

### Monthly Job Count



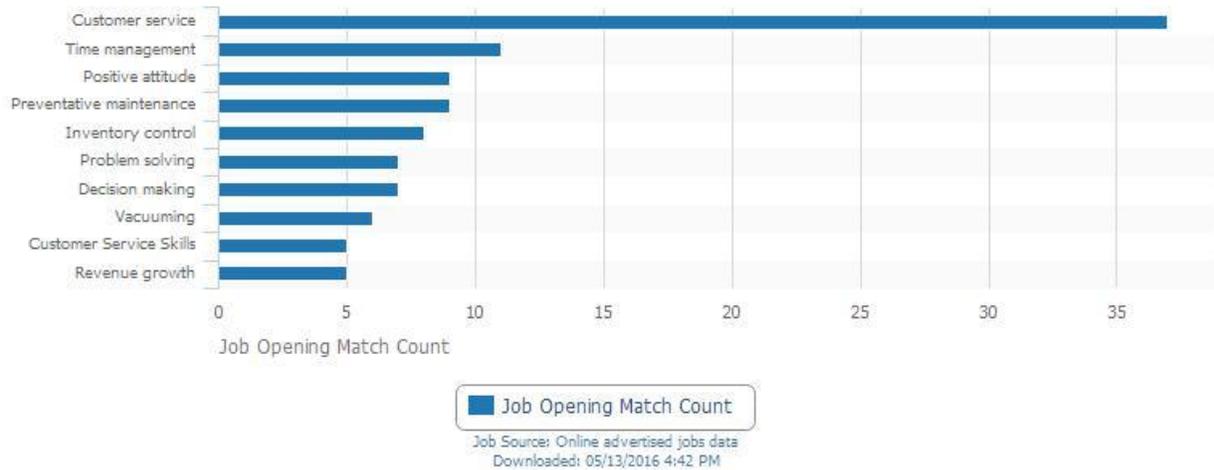
The table below shows the number of job openings advertised online for Sector (2 digit) Manufacturing in 1st Regional Labor Market Area, New Orleans in April, 2016. (Jobs De-duplication Level 2)

Industry Title	Job Openings
Manufacturing	1,276

Job Source: Online advertised jobs data

### Advertised Job Skills

The graph below shows the top advertised detailed skills found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Manufacturing (31-33) on May 12, 2016 (Jobs De-duplication Level 1).



### Advertised Tools and Technology

The graph below shows the top advertised detailed tools and technologies found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Manufacturing (31-33) on May 12, 2016 (Jobs De-duplication Level 1).



**Advertised Job Certifications**

[Show Display Options](#)

The table below shows the top advertised certification groups found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Manufacturing (31-33) on May 12, 2016 (Jobs De-duplication Level 1).

Click a column title to sort.

Rank	Advertised Certification Group	Job Opening Match Count
1	Commercial Drivers License (CDL)	12
2	Certified Stroke Rehabilitation Specialist (CSRS)	2
3	Certified Public Accountant (CPA)	1

Job Source: Online advertised jobs data

Note: Specific KSA data unavailable for combined sectors of Manufacturing plus Oil & Gas

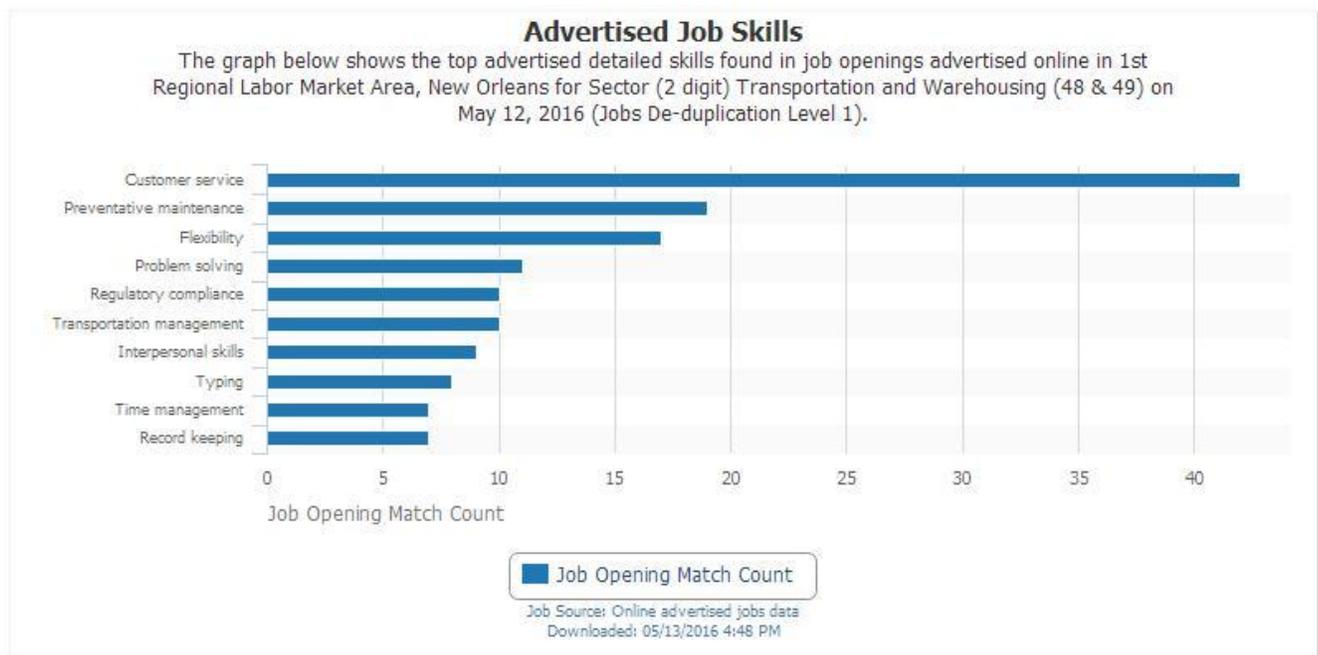
### Transportation & Logistics:

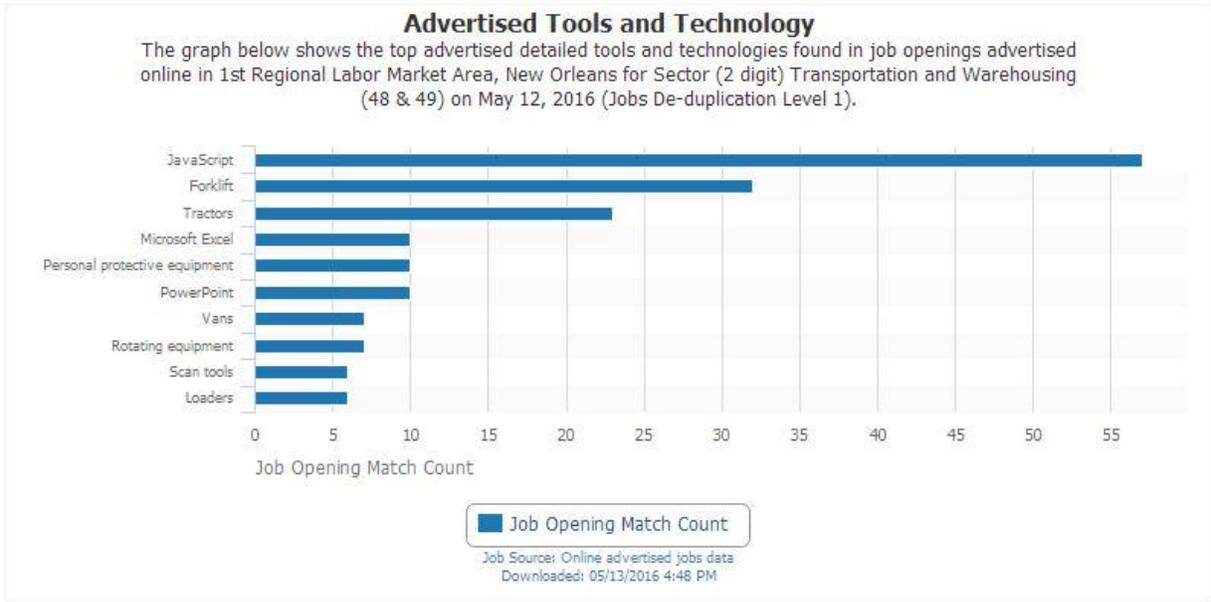
**Monthly Job Count**

The table below shows the number of job openings advertised online for Sector (2 digit) Transportation and Warehousing in 1st Regional Labor Market Area, New Orleans in April, 2016. (Jobs De-duplication Level 2)

Industry Title	Job Openings
Transportation and Warehousing	826

Job Source: Online advertised jobs data





### Advertised Job Certifications

[+ Show Display Options](#)

The table below shows the top advertised certification groups found in job openings advertised online in 1st Regional Labor Market Area, New Orleans for Sector (2 digit) Transportation and Warehousing (48 & 49) on May 12, 2016 (Jobs De-duplication Level 1).

*Click a column title to sort.*

Rank	Advertised Certification Group	Job Opening Match Count
1	Commercial Drivers License (CDL)	169
2	Certification in Cardiopulmonary Resuscitation (CPR)	4
3	Certified Public Accountant (CPA)	1

Job Source: Online advertised jobs data

Note: Specific KSA data unavailable for combined sectors of Transportation & Logistics

Source: Louisiana Workforce Commission, HiRE online system

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. 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.

Table 11 – Top 5 Occupational Groups RLMA1

Occupational Group	2015 Jobs	Annual Openings	Entry Wage	% of All Jobs
Office and Administrative Support Occupations	78,530	2,422	\$10.42	14.7%
Food Preparation and Serving Related Occupations	62,707	3,148	\$8.00	11.7%
Sales and Related Occupations	61,354	2,566	\$9.96	11.4%
Transportation and Material Moving Occupations	39,626	1,621	\$11.02	7.4%
Healthcare Practitioners and Technical Occupations	34,266	1,300	\$22.04	6.4%

Source: EMSI Covered Employment - 2016.1

Beyond the basic outlook of the most employed 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 nearly every industry group. Collectively, these occupations account for 29,108 jobs and more than 6,000 openings between 2016 and 2020.

Table 12 – First-Line Supervisors RLMA1

SOC	Description	2015 Jobs	2021 Jobs	2015 - 2021 Change	Openings	Annual Openings	Pct. 10 Hourly Earnings
43-1011	First-Line Supervisors of Office and Administrative Support Workers	6,087	6,452	365	1,283	214	\$14.27
41-1011	First-Line Supervisors of Retail Sales Workers	5,457	5,853	396	1,138	190	\$11.92
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	4,736	5,097	361	1,206	201	\$9.88
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	2,331	2,516	185	381	64	\$19.48
51-1011	First-Line Supervisors of Production and Operating Workers	2,305	2,345	40	308	51	\$15.82
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,123	2,214	91	464	77	\$18.60
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle	933	977	44	213	36	\$16.47

Operators							
<b>37-1011</b>	First-Line Supervisors of Housekeeping and Janitorial Workers	874	893	19	168	28	\$10.40
<b>53-1021</b>	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	812	855	43	197	33	\$16.13
<b>41-1012</b>	First-Line Supervisors of Non-Retail Sales Workers	786	825	39	125	21	\$14.71
<b>39-1021</b>	First-Line Supervisors of Personal Service Workers	736	787	51	137	23	\$11.52
<b>33-1012</b>	First-Line Supervisors of Police and Detectives	547	561	14	114	19	\$22.41
<b>33-1099</b>	First-Line Supervisors of Protective Service Workers, All Other	451	507	56	122	20	\$12.44
<b>33-1021</b>	First-Line Supervisors of Fire Fighting and Prevention Workers	487	495	8	139	23	\$19.11
<b>37-1012</b>	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	304	329	25	48	8	\$12.97
<b>33-1011</b>	First-Line Supervisors of Correctional Officers	98	105	7	28	5	\$13.05
<b>45-1011</b>	First-Line Supervisors of Farming, Fishing, and Forestry Workers	43	45	2	<10	Insf. Data	\$15.70
		<b>29,108</b>	<b>30,856</b>	<b>1,748</b>	<b>6,079</b>	<b>1,013</b>	<b>\$14.18</b>

Source: EMSI Covered Employment - 2016.1

Below is a listing of the aggregated knowledge and skills that our workforce requires to meet the demand.

Table 12 – 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**

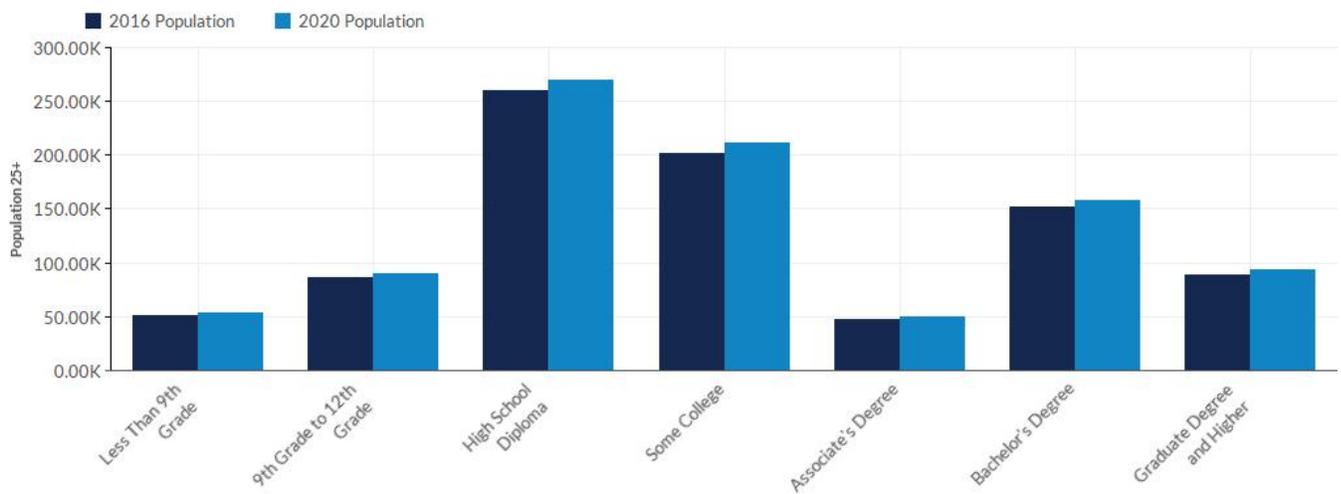
Reading Comprehension  
 Active Listening  
 Critical Thinking  
 Speaking  
 Active Learning  
 Instructing  
 Writing  
 Learning Strategies

Nearly 40% of the region’s adult (over 25) population lacks education beyond a high school diploma. According to a recent study by the Greater New Orleans Community Data Center (GNOCDC), our region has been under producing post-secondary talent since 1980. Furthermore, wages for those individuals without advanced education beyond high school have seen declines in wages ranging from -3% to – 15%. Therefore, when a large portion of the population is lacking the general and occupational skill sets, coupled with a lack of sufficient soft skills, such as a general understanding of customer service, it creates ongoing challenges for creating permanent and meaningful connections to the employers in need.

## Assessment of Workforce Skills and Knowledge

Trends in education attainment are projected only to make modest gains. There has been a slight reduction in the number of individuals without a high school diploma from 17% in 2006 to 16% of the population in 2016. There has also been a shift in the number not attaining a high school diploma by race. In 2006, 22.9% of black students would not attain a diploma and that has been reduced to 20.9% in 2016. Among white students, the reduction is even greater moving from 12.5% in 2006 to 9.9% in 2016. 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 5 – 2016-2020 Education Attainment



Education Level	2016 Population	2020 Population	Change	% of Change
Less Than 9th Grade	50,821	53,064	2,243	4.4%
9th Grade to 12th Grade	85,704	89,622	3,918	4.6%
High School Diploma	260,084	269,555	9,471	3.6%

Education Level	2016 Population	2020 Population	Change	% of Change
Some College	201,750	210,846	9,096	4.5%
Associate's Degree	47,722	49,630	1,908	4.0%
Bachelor's Degree	151,609	158,476	6,867	4.5%
Graduate Degree and Higher	88,638	93,633	4,995	5.6%
Total	886,327	924,827		

Source: QCEW Employees - EMSI 2016.1 Class of Worker

## Skill Gaps

In the latest LWC Vacancy Survey for RLMA1 in 2011, employers were surveyed to identify the most difficult challenge they are experiencing in finding the workforce they need to fill current vacancies. While 34.4% were not noting a specific difficulty, 33.3% noted insufficient qualified applicants with acceptable levels of experience, training, or needed certification. 10.4% were lacking sufficient soft skills. Based upon field anecdotal interviews with employers in the region, a consistent theme has been identified that has specifically noted a need for customer service skills (internal and external) across multiple industries.

Table 10 – LWC – RLMA1 Vacancy Survey Employer Responses

Difficulty	Number of Responses	Percent of Responses
No reported difficulty in filling vacancy.	259	34.4
We have been unable to find qualified applicants and/or applicants with experience.	182	24.2
The work ethic of people, once they are hired, is unacceptable. Comments included social skills, appearance, trustworthy, attitude, maturity, able to fit in with existing culture and dependability.	78	10.4
We have been unable to find applicants with the specific experience, training, skills and/or certification that we are seeking.	71	9.4
Finding people who want to work. Not enough applications submitted.	34	4.5
Some other difficulty mentioned.	30	4
Qualified applicants will not work for the compensation package we offer. Low-paying job and/or competitive rates based on supply and demand.	28	3.7
Applicants' availability or location of job (may not have housing and/or transportation).	21	2.8

Finding people to pass a drug test or background check (such as driving record or credit check) or pre-employment testing and screening.	16	2.1
Turnover—keeping people once they have been hired is the biggest problem.	15	2
Some aspect of the job is undesirable to applicants (such as shifts, weekends, nights, holidays, overtime, travel, environment, schedule changes, heavy lifting, on call, etc.)	12	1.6
There is a shortage of people in the occupation.	6	0.8
Total	752	100%

Source: Louisiana Workforce Commission Regional Vacancy Survey, 2011

## Special Populations:

### Adults with Disabilities

According to the data published in 2014 by the Social Security Office of Retirement and Disability Policy, there are 27,942 residents receiving SSI that are between the ages of 18-64 in the eight parishes that make up Region One. This represents 24.7% of the total SSI population in Louisiana. Orleans parish holds the highest population for any single parish with 12,969 working age adults receiving SSI.

### Veterans

According to US Census Bureau, there are 18,584 veterans in the New Orleans MSA. Statewide, there are approximately 163,000 employed veterans, 8,000 unemployed veteran and 140,000 veterans not in the labor force with an unemployment rate of 4.6%.

### Low-Income

<i>Income and Poverty</i>		
Median household income (in 2014 dollars), 2010-2014		\$36,964
Per capita income in past 12 months (in 2014 dollars), 2010-2014		\$27,255
Persons in poverty, percent		▲ 27.7%

Source: US Census

### Ex-Offenders:

While there is no clear 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 are 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.

## 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 include a readily accessible candidate pool. This resulted in the creation of the **Construction Connection**, a regional initiative that provides 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 is being replicated with working groups and consortiums that have been and will be brought together in **Hospitality** 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 partners and entrenched with the Northshore Healthcare Alliance which is an organization representing the healthcare industry in a section of the region. We provide labor market data analysis and assisted with a comprehensive survey of the needs of the major hospital employers. The group also is working directly with a major local nursing school to provide candid and direct feedback to address the existing skill gaps of graduating cohorts.

We are a partner in the Maritime Consortium and are participating 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. We are also partners with the International WorkBoat Show and have conducted two multi-regional career fairs within the last 6 months and will continue to partner in two career fairs per year. The region is also partnered with Delgado Community College in their development of an employer driven and completely online curriculum in **Logistics**.

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

More than 125,000 visits to the Centers  
 Served 78,492 Participants  
**Total Regional Economic Impact**  
**\$ 266 Million**

Source: ETA WIOA 9091 Cumulative Quarterly Report, PY2014

**Commitment to Quality Job Placements**

While Region One struggles with reduced funding and capacity coupled with increased operational requirements, it does not diminish our efforts to continually push to connect job seekers, including those hardest to serve, with quality jobs that pay good wages. In every category (Adult Dislocated Worker, Older Youth and NEG) our participants see higher earnings than the general population of new hires for the same period. There is a focus on connecting participants to career opportunities that are value-added.

<b>Region One - PY 2014</b>					
<b>Total Earnings \$266,054,886.86</b>					
	<b>Common Measure Earnings</b>	<b>Common Measure Earnings Annualized</b>	<b>Compared to 2014 Average New Hire Wages (LEHD)</b>	<b>Our Participants Earn More in Wages than the Average Citizen</b>	<b>% Difference</b>
<b>Adult</b>	\$13,983.91	\$37,256.40	\$31,212.00	<b>\$6,044.40</b>	<b>19.37%</b>
<b>Dislocated</b>	\$15,758.52	\$41,984.38	\$31,212.00	<b>\$10,772.38</b>	<b>34.51%</b>
<b>NEG</b>	\$13,099.07	\$34,898.98	\$31,212.00	<b>\$3,686.98</b>	<b>11.81%</b>
<b>Youth</b>	\$5,888.92	\$15,689.46	\$14,895.00	<b>\$794.46</b>	<b>5.33%</b>

Source: LEHD and 2014 Annual Common Measures for Region One

**Commitment to Training:**

For Program year 2015, 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

**46.13% of WIOA Program Funding is spent on Training and Supportive Services**

**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
CDL Class A	Licensed Practical Nurse	Pipe fitting
CDL Class B	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	Truck driving
Information Technician 4	Pharmacy Technician	Welding
<b>The above is in addition to:</b>		
<b>On-the-Job Training</b>	<b>Internships</b>	<b>Apprenticeships</b>

**Regional On-the-Job Training** contracts are a regular activity which allows for businesses and job seekers to be served in a more streamlined process. All local Centers are able to provide this employer based training and recruitment for an employer without regards for geographical or political lines. Examples of this include companies such as Textron Marine and Durr Heavy Construction.

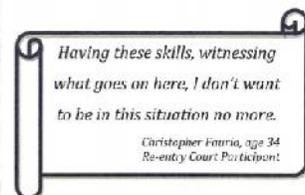
**Registered Apprenticeships** are a growing trend for which the region definitively sees value in promoting and supporting. The region developed an online WIOA/NEG pre-screening tool for all existing Apprenticeships to assist in expediting the review of applicants funding eligibility. There is regular communication with the training program directors to see how the region can better connect job seekers to these proven opportunities. The region also provided assistance in the startup for the newest Registered Apprenticeship program and the first to be operated by a private business – MedKoders.

**Regional NEG Coordination** has been ongoing whereby the region has committed to serving the long-term unemployed dislocated workers that have been affected by the recession. This two-year commitment includes putting 375 participants into training with heavy emphasis on employer based training and registered apprenticeships and is due to conclude September 2016 if no extensions are applied.

**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.

**Veterans and Disability Services** have been continually further entrenched into the day-to-day operations of the Centers. Additionally, there have been several 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 the comprehensive efforts of the Offender Rehabilitation and Workforce Development Program that



provides released offenders with the skills necessary to find gainful employment.

### Adult, Dislocated Worker and Youth

The region has eliminated the “sequence of service” provision in Title I programs in accordance with WIOA through 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. 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. Who have learned to capitalize on in-house talent for developing innovations in service delivery	Both reductions in funding and/or uncertainty in levels of expected funding are always a weakness/threat.
Strength in the partnership of the four Workforce Development Boards and local leadership. Strong local level interagency partnerships.	Little, and in most cases, no actual funding support from partner agencies partner programs at this time. Need to seek out more opportunities to leverage resources, including through increased co-location.
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.
Strong involvement in regional activities and initiatives, including a regional website to serve as a connecting hub for workforce development activities, projects and resources	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
Consistently higher average earnings across	Need for continuous professional development

<p>Adult, Dislocated Worker, Youth and NEG participants compared to average general population earnings</p>	<p>and additional cross-training across partner agencies</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>

**Partner Agencies**

Region One is the largest workforce region in the state with four LWDA designations. There are currently 49 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
- St. Tammany Adult Education
- St. Bernard Adult Education
- St. Tammany Community Action Agency
- St. Bernard Community Action Agency
- St. Tammany School System
- St. Bernard School System
- Plaquemines School System
- Department of Family & Children's Services
- Catholic Charities

**LWDA 11: Jefferson**

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

**LWDA 12: Orleans**

- Urban League of Greater New Orleans
- Total Community Action- Community Service Block Grant and Supportive Services



Delgado Community College – Adult Ed and Post-Secondary  
Goodwill Industries of Southeast Louisiana  
Strive NOLA  
City of New Orleans Re-Entry Program  
New Orleans Day Reporting  
Iberia Bank – Financial Literacy  
Louisiana Office of Public Health (STD/HIV Program) – Referrals for employment and training services  
Kedila Family Learning Center – Pre-HISET  
Goodwill Goodguides – Youth Mentoring  
New Orleans Job Corp Center – Youth Occupational Skills Training  
Ceasefire – Youth Mentoring  
Beacon Industries – Youth Mentoring  
My Passion Breathes Life – Youth Female Mentoring  
Family Services of New Orleans – Counseling

**LWDA 14: River Parishes**

La. Rehabilitative Services  
Adult Education – St. Charles Parish School District (or is it Board?) and South Central Louisiana Technical College  
Post Secondary Education - South Central Louisiana Technical College  
Community Services Block Grant of St. Charles Parish

**Regional Partners:**

Louisiana Rehabilitation Services – Vocational Rehabilitation  
Greater New Orleans Inc.  
New Orleans Business Alliance  
Regional Planning Commission  
The Greater New Orleans Data Center  
St. Tammany Economic Development Foundation  
New Orleans Society for Human Resource Management  
Northshore Society for Human Resource Management

## 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 7 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 more nimble 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.

## **Ability of the plan to address 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 reduced the number of centers from ten to seven Business and Career Solutions Centers in operation under the guidance of the four Workforce Development Boards. The centers typically see foot traffic in the range of 125,000 visits per year.

In addition to the traditional full service and express one-stop Business and Career Solutions 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 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 more proactively engage businesses in the process of driving the direction workforce development investments. This includes greater emphasis on directly tying training to specific job openings. A primary strategy is promoting employer based training (EBT), particularly On-the-Job Training, Internships 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, Construction Consortium and the Information Technology Consortium. That direct employer input is then used to design local and region-wide projects, such as a certified program in the area of customer service, the curriculum for Jump Start, curriculum and a 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 new overtime rules 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 have been holding regular monthly 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 National Emergency Grants are often the primary topics for these regular bi-monthly meetings.
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

and take on strategic action items in 2016. It is a goal that the joint committee will continue to take a stronger role in the strategic direction of workforce development priorities for the region.

3. Regional Business Strategies and Sector Coordinator: The coordinator serves as an arm to advance the regional WDB Partnership priorities, goals and directives by assisting in coordinating a broad range of regional activities and special projects, assisting in coordinating partner and stakeholder collaboration, providing support for attaining the most reliable business intelligence, and provides a single source contact for the WDB Partnership.
4. Regional Business Services Team: The region has re-vamped and re-launched the regular meeting of all 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. The team includes members representing, legacy business services, veterans' services, adult education, rapid response, prisoner re-entry, youth, incumbent worker training and vocational rehabilitation services.

### **WIOA Partner Collaboration**

The region has 49 partner agencies representing the four local workforce development areas. Required partners, such as Vocational Rehabilitation and Veterans Services 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 amply recognizes the need and opportunity to 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 currently partners with the local workforce areas. Goals that are incorporated into this regional plan include:

- Form a regional consortium/working group of all eleven Adult Education partners in the region to meet quarterly
  - Discuss coordination and alignment of services in the region
  - Identify possibilities for reducing duplication, if needed
  - Discuss performance and how Adult Ed and WIOA measures can be better met by complimentary service/processes
  - Develop a matrix of services region wide
  - How we can all better coordinate and collaborate to serve the clients
  - 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 and the State Scorecard. 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 the past year included reviewing the correlation between improved performance outcomes in on-the-job training as compared to individual training accounts. There are brainstorming sessions to find solutions to the impact of excessive third-party job postings. 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 and regional websites
- ❖ 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 is in the final editing stages for the development of a regional business services marketing brochure
    - Secure partner sponsorship for regional business services marketing piece
- ❖ Regional Coordination and Projects:
  - Customer Service Training (re-institute)
  - Adult Basic Training – opening classes from one area to participants of other areas (initiate)
  - Partnering on re-entry project (expand)
  - Regional Industry Specific Job Fairs (continue)
  - 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 (continue)
    - IT and Hospitality replication (initiated)

Regionally support and promote apprenticeships (continue)

Region-wide and systematic coordination with graduating classes of all regional and near region training providers (initiate)

Regular regional business services meetings (initiated)

- Include and incorporate partner program 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)

## **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
- Taking on role to oversee the 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 to 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 Northshore Healthcare Alliance, to name a few.
- Improved economic development organization collaborations, including New Orleans Business Alliance, Regional Planning Commission, Greater New Orleans, Inc., St. Tammany Economic Development Foundation, 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 continued diminishing 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., a targeted maritime sector career fair that was fully funded through our industry affiliations and in-kind office space provided to regional staff by partner agencies. 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 marketing 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. 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 recent and ongoing policy alignment efforts include 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 that is regularly held between the WDB Directors and Local Area Coordinators in the region. It is also through this systematic and collaborative approach that the region will continue to seek opportunities for policy alignment in the following areas:

- Additional cross-region Professional Development
- Regional pre-employment training

## 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.



## Region One – Local Workforce Development Area Plans **Insert Here**

LWDA 10: First Planning District

LWDA 11: Orleans

LWDA 12: Jefferson

LWDA 14: St. Charles Parish Consortium (River Parishes)