

REGIONAL AND LOCAL PLAN PY 2024 - 2027

Local Workforce Development Area Name:

Jefferson Parish Workforce Development Board
(LWDA 11)
as part of Region One
Workforce Development Board Partnership

Plan Effective Date: 1/1/2025

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CHAPTER 1: ECONOMIC AND WORKFORCE ANALYSIS: REGIONAL

The Combined Plan must include the Strategic Planning Elements section that analyzes the Region's current economic environment and identifies the Regional/Local's overall vision for its workforce development system. The required elements in this section allows the Regional/Local area to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth. Unless otherwise noted, all Strategic Planning Elements apply to Combined Regional/Local Plan core and partner programs, which are included in this plan.

This regional component of the plan must discuss how the region has collected and analyzed regional labor market information including the local planning requirements. Additionally, the chapter must demonstrate alignment with education and economic development. Regional teams are encouraged to use the labor market information that will provide consistency in the data used for regional analysis throughout the state.

A. Provide an analysis of the:

1. Economic conditions including existing and emerging in-demand industry sectors and occupations (§ 679.560(a)(1)(i));
 - What are the targeted industries, high-impact industry clusters, and in-demand occupations in the region?
 - What industries and occupations have favorable location quotients?
 - What industries and occupations have favorable demand projections based on growth?
 - What industries and occupations have favorable demand projections based on replacements?
 - What industries and occupations are considered mature but still important to the economy?
 - What industries and occupations are considered emerging in the regional economy?
 - What sources of supply and demand data were used to determine the targeted industries occupations and skills?

Targeted Industries and High-Impact Clusters in the Greater New Orleans Region

Regional Overview

The Greater New Orleans Region comprises eight parishes in the 1st Regional Labor Market Area (RLMA 1): Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, and St. Tammany. Positioned strategically along the Mississippi River and the Gulf of Mexico, this region serves as a vital economic hub for Louisiana. Its natural advantages have historically supported strong industries such as manufacturing, logistics, oil and gas, and more recently, professional services and healthcare.

The region's economy is underpinned by robust infrastructure, including an expansive network of ports, railroads, and highways, which facilitates both domestic and international trade. This

foundation, combined with a highly skilled and diverse workforce, positions the Greater New Orleans Region as a center of innovation and economic resilience.

Overview of Regional Employment (2023)

NEW ORLEANS RLMA



RLMA 1 Parishes: Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, St. Tammany



596,544

Number of people participating in the **Civilian Labor Force** in April 2023



576,936

Employment recorded level in April 2023



\$44.45

Mining has the highest average **hourly wage** in the region



3.3%

Unemployment rate as of April 2023



6.6%

Transportation and warehousing highest projected growth in the region through 2024

Industry Projections 2022 to 2024

Industry Forecast: Total, All Industries

Area	Base 2022 Employment	Projected 2024 Employment	Difference	Percent Change
Statewide	1,956,496	2,015,125	58,629	3.0%
New Orleans RLMA	573,952	582,080	8,128	1.4%

Major Industries in the New Orleans RLMA

Industry	Base 2022 Employment	Projected 2024 Employment	Difference	Percent Change
Health Care and Social Assistance	79,775	81,181	1,406	1.8%
Other Services, Except Public Administration	70,297	70,609	312	0.4%
Accommodation and Food Services	63,912	67,132	3,220	5.0%
Retail Trade	56,385	55,839	-546	-1.0%
Educational Services	44,399	44,336	-63	-0.1%
Government	35,530	34,708	-822	-2.3%
Professional, Scientific, and Technical Services	33,343	34,797	1,454	4.4%
Administrative and Waste Services	31,918	31,191	-727	-2.3%
Manufacturing	28,713	28,864	151	0.5%
Transportation and Warehousing	26,969	28,749	1,780	6.6%

Growing and Shrinking Industries (2022-2024)

Top 5 Growing Industries in the New Orleans RLMA

Industry	Base 2022 Employment	Projected 2024 Employment	Difference	Percent Change
Accommodation and Food Services	63,912	67,132	3,220	5.0%
Transportation and Warehousing	26,969	28,749	1,780	6.6%
Professional, Scientific, and Technical Services	33,343	34,797	1,454	4.4%
Health Care and Social Assistance	79,775	81,181	1,406	1.8%
Construction	27,002	28,297	1,295	4.8%

Bottom 5 Shrinking Industries in the New Orleans RLMA

Industry	Base 2022 Employment	Projected 2024 Employment	Difference	Percent Change
Government	35,530	34,708	-822	-2.3%
Administrative and Waste Services	31,918	31,191	-727	-2.3%
Finance and Insurance	16,383	15,773	-610	-3.7%
Retail Trade	56,385	55,839	-546	-1.0%
Management of Companies and Enterprises	6,947	6,570	-377	-5.4%

Region One - Sector Selection Criteria

When evaluating which sectors to prioritize for workforce development in Region One, several key criteria guide decision-making to ensure maximum economic and social impact. These criteria encompass both workforce dynamics and broader economic considerations. Metrics such as total job share and projected openings due to growth and attrition provide insight into labor market demands. Additionally, the sector's economic influence is assessed through its ability to generate self-sustaining wages, contribute to regional wage totals, and drive industry revenue. The geographic scope of a sector's influence, as well as its potential to address priority occupations, further emphasizes its importance in fostering sustainable regional development. Together, these factors shape a strategic approach to sector selection and investment.

Region One – Targeted 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

Targeted Industries and Clusters

The economic fabric of the Greater New Orleans Region is woven with industries that reflect a strategic alignment with its natural resources, geographic advantages, and demographic trends. These industries, both traditional and emerging, are not only pillars of economic growth but also provide a foundation for sustainable development. Collaborative efforts among economic stakeholders have ensured that the identification of these industries aligns with long-term regional goals, addressing workforce challenges and leveraging opportunities for expansion and innovation. This targeted approach positions the region to thrive in a competitive and rapidly evolving global economy.

Manufacturing, Including Oil and Gas Cluster

- **Economic Impact:** Manufacturing remains the largest contributor to the Gross Regional Product (GRP), representing 25% of the total and generating an impressive \$10.6 billion annually.
- **Job Share:** Employs 33,324 workers across 1,340 establishments, offering stable, high-paying positions that are crucial to the regional economy.
- **Wages and Workforce Challenges:** While the sector supports self-sustaining jobs, it faces an ongoing shortage of skilled workers, highlighting the need for workforce development initiatives.

- **Regional Significance:** This industry benefits from proximity to the Mississippi River and an established industrial infrastructure, making it a cornerstone of the regional economy. It also drives upstream industries like logistics and trade, amplifying its economic impact.
- **NAICS Codes:** 32–33 (Primary Manufacturing), 21 (Oil & Gas Extraction and Support Activities).

Healthcare Cluster

- **Economic Impact:** Healthcare is a cornerstone industry, contributing \$7.3 billion to the regional GRP.
- **Job Share and Growth Potential:** With 71,142 employees and projected growth of 8%, healthcare is a rapidly expanding sector fueled by rising demand for medical services and technological advancements.
- **Wages and Key Occupations:** Offers significant opportunities in roles such as nursing, medical assistants, and healthcare administration, providing sustainable wages and career pathways.
- **Regional Impact:** With the aging population and increasing healthcare needs, this sector plays a critical role in both economic development and quality of life.
- **NAICS Codes:** 621 (Ambulatory Healthcare Services), 622 (Hospitals), 623 (Nursing Facilities), 902622 & 903622 (State and Local Hospitals).

Transportation and Logistics, Including Wholesale Trade

- **Economic Impact:** Contributing \$10.1 billion to the GRP, this sector serves as the backbone of regional and international trade.
- **Job Share:** Employs 43,139 workers in freight movement, storage, and distribution, making it one of the region's most critical industries.
- **Strategic Importance:** The region's location along the Mississippi River and its proximity to the Gulf of Mexico make it a vital hub for domestic and international trade. Upcoming infrastructure projects, such as major port expansions, will further solidify its position as a logistics powerhouse.
- **NAICS Codes:** 4811–4842, 4861–4869, 4881–4889, 4931, 5324, 42.

Construction Sector

- **Economic Impact:** Construction remains a critical driver of infrastructure development, especially with large-scale projects like the expansion of the region's port systems.
- **Transition from Recovery:** Once driven by Hurricane Katrina recovery efforts, the construction sector is now focused on forward-looking infrastructure projects that are key to regional competitiveness.
- **Job Share:** Employs nearly 30,000 workers, supporting a wide range of trades, including electricians, heavy equipment operators, and project managers.

- Strategic Importance: Port expansions and other infrastructure projects require sustained labor demand, creating significant opportunities for skilled trades and supporting industries like manufacturing and logistics.
- NAICS Codes: 23 (Construction).

Professional, Scientific, and Technical Services (Emerging Sector)

- Emerging Sector: This sector represents a cross-cutting group of occupations that drive innovation and operational efficiency across industries, employing more than 33,000 workers, of which nearly 20,000 are technical (engineering, computer, scientific) in nature.
- Job Share and Growth: Encompasses roles like business operations specialists, accountants, and environmental scientists, which are essential to industries like manufacturing, healthcare, and logistics.
- Wages and Regional Impact: These positions often provide competitive wages and opportunities for career advancement, making the sector a key focus for economic development. The nearly 20,000 technical jobs boast an average wage of \$107,194.
- NAICS Codes: 54.

Information Technology (IT) as a Cross-cutting Occupation Group

- Emerging Priority: IT occupations are increasingly critical, supporting the digital infrastructure required by industries such as healthcare, logistics, and energy.
 - Key Roles: Includes jobs such as computer systems analysts, cybersecurity specialists, and network administrators, which are in high demand as businesses prioritize digital transformation. Some of the highest growth occupations include Data Scientists, Software Q&A Analysts, and Software Developers.
 - Cross-Sector Impact: IT serves as a foundational sector, enhancing productivity and innovation across all other targeted industries.
 - Occupation Group: 15-200.
-

Emerging Infrastructure Projects and Their Workforce Impact

The Greater New Orleans Region is poised for significant economic growth, driven by transformative infrastructure projects that will generate substantial job opportunities and enhance the region's competitiveness. These projects align closely with the region's targeted industries, particularly transportation, logistics, construction, and hospitality, and are anticipated to create thousands of jobs, both directly and indirectly.

Louisiana International Terminal (LIT)

The \$1.8 billion Louisiana International Terminal in St. Bernard Parish is a landmark project that will elevate Louisiana's import and export capabilities. This public-private partnership between the

State of Louisiana, the Port of New Orleans, Ports America, and Terminal Investment Limited is expected to create over 17,000 new jobs statewide by 2050. The facility will support logistics professionals, supply chain managers, and port operators, driving demand across the transportation and logistics sectors.

St. Bernard Transportation Corridor

Complementing the LIT, the \$230.5 million St. Bernard Transportation Corridor will connect the terminal to the interstate system, facilitating efficient cargo movement. This infrastructure investment will support job creation in construction, logistics, and related industries, further solidifying the region's position as a hub for trade and transportation.

TCI Tank Logistics Rail Line Expansion

In October 2024, TCI Tank Logistics announced plans to expand its rail line at the Port of New Orleans. This project is expected to generate 40 direct new jobs with an average annual salary of \$60,000 and retain 41 existing jobs in Orleans Parish. Additionally, 94 indirect jobs are anticipated, for a total of 134 potential new jobs supporting manufacturing and logistics.

New Orleans Public Belt Railroad Enhancements

Significant enhancements to the New Orleans Public Belt Railroad, including the Transloading Industrial Park and Claiborne Yard expansion, aim to improve freight movement efficiency and stimulate economic growth. These projects will bolster the logistics sector, supporting skilled rail operators and freight handlers, and contribute to broader regional economic development.

Bayou Phoenix Development

The Bayou Phoenix Development in New Orleans East will transform the long-abandoned Six Flags site into a multi-use entertainment complex, featuring hotels, sports facilities, retail outlets, a movie studio, and an amphitheater. Slated for completion by 2027, this redevelopment project will generate numerous construction jobs and create long-term opportunities in the hospitality and tourism industries, revitalizing the local economy.

Gulf Coast Corridor Improvement Project

The Gulf Coast Corridor Improvement Project aims to restore the rail route between New Orleans and Mobile, Alabama, which has been inactive since Hurricane Katrina. Supported by funding from the Bipartisan Infrastructure Law, this project is expected to be completed by 2025 and will create jobs in transportation, infrastructure, and tourism, connecting regional economies and enhancing accessibility.

Projected Workforce Impact

These infrastructure projects collectively represent a significant investment in the region's economy. Combined, they are anticipated to create:

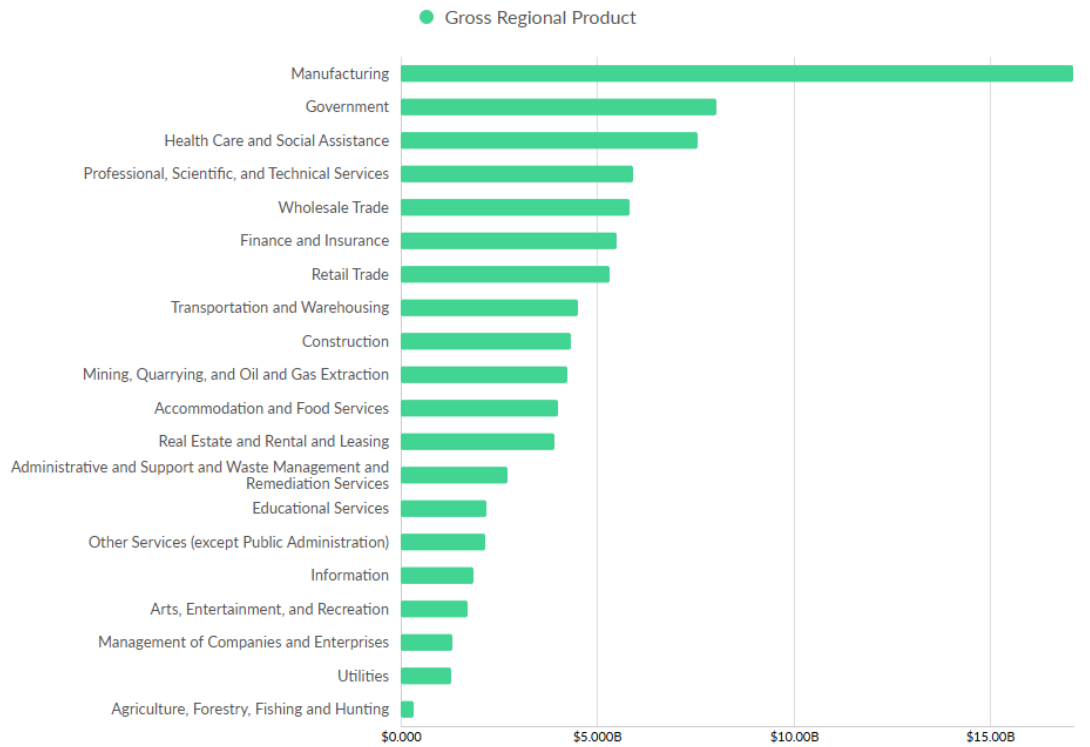
- **Direct Jobs:** Over 17,000 jobs from the Louisiana International Terminal and hundreds more from projects like the TCI Tank Logistics Rail Line Expansion and Bayou Phoenix Development.
- **Indirect Jobs:** Additional opportunities in supporting industries such as construction, logistics, and retail.
- **Broader Economic Benefits:** Enhanced regional connectivity, increased trade capacity, and revitalized local economies.

By aligning workforce development strategies with these projects, the Greater New Orleans Region can ensure a prepared and competitive workforce to meet the growing demands of these transformative initiatives.

The Greater New Orleans Region's **diverse economic portfolio**, anchored by traditional sectors like manufacturing, healthcare, construction, and logistics, and bolstered by emerging industries such as IT and professional services, showcases its adaptability to shifting economic trends. Strategic investments in these targeted industries and clusters are essential to ensuring the region's resilience and competitiveness in the years ahead. By addressing workforce challenges, fostering innovation, and maximizing the impact of infrastructure projects, the region is positioned to achieve sustained economic vitality. This forward-looking approach capitalizes on current strengths while preparing for future demands, ensuring that the Greater New Orleans Region remains a vibrant hub of economic activity.

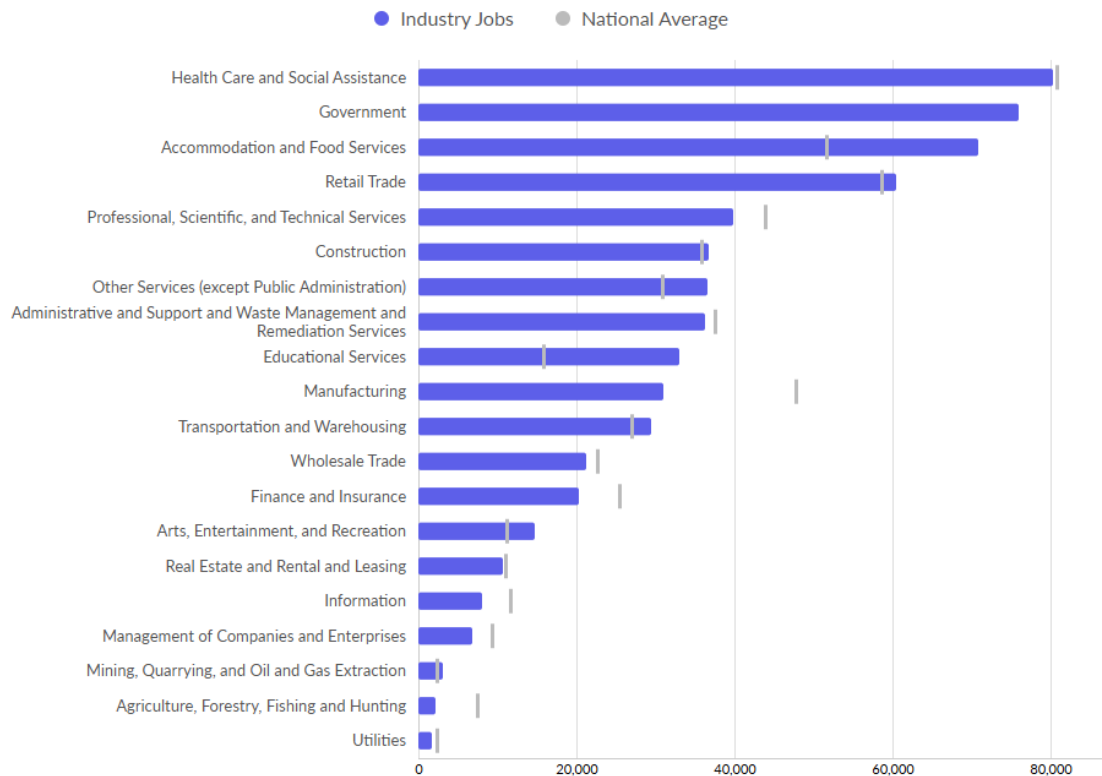
The **Gross Regional Product (GRP) chart** below highlights manufacturing as the leading economic contributor in the Greater New Orleans Region, generating the highest GRP across industries, followed by Government and Healthcare. Professional, Scientific, and Technical Services, along with Wholesale Trade, also play significant roles, underscoring the diverse economic base. This diversity highlights the region's capacity for sustainable growth by combining traditional industries with emerging sectors like professional services. Such a balanced economic portfolio not only drives current success but also positions the region for future resilience and innovation.

Top Industry GRP



The chart below illustrates the largest occupational sectors in the Greater New Orleans Region, highlighting industries by the number of jobs compared to the national average. While sectors like Healthcare and Social Assistance, Government, and Accommodation and Food Services dominate in terms of employment, it is important to note that these may not directly align with the region's targeted high-impact sectors. Instead, this chart provides valuable context for understanding the broader labor market dynamics and the significance of supporting industries that drive workforce participation and economic stability.

Largest Industries



High Demand Occupations

The Greater New Orleans Region is projected to have over 211,525 job openings across all occupations in the coming years. Notably, more than 62% of these positions (131,849) offer a median self-sustaining wage of \$14.48 per hour, equivalent to 200% of the Federal Poverty Level. Among occupations requiring education beyond a high school diploma but not exceeding a Bachelor's degree, the top 20 high-demand roles account for 43,130 anticipated openings between 2024 and 2027. These openings include opportunities for both net new job growth and replacement needs due to workforce transitions and retirements. These roles play a critical role in the region's economic vitality, offering individuals pathways to rewarding careers while driving the expansion of key industries. To meet this demand, Workforce Innovation and Opportunity Act (WIOA) local workforce development boards and centers prioritize these occupations, aligning training programs with high-demand roles to prepare residents for sustainable, high-growth careers.

Top 20 Occupation Projections for 2024 – 2027

(Requiring greater than high school diploma, but less than or equal to bachelor's degree)

SOC	Description	2024 Jobs	2027 Jobs	2024 - 2027 Change	2024 - 2027 Replacement Jobs	2024 - 2027 Openings	Median Hourly Earnings	Typical Entry Level Education
062653-7065	Stockers and Order Fillers	8,036	8,183	147	3,882	4,040	\$15.54	High school diploma or equivalent
11-1021	General and Operations Managers	14,402	14,581	179	3,430	3,658	\$50.25	Bachelor's degree
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	10,762	10,394	(369)	3,542	3,543	\$18.44	High school diploma or equivalent
43-4051	Customer Service Representatives	8,356	8,355	(1)	3,362	3,451	\$17.88	High school diploma or equivalent
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	6,081	6,227	147	2,688	2,853	\$17.56	High school diploma or equivalent
29-1141	Registered Nurses	10,749	11,317	567	1,775	2,348	\$38.90	Bachelor's degree
31-1131	Nursing Assistants	4,481	4,642	161	1,934	2,107	\$15.13	Postsecondary nondegree award
43-3031	Bookkeeping, Accounting, and Auditing Clerks	5,732	5,643	(89)	1,985	2,015	\$21.22	Some college, no degree
49-9071	Maintenance and Repair Workers, General	6,639	6,764	124	1,806	1,942	\$19.23	High school diploma or equivalent
43-4171	Receptionists and Information Clerks	4,484	4,614	130	1,809	1,939	\$15.04	High school diploma or equivalent
53-3032	Heavy and Tractor-Trailer Truck Drivers	5,711	5,820	109	1,795	1,933	\$23.66	Postsecondary nondegree award
43-1011	First-Line Supervisors of Office and Administrative Support Workers	6,187	6,143	(45)	1,760	1,795	\$26.41	High school diploma or equivalent
25-9045	Teaching Assistants, Except Postsecondary	4,461	4,505	44	1,558	1,625	\$14.85	Some college, no degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,393	5,385	(7)	1,424	1,515	\$32.02	High school diploma or equivalent
13-1199	Business Operations Specialists, All Other	5,592	5,620	28	1,429	1,483	\$30.67	Bachelor's degree
53-3033	Light Truck Drivers	4,234	4,361	126	1,336	1,479	\$18.60	High school diploma or equivalent
31-9092	Medical Assistants	3,074	3,331	256	1,206	1,463	\$17.30	Postsecondary nondegree award

25-2021	Elementary School Teachers, Except Special Education	6,677	6,702	25	1,324	1,409	\$26.08	Bachelor's degree
41-1011	First-Line Supervisors of Retail Sales Workers	4,664	4,613	(51)	1,366	1,379	\$21.16	High school diploma or equivalent
13-2011	Accountants and Auditors	4,663	4,734	71	1,070	1,153	\$35.63	Bachelor's degree
		130,380	131,933	1,553	40,478	43,130		

Key Occupations and Their Role in Targeted Industry Sectors

Manufacturing and Oil & Gas

General and Operations Managers (11-1021): With 3,658 projected openings and a median wage of \$50.25, these managers are crucial to improving operational efficiency and productivity across manufacturing and energy sectors.

Heavy and Tractor-Trailer Truck Drivers (53-3032): Supporting supply chains vital to manufacturing and oil and gas industries, these drivers are projected to have 1,933 openings, earning a median wage of \$23.66.

Captains, Mates, and Pilots of Water Vessels (53-5021): While not in the top 20 occupations, is essential to the transportation of goods and resources for the energy sector, these professionals are expected to have 773 openings, with a median wage of \$49.70.

Healthcare

Registered Nurses (29-1141): Among the most in-demand roles, registered nurses are projected to have 2,348 openings with a median wage of \$38.90. They are vital to delivering quality patient care and addressing the region's growing healthcare needs.

Licensed Practical and Licensed Vocational Nurses (29-2061): In the near top 20, Projected to have 939 openings, these healthcare providers play an essential role in patient care, with a median wage of \$26.34.

Medical Assistants (31-9092): With 1,463 projected openings, these workers support clinical and administrative healthcare needs, earning a median wage of \$17.30.

Transportation and Logistics

Heavy and Tractor-Trailer Truck Drivers (53-3032): With 1,933 openings, these roles are indispensable for sustaining regional supply chains and ensuring connectivity across industries.

Captains, Mates, and Pilots of Water Vessels (53-5021): Supporting international trade and waterborne logistics, these positions are critical to the transportation sector, with 773 projected openings.

Construction

General and Operations Managers (11-1021): With 3,658 openings, operations managers play a vital leadership role in large-scale infrastructure projects, such as port expansions, earning a median wage of \$50.25.

Heavy and Tractor-Trailer Truck Drivers (53-3032): With 1,933 openings, these drivers are critical to the transportation of materials and supplies necessary for construction projects, earning a median wage of \$23.66.

Carpenters and Skilled Trades (Various SOC Codes): While not explicitly listed, construction trades are key to completing large-scale infrastructure projects, creating sustained demand for electricians, equipment operators, and other skilled workers.

Managers, All Other (11-9199): Also, while in the near top 20, with 907 projected openings, these managers oversee specialized aspects of construction projects, ensuring alignment with timelines and budgets, earning a median wage of \$50.32.

Summary

The top 20 high-demand occupations and other key occupations near the top 20, driven by total openings from net new growth and workforce replacements, are critical to the Greater New Orleans Region's economic success. These roles directly support the four targeted sectors—Manufacturing and Oil & Gas, Healthcare, Transportation and Logistics, and Construction. By focusing on these key occupations, workforce development initiatives can align with regional priorities, ensuring a resilient and competitive economy capable of meeting current and future labor market demands.

Industries and Occupations with Favorable Location Quotients

The Greater New Orleans Region exhibits strong location quotients (LQ) in several key industries and occupations, highlighting their high concentration and economic significance compared to the national average. Among industries, Educational Services and Mining, Quarrying, and Oil and Gas Extraction stand out with particularly favorable LQs. The leadership of Educational Services reflects the region's emphasis on higher education and specialized training institutions, which play a critical role in workforce development and economic stability. Similarly, the prominence of Oil and Gas Extraction underscores the region's strategic advantage in energy production, bolstered by its access to abundant natural resources and well-established infrastructure.

From an occupational perspective, sectors such as Legal, Food Preparation and Serving, and Protective Services display notable employment concentrations. The Legal sector thrives due to the region's robust civic and business environment, while Food Preparation and Serving underscores the cultural richness and tourism-driven economy of the region. Protective Services are essential in addressing the region's unique challenges, including public safety and emergency management, particularly in a geographic area prone to natural disasters. These occupational concentrations illustrate the region's specialized workforce strengths, which underpin both economic resilience and regional competitiveness.

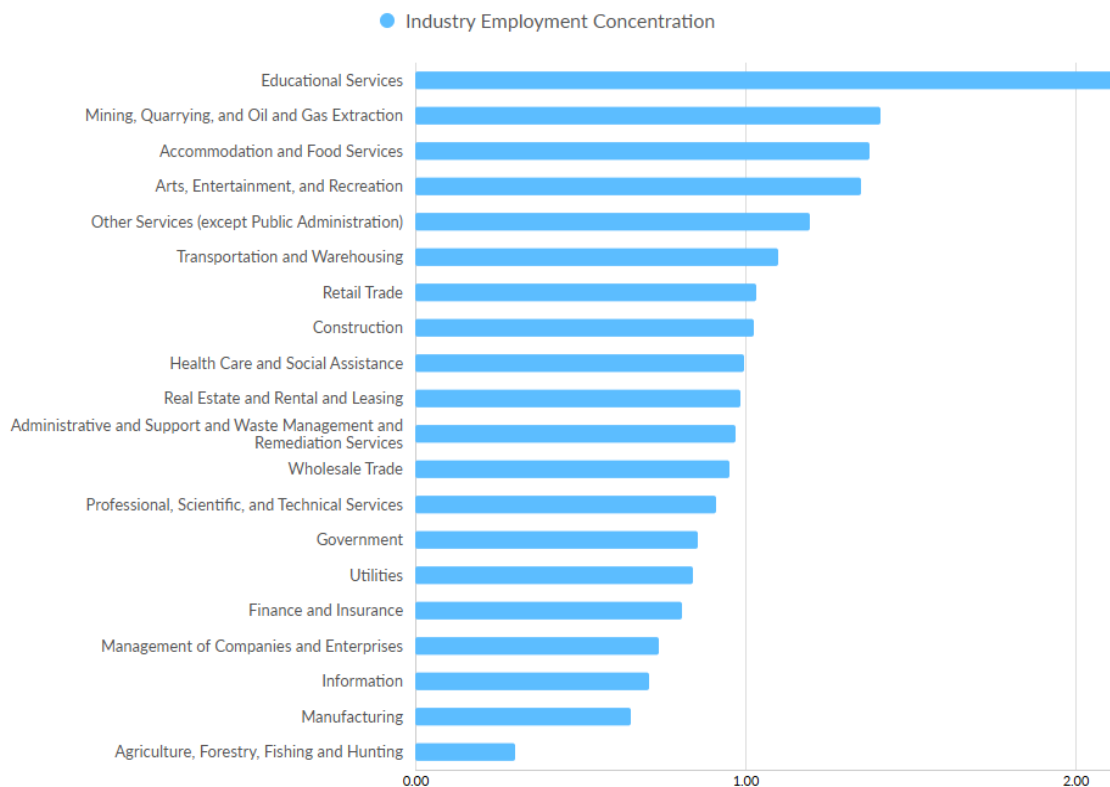
Moreover, industries and occupations with favorable location quotients align seamlessly with the region's targeted sectors and key roles, emphasizing their critical importance to the Greater New

Orleans economy. **Manufacturing and Oil & Gas** leverage the region’s proximity to the Mississippi River and industrial infrastructure, driving high employment concentrations in industrial production, logistics, and energy. These sectors depend on a skilled workforce to sustain energy output and industrial growth, further highlighting their strategic importance.

Healthcare, as a cornerstone of the regional economy, reflects strong demand for essential occupations such as registered nurses, medical assistants, and licensed vocational nurses. These roles are indispensable for addressing the healthcare needs of an aging population and expanding access to care. Similarly, **Transportation and Logistics** serve as vital connectors for regional industries to national and international markets, with occupations like heavy and tractor-trailer truck drivers and captains of water vessels ensuring supply chain efficiency and trade facilitation.

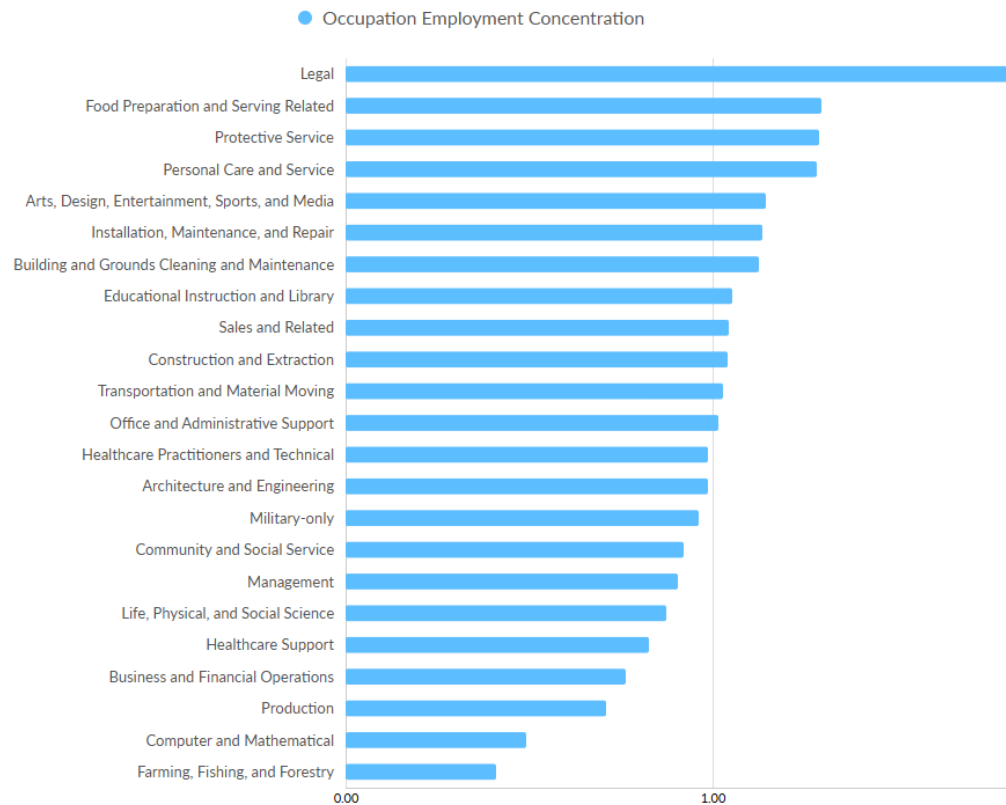
Lastly, the **Construction** sector plays a pivotal role in regional growth, fueled by infrastructure projects such as port expansions. This sector generates demand for skilled trades, including electricians and project managers, which are essential for advancing the region’s physical and economic development. Together, these industries and occupations with high location quotients reinforce the alignment of the region’s economic strengths with its targeted sectors, ensuring sustained growth and competitive advantage.

Top Industry Employment Concentration



Top Occupation Employment Concentration

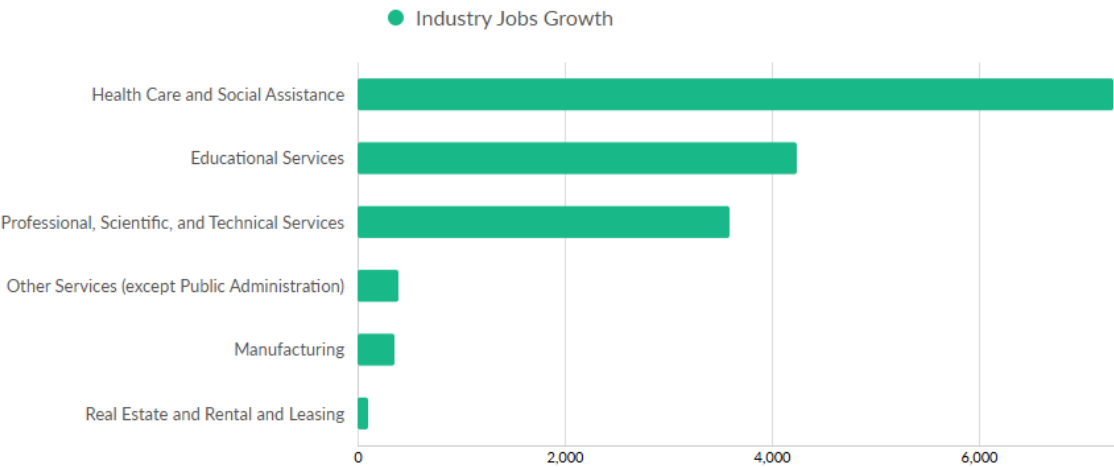
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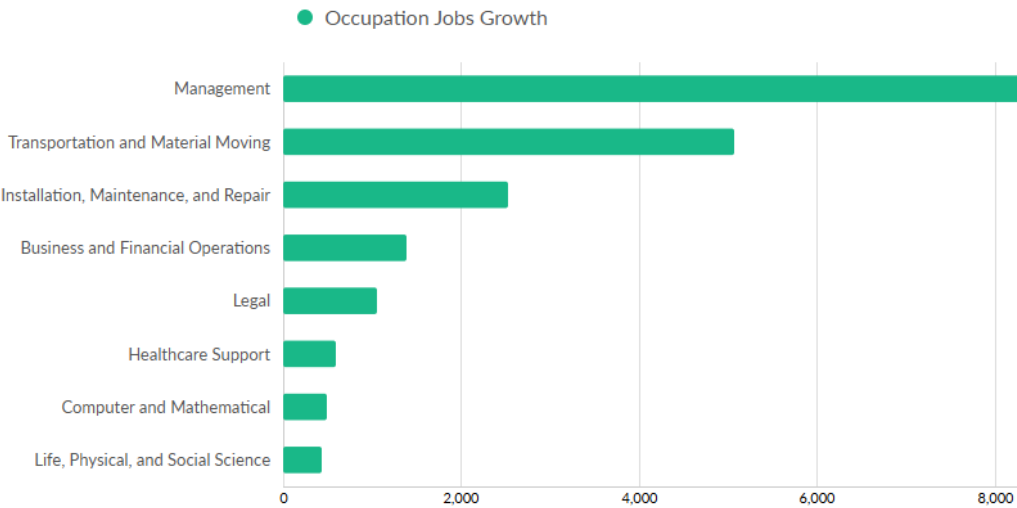
Industries and Occupations with Favorable Demand Projections Based on Growth

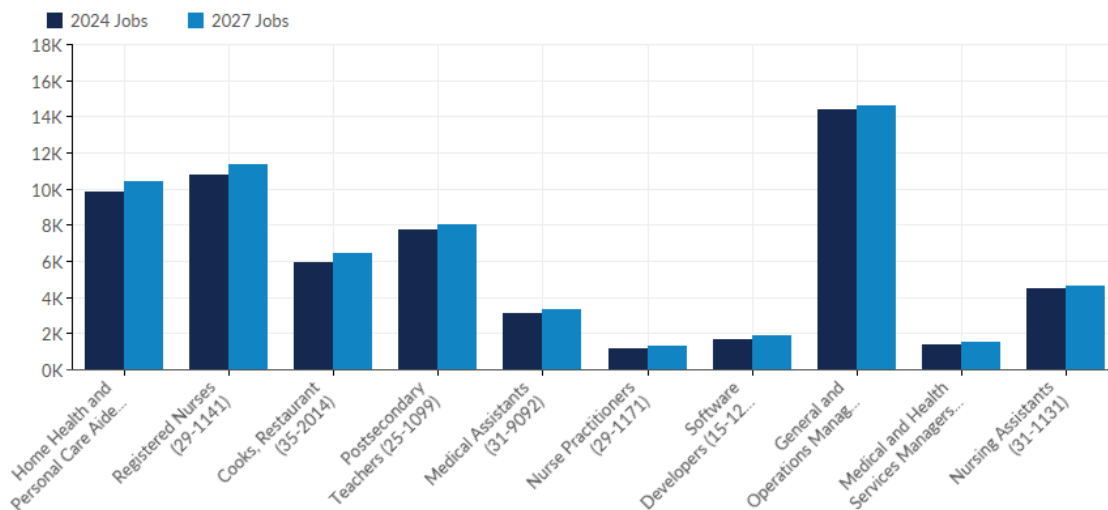
When evaluating workforce opportunities, it is important to distinguish between net growth and total job demand. Net growth represents an expanding industry, highlighting sectors that are increasing their overall workforce rather than simply replacing workers due to exits or transfers. Industries with strong net growth indicate areas of emerging economic opportunity, which can guide workforce development strategies and career planning.

Top Growing Industries



Top Growing Occupations





In the Greater New Orleans Region, several industries demonstrate favorable growth projections:

- **Health Care and Social Assistance** leads with the highest net job growth, adding over 4,000 jobs by 2027. This growth reflects the increasing demand for healthcare services, driven by population needs and regional efforts to expand access. High-demand occupations in this sector include **Registered Nurses, Licensed Practical and Vocational Nurses, and Medical Assistants**, all of which align with growing healthcare needs and provide sustainable career opportunities.
- **Educational Services** is also experiencing significant growth, adding nearly 2,000 jobs. This industry is essential for preparing the workforce for future challenges and includes occupations such as **Elementary and Secondary School Teachers**. These roles provide stable, well-paying careers while supporting workforce development across other sectors.
- **Professional, Scientific, and Technical Services** shows robust growth, with an increase nearly 1,000 jobs. This sector drives innovation and technical advancements, with key occupations such as **Business Operations Specialists, Accountants and Auditors, and Human Resources Specialists** leading demand. These roles are essential for businesses seeking to remain competitive and align with the region's strategic priorities.
- **Manufacturing** demonstrates positive growth of nearly 800 jobs, reflecting the region's investment in industrial capacity and energy production. Occupations like **General and Operations Managers, Industrial Mechanics, and Heavy and Tractor-Trailer Truck Drivers** are critical to this sector's ongoing expansion.
- **Construction**, while not currently reflected in the net growth data, is poised to experience significant demand due to upcoming infrastructure projects related to the expansion of the region's port systems. These large-scale developments will create sustained demand for skilled construction workers, such as electricians, heavy equipment operators, and project managers, positioning construction as a key growth sector in the coming years.

The distinction between net growth and total job demand is essential for understanding the dynamics of regional employment. While industries with high total demand (including

replacements) indicate where the greatest number of job openings exist, industries with net growth point to areas of economic expansion and innovation. These growing industries, coupled with high-demand occupations, represent key opportunities for workforce development initiatives to strengthen the local economy and provide residents with long-term career pathways.

By strategically aligning workforce efforts with these sectors, the Greater New Orleans Region can ensure it remains competitive, resilient, and prepared to meet the demands of a shifting economy.

Jobs with the Highest Number of Replacement Jobs

Replacement jobs, created when workers leave their positions due to retirement, career changes, or other reasons, represent a crucial component of the Greater New Orleans Region's labor market. These roles often reflect occupations with large existing workforces and consistent demand, making them vital to sustaining the region's economy. Replacement opportunities are particularly abundant in two distinct groups: occupations requiring no formal education and those requiring a high school diploma with wages at or above \$15 per hour. These roles support both traditional and emerging sectors while offering critical opportunities for job seekers.

Top 5 Occupations Requiring No Formal Education

1. **Fast Food and Counter Workers (SOC 35-3023):** With 8,562 replacement jobs, fast food and counter workers play an integral role in the hospitality and service industries. These positions, while often entry-level, are essential to supporting the region's tourism economy and food service infrastructure, which are vital to New Orleans' cultural identity and economic vibrancy.
2. **Cashiers (SOC 41-2011):** Cashiers, with 8,234 replacement jobs, reflect the continued importance of retail in the local economy, even as the sector faces challenges from automation and e-commerce. Their presence in grocery stores, small businesses, and larger retail establishments ensures community access to essential goods and services.
3. **Waiters and Waitresses (SOC 35-3031):** Waitstaff are essential to the hospitality and tourism sectors, contributing 7,661 replacement jobs. With New Orleans being a globally recognized destination for food and culture, these roles are critical for maintaining the high-quality dining experiences that attract millions of visitors annually.
4. **Retail Salespersons (SOC 41-2031):** Generating 6,521 replacement jobs, retail sales roles remain a cornerstone of the retail trade sector. These positions support the local economy by providing customer service and driving sales, even as the industry adapts to shifting consumer behaviors.
5. **Food Preparation Workers (SOC 35-2021):** With 4,601 replacement jobs, food preparation workers are critical behind-the-scenes contributors to the region's food service industry. From casual eateries to high-end restaurants, these roles ensure efficiency and quality, supporting the vibrant culinary culture for which New Orleans is renowned.

Top 5 Occupations Requiring a High School Diploma with Wages at or Above \$14.48 Per Hour

1. **Stockers and Order Fillers (SOC 53-7065):** Stockers and order fillers, with 3,882 replacement

jobs, are critical to the **Transportation and Logistics** sector. These roles ensure efficient inventory management and the smooth movement of goods, supporting industries like retail, manufacturing, and construction.

2. **Secretaries and Administrative Assistants (SOC 43-6014):** These professionals, with 3,542 replacement jobs, provide vital administrative support across industries, including **Construction**, where managing the logistics of large-scale projects like port expansions requires precise organization and communication.
3. **General and Operations Managers (SOC 11-1021):** With 3,430 replacement jobs, general and operations managers are pivotal to the success of sectors such as **Construction** and **Manufacturing**. These leaders oversee complex operations, manage resources, and drive efficiency, making them indispensable to the region's economic infrastructure.
4. **Customer Service Representatives (SOC 43-4051):** Generating 3,362 replacement jobs, customer service representatives are key to maintaining relationships with clients and consumers across industries. From healthcare to logistics, these roles ensure seamless operations and enhance customer satisfaction.
5. **First-line Supervisors of Food Preparation Workers (SOC 35-1012):** Contributing 2,688 replacement jobs, supervisors across all industries are critical, but most often need replacement in the food industry. Their work ensures that food operations run smoothly and efficiently.

First-Line Supervisors are needed in all industries. By 2027 there will be a need to fill more than 10,000 first-line supervisor openings across all industries. There exists a higher-than-average rate and transferable of skills which often leads to better opportunities.

Connection to Targeted Industries

Replacement jobs in these occupations highlight their importance in maintaining the strength of the Greater New Orleans Region's targeted industries:

- **Transportation and Logistics** relies heavily on stockers, order fillers, and truck drivers to ensure goods flow efficiently through the region's robust supply chain infrastructure.
- **Construction** benefits from administrative assistants and operations managers who coordinate the complex logistics of infrastructure projects like the port expansions, which are set to drive the region's growth in the coming years.
- **Hospitality and Retail** depend on roles such as cashiers, retail salespersons, waitstaff, and food preparation workers to support the vibrant service economy that is central to New Orleans' global reputation.

The abundance of replacement jobs across these occupations reflects the region's economic diversity and resilience. These opportunities not only provide career pathways for workers but also ensure that critical industries remain well-staffed and capable of meeting the demands of a dynamic and evolving economy. By aligning workforce development initiatives with these replacement needs, the region can sustain its economic vitality while creating accessible opportunities for its residents.

Mature but Still Important Industries and Occupations

Despite showing modest or flat growth, some industries remain vital economic drivers in the Greater New Orleans Region, contributing significantly to the local economy and providing essential services. These industries play key roles in community stability, workforce development, and maintaining a robust economic foundation, even as they face challenges and evolve with changing market dynamics.

- **Retail Trade:** Employing over **57,000 workers**, the retail trade sector remains a critical pillar of the regional economy. While net growth is modest or even slightly negative in some areas, such as retail salespersons and cashiers, the sector continues to generate a substantial number of replacement jobs, ensuring consistent workforce demand. This resilience underscores its importance in providing goods and services to the community and supporting other economic activities. Retail managers, who play a vital leadership role, are essential for ensuring operational efficiency and adapting to challenges like e-commerce competition and shifting consumer preferences.
- **Public and Private Educational Services:** With a steady upward trend and employing approximately **58,000 workers**, this industry is indispensable for workforce development and long-term economic growth. Educational services not only prepare individuals for high-demand occupations but also foster regional innovation by enhancing skills and knowledge. Roles like elementary and secondary school educators are particularly vital, supporting the next generation of workers and ensuring community stability. Growth in this sector reflects increasing investments in education and the region's commitment to equipping its workforce for future opportunities.

While the **Retail Trade** sector adapts to evolving consumer behaviors and technological advancements, and the **Educational Services** sector responds to growing workforce demands, both industries remain critical drivers of the Greater New Orleans economy. Their enduring relevance, even in the face of modest or flat net growth, highlights the importance of these industries in providing employment, community services, and economic stability. Occupations such as retail managers and educators exemplify their contribution, ensuring that these sectors continue to support the regional economy and adapt to future challenges.

Louisiana Star Rated Occupations

Major Occupations in the New Orleans RLMA

Occupation	SOC Code	Base 2022	Projected 2024	Difference	Percent Change	Star Rating
Retail Salespersons	41-2031	15,565	15,439	-126	-0.81%	★
Cashiers	41-2011	15,327	15,119	-208	-1.36%	★
Registered Nurses	29-1141	14,942	15,299	357	2.39%	★★★★★
Waiters and Waitresses	35-3031	11,430	11,856	426	3.73%	★
General and Operations Managers	11-1021	11,126	11,350	224	2.01%	★★★★★
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	9,985	9,869	-116	-1.16%	★
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	9,623	9,939	316	3.28%	★★
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	9,434	9,225	-209	-2.22%	★★★
Office Clerks, General	43-9061	8,967	8,931	-36	-0.4%	★★
Fast Food and Counter Workers	35-3023	8,001	8,247	246	3.07%	★

Major 5 Star Occupations in the New Orleans RLMA

Occupation	SOC Code	Base 2022	Projected 2024	Difference	Percent Change
Registered Nurses	29-1141	14942	15299	357	2.39%
General and Operations Managers	11-1021	11126	11350	224	2.01%
Lawyers	23-1011	4663	4819	156	3.35%
Accountants and Auditors	13-2011	4613	4690	77	1.67%
First-Line Supervisors of Construction Trades and Extraction Workers	47-1011	2707	2826	119	4.4%
Captains, Mates, and Pilots of Water Vessels	53-5021	2510	2648	138	5.5%
Financial Managers	11-3031	2291	2325	34	1.48%
First-Line Supervisors of Mechanics, Installers, and Repairers	49-1011	2284	2309	25	1.09%
First-Line Supervisors of Production and Operating Workers	51-1011	2089	2094	5	0.24%
Medical and Health Services Managers	11-9111	1893	2005	112	5.92%

The Region's Economic Evolution and Emerging Sectors

The Greater New Orleans Region's economy is undergoing a significant transformation, with the rise of emerging sectors that complement its traditional industries. This evolution is driven by technological advancements, an increased emphasis on innovation, and a strategic focus on building a more diversified and resilient economic foundation.

- **Professional, Scientific, and Technical Services:** Employing 33,761 individuals, this sector is at the forefront of the region's economic growth. The increasing demand for technical expertise and innovative solutions has positioned this industry as a critical driver of progress. From business operations specialists and environmental science technicians to accountants and auditors, the sector supports a wide range of occupations that enhance efficiency and sustainability across multiple industries. Its contributions are especially impactful in areas like **construction** and **healthcare**, where technical innovation is key to improving processes and outcomes.
- **Information Technology (IT):** Expanding rapidly, the IT sector is driven by the growing demand for digital solutions and cybersecurity measures across industries. Occupations such as software developers, IT specialists, and network administrators are increasingly critical to meeting both local and national needs. IT plays a pivotal role in modernizing industries like **manufacturing** and **transportation and logistics**, enabling these traditional sectors to stay competitive in a global market. Additionally, IT supports the region's workforce development efforts by introducing high-tech career pathways that align with future labor market demands.

Opportunities for Diversification and Resilience

These emerging sectors represent more than just economic growth; they highlight the region's ability to adapt to changing economic landscapes and leverage its workforce strengths. Professional, scientific, and technical services provide a foundation for innovation, fostering new business opportunities and enhancing productivity across all industries. Similarly, the IT sector ensures that local businesses remain competitive and prepared for the increasing digitalization of the global economy.

The rise of these sectors also reflects the region's commitment to building economic resilience. By diversifying its economic base, the Greater New Orleans Region is better equipped to weather fluctuations in traditional industries such as oil and gas. Workforce development initiatives that prioritize skills in technical services and IT further enhance this resilience, ensuring the region remains a hub for innovation, sustainability, and long-term growth.

As these sectors continue to expand, they create new career opportunities for residents, attract investment to the region, and strengthen its position as a competitive and forward-looking economic center.

Sources of Supply and Demand Data

This analysis is grounded in data from:

Louisiana Workforce Commission

Bureau of Labor Statistics (BLS): National and regional employment and wage trends.

Quarterly Census of Employment and Wages (QCEW): Detailed industry-level insights.

U.S. Census Bureau: Demographic and economic data.

Lighcast

GNO, Inc. Regional Economic Development Entity

2. Employment needs of employers in existing and emerging in-demand industry sectors and occupations (§ 679.560(a)(1)(ii));

The employment landscape in the Greater New Orleans Region reflects diverse and evolving needs across existing and emerging industry sectors. In **Manufacturing and Oil & Gas**, there is a consistent demand for skilled trades such as machinists, electricians, and welders, alongside operations managers capable of overseeing production and integrating advanced technologies. Meanwhile, the **Healthcare** sector urgently requires Registered Nurses, Medical Assistants, and Licensed Practical Nurses to address the needs of an aging population and expanding healthcare infrastructure.

The **Transportation and Logistics** sector highlights the need for Heavy and Tractor-Trailer Truck Drivers, warehouse supervisors, and logistics analysts to maintain and optimize supply chain operations. Emerging sectors, such as **Information Technology (IT)** and **Professional, Scientific, and Technical Services**, reveal growing opportunities for software developers, cybersecurity specialists, data analysts, and business operations professionals. Additionally, **Construction** is experiencing sustained demand for skilled laborers, project managers, and equipment operators due to major infrastructure projects, including port expansions. Employers across all these sectors consistently prioritize technical certifications, problem-solving skills, and hands-on experience with emerging technologies.

The "**Top Posted Occupations**" chart further illustrates the region's dynamic workforce demands. Registered Nurses lead with over 15,600 job postings between June and November 2024, underscoring the critical need for healthcare professionals. Retail Salespersons, First-Line Supervisors of Retail Workers, and Customer Service Representatives demonstrate the continued importance of retail and customer-facing roles in the regional economy. Heavy and Tractor-Trailer Truck Drivers, with nearly 1,000 unique postings, highlight the logistics sector's vital role in supporting supply chains. General and Operations Managers stand out as a key occupation across multiple industries, reflecting a high demand for leadership and strategic oversight in Manufacturing, Construction, and IT.

With median posting durations ranging from 19 to 32 days, employers face varying levels of urgency and competition to fill these critical roles. This highlights the importance of targeted workforce development initiatives and accelerated training programs to bridge the gap between

job seeker skills and employer needs, ensuring a responsive and resilient labor market.

Top Posted Occupations

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Occupation (SOC)	Total/Unique (Jun 2024 - Nov 2024)	Posting Intensity	Median Posting Duration
Registered Nurses	15,688 / 5,699	3 : 1	19 days
Retail Salespersons	5,505 / 2,088	3 : 1	28 days
First-Line Supervisors of Retail Sales Workers	3,510 / 1,330	3 : 1	26 days
Customer Service Representatives	3,810 / 1,105	3 : 1	24 days
Heavy and Tractor-Trailer Truck Drivers	2,623 / 988	3 : 1	29 days
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,225 / 964	2 : 1	27 days
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,677 / 908	3 : 1	23 days
Fast Food and Counter Workers	2,374 / 899	3 : 1	32 days
Food Service Managers	2,205 / 878	3 : 1	28 days
General and Operations Managers	2,363 / 875	3 : 1	25 days

3. Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (§ 679.560(a)(2));
- What are the targeted career pathway clusters in the region?

• What are the skills that are in demand in the region?

• How well do the existing skills of job seekers match the demands of local businesses?

Targeted Career Pathway Clusters in the Region

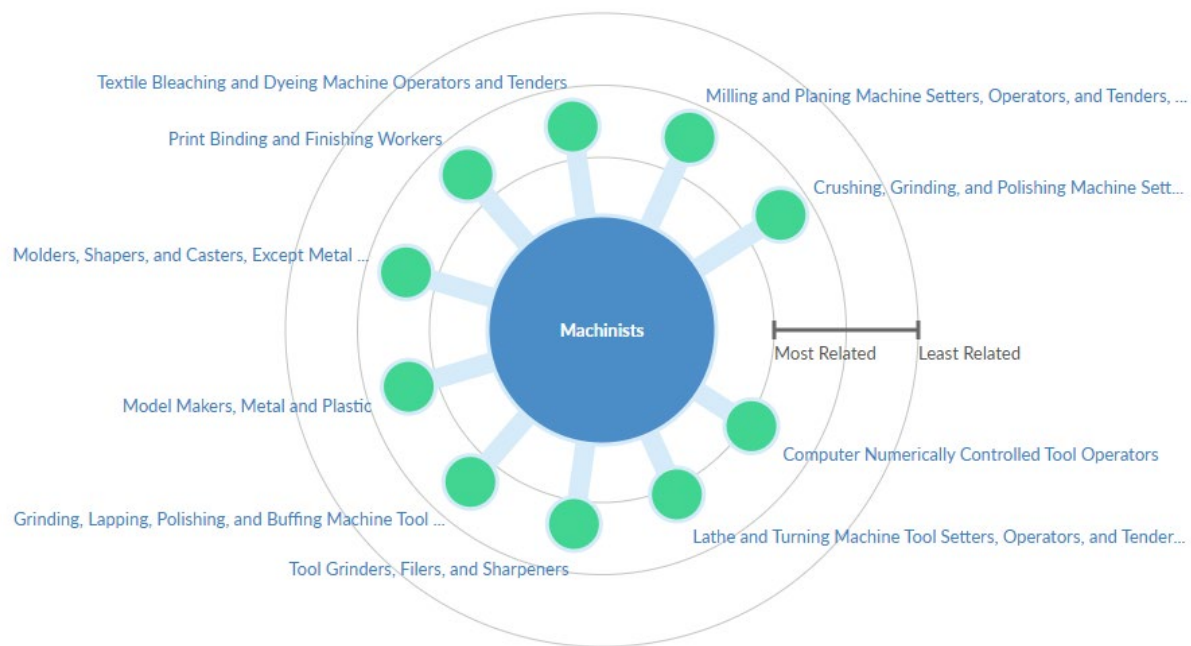
To meet the workforce needs of in-demand industries and support economic growth, the Greater New Orleans Region has prioritized several targeted career pathway clusters. These clusters are designed to align training and education programs with high-demand occupations, providing residents with clear and accessible routes to sustainable careers.

Manufacturing:

The manufacturing sector continues to evolve with the adoption of advanced technologies. Career pathways in manufacturing focus on advanced manufacturing techniques, robotics, and automation, equipping workers with the skills needed for modern production environments. Training programs often include certifications in industrial maintenance, CNC machining, and mechatronics, addressing the growing demand for specialized skills. These pathways support regional industries such as oil and gas, petrochemicals, and general manufacturing, ensuring a steady pipeline of qualified workers.

Feeder Jobs Leading to Industrial Machinist

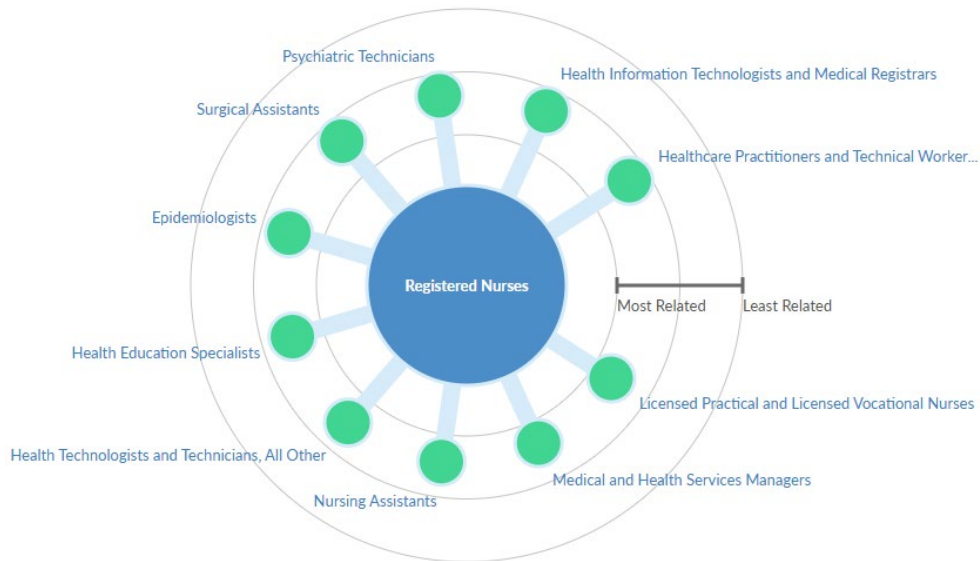
Below are the top listed feeder jobs for Machinists with median advertised salary of \$57,088. Select a job to view additional insight (i.e. Skill Gaps) between Machinists and your selected occupation.



Healthcare: The healthcare sector is a cornerstone of the regional economy, with growing demand for professionals across various roles. Career pathways in healthcare focus on Registered Nursing, Licensed Practical Nursing, and Medical Assisting, which are critical to addressing the region's expanding healthcare infrastructure. Additionally, pathways in healthcare administration prepare individuals for roles in hospital management and patient access, while medical technology programs equip students with skills in areas like medical imaging and laboratory sciences. These pathways are supported by partnerships with major healthcare employers such as Ochsner Health, ensuring alignment with industry standards and needs.

Feeder Jobs Leading to Registered Nursing

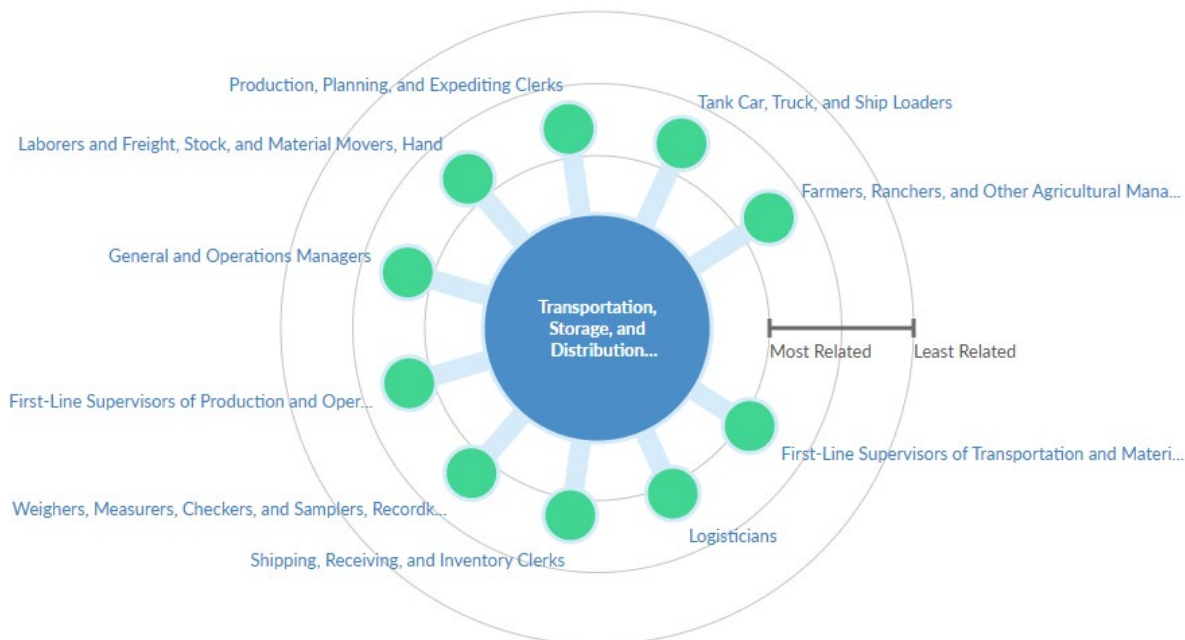
Below are the top listed feeder jobs for Registered Nurses with median advertised salary of \$100,224. Select a job to view additional insight (i.e. Skill Gaps) between Registered Nurses and your selected occupation.



Transportation and Logistics: As a regional hub for trade and distribution, the transportation and logistics sector offers numerous opportunities for workforce development. Career pathways in this cluster focus on Commercial Driver's License (CDL) training programs, which prepare individuals for roles as Heavy and Tractor-Trailer Truck Drivers. Supply chain management and logistics certification programs provide additional pathways for those seeking careers in warehousing, freight coordination, and transportation analysis. These programs support the region's infrastructure expansion efforts and the increasing demand for efficient supply chain operations.

Feeder Jobs Leading to Transportation, Storage, and Distribution Managers

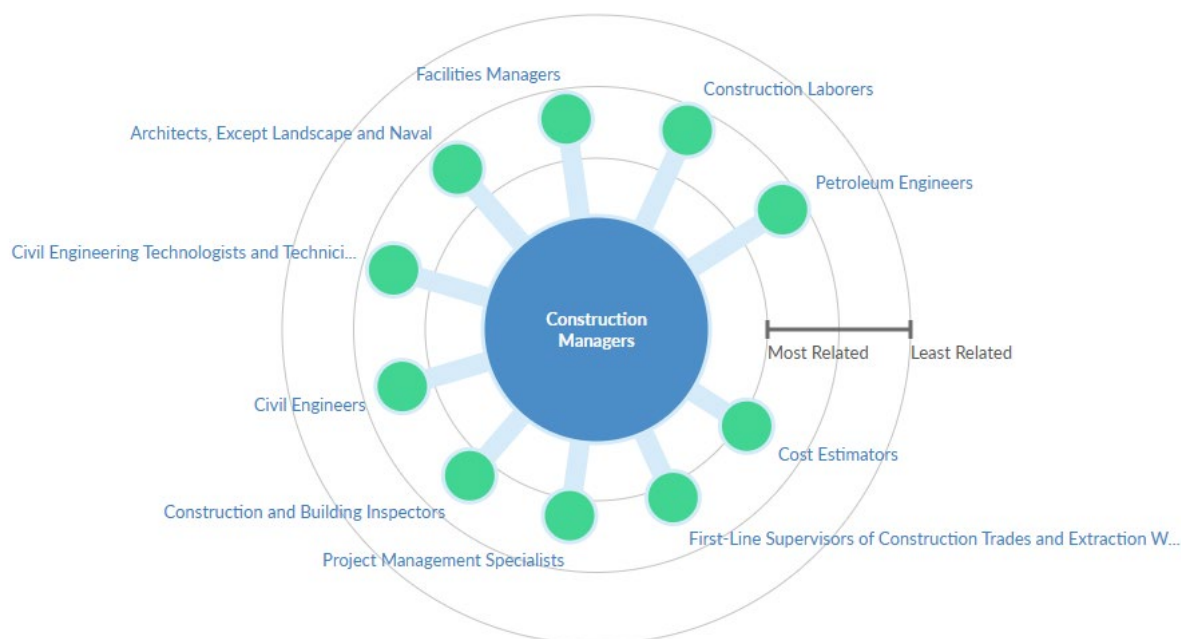
Below are the top listed feeder jobs for Transportation, Storage, and Distribution Managers with median advertised salary of \$60,032. Select a job to view additional insight (i.e. Skill Gaps) between Transportation, Storage, and Distribution Managers and your selected occupation.



Construction: With significant infrastructure projects underway, including the tremendous port expansions, construction is a high-priority sector for workforce development over the next few years. Career pathways in construction emphasize apprenticeships and certifications in trades such as carpentry, electrical work, plumbing, and heavy equipment operation. These programs are often employer-driven, with partnerships between workforce boards and local unions ensuring that participants receive hands-on training and access to employment opportunities. Additionally, past programs like the Construction Connection have been proven to streamline the hiring process and connect job seekers directly with employers in the industry.

Feeder Jobs Leading to Construction Managers

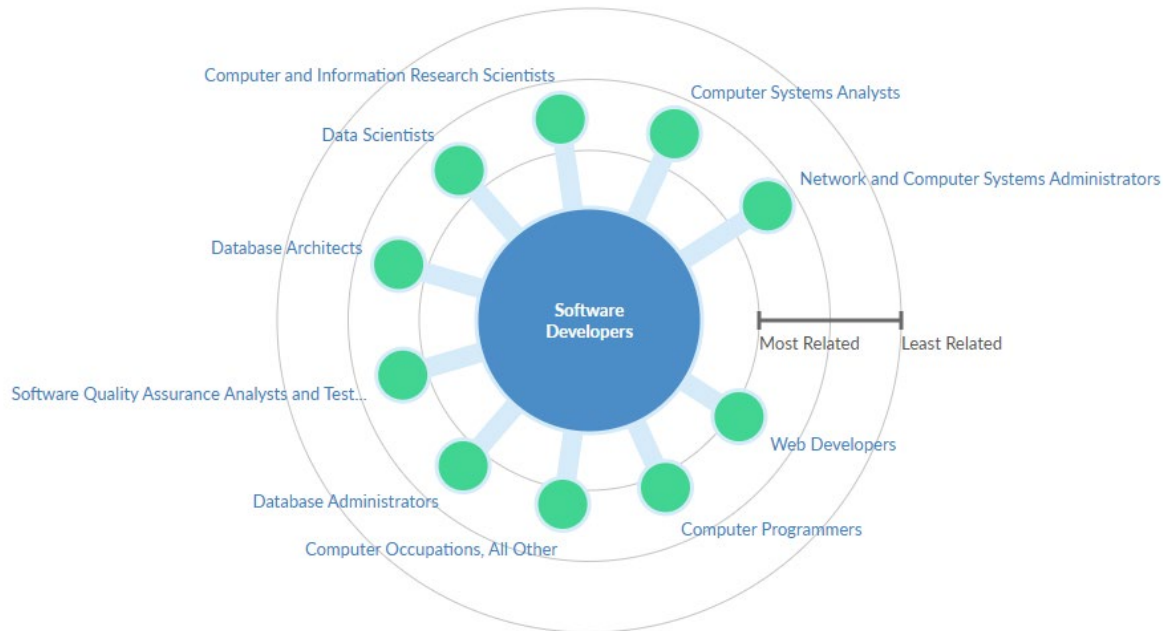
Below are the top listed feeder jobs for Construction Managers with median advertised salary of \$89,984. Select a job to view additional insight (i.e. Skill Gaps) between Construction Managers and your selected occupation.



Information Technology and Technical Services: The IT and technical services cluster is one of the fastest growing in the region, fueled by increasing digitization across industries. Career pathways in this sector focus on areas such as cybersecurity, software development, and data science, which are critical to meeting both local and national demand. Training programs often include industry-recognized certifications, such as CompTIA and AWS, and are designed in collaboration with employers like DXC Technology to ensure relevance and applicability. These pathways provide opportunities for both entry-level and advanced roles, supporting the region's efforts to build a tech-savvy workforce.

Feeder Jobs Leading to Software Developer

Below are the top listed feeder jobs for Software Developers with median advertised salary of \$115,072. Select a job to view additional insight (i.e. Skill Gaps) between Software Developers and your selected occupation.



By focusing on these career pathway clusters, the Greater New Orleans Region ensures that workforce development efforts are closely aligned with industry needs. These pathways not only provide clear routes to high-demand occupations but also support the region's broader goals of economic mobility and resilience. Through partnerships with employers, educational institutions, and workforce boards these targeted pathways prepare residents for meaningful careers while addressing critical labor shortages in key industries.

Skills in Demand in the Region

The workforce needs in the Greater New Orleans Region reflect a diverse array of technical and soft skills that are essential for maintaining and expanding the region's economy. These demands are influenced by the unique economic structure of the area, which is driven by sectors such as healthcare, transportation and logistics, IT, construction, and manufacturing. To remain competitive and meet the expectations of employers, workforce development strategies must focus on equipping individuals with both specialized technical skills and essential soft skills.

Technical Skills: The Foundation of Regional Employment

The demand for technical skills is evident across key industries, and it reflects the region's reliance on specialized expertise to sustain economic growth:

- **Healthcare Dominance:** As the region's largest employer, the healthcare industry underscores the need for nursing and medical support skills. With over 16,900 job postings for nursing-related roles, the demand for healthcare professionals continues to outpace supply. Specialized skills like health assessment and medical privacy are becoming increasingly vital, particularly as advancements in medical technology evolve how care is delivered.
 - **Data and Analytics:** The rapid rise of data-driven decision-making is transforming the workforce across industries. Skills in data analysis and data collection are growing at rates of +25.8% and +29.9%, respectively. These capabilities are highly sought after in IT and professional services, where businesses rely on analytics to optimize operations and develop innovative solutions.
 - **Transportation and Logistics:** The demand for Heavy and Tractor-Trailer Truck Drivers and logistics coordinators highlights the importance of CDL licensure and supply chain expertise. With the region's role as a critical transportation hub, these technical proficiencies ensure the seamless movement of goods across national and international markets.
 - **Construction and Manufacturing:** The ongoing infrastructure projects and industrial expansion emphasize the need for workers with certifications in trades such as welding, carpentry, CNC machining, and occupational safety. These roles form the backbone of industries driving the region's physical and economic development.
-

Soft Skills: A Universal Workforce Requirement

While technical skills are vital, soft skills remain a universal requirement across all sectors. Employers consistently highlight these competencies as critical for workforce success:

- **Communication and Leadership:** With communication appearing in over 35% of job postings, it is clear that the ability to convey ideas effectively and collaborate with others is indispensable. Leadership, often associated with managerial roles, is another skill highly valued by employers seeking candidates who can inspire teams and drive results.
 - **Customer Service and Problem-Solving:** As the region continues to grow its retail, hospitality, and healthcare sectors, customer-facing skills remain essential. The ability to address client needs and resolve challenges efficiently is vital to maintaining satisfaction and fostering long-term business relationships.
 - **Attention to Detail and Teamwork:** In precision-based industries like healthcare, manufacturing, and IT, attention to detail ensures quality and safety, while teamwork facilitates collaboration and innovation.
-

Emerging Skills: Preparing for the Future

As industries adapt to technological and environmental shifts, emerging skills are becoming critical for regional competitiveness:

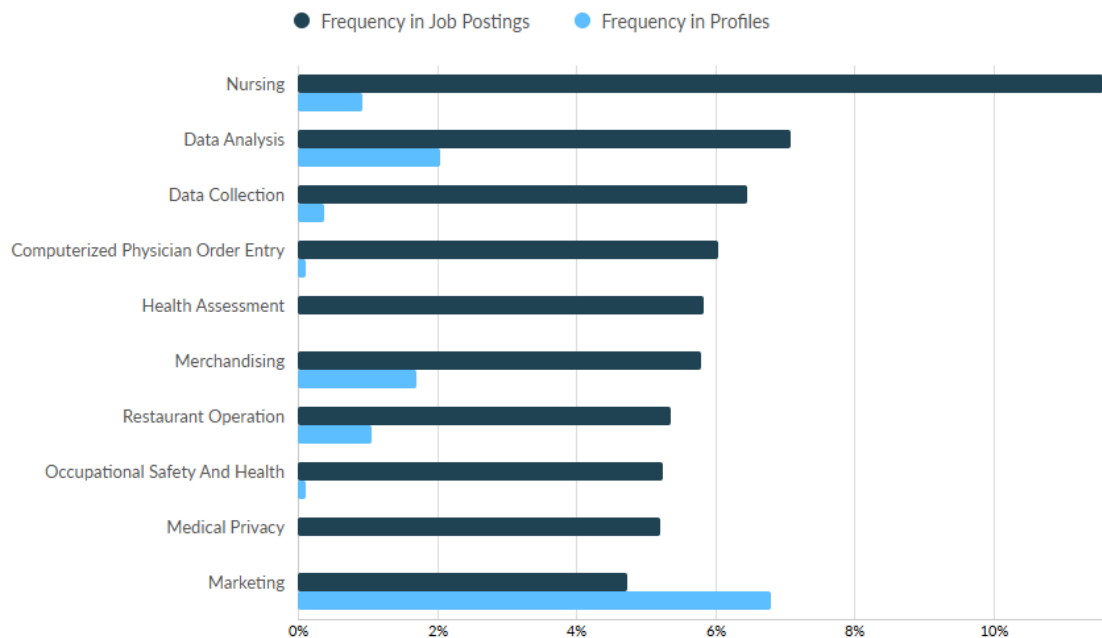
- **Digital Transformation and IT:** Programming languages like Python and Java, as well as knowledge of cloud computing and cybersecurity, are increasingly in demand as businesses integrate digital tools into their operations.
- **Data Science and Artificial Intelligence:** The integration of AI technologies into industries like healthcare and logistics highlights the need for skills in data modeling, machine learning, and AI implementation.
- **Sustainability Practices:** Growing attention to environmental impact has created demand for workers who understand sustainability principles, particularly in construction, manufacturing, and logistics.

Analysis of Regional Trends

The accompanying data provides valuable insights into these trends. The **Top Specialized Skills** chart identifies nursing, data analysis, and data collection as leading technical competencies, while the **Top Common Skills** chart highlights communication, leadership, and customer service as essential soft skills. The projected growth rates for these skills, such as +29.9% for data collection and +23% for marketing, reflect the evolving needs of the workforce and the increasing complexity of regional industries.

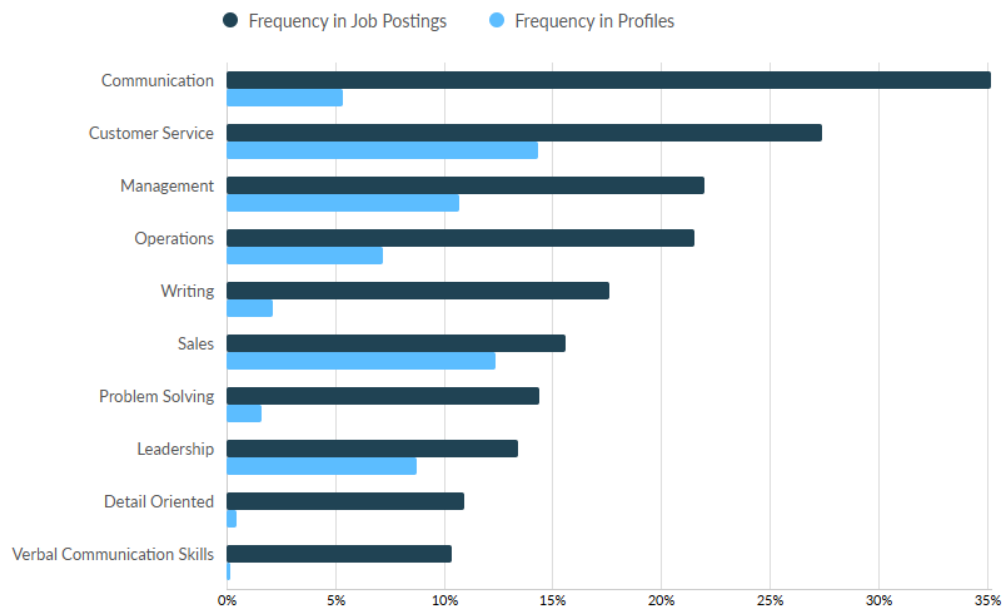
Moreover, median posting durations, particularly for roles requiring technical expertise, suggest challenges in filling these positions, further emphasizing the need for targeted training and workforce development initiatives. This is especially critical as healthcare and data-related roles continue to dominate job postings, aligning with national trends.

Top Specialized Skills



Skills	Postings	% of Total Postings	Profiles	% of Total Profiles ?	Projected Skill Growth	Skill Growth Relative to Market
Nursing	16,913	12%	4,063	1%	+20.1%	Rapidly Growing
Data Analysis	10,354	7%	8,885	2%	+25.8%	Rapidly Growing
Data Collection	9,451	6%	1,637	0%	+29.9%	Rapidly Growing
Computerized Physician Order Entry	8,820	6%	487	0%	+17.1%	Growing
Health Assessment	8,515	6%	0	0%	+14.7%	Growing
Merchandising	8,479	6%	7,419	2%	+15.0%	Growing
Restaurant Operation	7,833	5%	4,565	1%	+28.0%	Rapidly Growing
Occupational Safety And Health	7,666	5%	520	0%	+12.2%	Growing
Medical Privacy	7,613	5%	0	0%	+16.6%	Growing
Marketing	6,930	5%	29,553	7%	+23.0%	Rapidly Growing

Top Common Skills



Skills Present in the Region

Education and Skill Levels of the Workforce

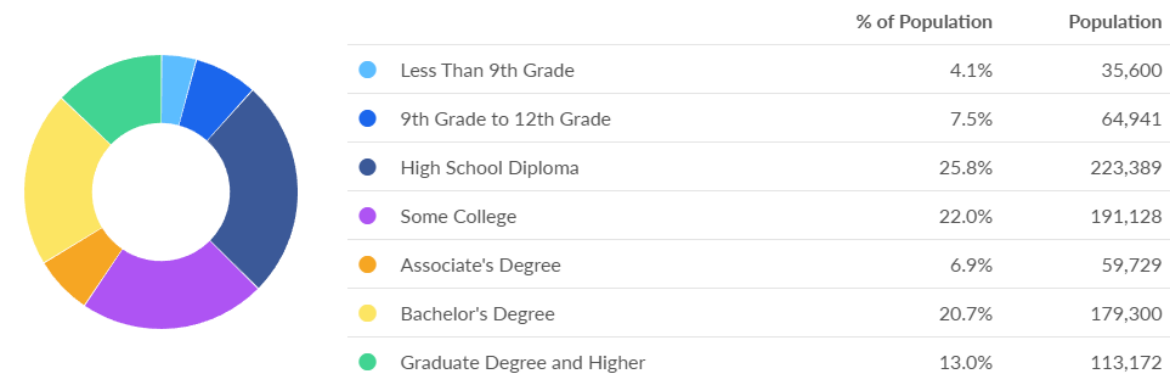
The underemployment graph highlights the disparity between the education levels of the workforce and the educational requirements of available job postings in the Greater New Orleans Region. However, it should be noted that this graph reflect all jobs and not just those offering self-sustaining wages. With that being said, a significant portion of jobs (all) requires only a high school

diploma or equivalent, yet there is a notable surplus of individuals with higher education levels, including bachelor's and associate degrees. This mismatch is most evident among bachelor's degree holders, where the population at this educational level far exceeds the number of jobs requiring such qualifications. Similarly, individuals with graduate degrees are underemployed due to a lack of advanced positions relative to their qualifications. Conversely, jobs requiring no formal education or only a high school diploma appear to be more aligned with the workforce, suggesting that these roles are adequately filled.

This data underscores the importance of workforce alignment strategies, such as creating opportunities for those with higher education levels and expanding pathways to advanced roles. Programs that emphasize reskilling or transitioning individuals into industries with greater demand for higher qualifications, such as healthcare, IT, and professional services, can help bridge the gap and mitigate underemployment in the region.

Educational Attainment

Concerning educational attainment, 20.7% of the selected regions' residents possess a Bachelor's Degree (0.5% below the national average), and 6.9% hold an Associate's Degree (1.9% below the national average).



Educational Pipeline

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In 2023, there were 19,867 graduates in 2024 - RLMA 1 (New Orleans MSA). This pipeline has grown by 1% over the last 5 years. The highest share of these graduates come from "Aesthetician/Esthetician and Skin Care Specialist" (Certificate), "Cosmetology/Cosmetologist, General" (Certificate), and "General Studies" (Certificate).

School	Total Graduates (2023)		Graduate Trend (2019 - 2023)
Tulane University of Louisiana	4,781	<div><div></div><div></div><div></div><div></div></div>	
Delgado Community College	2,980	<div><div></div><div></div><div></div><div></div></div>	
Northshore Technical Community College	2,296	<div><div></div><div></div><div></div><div></div></div>	
Aveda Arts & Sciences Institute-Covington	1,939	<div><div></div><div></div><div></div><div></div></div>	
University of New Orleans	1,332	<div><div></div><div></div><div></div><div></div></div>	
Loyola University New Orleans	1,134	<div><div></div><div></div><div></div><div></div></div>	
Louisiana State University Health Sciences Center-New Orleans	874	<div><div></div><div></div><div></div><div></div></div>	
Nunez Community College	749	<div><div></div><div></div><div></div><div></div></div>	
Xavier University of Louisiana	682	<div><div></div><div></div><div></div><div></div></div>	
Crescent City Bartending School	633	<div><div></div><div></div><div></div><div></div></div>	

[Jump to Detailed Program Table](#)

Certificate Associate's Bachelor's Master's or Higher

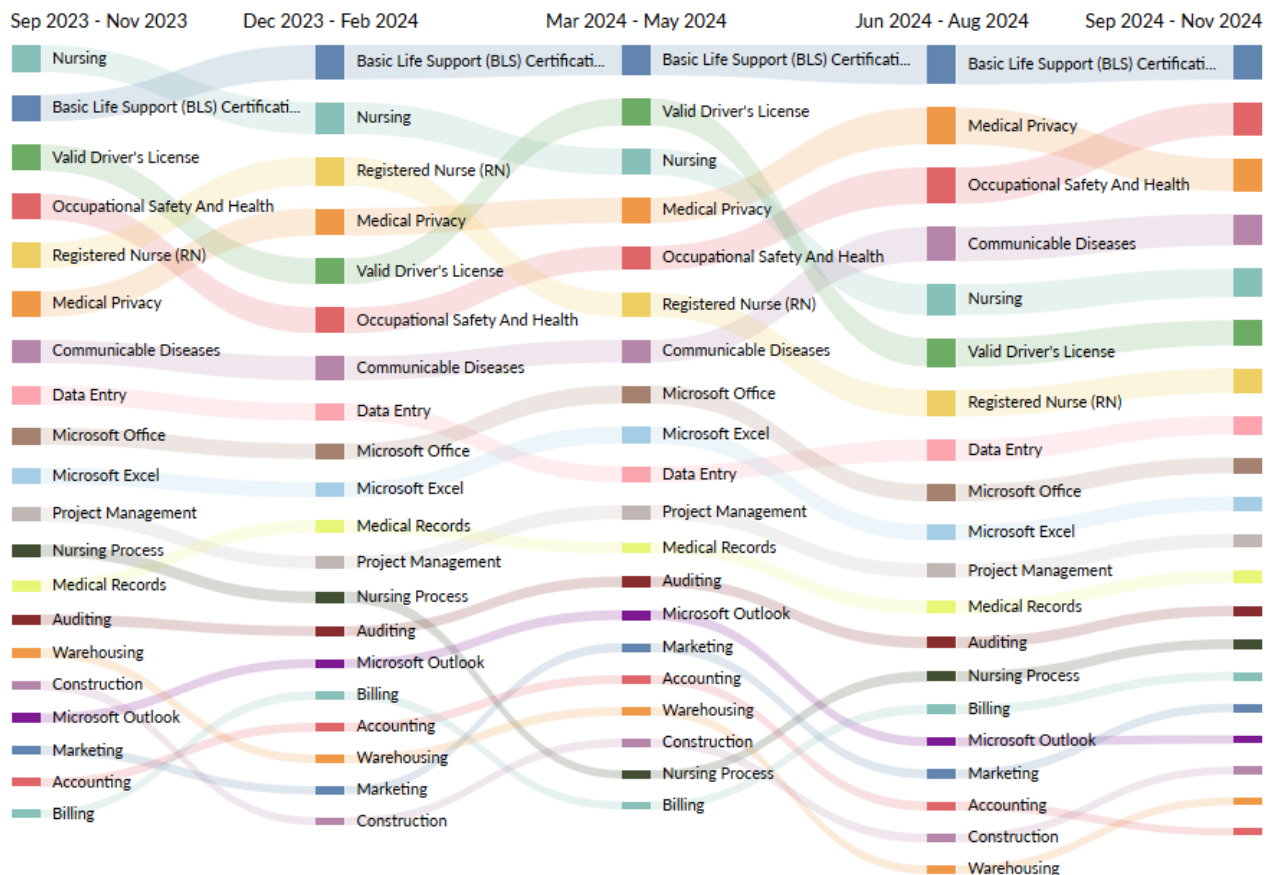
Skills sought by Employers in Targeted Sectors

There is an evolving demand for skills across key industries in the Greater New Orleans Region, prioritizing the most sought-after capabilities. In **healthcare**, skills such as Nursing, Registered Nurse (RN) certification, Medical Privacy, and Communicable Disease management consistently appear, reflecting the critical need for patient care expertise, regulatory compliance, and public health management. This sector dominates skill demand due to the region's growing healthcare infrastructure and workforce needs.

In **construction**, skills like Occupational Safety and Health, Project Management, and Warehousing are in high demand, emphasizing the importance of safety compliance, efficient project execution, and inventory handling for ongoing infrastructure development and expansion projects. Similarly, the **transportation and warehousing** industry showcases demand for skills such as Valid Driver's License, Warehousing, and Occupational Safety and Health, highlighting the need for logistics expertise, supply chain efficiency, and adherence to safety standards.

The **professional, technical, and scientific** services sector emphasizes skills like Project Management, Marketing, and Microsoft Excel, which are critical for organizational strategy, data analysis, and effective communication in high-skill industries. In manufacturing, skills such as

Microsoft Office, Data Entry, and Auditing are in demand, demonstrating the sector's reliance on administrative proficiency and quality control to maintain operational efficiency.



Meeting Employer Needs

To effectively bridge the gap between job seeker skills and employer expectations, regional workforce development initiatives are focused on several strategic priorities:

- **Expanding Access to Certifications and Accelerated Training Programs:** Targeted efforts are underway to increase access to certifications and fast-track training in key industries, including healthcare, IT, construction, manufacturing, and logistics. These programs aim to address specific skill shortages while accelerating job readiness.
- **Employer-Centric Training Design:** Workforce boards are actively partnering with employers to co-design training programs tailored to address critical skill gaps in high-demand sectors. This collaborative approach ensures that training aligns with real-world business needs.
- **Promoting Soft Skill Development:** To complement technical training, initiatives emphasize the development of soft skills such as communication, problem-solving, and teamwork through workshops, mentorship opportunities, and hands-on experiences.

The Greater New Orleans Region has a unique opportunity to cultivate a workforce that fully meets the demands of both established and emerging industries. By aligning workforce development

efforts with the precise skills required by employers, the region can foster a resilient, adaptable, and inclusive economy, ensuring long-term competitiveness and growth.

Alignment of Job Seeker Skills with Business Demands

While there is partial alignment between the skills of job seekers and the demands of local businesses, significant gaps persist in critical sectors. Industries such as healthcare and construction have successfully implemented training programs to address workforce needs; however, fields like IT, advanced manufacturing, and logistics face ongoing challenges. Employers consistently report difficulties in finding candidates with specialized certifications, technical expertise, and hands-on experience.

This highlights the pressing need for strong collaboration among workforce boards, educational institutions, and employers to close these gaps. Expanding experiential learning opportunities, such as apprenticeships and internships, and enhancing outreach to underserved populations can further align job seeker skills with industry demands, ensuring that the region's workforce is prepared to meet evolving economic challenges.

4. Regional workforce considering current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment (§ 679.510(a)(1)(iv) and § 679.560(a)(3)).
 - How is the region changing in terms of demographics, labor supply and occupational demand?
 - What special populations exist in the region, what is their magnitude, and what are the policy and service implications to meet the needs of these individuals?
-

Changing Demographics

The demographic trends in the Greater New Orleans Region indicate modest but notable changes between 2024 and 2027, with implications for workforce planning and economic development. The overall population is projected to decline slightly by 26,383 individuals, representing a 2% decrease. This decline is evenly distributed across genders, with both males and females experiencing a 2% reduction in population. Females will continue to constitute a slightly larger proportion of the population (51.76%), compared to males (48.24%).

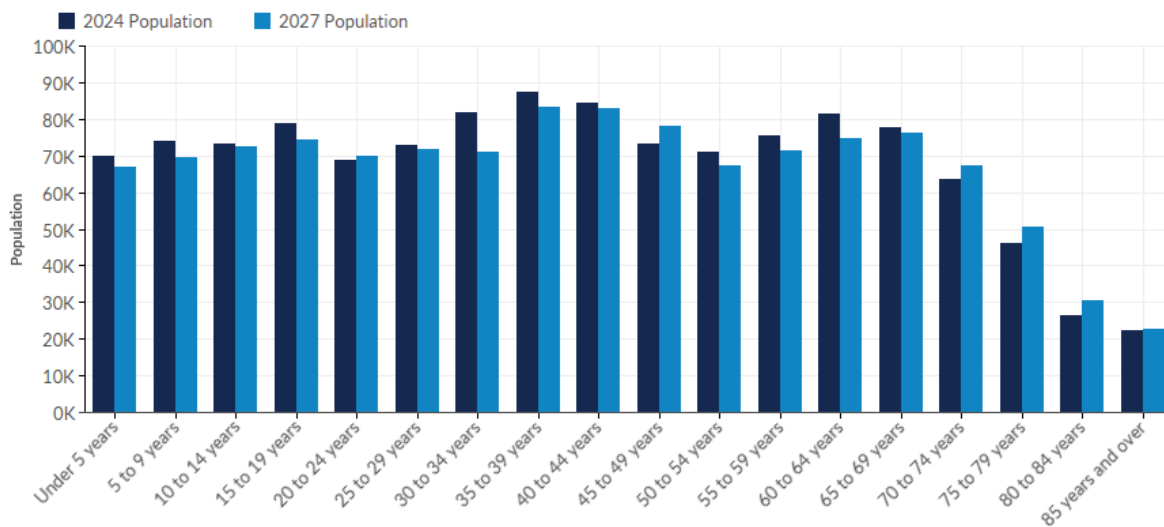
Analyzing the population by age cohort reveals shifts that could impact labor force participation. The working-age population (ages 25 to 64) remains the largest segment, but younger age groups, such as those under 20, are also declining, potentially signaling a future challenge in replenishing the workforce. Meanwhile, older cohorts, particularly those aged 65 and above, remain steady or increase slightly, emphasizing the need for healthcare and retirement services to support an aging population.

Racial and ethnic demographics show minimal shifts, with White, Non-Hispanic individuals maintaining the largest share of the population, followed by Black, Non-Hispanic and Hispanic

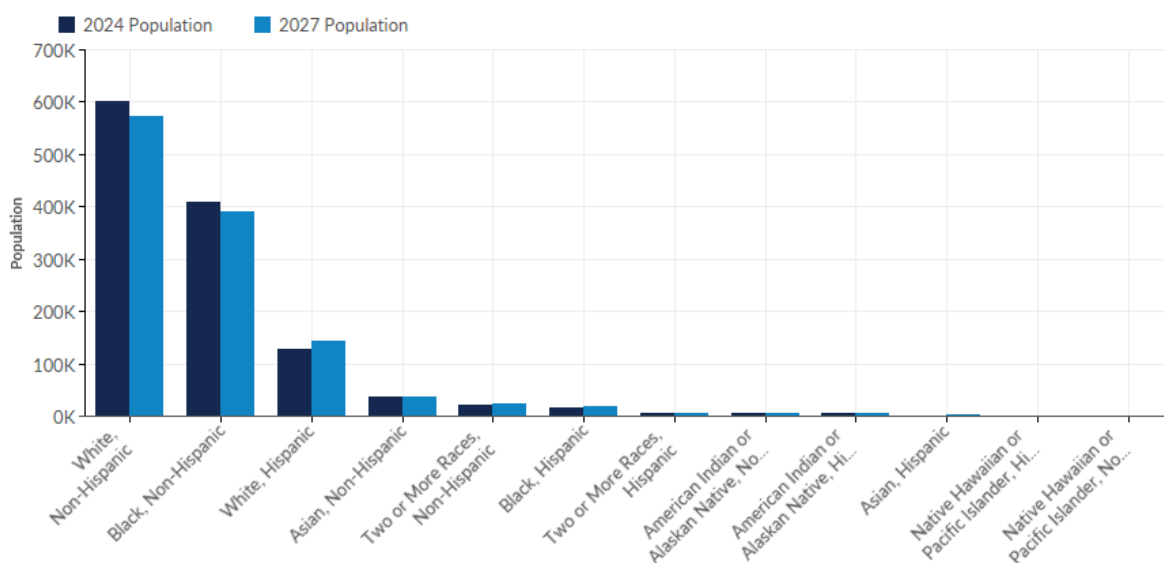
individuals. These stable proportions indicate that diversity within the region will remain a consistent feature, and workforce strategies should continue to focus on equitable opportunities across all racial and ethnic groups.

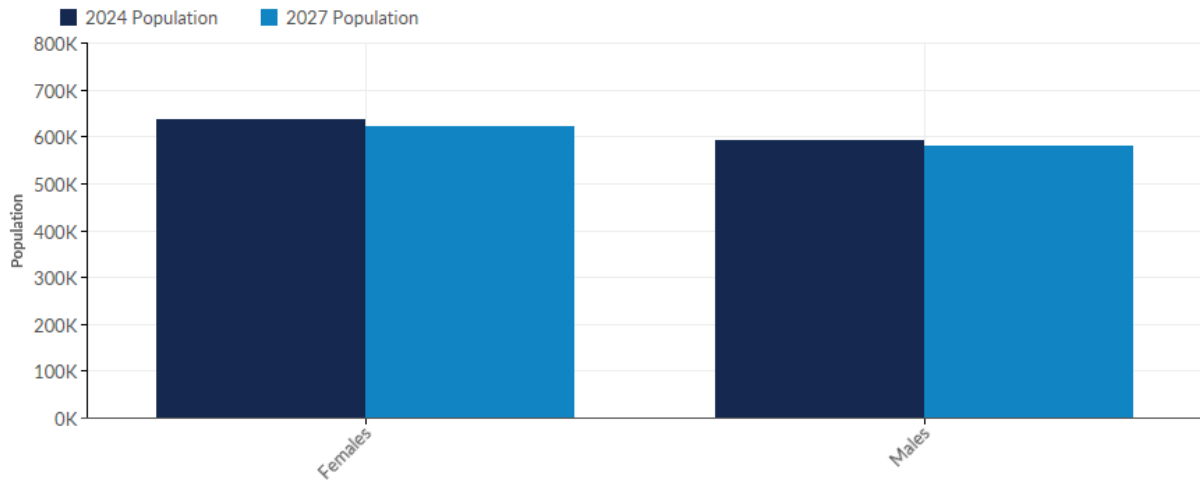
Overall, these demographic changes underscore the importance of policies aimed at attracting and retaining a younger, diverse, and highly skilled workforce to sustain economic growth while addressing the needs of an aging population. Strategies such as investing in education, expanding workforce training, and enhancing quality of life for all age groups will be essential in adapting to these trends.

Population by Age Cohort



Population by Race/Ethnicity



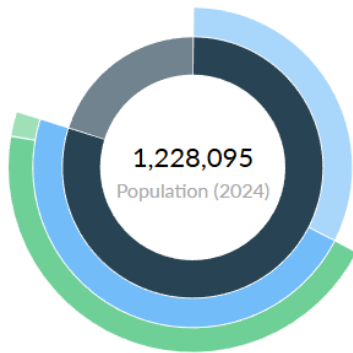


Gender	2024 Population	2027 Population	Change	% Change	2027 % of Cohort
Females	635,717	621,992	-13,725	-2%	51.76%
Males	592,378	579,720	-12,658	-2%	48.24%
Total	1,228,095	1,201,713	-26,383	-2%	100.00%

Current Regional Labor Supply

The October 2024 Labor Force Breakdown provides a detailed view of the Greater New Orleans Region's population and workforce dynamics. Of the total population of 1,228,095, approximately 980,370 individuals belong to the 16+ civilian non-institutionalized population. Among this group, 581,378 individuals are in the labor force, representing those either employed or actively seeking employment. The employed population accounts for 554,510 individuals, while 26,868 are unemployed, reflecting an unemployment rate of roughly 4.6%. Meanwhile, 398,992 individuals are not part of the labor force, encompassing those who are retired, pursuing education, or facing barriers to employment. Additionally, 247,724 individuals fall into the category of under 16, military, or institutionalized populations. This breakdown highlights the importance of policies aimed at increasing labor force participation and reducing barriers for those not currently engaged in the workforce to further enhance regional economic productivity.

Oct 2024 Labor Force Breakdown

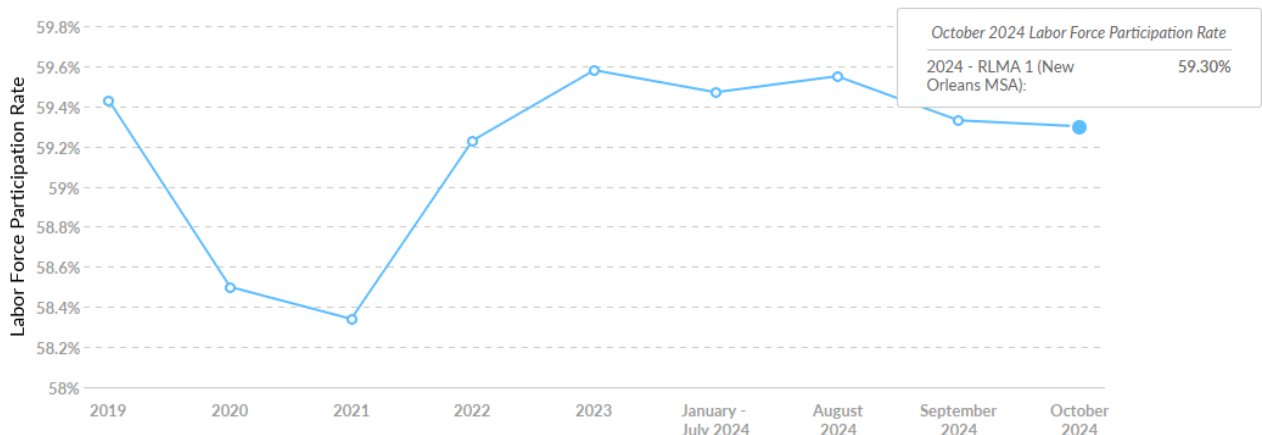


	Population
16+ Civilian Non-Institutionalized Population	980,370
Not in Labor Force (16+)	398,992
Labor Force	581,378
Employed	554,510
Unemployed	26,868
Under 16, Military, and institutionalized Population	247,724

Labor Force Participation Rate

The labor force participation rate (LFPR) in the Greater New Orleans Region has experienced fluctuations over the past five years, reflecting broader economic trends and regional dynamics. As of October 2024, the LFPR stands at 59.3%, slightly lower than the peaks observed in 2023 but consistent with national trends in workforce engagement. The region's LFPR has shown resilience following significant declines in 2020 due to the economic disruptions caused by the COVID-19 pandemic, with gradual recovery driven by strategic investments in workforce development and targeted industry support. However, the recent slight decline highlights the ongoing challenges in labor force engagement, including workforce aging and barriers to participation. These trends emphasize the importance of continued efforts to improve access to education, training, and supportive services, ensuring that the region's workforce remains competitive and adaptable to evolving economic conditions.

Labor Force Participation Rate Trends



Unemployment In the region

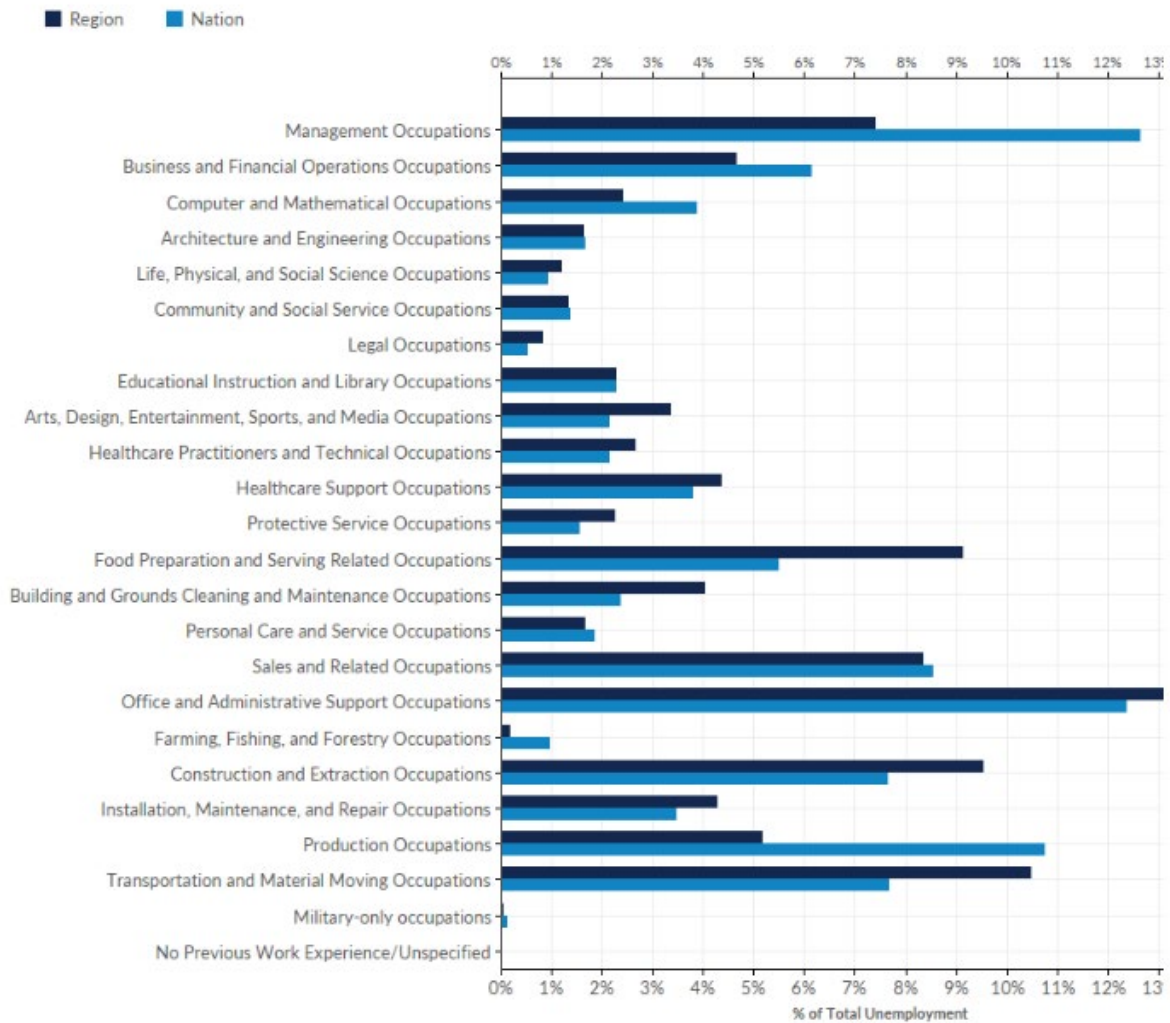
The October 2024 unemployment data by occupation provides a comprehensive view of how joblessness is distributed across various occupational categories in the Greater New Orleans Region. With a total unemployment figure of 26,868, certain occupations stand out with higher unemployment rates compared to others. Notably, Management Occupations exhibit the largest share of unemployment, exceeding the national average, which could reflect ongoing structural adjustments in leadership roles or challenges in matching qualified candidates to available positions. Similarly, Sales and Related Occupations, as well as Office and Administrative Support Occupations, show significant unemployment rates, suggesting potential oversupply or a shift in demand due to automation and evolving business needs.

On the other hand, certain skilled trades and technical roles, such as Construction and Extraction Occupations and Installation, Maintenance, and Repair Occupations, also register moderate unemployment rates, despite these being sectors traditionally associated with steady demand. This may highlight seasonal fluctuations or a mismatch between the skills of job seekers and employer needs. Healthcare-related occupations, such as Healthcare Practitioners and Technical Occupations, maintain lower unemployment rates, reflecting the ongoing demand for professionals in this sector to meet the needs of an aging population.

The data underscores the importance of aligning workforce development efforts with the changing needs of the regional economy. Investments in targeted upskilling programs, particularly for roles in high-demand industries like healthcare, transportation, and logistics, can help mitigate unemployment in areas with persistent joblessness while preparing the workforce for emerging opportunities in the Greater New Orleans Region.

26,868

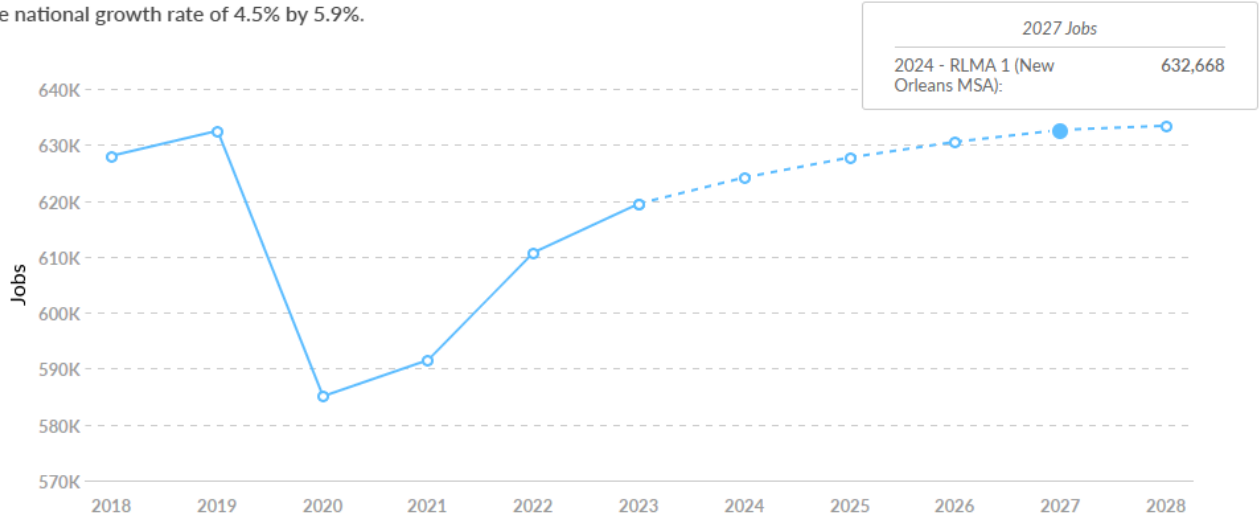
Total Unemployment (10/2024)



Job Trends

...

From 2018 to 2023, jobs declined by 1.4% in 2024 - RLMA 1 (New Orleans MSA) from 628,038 to 619,497. This change fell short of the national growth rate of 4.5% by 5.9%.



The Greater New Orleans Region's labor supply is undergoing notable shifts, driven by changes in labor force participation, employment dynamics, and unemployment distribution. As of October 2024, the labor force participation rate (LFPR) stands at 59.3%, reflecting resilience from pandemic-related declines but signaling ongoing challenges in workforce engagement due to aging demographics and participation barriers. Of the 980,370 individuals in the civilian non-institutionalized population aged 16 and older, 581,378 are in the labor force, with 554,510 employed and 26,868 unemployed, resulting in a regional unemployment rate of approximately 4.6%. However, 398,992 individuals remain outside the labor force, underscoring the importance of addressing barriers to participation through enhanced access to education, training, and supportive services.

Unemployment data by occupation highlights disparities, with Management, Sales, and Office Support Occupations experiencing higher-than-average unemployment rates, potentially due to structural adjustments and shifting job demands. Conversely, skilled trades such as Construction and Healthcare-related roles maintain lower unemployment, reflecting ongoing demand in these sectors. These dynamics emphasize the need for targeted workforce development strategies to align labor supply with the evolving demands of the regional economy. By prioritizing upskilling initiatives in high-demand industries like healthcare, transportation, and logistics, the region can enhance workforce adaptability, reduce unemployment, and ensure sustained economic productivity.

Special Populations in the Region

Reentry Population

The Greater New Orleans Region includes a significant reentry population, estimated at approximately **7,000 individuals**. These individuals face barriers such as limited job training, employer hesitancy, and the need for supportive services like housing, transportation, and mental health resources. Workforce boards, particularly the **First Planning District** and **Jefferson Workforce Boards**, actively support reentry efforts by partnering with organizations such as the **Southern University Law Center (SULC)** and **St. Tammany Parish offices** to host expungement events. Programs like the **Louisiana Prisoner Reentry Initiative (LA-PRI)** also offer critical services to help individuals transition successfully into the workforce. As a policy, individuals in the reentry population receive **priority of service** to ensure access to job training and placement opportunities.

Policy and Service Implications:

- **Expungement Services:** Continued partnerships with SULC and regional entities to remove employment barriers for reentry individuals.
 - **Tailored Job Programs:** Expanding training in high-demand fields such as construction, manufacturing, and logistics.
 - **Employer Engagement:** Incentivizing businesses to hire reentry individuals through tax credits and workforce readiness programs.
-

Unemployment and Dislocated Worker Population

The total unemployment population in the eight-parish Greater New Orleans Region MSA, **26,868 individuals**, represents the potential dislocated worker population. This group includes individuals affected by layoffs, sector transitions, and economic disruptions. Workforce boards support dislocated workers through initiatives such as **On-the-Job Training (OJT)**, targeted job fairs, employer networking events, and enhanced job-matching services. These programs aim to connect dislocated workers with opportunities in growing industries like healthcare, IT, and advanced manufacturing.

Policy and Service Implications:

- **OJT Programs:** Providing paid, hands-on training with regional employers to upskill dislocated workers.
 - **Job Fairs and Networking:** Hosting targeted events to connect dislocated workers with hiring employers in high-demand sectors.
 - **Job Matching:** Career specialists and business service representatives actively work to "open doors" to employers by making introductions and advocating for job placements.
-

Youth Population

The region has an estimated **10,000 disconnected youth (ages 16-24)** who are neither in school nor employed. These young individuals face challenges such as limited access to education, mentorship, and career opportunities. Workforce boards have developed youth-specific initiatives outlined in the **Youth Services section** of regional and local plans, which include apprenticeship programs, GED support, and soft skills training.

Policy and Service Implications:

- **Apprenticeships and Internships:** Creating hands-on learning opportunities in high-growth sectors such as IT, healthcare, and construction.
 - **Mentorship Programs:** Partnering with local employers to provide career guidance and real-world experiences.
 - **Expanded Youth Services:** Leveraging regional and local plan frameworks to ensure comprehensive support for disconnected youth.
-

Veterans

The region is home to approximately **6,000 veterans**, many of whom face challenges transitioning into civilian careers. Workforce boards collaborate with local veterans' organizations and initiatives such as **NextOp** to connect veterans with high-demand jobs in logistics, manufacturing, and IT. Veterans receive **priority of service** through all workforce programs, ensuring access to tailored support and job placement services. Core and mandated partners work together to provide seamless assistance for veterans, from skills translation to employment readiness.

Policy and Service Implications:

- **Priority Services:** Ensuring veterans receive front-line access to workforce development programs.
 - **Veteran-Specific Initiatives:** Partnering with **NextOp** and hosting veteran-focused job fairs.
 - **Collaboration:** Ensuring all workforce system partners collaborate to address the unique needs of veterans.
-

Senior Population

The senior population, defined as individuals aged 55 years and older, comprises **138,066 individuals**, representing **24% of the current workforce** in the Greater New Orleans Region. Within this group, individuals aged 65 and older account for **8%**, while those aged 55 to 64 make up **16%**. This substantial demographic highlights the need for targeted workforce programs that address the challenges and opportunities of an aging workforce, including upskilling, flexible work options, and leveraging their extensive experience to meet regional labor demands.

Policy and Service Implications:

- **Customized Workforce Programs:** Initiatives like SCSEP and AARP Back to Work help address barriers for senior workers. SCSEP offers part-time community service roles, helping seniors gain work experience, while AARP provides skills training, resume assistance, and workshops for re-entering the workforce.
- **Employer Engagement:** Encouraging businesses to recognize the value seniors bring to the workforce through experience and reliability.
- **Supportive Services:** Providing technology skills training and addressing other barriers like transportation and healthcare access.
- **Job Matching for Seniors:** Career specialists and business service representatives actively assist seniors by identifying suitable roles, making employer introductions, and advocating for job placements in industries like healthcare, retail, and customer service.

B. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region (§ 679.510(a)(1)(iii)). Plans must answer the following questions:

- How will the workforce partners convene employers, foundations and regional institutions to help lead sector partnerships and make coordinated investments?
- Identify the established and active industry sector partnerships in the region.
- What other sector-based partnerships exist in the region? If any exist, are they business-led and what is their role in planning?
- What other public-private partnerships exist in the region that could support sector strategies and what is their role in planning?
- What neutral conveners with the capacity to help establish sector partnerships exist in the region and what is their role in planning?

Development and Implementation of Sector Initiatives for In-Demand Industry Sectors

The Greater New Orleans Region demonstrates a comprehensive approach to workforce development through sector initiatives that address in-demand industry needs. These initiatives are guided by the collaboration of four local workforce boards, employers, foundations, and regional institutions. Below are detailed responses to the questions, highlighting specific initiatives.

How Workforce Partners Will Convene Employers, Foundations, and Regional Institutions

Workforce partners in the Greater New Orleans Region utilize a collaborative and strategic approach to convene employers, foundations, and regional institutions to lead sector partnerships and make coordinated investments. Key strategies include:

- **Sector-Specific Advisory Councils:** Workforce boards establish sector-specific advisory councils comprising employers, educational institutions, and foundation representatives. These councils meet regularly to identify workforce needs, discuss training program design, and align investments with industry priorities. For example, the **GNORAAMP** (Greater New Orleans Regional Advanced Manufacturing Partnership) regularly gathers aerospace and advanced manufacturing leaders like **NASA Michoud** and **Lockheed Martin** to align training initiatives with industry advancements.
- **Regional Workforce Summits:** Workforce partners host regional workforce summits and industry forums, bringing together stakeholders to share insights, identify gaps, and foster collaboration. Initiatives like the **Port of New Orleans Workforce Development** utilize these summits to engage maritime employers, logistics companies, and local institutions in workforce planning.
- **Public-Private Partnerships:** Collaborations between workforce boards, employers, and foundations are formalized through public-private partnerships. For instance, the **FUEL Initiative** partners with energy companies like **Shell** and **Entergy** to drive investments in renewable energy training, ensuring alignment with both current and future workforce needs.
- **Educational and Industry Partnerships:** Workforce boards partner with institutions like **Delgado Community College**, the **University of New Orleans**, and local technical schools to design programs that directly address skill shortages. These partnerships are exemplified by the **Mechatronics Apprenticeship** in **Jefferson Parish**, which brings together manufacturers and educators to train workers in robotics and automation.
- **Neutral Conveners:** Organizations such as the **Greater New Orleans Foundation (GNOF)** act as neutral conveners, facilitating dialogue between stakeholders, ensuring alignment across sectors, and identifying opportunities for coordinated investments. They play a crucial role in initiatives like **Northshore Healthscape**, connecting healthcare employers with training providers to address workforce shortages.
- **Leveraging Funding Opportunities:** Workforce partners align federal, state, and private funding to maximize the impact of investments. For example, the **Thrive New Orleans Initiative** secures grants from environmental foundations and public agencies to fund training in sustainable construction and green infrastructure.

By fostering collaboration through these structured approaches, workforce partners ensure that sector partnerships are employer-led, foundation-supported, and aligned with regional priorities, resulting in coordinated investments that meet the workforce needs of both established and emerging industries.

Established and Active Industry Sector Partnerships in the Greater New Orleans Region

Aerospace and Advanced Manufacturing (Greater New Orleans Regional Advanced Manufacturing Partnership - GNORAAMP): GNORAAMP connects aerospace and advanced manufacturing employers, including **NASA Michoud Assembly Facility** and **Lockheed Martin**, with educational institutions and workforce boards in **Orleans Parish** to address workforce needs. This

partnership has launched training programs in advanced manufacturing technologies, focusing on aerospace engineering and precision production. Successes include increased regional job placements in high-demand roles and enhanced regional competitiveness as an aerospace manufacturing hub.

Maritime and Logistics (Port of New Orleans Workforce Development): The **Port of New Orleans** collaborates with freight operators, workforce boards, and **Delgado Community College** in **Orleans Parish** to create tailored training programs for maritime and logistics careers. These programs address critical skill gaps in supply chain management and port operations. The initiative has supported the port's infrastructure expansion by ensuring a steady flow of qualified workers. Outcomes include reduced skill shortages and improved workforce readiness for roles in freight handling, warehousing, and transportation.

Technology (The Tech Hub Initiative): The Tech Hub, based in **Orleans Parish**, partners with IT employers such as **IBM**, **local startups**, and educational institutions like **Delgado Community College** and the **University of New Orleans**. The initiative has launched specialized training programs in cybersecurity, cloud computing, and data analytics. Successes include significant job placements in IT roles, particularly among underrepresented groups, and the development of a robust talent pipeline to support the region's growing tech sector.

Healthcare (Northshore Healthscape): Northshore Healthscape, located in **St. Tammany Parish**, partners with healthcare providers such as **Ochsner Health** and **St. Tammany Health System**, alongside local workforce boards and colleges. The partnership addresses workforce needs in nursing, medical assisting, and healthcare administration. Successes include the graduation of hundreds of credentialed healthcare professionals annually, many of whom fill critical roles in local hospitals and clinics. This initiative has also improved access to healthcare services in underserved communities.

Green Infrastructure and Construction (Thrive New Orleans Initiative): Thrive New Orleans, operating in **Orleans Parish**, collaborates with construction firms, **environmental nonprofits**, and government agencies to train workers in sustainable construction and urban resilience. The initiative has created over 100 jobs annually in green infrastructure projects such as stormwater management systems and energy-efficient housing. Successes include training underserved residents and completing community resilience projects that address climate and environmental challenges.

Advanced Manufacturing (Mechatronics Apprenticeship): The Mechatronics Apprenticeship program, led by **Laitram, LLC**, **Elmers** and **Zatarain's** is based in **Jefferson Parish** and partners with **Delgado Community College** and technical schools. The program trains workers in robotics, automation, and mechatronics, addressing critical skill shortages in advanced manufacturing. Outcomes include dozens of apprentices transitioning into full-time roles at leading regional manufacturing firms, strengthening the advanced manufacturing workforce pipeline.

Energy (FUEL Initiative): LSU's Future Use of Energy in Louisiana (FUEL) initiative, centered in **East Baton Rouge Parish**, collaborates with energy companies such as **Shell** and **Entergy**, alongside

community colleges and technical training centers. The initiative aims to double the state's energy workforce by 2050 by expanding training in renewable energy and traditional energy sectors. Early successes include an increase in enrollment in energy-related training programs and strategic investments by private partners in workforce development.

These initiatives highlight the collaborative efforts of workforce boards, employers, educational institutions, and local governments to address workforce needs across various parishes. Their successes in training, job placement, and economic growth reinforce the Greater New Orleans Region's commitment to aligning workforce development with industry demands.

CHAPTER 2: STRATEGIES FOR SERVICE INTEGRATION: REGIONAL

This regional component of the plan must describe the regional service strategies, including use of cooperative service delivery strategies and the connection of job seekers with employers.

- A. Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (§ 679.560(a)(4)). Plans must respond to the following:
- Analyze the strengths and weaknesses of workforce development activities in the region.
 - Analyze the capacity of the regional partners to provide workforce development activities to address the education and skill needs of the workforce including individuals with barriers to employment.
 - Analyze the capacity of the regional partners to provide activities to address the needs of employers.
 - How well do existing training programs in the region and local areas prepare job seekers to enter and retain employment with regional businesses?
 - Summarize the commitments of each program partner to implement the selected strategies.

Analysis of Workforce Development Activities in the Greater New Orleans Region

The Greater New Orleans Region boasts a dynamic workforce development ecosystem that leverages collaboration, innovation, and strategic investments to align with regional and state economic goals. While the region has made significant strides in addressing workforce challenges and fostering economic resilience, opportunities remain to strengthen service delivery, expand partnerships, and address skill gaps to meet the evolving needs of employers and jobseekers.

Strengths of Workforce Development Activities

Robust Regional Collaboration

The region's Workforce Development Boards (WDBs) work closely with each other and with the local and regional economic development organizations, educational institutions, and industry leaders to align training programs with employer needs. Partnerships like the **GNORAAMP (Greater New Orleans Regional Advanced Manufacturing Partnership)** for aerospace and advanced manufacturing, and the **Port of New Orleans Workforce Development** for maritime and logistics careers, exemplify how collaboration creates direct pathways to employment.

Innovative Service Delivery Models

Workforce boards have implemented online tools, such as online appointment setting, interactive chats, pre-screening applications, jobseeker videos, and virtual case management, which enhance accessibility for employers and jobseekers alike. These tools simplify hiring processes, increase workforce engagement, and ensure jobseekers are better matched to available opportunities.

Sector-Focused Strategies

The region's targeted investments in high-demand industries, such as healthcare, construction, manufacturing, IT, and logistics, ensure that workforce training efforts remain relevant to the labor market. Initiatives like the **FUEL Initiative** for energy and the **Mechatronics Apprenticeship** for advanced manufacturing address specific employer needs and contribute to regional economic resilience.

Weaknesses of Workforce Development Activities

Funding Limitations

Despite the success of various initiatives, limited funding restricts the scalability and reach of workforce programs, particularly in underserved areas. In addition to the overall lack of resources, the reliability and stability of funding streams remain challenges, as many programs depend on time-limited grants or fluctuating budgets. This uncertainty can hinder long-term planning and the ability to sustain and grow impactful programs. Additional resources and more stable, predictable funding mechanisms are essential to expand services, ensure equitable access to workforce opportunities, and maintain program effectiveness over time.

Coordination Challenges

The region's extensive network of 72 workforce development partners creates complexities in service delivery, sometimes leading to fragmented efforts. Improved coordination across partners is essential to maximize efficiency and outcomes.

Persistent Skill Gaps

Employers in sectors like IT and advanced manufacturing report ongoing challenges in finding candidates with specialized technical skills. Expanding access to training in emerging areas, such as robotics, artificial intelligence, and renewable energy, will be critical to addressing these gaps.

Meeting Educational and Skill Needs

Educational Partnerships

The region benefits from strong partnerships with institutions such as **Delgado Community College**, **University of New Orleans**, and technical schools. These collaborations ensure that training programs are aligned with employer needs in key industries like advanced manufacturing, healthcare, and IT.

Adult Education and Apprenticeships

Programs like **Jump Start 2.0** and registered apprenticeships offer valuable pathways for skill development, particularly for individuals transitioning into the workforce or seeking upskilling opportunities. These programs emphasize hands-on learning and real-world application.

Support for Special Populations

Initiatives such as **Reboot Louisiana** and the **MJ Foster Promise Program** provide comprehensive support, including childcare, transportation, and financial assistance, to help individuals with barriers to employment access sustainable career opportunities.

Barriers to Address

Despite these efforts, underserved populations such as individuals with disabilities, veterans, and seniors face challenges. Programs like **SCSEP (Senior Community Service Employment Program)** and **NextOp Veterans** require additional resources to expand their impact. Greater investments in short-term training programs and stackable certifications would further address workforce gaps and improve accessibility.

Addressing Employer Needs

Employer-Driven Training Programs

Workforce boards collaborate directly with employers to develop customized training programs in healthcare, logistics, and advanced manufacturing. Programs like **Thrive New Orleans** in

construction and the **Tech Hub Initiative** for IT ensure training aligns with employer demands and addresses skill shortages.

Labor Market Data Utilization

Partnerships with economic development organizations provide real-time labor market intelligence, allowing workforce boards to refine training priorities and investments. This ensures training programs remain relevant and responsive to regional economic needs.

Sector-Based Approaches

Sector-specific initiatives such as **Northshore Healthscape** for healthcare and the **Port of New Orleans Workforce Development** for logistics demonstrate the effectiveness of aligning workforce development with regional economic priorities.

Challenges in Meeting Employer Needs

While these efforts have achieved significant successes, employers in emerging sectors still face difficulties recruiting candidates with advanced technical skills and certifications. Expanding training in fields like automation, robotics, and cybersecurity is essential to close these gaps and meet the region's future workforce demands.

Effectiveness of Training Programs

Successes

Training programs in the Greater New Orleans Region are aligned with high-demand occupations, such as registered nurses, IT specialists, and heavy equipment operators. On-the-job training programs have been particularly effective, achieving over 90% retention rates among participants after 12 months, underscoring the value of experiential learning.

Opportunities for Improvement

Expanding short-term credential programs and developing stackable certifications would allow jobseekers to acquire in-demand skills more efficiently. These enhancements would improve workforce adaptability and ensure alignment with the evolving needs of employers.

Partner Commitments

Collaborative Agreements

Workforce boards, educational institutions, and economic development agencies maintain Memorandums of Understanding (MOUs) and cooperative agreements to streamline service delivery and foster resource sharing.

Focus on Special Populations

Programs like **Louisiana Rehabilitation Services**, **NextOp Veterans**, and **SCSEP** provide tailored support to underserved groups, ensuring equitable access to workforce opportunities for individuals with disabilities, veterans, and seniors.

Sector Strategy Investments

Workforce development efforts prioritize high-growth industries such as healthcare, construction, IT, and energy. Initiatives like **FUEL** and **GNORAAMP** highlight the commitment to aligning workforce development with regional economic priorities and labor market needs.

- B. Describe how transportation and other supportive services are coordinated within the region (§ 679.510(a)(1)(vi)). Plans must respond to the following questions:
- What regional organizations currently provide or could provide supportive services?
 - What policies and procedures will be established to promote coordination of supportive services delivery?

Coordination of Transportation and Supportive Services in the Greater New Orleans Region § 679.510(a)(1)(vi)

The Greater New Orleans Region has established a comprehensive and well-coordinated system for delivering supportive services that address the barriers jobseekers face in accessing workforce opportunities. This system integrates efforts from a network of regional organizations and service providers, ensuring that individuals receive the assistance they need to achieve economic stability and sustainable employment.

Regional Organizations Providing Supportive Services

The region's network of supportive service providers plays a critical role in addressing barriers to employment. Organizations like Catholic Charities and the United Way of Southeast Louisiana provide essential housing, utilities, and transportation assistance, helping stabilize individuals during transitional periods. Total Community Action (TCA) addresses significant challenges for families, such as access to affordable childcare and transportation subsidies, making it easier for parents to participate in training or secure employment.

Goodwill Industries of Southeast Louisiana supports jobseekers through counseling and workforce services, empowering them with the skills needed to thrive in the workplace. Community Action Agencies address basic needs through food security programs and emergency financial assistance, while the Council on Aging ensures elderly residents can access transportation to attend training or employment opportunities. These organizations collectively form the foundation of a regional system designed to meet the needs of jobseekers across diverse demographic groups.

Policies and Procedures for Coordination

The region employs a structured approach to coordinate supportive services effectively:

Interagency Collaboration: Workforce Development Boards (WDBs) formalize partnerships through Memorandums of Understanding (MOUs) to streamline service delivery and reduce redundancies.

Needs-Based Verification: Supportive services are verified at the time of request, ensuring efficient allocation of resources that align with individual requirements.

Centralized Resource Mapping: The region maps resources across providers to identify gaps and overlaps, ensuring that services reach the populations that need them most.

Regional Data Sharing: Through regular data sharing meetings, partners align supportive services with labor market trends and employer needs.

Integrated Service Delivery: Co-enrollment across WIOA, TANF, and SNAP programs allows jobseekers to access multiple services through a single point of contact, enhancing efficiency and accessibility.

Examples of Coordination in Action

The region's collaborative approach is evident in its execution of supportive services:

- **Transportation Assistance:** Subsidized transportation programs through TCA and transit partnerships help jobseekers attend job interviews, training sessions, and employment opportunities.
- **Housing and Utility Support:** Emergency housing and utility assistance from Catholic Charities and Community Action Agencies provide critical stability for jobseekers facing financial crises.
- **Childcare Services:** Partnerships with local entities deliver affordable childcare options, enabling parents to pursue workforce opportunities without prohibitive childcare costs.

C. Describe the coordination of services with regional economic development services and WIOA service providers (§ 679.510(a)(1)(vii)). Plans must answer the following questions:

- What economic development organizations, WIOA service providers or businesses are actively engaged in regional planning?
- What economic development organizations, WIOA service providers or businesses were invited to participate but declined?

Coordination of Services with Regional Economic Development Services and WIOA Service Providers

The Greater New Orleans Region has developed a comprehensive framework to align economic development initiatives with workforce services. This approach ensures that workforce development strategies are closely integrated with regional economic priorities and that labor market needs are addressed effectively. Through partnerships with key organizations, WIOA service providers, and businesses, the region fosters collaboration to create meaningful pathways to employment and economic growth.

Active Participation in Regional Planning

The Greater New Orleans Region benefits from the active participation of a diverse network of organizations that play critical roles in shaping workforce strategies and aligning them with the needs of employers and jobseekers.

Regional Economic Development Organizations

1. **Greater New Orleans, Inc. (GNO, Inc.):**
GNO, Inc. is a leading force in regional planning, driving initiatives that connect industry needs with workforce services. By sharing labor market data, facilitating sector-based strategies, and securing grants, GNO, Inc. ensures that workforce development remains a key driver of economic progress.
 2. **Regional Planning Commission (RPC):**
The RPC provides critical infrastructure planning and data analysis to support economic and workforce development initiatives. Its focus on transportation and logistics aligns closely with workforce strategies for supply chain management and related industries.
-

Local Economic Development Entities by Parish

1. **Jefferson Parish Economic Development Commission (JEDCO):** JEDCO supports business attraction, retention, and workforce development through partnerships with local industries and educational institutions. Its focus on advanced manufacturing, IT, and energy directly aligns with regional workforce strategies.
2. **St. Tammany Corporation (Northshore Economic Development):** The St. Tammany Corporation works closely with healthcare providers, manufacturers, and technical schools

to align workforce initiatives with local economic priorities, as demonstrated by the **Northshore Healthscape** partnership.

3. **St. Bernard Economic Development Foundation (SBEDF):** SBEDF supports workforce development in key industries such as maritime, logistics, and construction. Its collaboration with workforce boards ensures alignment between local job training programs and employer needs.
4. **Plaquemines Association of Business and Industry (PABI):** PABI plays a critical role in supporting workforce development for Plaquemines Parish. Focused on the energy and maritime industries, PABI partners with local workforce boards, employers, and educational institutions to prepare workers for high-demand careers. These efforts ensure alignment with regional workforce strategies and help bolster the parish's economic stability.
5. **Orleans Parish Economic Development Office:** The office focuses on urban economic initiatives, including technology, green infrastructure, and entrepreneurship, ensuring alignment with regional strategies like **Thrive New Orleans** and **The Tech Hub Initiative**.
6. **St. Charles Parish Department of Economic Development and Tourism:** This department supports workforce initiatives in petrochemical manufacturing, energy, and logistics, partnering with local industries to ensure the availability of skilled labor.
7. **St. James Parish Economic Development Office:** The St. James Parish Economic Development Office focuses on workforce development in industries such as petrochemicals, advanced manufacturing, and agriculture. Through partnerships with local technical schools and businesses, the parish supports training programs that prepare residents for careers in these high-demand sectors.
8. **St. John the Baptist Parish Economic Development Office:** This office emphasizes workforce development in logistics, petrochemicals, and advanced manufacturing. By collaborating with employers and workforce boards, St. John Parish ensures the alignment of job training programs with local economic priorities, supporting job creation and economic growth.

WIOA Service Providers

The region's WIOA service providers play a pivotal role in delivering workforce services to jobseekers, employers, and underserved populations.

- **Workforce Development Boards (WDBs):** The four WDBs in Region One provide strategic oversight and coordinate service delivery across the region's eight parishes. These boards ensure that workforce programs are tailored to meet employer demands and align with economic development goals.
- **Adult Education Providers:** A network of 11 adult education entities works collaboratively to address foundational skill gaps. These providers focus on improving literacy, numeracy, and digital skills, helping adult learners prepare for high-demand occupations in sectors such as healthcare, construction, and IT.
- **Community Action Agencies:** These agencies are instrumental in delivering wraparound supportive services. By providing assistance with childcare, transportation, utilities, and emergency financial support, they help jobseekers overcome barriers that might otherwise

prevent them from accessing workforce programs.

- **Vocational Rehabilitation Services:** Organizations such as Louisiana Rehabilitation Services ensure that individuals with disabilities have access to tailored training programs and supportive services, enabling them to participate fully in the workforce.
- **Youth Service Providers:** Programs focused on youth workforce development deliver career readiness training, internships, and mentoring to help young people transition into sustainable employment. These services are particularly critical for at-risk youth and those from underserved communities.
- **Community-Based Organizations:** Community-based organizations (CBOs) are essential partners in the region's workforce ecosystem, providing targeted support and connecting jobseekers to vital resources. These organizations address unique community needs, complementing WIOA services through innovative and localized approaches.
 - **Faith-Based Organizations:** Churches and faith-based groups offer job readiness workshops, support networks, and access to emergency assistance for vulnerable populations.
 - **Nonprofits:** Organizations like **Urban League of Louisiana** and **Goodwill Industries** deliver workforce training, job placement services, and soft skills development tailored to the needs of underserved communities.
 - **Civic Groups and Advocacy Organizations:** These groups provide mentorship, career counseling, and advocacy for populations facing systemic barriers to employment, such as reentry individuals and single parents.

Business Engagement

Employers in the Greater New Orleans Region play a central role in workforce planning and service delivery, ensuring alignment between workforce programs and industry demands. In healthcare, **Ochsner Health** leads collaborative efforts with workforce partners, including local workforce boards and educational institutions, to design training programs addressing critical skill shortages in nursing, medical assisting, and healthcare administration. Similarly, the **Northshore Healthscape** initiative involves healthcare providers such as **St. Tammany Health System**, focusing on credentialing and workforce readiness to support the growing healthcare demands of the region.

In advanced manufacturing and IT, companies like **Laitram**, **NASA Michoud**, and **IBM** actively contribute to initiatives such as the **Mechatronics Apprenticeship Program** and **The Tech Hub Initiative**, which provide training in robotics, automation, cybersecurity, and data analytics. These programs are critical for developing a skilled pipeline of workers to support innovation-driven industries. The energy sector is also a major focus, with companies such as **Shell** and **Entergy** partnering with the **FUEL Initiative** to expand the workforce in both renewable and traditional energy sectors, ensuring long-term sustainability and growth.

The maritime and logistics sectors see significant engagement from employers through the **Port of New Orleans Workforce Development** initiative, which connects companies like **Cargill** and **Associated Terminals** with workforce boards and training providers. This partnership addresses skill gaps in supply chain management, freight handling, and transportation, ensuring a steady flow of

qualified workers to support regional economic activity. Through these collaborations, business engagement ensures that workforce services remain demand-driven, fostering career pathways for jobseekers while meeting the needs of the region's industries.

Economic Development Organizations, WIOA Service Providers, or Businesses Invited but Declined Participation

Regional workforce planning in the Greater New Orleans Region is not a standalone function or a single event; rather, it is an ongoing, collaborative process that involves continuous engagement and robust information sharing among stakeholders. While the majority of economic development organizations, WIOA service providers, and businesses have actively participated in shaping regional strategies, some have occasionally been unable to engage due to competing priorities, resource limitations, or timing conflicts.

For instance, certain smaller businesses and organizations, particularly those in rural areas or niche sectors, may not have the capacity to fully engage in planning activities, despite being invited. Similarly, some organizations might defer participation until they see more immediate alignment with their operational goals or capacity-building needs. These instances highlight the need for continuous outreach and the cultivation of relationships over time.

The region addresses these gaps by fostering an open and transparent environment for planning, characterized by robust information sharing through advisory councils, sector-focused forums, and regular stakeholder meetings. This ensures that organizations that may have previously declined participation remain informed about opportunities to engage and contribute to regional planning as their circumstances allow. By emphasizing collaboration as an ongoing process, the region remains committed to broadening participation and ensuring that workforce strategies are inclusive and responsive to the diverse needs of all stakeholders.

Mechanisms for Coordination

The region employs several mechanisms to ensure effective coordination among its economic development organizations, WIOA service providers, and businesses:

- **Formalized Agreements:** Memorandums of Understanding (MOUs) and cooperative endeavor agreements establish clear roles and responsibilities, reducing duplication of effort and enhancing collaboration.
- **Integrated Data Sharing Platforms:** Tools like EMSI and The Data Center enable stakeholders to access real-time labor market and economic data, ensuring workforce strategies are informed by the latest trends.
- **Cross-Regional Committees:** Regular meetings of Workforce Development Board leadership

and Business Services Teams foster alignment across sectors and ensure that programs remain responsive to employer needs.

- **Employer Roundtables:** Sector-specific employer roundtables provide direct input on workforce challenges and priorities, shaping training programs and service delivery models.
- **Co-Enrolled Programs:** Programs that integrate WIOA, TANF, and SNAP services allow jobseekers to access multiple resources through a single point of contact, enhancing efficiency and reducing administrative burdens.

D. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate (§ 679.510(a)(1)(v)).

Coordination of Administrative Cost Arrangements, Including Pooling of Funds

The Greater New Orleans Region has explored collaborative approaches to managing administrative costs among the four local workforce boards. While achieving a unified approach has proven challenging due to differing jurisdictional rules, guidelines, and priorities, the region remains committed to identifying opportunities for greater efficiency and resource sharing.

Efforts to improve coordination include discussions on streamlining administrative activities between the local areas and the state. A prior recommendation has been the decentralization of **Wagner-Peyser Funds** to the local level, as it is in numerous other states, allowing these funds to be braided with existing resources. This approach would reduce duplication of administrative functions, enhance service delivery, and maximize the impact of available funding.

By maintaining open communication and exploring innovative solutions, the region continues to work diligently toward a more coordinated and cost-effective administrative framework that supports workforce development goals across all local areas.

Collaborative Cost-Sharing Agreements

Workforce Development Boards (WDBs) in the region formalize their cost-sharing arrangements through Memorandums of Understanding (MOUs) and resource-sharing agreements. These documents outline the roles and responsibilities of each partner agency, ensuring clarity and transparency in the allocation of administrative costs. Key components include the sharing of expenses for staff training, technology infrastructure, and shared facilities such as American Job Centers.

By centralizing certain administrative functions, WDBs reduce duplication of efforts, allowing more resources to be allocated toward direct workforce services. Examples include joint procurement of software for case management and shared access to labor market data platforms like Lightcast.

Pooling of Funds

Pooling administrative funds among WIOA-mandated partners enables the region to support shared priorities efficiently. For instance, pooled funds are often used to:

- Maintain and upgrade technology systems that streamline case management and reporting.
- Cover the costs of regional planning activities, such as labor market studies and economic development initiatives.
- Fund shared training sessions for staff across partner organizations, ensuring consistency in service delivery and compliance with federal regulations.

This approach not only optimizes available resources but also fosters collaboration among partners by focusing on shared objectives.

CHAPTER 3: VISION, GOALS AND IMPLEMENTATION STRATEGIES: REGIONAL

This section will outline how the Local Board(s) will coordinate the regional workforce, education and economic development activities with regional activities that are carried out in the local areas. The responses must ensure alignment with other plans as well as illustrate that businesses, education, and workforce development stakeholders have provided input and are involved in the development of the strategies.

- A. Describe the local strategic vision to support state and regional economic growth (§ 679.560(a)(5)). Describe how this aligns with the State of Louisiana’s vision and principles.

Local Strategic Vision to Support State and Regional Economic Growth (§ 679.560(a)(5))

The Greater New Orleans Region embraces a strategic vision that aligns with the State of Louisiana’s broader goals of fostering economic mobility, educational excellence, and workforce resilience under Governor Jeff Landry’s leadership. This vision emphasizes collaboration across workforce development, education, and economic development stakeholders to create a unified approach that advances regional economic growth and ensures upward mobility for all residents.

Key Pillars of the Local Strategic Vision

The Greater New Orleans Region's local workforce boards are guided by strategic priorities designed to foster economic growth, address workforce gaps, and ensure equitable access to opportunities for all residents. These pillars reflect a commitment to collaboration, innovation, and alignment with both regional and state-level goals.

Promoting Educational Accessibility and Excellence

The region prioritizes building strong educational pathways that span from K-12 to adult learning. Initiatives such as **Jump Start 2.0** and expanded dual-enrollment programs enable high school students to graduate with industry-recognized credentials, preparing them for high-demand jobs. For adult learners, programs like **Reboot** and the **MJ Foster Promise Fund** offer targeted training in critical sectors, addressing skill gaps while overcoming barriers to employment. These efforts ensure that education remains a cornerstone of workforce development.

Fostering Sector-Based Workforce Development

The region's strategy aligns closely with Louisiana's focus on high-growth sectors, including manufacturing, healthcare, construction, transportation, logistics, and information technology. Sector partnerships, such as those with **Ochsner Health** in healthcare and leading employers in advanced manufacturing, ensure that training programs align with employer needs. These initiatives provide jobseekers with clear career pathways while addressing pressing workforce shortages.

Enhancing Accessibility for Underserved Populations

Recognizing the barriers faced by many residents, the region prioritizes inclusive workforce strategies to foster economic mobility. Key services include transportation assistance, childcare subsidies, and reentry programs for justice-involved individuals. These initiatives, combined with targeted outreach to underserved populations, ensure equitable access to workforce development programs, particularly for those facing poverty or low educational attainment.

Aligning Workforce Development with Economic Development Goals

Collaboration with regional economic development organizations such as **Greater New Orleans, Inc. (GNO, Inc.)** and the **Regional Planning Commission (RPC)** ensures that workforce strategies are aligned with broader economic priorities. These partnerships address employer needs, support infrastructure projects, and utilize labor market data to refine workforce initiatives, fostering economic growth across the region.

Investing in Lifelong Learning and Digital Skills

In response to the growing demand for digital competencies, local efforts focus on upskilling residents through IT training programs, cybersecurity certifications, and partnerships with technology employers such as **DXC Technology**. These initiatives not only prepare the workforce for emerging opportunities but also enhance adaptability in the face of evolving industry demands.

Alignment with the State of Louisiana's Vision and Principles

The local vision is deeply aligned with the State of Louisiana's workforce principles, ensuring a unified approach to workforce development:

- **Economic Mobility:** Local programs provide pathways out of poverty through targeted skills training and credentialing for high-wage, high-demand jobs.
 - **Educational Excellence:** By leveraging partnerships across K-12 and post-secondary institutions, the region builds a talent pipeline tailored to meet industry needs.
 - **Inclusivity:** Focused efforts on individuals with barriers to employment reflect the state’s goal of equitable access to economic opportunities.
 - **Employer-Led Strategies:** Collaboration with businesses ensures workforce programs are demand-driven and aligned with current and future labor market needs.
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Stakeholder Engagement in Strategy Development

The development of the regional vision is shaped by insights from a diverse group of stakeholders:

- **Businesses:** Employers in healthcare, construction, manufacturing, and IT provide critical input on workforce gaps and co-design training programs through sector partnerships.
 - **Education:** K-12 systems, community colleges, and universities collaborate on curriculum development, dual-enrollment initiatives, and credentialing programs.
 - **Workforce Development:** Local WIOA boards, American Job Centers, and community organizations deliver direct services and wraparound support for jobseekers.
 - **Economic Development:** Partnerships with entities like **GNO, Inc** and **PABI** ensure workforce initiatives are aligned with regional economic growth strategies.
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Commitment to Collaboration and Continuous Improvement

The local workforce boards are dedicated to fostering collaboration, innovation, and adaptability in workforce strategies. Through regular stakeholder meetings, integrated resource planning, and data-driven decision-making, the region ensures its strategies remain responsive to economic shifts and labor market needs. By aligning closely with the State of Louisiana’s goals, the Greater New Orleans Region positions itself as a leader in economic and workforce development, driving a resilient and inclusive economy that benefits all residents.

- B. Describe the local goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) and goals relating to the performance accountability measures based on performance indicators (§ 677.155(a)(1)).

Local Goals for Preparing an Educated and Skilled Workforce § 677.155(a)(1)

The Greater New Orleans Region is committed to cultivating a workforce that is educated, skilled,

and equipped to thrive in an evolving labor market. Recognizing the region's economic strengths and the opportunities created by growing sectors such as healthcare, construction, manufacturing, and IT, the local workforce strategy prioritizes preparing youth and individuals with barriers to employment. These goals are reinforced by a focus on performance accountability measures that track progress and ensure effective outcomes for job seekers and employers alike.

Preparing Youth for Workforce Success

A key priority for the Greater New Orleans Region is equipping youth with the tools and opportunities needed to succeed in a competitive and evolving labor market. This effort focuses on early exposure to high-demand industries, access to aligned educational pathways, and real-world learning experiences.

Expanding Career Pathways

Programs such as **Jump Start 2.0** and dual-enrollment initiatives provide high school students with the opportunity to graduate with industry-recognized credentials, preparing them for immediate employment or post-secondary education. These efforts are targeted at high-demand fields like IT, healthcare, and advanced manufacturing, ensuring that young people enter career pathways where opportunities are abundant.

Work-Based Learning Opportunities

Local workforce boards are collaborating with employers to create paid internships and apprenticeships that offer students hands-on experience in critical sectors. These programs help bridge the gap between classroom learning and industry expectations, providing youth with the practical skills and exposure needed to succeed.

Engaging Underserved Youth

Outreach efforts prioritize at-risk and underserved youth, ensuring they have access to the resources, mentorship, and guidance necessary to thrive. Partnerships with community organizations promote equity and inclusion by addressing barriers and creating tailored programs to meet the unique needs of this population.

Supporting Individuals with Barriers to Employment

The Greater New Orleans Region is committed to creating opportunities for individuals facing barriers to employment. By addressing challenges such as lack of education, transportation, and other systemic obstacles, workforce initiatives aim to foster economic mobility for all residents.

Customized Training Programs

Programs like **Reboot Louisiana** and the **MJ Foster Promise Fund** are designed to provide technical skills and certifications for individuals who may lack formal education or face barriers to employment. These initiatives target high-demand occupations such as construction trades, CDL drivers, and nursing, offering sustainable wage opportunities.

Supportive Services

Non-skill-related barriers, such as childcare, transportation, and access to technology, are addressed through integrated supportive services. By embedding these supports into workforce programs, the region ensures participants can fully engage in training and employment opportunities.

Inclusive Initiatives

Specialized programs cater to populations such as justice-involved individuals, individuals with disabilities, and veterans. These include reentry services, disability-inclusive training programs, and career navigation support tailored to the unique needs of these groups.

Developing a Lifelong Learning Workforce

The changing nature of the economy requires a workforce that values continuous learning and adaptability. The region invests in initiatives that promote lifelong learning and skills advancement to meet the evolving demands of industries.

Flexible Credentialing Programs

Collaborations with community colleges and industry partners offer stackable credentials that allow workers to advance their careers incrementally. Programs like short-term IT boot camps and construction certifications provide clear pathways to higher-paying roles.

Advanced Technical Training

The region prioritizes training in advanced manufacturing, robotics, and cybersecurity, addressing the growing demand for digital and technical skills across sectors. These programs prepare participants for emerging opportunities in innovation-driven industries.

Employer Partnerships

Businesses such as **Ochsner Health**, **DXC Technology**, and local construction firms actively collaborate in program design, ensuring that training aligns with current and future job

requirements. This employer-driven approach enhances the relevance and effectiveness of workforce programs.

Alignment with Performance Accountability Measures

The region's workforce development initiatives are designed to meet and exceed federally mandated performance accountability measures. These benchmarks ensure programs deliver measurable outcomes that benefit jobseekers and employers alike.

Employment Rate

Programs are structured to place participants in sustainable employment within high-demand sectors. Partnerships with employers ensure a seamless transition into roles with growth potential.

Median Earnings

Training efforts focus on occupations offering competitive wages, such as IT specialists, registered nurses, and general and operations managers. Regular labor market analysis helps target roles that meet or exceed the region's median wage.

Credential Attainment

Local boards emphasize certifications and degrees tied directly to employer needs. Collaborations with educational institutions ensure that participants achieve credentials valued by the labor market.

Measurable Skill Gains

Short-term training programs are designed to track progress through skill-based milestones, preparing participants for incremental career advancement while ensuring adaptability in the workforce.

Employer Engagement

Regular feedback from businesses informs the design and delivery of workforce programs. Business satisfaction surveys and sector partnerships ensure workforce initiatives remain aligned with labor market demands.

Equity and Sustainability in Workforce Goals

The region's workforce strategy is rooted in equity, ensuring all residents—regardless of their starting point—can access training, earn credentials, and secure meaningful employment. Sustainability is also a core focus, with continuous improvement processes that use data and stakeholder feedback to refine strategies and address emerging challenges.

By emphasizing youth development, support for individuals with barriers to employment, and alignment with performance measures, the Greater New Orleans Region is building an inclusive and adaptive workforce. These efforts align with state goals for economic mobility, ensuring residents are prepared to meet the demands of an evolving labor market while fostering long-term economic resilience.

- C. Provide a description of the regional and local strategies that will achieve the vision and principles. This must include a description of the strategies and services that will be used in the local areas:
1. To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations (§ 679.560(b)(3)(i));

Regional and Local Strategies to Facilitate Employer Engagement in Workforce Development Programs

§ 679.560(b)(3)(i)

Key Regional and Local Strategies

The Greater New Orleans Region's workforce development efforts are grounded in collaboration, adaptability, and a commitment to meeting the needs of both employers and jobseekers. By fostering industry partnerships, engaging businesses of all sizes, and aligning programs with labor market data, the region has developed strategies that support long-term economic growth and workforce resilience.

Industry-Led Collaborations

Collaboration with key industries remains at the heart of the region's workforce strategy. Sector partnerships bring together employers, workforce boards, and educational institutions to design training programs that address specific workforce needs. For example, the **GNORAAMP (Greater New Orleans Regional Advanced Manufacturing Partnership)** focuses on equipping workers with advanced manufacturing skills such as robotics, automation, and precision production, preparing them for careers in a rapidly evolving sector. In healthcare, collaborations with **Ochsner Health** address workforce shortages by creating specialized programs in nursing, healthcare administration, and related fields. The energy sector benefits from initiatives like the **FUEL Initiative**, which ensures workforce development in renewable and traditional energy fields, preparing workers for emerging opportunities while supporting the region's sustainability goals.

Engaging Small and Medium-Sized Employers

Small and medium-sized businesses play a vital role in the regional economy, and the workforce development system prioritizes their engagement to ensure they can access the resources needed to remain competitive. Dedicated business services teams work closely with these employers, providing one-on-one consultations to assess workforce needs and offer labor market insights. These teams also connect businesses to workforce incentives such as **On-the-Job Training (OJT)** and **Work Experience (WEX)** programs, which subsidize hiring and training costs. Programs like the **Incumbent Worker Training Program (IWTP)** provide small employers with financial support to upskill their current workforce, helping them adapt to industry changes and increase productivity.

Targeted Outreach to In-Demand Industries

The region's targeted outreach efforts focus on identifying high-growth industries using labor market intelligence tools such as **EMSI**. Sectors like healthcare, IT, and logistics are prioritized due to their high demand for skilled workers. Regular employer roundtables create opportunities for businesses in these industries to share workforce challenges and collaborate with workforce boards on tailored solutions. These discussions not only inform workforce planning but also foster stronger relationships between employers and workforce development partners.

Co-Designing Workforce Solutions

Workforce programs are developed in close collaboration with employers to ensure they are aligned with current and future job requirements. Apprenticeship programs in fields like construction and IT combine classroom instruction with hands-on experience, creating a pipeline of skilled workers ready to meet employer needs. Additionally, work-based learning opportunities, such as paid internships and job shadowing, provide participants with practical, industry-specific experience that bridges the gap between education and employment.

Integrating Employer Feedback

A continuous feedback loop with employers ensures that workforce programs remain responsive to the evolving demands of the labor market. Employers are engaged through surveys and direct consultations to provide insights into training effectiveness and identify emerging needs. By involving employers in the evaluation of training outcomes, the region can refine its programs to improve candidate performance and meet industry standards more effectively.

Services to Support Employer Engagement

The Greater New Orleans Region offers a comprehensive suite of services to employers, designed to facilitate talent acquisition, improve workforce retention, and leverage technology to enhance recruitment efforts. These employer-centered services ensure businesses can access the skilled workforce they need to thrive in a competitive economic landscape.

Talent Acquisition Support

Employers benefit from robust talent acquisition services provided through the region's **American Job Centers (AJCs)**. These centers offer pre-screening services, ensuring employers receive candidates who align closely with their specific job requirements. By matching job seekers to positions based on qualifications, AJCs save employers time and resources in the hiring process. Workforce boards also coordinate **targeted hiring events and job fairs** tailored to high-demand sectors, creating direct connections between job seekers and employers. These events, both in-person and virtual, enable businesses to efficiently meet their staffing needs while promoting job opportunities in critical industries.

Customized Workforce Solutions

To support long-term workforce sustainability, workforce boards offer customized solutions that address employers' unique challenges. For example, **employee retention strategies** include leadership development programs and team-building workshops aimed at reducing turnover and improving workplace culture. Additionally, employers receive assistance in navigating funding opportunities such as the **Incumbent Worker Training Program (IWTP)** and Louisiana's **Rapid Response Program** for dislocated workers. These grants enable businesses to upskill their existing workforce, adapt to changing industry demands, and recover from economic disruptions.

Technology-Enhanced Services

Employers in the region have access to technology-driven tools that streamline the recruitment process. The **HiRE (Helping Individuals Reach Employment)** platform allows businesses to post job openings, search candidate resumes, and connect with qualified job seekers, all in one centralized portal. In addition, **virtual job fairs** expand employers' reach by enabling them to engage with candidates across the region without geographic limitations. These online tools enhance efficiency, broaden access to talent, and support employers in meeting their workforce needs.

Alignment with Vision and Principles

These strategies align with the State of Louisiana's vision of fostering economic mobility and resilience by ensuring that employers play an active role in workforce development. By prioritizing sector partnerships, small business engagement, and customized solutions, the region equips employers with a skilled workforce while creating opportunities for job seekers. This collaborative approach ensures that workforce programs are both demand-driven and inclusive, addressing the needs of the economy and the community alike.

2. To support a local workforce development system that meets the needs of businesses in the local area (§ 679.560(b)(3)(ii));

Strategies to Support a Local Workforce Development System that Meets Business Needs § 679.560(b)(3)(ii)

The Greater New Orleans Region's local workforce development system is designed to address the evolving needs of businesses while ensuring job seekers are equipped with the skills and resources to succeed. This system prioritizes alignment between workforce training, employer demands, and regional economic goals through a combination of collaborative partnerships, tailored services, and innovative approaches.

Key Strategies to Meet Business Needs

Customized Employer Services

To address specific workforce challenges, the region offers personalized services that connect businesses with the tools and resources they need.

Business Service Representatives (BSRs): Dedicated BSRs work directly with employers to identify workforce gaps and develop tailored solutions. These include programs such as **On-the-Job Training (OJT)**, **Incumbent Worker Training (IWT)**, and **Work Experience (WEX)**, all designed to address unique training and hiring needs.

Customized Training Programs: Employers collaborate with training providers to create specialized training initiatives. For instance, **Ochsner Health** partners with local boards to develop healthcare certification programs, while IT firms like **DXC Technology** benefit from boot camps focused on cybersecurity and software development.

Sector-Based Approaches

Industry-specific strategies ensure that workforce initiatives remain aligned with regional economic priorities.

- **Targeted Sector Partnerships:** Partnerships in industries such as healthcare, construction, transportation, and IT bring together employers, training providers, and economic development organizations to co-design programs that address current and future workforce needs.
- **Rapid Response Services for Employers:** Businesses undergoing downsizing or closures receive support from **Rapid Response teams**, which help workers transition into new roles while maintaining positive employer relationships.

Talent Recruitment and Retention Support

Efforts to recruit and retain talent focus on building pipelines that align with employer needs and offering businesses seamless access to qualified candidates.

- **Pre-Screened Talent Pipelines: American Job Centers (AJCs)** provide businesses with pre-screened candidates tailored to their specific hiring criteria, reducing recruitment time and costs.
- **Job Fairs and Hiring Events:** Workforce boards coordinate industry-specific events that connect employers with job seekers in high-demand sectors like logistics, manufacturing, and professional services.

Enhanced Use of Technology

Technological tools enhance workforce development by streamlining employer engagement and expanding access to job seekers.

- **HiRE (Helping Individuals Reach Employment):** This online platform allows businesses to post job openings, search resumes, and access labor market data to refine their hiring strategies.
- **Virtual Workforce Services:** Employers can participate in virtual job fairs, conduct online interviews, and engage with training programs, broadening their reach and simplifying the recruitment process.

Support for Small and Medium-Sized Businesses (SMBs)

Recognizing the unique challenges faced by small and medium-sized businesses, the region offers targeted support to enhance their workforce capacity.

- **SMB Engagement Programs:** Workforce boards dedicate resources to assist SMBs in workforce planning, accessing training funds, and navigating labor market challenges.
- **Shared Workforce Solutions:** Collaborative programs allow SMBs to share resources like training facilities and expert instructors, reducing costs while improving access to skilled labor.

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3. To better coordinate workforce development programs and economic development (§ 679.560(b)(3)(iii));.

Coordination of Workforce Development Programs and Economic Development (§ 679.560(b)(3)(iii))

The Greater New Orleans Region prioritizes seamless integration of workforce development and economic development initiatives to ensure alignment between labor market needs and regional economic strategies.

Key Coordination Strategies

Joint Planning and Data Sharing: Workforce Development Boards (WDBs) collaborate with organizations like Greater New Orleans, Inc. (GNO, Inc.), the New Orleans Business Alliance

(NOLABA), and the Regional Planning Commission (RPC) to align workforce training with economic growth priorities.

- Shared labor market data and industry forecasts guide investments in in-demand sectors such as construction, healthcare, and IT.

Sector Partnerships: Sector-based strategies engage economic development partners and employers to co-design training programs aligned with high-growth industries. For example, the Nothshore Healthscape initiative was developed through economic development partnerships and employer feedback.

Business and Workforce Advisory Councils: Advisory councils composed of business leaders and economic development professionals provide continuous input into workforce strategies, ensuring responsiveness to shifting economic demands.

Collaborative Grants and Funding: Joint applications for state and federal funding support initiatives that simultaneously address workforce and economic development needs, such as DRA grants or technology-driven manufacturing.

4. To strengthen linkages between the one-stop delivery system and unemployment insurance programs (§ 679.560(b)(3)(iv));

Strengthening Linkages Between the One-Stop Delivery System and Unemployment Insurance Programs (§ 679.560(b)(3)(iv))

The Greater New Orleans Region integrates unemployment insurance (UI) services with the one-stop delivery system to provide seamless support for jobseekers transitioning back into the workforce.

Key Strategies for Linkage Improvement

Co-Location of Services: Unemployment Insurance services are co-located within American Job Centers (AJCs) to ensure easy access to reemployment resources, such as job matching, resume workshops, and training opportunities.

Coordinated Case Management: UI claimants are assigned case managers who coordinate services across UI programs and WIOA-funded training initiatives to streamline their return to work.

Reemployment Services and Eligibility Assessment (RESEA) Programs: AJCs coordinate with RESEA to provide UI claimants with personalized career counseling, skills assessments, and connections to training programs in high-demand industries.

Technology-Enabled Support: Digital tools and virtual workshops allow UI claimants to access one-stop services remotely, broadening participation and reducing barriers.

5. To promote entrepreneurial skills training and microenterprise services (§ 679.560(b)(4));

Promoting Entrepreneurial Skills Training and Microenterprise Services (§ 679.560(b)(4))

The region emphasizes fostering entrepreneurship as a pathway to economic self-sufficiency and innovation.

Key Strategies and Services

Entrepreneurial Training Programs: Partnerships with organizations like the Urban League of Louisiana and Louisiana Small Business Development Centers (LSBDCs) provide workshops on business planning, financial management, and marketing.

Microenterprise Support: Microenterprise programs offer small business loans, grants, and technical assistance to entrepreneurs in underserved communities.

Targeted Outreach to Youth and Special Populations: Programs such as the Young Entrepreneurs Academy engage youth in hands-on entrepreneurial training, while initiatives for veterans and justice-involved individuals provide tailored support for starting small businesses.

Incubators and Coworking Spaces: Collaborations with incubators like Propeller and The Idea Village provide entrepreneurs with mentorship, networking opportunities, and shared office space to grow their businesses.

6. To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers (§ 679.560(b)(3)(v)).

Implementing Employer-Focused Initiatives (§ 679.560(b)(3)(v))

The region implements a variety of initiatives to address employer needs and ensure a skilled and adaptable workforce.

Key Initiatives

On-the-Job Training (OJT) Programs: OJT programs subsidize wages for new hires during their training period, enabling employers to onboard candidates while reducing financial risk.

Incumbent Worker Training Programs (IWTP): Employers partner with workforce boards to upskill existing employees in fields such as advanced manufacturing, healthcare, and IT. Customized training programs are funded to address specific business needs.

Customized Training Programs: Tailored training initiatives, like those developed for Ochsner Health and DXC Technology, ensure that workers are equipped with the skills required for specific roles.

Sector Strategies and Career Pathways Initiatives: Sector strategies align training programs with

employer needs, while career pathways initiatives provide clear advancement opportunities in industries like transportation and healthcare.

Utilization of Business Intermediaries: Workforce boards partner with intermediaries such as industry associations and chambers of commerce to strengthen employer engagement and facilitate workforce solutions.

Business Services and Support: Business services teams offer hiring support, pre-screening of candidates, and access to grants for workforce training, ensuring that employers can address their labor needs efficiently.

These coordinated efforts ensure that the region's workforce development system is responsive to business needs, fosters economic growth, and supports jobseekers in accessing sustainable employment opportunities.

D. Describe regional strategies that will increase apprenticeship and other work-based learning opportunities.

Regional Strategies to Increase Apprenticeship and Work-Based Learning Opportunities

The Greater New Orleans Region has implemented a robust set of strategies to expand apprenticeship and work-based learning opportunities. These initiatives are designed to align with the needs of employers in high-demand industries while providing career pathways for job seekers, particularly individuals with barriers to employment. By fostering collaboration among employers, training providers, and workforce development organizations, the region is building a sustainable model for workforce development.

Key Strategies

Expansion of Registered Apprenticeships

- **Industry-Specific Programs:** The region has successfully introduced new apprenticeship programs tailored to high-demand industries, such as the Deckhand/Tankerman program for maritime transportation and apprenticeships in construction trades like pipefitting and welding.
- **Employer Partnerships:** Local Workforce Development Boards (LWDBs) collaborate with employers to create customized apprenticeship models, ensuring alignment with specific occupational requirements.

Integration of On-the-Job Training (OJT)

- OJT programs offer businesses a cost-effective solution to train workers while ensuring they acquire the practical skills needed to perform effectively. In a study conducted by LWC, they found 92.4% of OJT participants are retained by their employers after 12 months, highlighting the program's success in fostering long-term employment.

Work-Based Learning Pathways

- **Internships and Co-Op Programs:** These opportunities allow students and recent graduates to gain hands-on experience in industries such as healthcare, IT, and advanced manufacturing. Employers collaborate with educational institutions to offer structured learning experiences.
- **Youth-Focused Initiatives:** Programs such as Jump Start 2.0 integrate dual enrollment opportunities with career and technical education, providing high school students with pathways to apprenticeships and industry-recognized credentials.

Streamlined Candidate Recruitment

- **Online Pre-Screening Tools:** The region has developed tools to simplify the apprenticeship application process, ensuring a seamless experience for candidates and reducing administrative burdens for employers.

Support for Underserved Populations

- **Second Chance Employers:** Programs are in place to support individuals reentering the workforce after incarceration, including apprenticeships that emphasize skill-building in trades like industrial maintenance and construction.
- **Veterans and Disabled Workers:** Customized apprenticeships and transitional programs cater to the unique needs of veterans and individuals with disabilities, ensuring equitable access to work-based learning.

Public-Private Partnerships Driving Growth

The Greater New Orleans Region leverages a variety of public-private partnerships as critical components of its workforce and economic development strategies. These collaborations bring together government entities, private employers, educational institutions, and nonprofit organizations to address workforce needs and economic priorities. Key initiatives include the **FUEL Initiative**, which focuses on preparing workers for clean energy and advanced manufacturing roles, and the **Port of New Orleans Workforce Development Program**, which supports logistics and maritime sector workforce needs through specialized training and partnerships with Delgado Community College.

Other notable efforts, such as the **HealthCARE Connections Initiative**, tackle healthcare worker shortages by offering tuition assistance and clinical training, while the **IT Innovation Hub** develops talent pipelines for the region's growing tech sector through coding boot camps and mentorship programs. These partnerships enhance alignment between training and industry demands, leverage shared resources, drive innovation, and ensure equitable access to workforce opportunities, ultimately contributing to the region's long-term growth and competitiveness.

Future Initiatives

- **Healthcare and IT Replication:** Following the success of construction apprenticeship programs, efforts are underway to develop similar initiatives in healthcare and IT.
- **Sector-Specific Training Programs:** Advanced manufacturing and energy sectors are identified as priority areas for apprenticeship expansion.

These strategies collectively enhance the region's capacity to meet employer needs, bridge skill

gaps, and provide equitable access to quality work-based learning opportunities.

- E. Describe initiatives to shorten the time from credential to employment and address how the area will work with the education system to begin putting training opportunities in place to meet this strategy.

Initiatives to Shorten the Time from Credential to Employment

The Greater New Orleans Region is committed to reducing the time it takes for individuals to move from acquiring credentials to securing employment. By leveraging innovative training models, regional partnerships, and employer engagement, workforce development efforts focus on equipping job seekers with the skills and connections they need to enter the labor market efficiently and successfully.

Streamlined Training and Credentialing Programs

Accelerated Credentialing Programs: Programs like Jump Start 2.0 allow high school students to dual enroll in technical education courses, enabling them to graduate with industry-recognized credentials. These initiatives are designed to address skill gaps in key sectors, such as healthcare, construction, and advanced manufacturing.

Fast-Track Career Pathways: Local training providers, including Delgado Community College and the Louisiana Technical College System, offer condensed training schedules for in-demand occupations such as welders, pipefitters, and IT specialists. These programs are developed in collaboration with employers to align training outcomes with workplace requirements.

Employer-Based Training: On-the-Job Training (OJT) and customized training programs are integral to connecting job seekers with immediate employment opportunities. With 92.4% of OJT participants retained after 12 months, these programs emphasize practical skills and employer satisfaction.

Workforce and Education System Collaboration

Partnerships with K-12 and Post-Secondary Institutions: Workforce boards work with schools to integrate career exploration and technical education into curricula. By coordinating with Louisiana Workforce Commission (LWC) and local employers, these partnerships ensure that students graduate workforce-ready.

Industry-Driven Curriculum Design: Through advisory councils and sector partnerships, employers play a direct role in shaping training curricula. This approach ensures alignment with evolving industry needs, particularly in sectors like IT and healthcare.

Interactive Career Resources: Comprehensive Centers across the region host interactive kiosks that provide information on training programs, funding opportunities, and career pathways. These tools

empower job seekers to make informed decisions and quickly transition to training or employment.

Innovative Approaches to Address Barriers

Support for Special Populations: Initiatives such as the Re-Entry Program under the Second Chance Act and partnerships with veteran services provide tailored training opportunities, ensuring equitable access to fast-track programs.

Comprehensive Support Services: Wraparound services, including childcare, transportation, and financial assistance for training materials, help job seekers overcome barriers to completing accelerated programs.

Digital Tools and Virtual Training: Online pre-screening tools, virtual classrooms, and video-based job counseling expand access to training and shorten delays caused by logistical challenges.

By fostering strong partnerships, integrating employer-driven training models, and addressing individual barriers, the region is positioned to create a seamless pipeline from credentialing to employment, supporting both job seekers and employers in achieving their goals.

- F. Describe the steps that will be taken to support the state's efforts to align and integrate education, workforce and economic development including:
- Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.
 - Expanding career pathway opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.
 - Expanding career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services and expansion of bridge programs.
 - Expanding information for employers and job seekers to access services to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways.

Steps to Support the State's Alignment and Integration of Education, Workforce, and Economic Development

The Greater New Orleans Region implements a strategic approach to integrate education, workforce development, and economic initiatives. These strategies emphasize building employer-driven partnerships, expanding career pathways, addressing skill gaps, and improving accessibility to services for both employers and job seekers.

Fostering Employer-Driven Regional Sector Partnerships

Sector-Based Collaborations

The region engages employers through dynamic sector partnerships that streamline training and hiring efforts in high-demand industries. For example, partnerships with organizations like GNO, Inc., and local chambers of commerce focus on aligning workforce development with critical sectors such as healthcare, IT, advanced manufacturing, and transportation. These collaborations ensure workforce strategies address the needs of both employers and job seekers.

Data-Driven Decision-Making

Regional economic development entities leverage labor market intelligence, powered by platforms like Lightcast, to guide investments in training and workforce initiatives. This data-driven approach aligns workforce programs with high-demand occupations and supports strategic decision-making in high-growth sectors.

Expanding Career Pathway Opportunities

Accelerated Training and Work-Based Learning

Programs like **Jump Start 2.0** integrate dual enrollment and technical education, enabling high school students to earn industry-recognized credentials while completing their diplomas. Additionally, on-the-job training (OJT) programs and registered apprenticeships provide rapid pathways to employment in key industries like healthcare, manufacturing, and IT.

Bridge Programs

Training initiatives are paired with comprehensive support services to help individuals overcome barriers to employment. These bridge programs are designed to transition participants into high-wage, high-demand careers, particularly in sectors requiring advanced technical skills.

Addressing Skill Gaps for Special Populations

Targeted Support Services

Customized training programs are available for veterans, individuals with disabilities, and those with justice-involved backgrounds, developed in collaboration with partners like Louisiana Rehabilitation Services. Programs are tailored to meet the unique needs of these groups, ensuring equitable access to career opportunities.

Community Engagement

Efforts to connect underserved populations with job and training opportunities include outreach events like job fairs and industry-specific recruitment sessions. Digital tools and platforms also help bridge gaps by providing access to career resources and job matching services.

Improving Information Access for Employers and Job Seekers

Interactive Tools and Portals

Online platforms, including pre-screening applications and labor market dashboards, enhance transparency and accessibility for both employers and job seekers. These tools provide real-time insights into job openings, training programs, and labor market trends.

Comprehensive Career Services

American Job Centers act as centralized hubs offering a range of services, including career counseling, resume workshops, and connections to training providers. These centers ensure job seekers have the resources needed to navigate career transitions effectively.

CHAPTER 4: OPERATING SYSTEMS AND POLICIES: LOCAL

This chapter provides an overview of all the operating systems and policies within the Local Workforce Development Areas (LWDAs). LWDAs must incorporate key documents in the plan that describe the one-stop delivery system and the services provided by the workforce partners.

- A. Coordination of Planning Requirements: The plan will incorporate the Memorandum of Understanding and Service Integration Action Plan and include the following statements in this chapter:
 - 1. The Local Workforce Development Area **Memorandum of Understanding** provides a description of the one-stop delivery system, and other information that is essential to the establishment and operation of effective local workforce development systems as required by the WIOA Rule (20 CFR Part 678.705). The Memorandum of Understanding and any subsequent modifications is incorporated by reference into this plan.
 - 2. The Local Workforce Development Area **Service Integration Action Plan** provides a description of how local workforce partners will align and coordinate services as required by the State of Louisiana Integrated Service Delivery Policy (OWD 2-23.2). The Service Integration Action Plan and any subsequent modifications is incorporated by reference into this plan.
- B. Provide information regarding the use of technology in the one-stop delivery system, including a description of:
 - 1. How the workforce centers are implementing and transitioning to an integrated, technology-enabled

intake and case management information system for programs carried out under WIOA (§ 679.560(b)(20)).

Use of Technology in the One-Stop Delivery System

The Jefferson Parish Workforce Development Board (JPWDB) has embraced technology as a critical tool in modernizing and enhancing the one-stop delivery system under WIOA. By integrating innovative platforms and approaches, JPWDB ensures greater accessibility, efficiency, and effectiveness for both job seekers and employers.

Implementing an Integrated, Technology-Enabled Intake and Case Management System

At the heart of JPWDB's technological advancements is the **HIRE system**, a robust platform that supports every phase of the workforce development process. This integrated system allows workforce professionals to manage participants' progress seamlessly, from the initial intake to employment outcomes.

Key features of the HIRE system include:

- **Streamlined Registration and Assessment:** The system simplifies the intake process by collecting comprehensive data on program eligibility and individual needs, ensuring participants start their workforce journey efficiently.
- **Real-Time Case Management:** Workforce staff can track participants' progress, manage services, and document outcomes with accuracy, helping to align program efforts with WIOA goals.
- **Enhanced Employer Interactions:** Through HIRE, employers can post job openings, engage with job seekers, and access labor market insights to make informed hiring decisions.

In addition to HIRE, JPWDB has integrated **CareerEdgeJP.com** into its suite of tools to deliver personalized support. This platform equips participants with:

- Modules on job readiness topics like goal setting, time management, and professional branding.
- A toolkit for creating resumes, cover letters, and business plans.
- A **Career Cluster Inventory** that aligns participants' interests with suitable career pathways.
- Progress monitoring features for career advisors to ensure targeted support and accountability.
- These systems collectively enhance the ability of workforce professionals to deliver data-driven, participant-focused services.

2. How the Local Board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means (§ 679.560(b)(5)(ii)).

Facilitating Collaboration and Service Alignment

Expanding Access to Services Through Technology and Remote Solutions

JPWDB is committed to breaking down barriers to workforce services, particularly for individuals in

remote or underserved areas. By adopting a multi-pronged approach, the Board leverages technology to connect with job seekers and employers in innovative ways.

Virtual Solutions: JPWDB is expanding its reach through virtual tools like the **Career Coach platform**, which provides real-time information on job trends, wages, and training opportunities. This tool empowers job seekers to make informed decisions about their career paths. Additionally, the upcoming **Virtual Business Solutions Center** will offer employers and job seekers a digital space for recruitment, training, and compliance reporting, making services more accessible regardless of physical location.

Digital Outreach: Targeted advertising on platforms like Facebook and Instagram helps JPWDB reach specific demographic groups effectively. These campaigns are particularly valuable for engaging youth, minorities, and individuals unfamiliar with traditional workforce services. Furthermore, the **WIOA Youth Interest Form**, available online, streamlines access to job training and education programs for young participants.

Traditional and Community-Based Outreach: Recognizing that not all individuals engage with digital platforms, JPWDB uses traditional outreach methods, including:

- Radio and TV campaigns targeting rural and older populations.
- Partnerships with community hubs, such as faith-based organizations and libraries, to disseminate information.
- Flyers and posters with QR codes in high-traffic areas to guide individuals to program websites or registration pages.

Hybrid and In-Person Services: The **Business Services Consultant (BSC)** ensures a strong presence in the community by attending events, job fairs, and informational sessions. These efforts foster direct engagement with employers and align job seekers with relevant opportunities. Virtual informational sessions, such as those focused on Dislocated Worker Training Grants, provide a hybrid model for reaching diverse audiences.

C. Describe how the Local Board will support the strategies identified in the Combined State Plan and work with entities carrying out core programs, including a description of (§679.560(b)(1)(ii)):

1. Expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment (§ 679.560(b)(2)(i));
 - Scaling up the use of Integrated Education and Training models to help adults get their HSET and work on other basic skills and English language acquisition while earning credential and industry-recognized credentials that lead to in-demand occupations;
 - Using the insights and lessons learned from successful dual credit programs to scale up similar efforts in other sectors and regions;
 - Determining the most effective marketing methods and messages for informing college and university students about Prior Learning Assessments;
 - Investigating how targeted marketing can identify segments of the labor force, such as mature workers and the underemployed, who may not require extensive education or training to qualify for jobs in high demand occupations;

Supporting Strategies from the Combined State Plan and Core Programs in Jefferson Parish LWDA

The JPWDB works proactively to align local strategies with the goals set forth in the Combined State Plan. These efforts focus on expanding access to services, facilitating career pathways, and improving credential attainment for individuals with barriers to employment. The JPWDB emphasizes collaboration with core programs and strategic partners to deliver a workforce system that meets the needs of job seekers, employers, and the regional economy.

Expanding Access to Employment, Training, Education, and Supportive Services

The JPWDB places a strong emphasis on ensuring that eligible individuals, particularly those with barriers to employment, can access a wide range of resources. These efforts focus on equity, inclusion, and removing systemic barriers that impede workforce participation. Specific strategies include:

Scaling Up Integrated Education and Training (IET) Models: IET models in Jefferson Parish focus on helping adults achieve basic skills and literacy while concurrently earning industry-recognized credentials. These programs integrate HISET preparation, English language acquisition, and job training tailored to the needs of local high-demand industries. For example:

- Individuals may enroll in programs that combine HISET coursework with training for certifications in healthcare, information technology, or skilled trades.
- English language learners (ELL) benefit from dual-purpose programs that enhance language proficiency alongside vocational training to prepare for local job opportunities.

Expanding Dual Credit Programs: Leveraging lessons learned from successful dual credit initiatives, the JPWDB is expanding these programs into additional sectors, such as advanced manufacturing and transportation. These programs allow participants to simultaneously earn high school and post-secondary credits, positioning them for rapid entry into high-demand occupations. Collaboration with local high schools and colleges ensures that these initiatives are scalable and sustainable.

Increasing Awareness of Prior Learning Assessments (PLAs): Prior Learning Assessments are a powerful tool for accelerating credential attainment. The JPWDB is working closely with educational institutions to market the benefits of PLAs to college and university students. By assessing and awarding credit for prior knowledge and experiences, individuals can reduce the time and cost required to earn credentials, making education more accessible.

Targeted Outreach to Underutilized Workforce Segments: Targeted marketing campaigns aim to identify and engage mature workers, the underemployed, and other labor force segments who require minimal additional training to qualify for high-demand jobs. These campaigns include:

- Highlighting the availability of short-term training programs that provide rapid upskilling.

- Developing workshops specifically for mature workers to help them adapt to modern workplace technologies.
2. Facilitating the development of career pathways and co-enrollment, as appropriate, in core programs (§ 679.560(b)(2)(ii)); and

Facilitating Career Pathways and Co-Enrollment

The JPWDB employs a collaborative approach to create and promote career pathways that support seamless transitions across core programs. These pathways are designed to provide individuals with clear, structured opportunities to advance their careers, even as they build foundational skills.

Career Pathway Development: The JPWDB partners with industry leaders and training providers to develop pathways aligned with local labor market demands. These pathways include:

- Foundational education and skills development.
- Technical training and certifications.
- Work-based learning opportunities, such as apprenticeships and internships.

Example: A career pathway in healthcare may begin with Certified Nursing Assistant (CNA) training, followed by additional certifications leading to Licensed Practical Nurse (LPN) or Registered Nurse (RN) roles.

Co-Enrollment Across Core Programs: To maximize resources and reduce redundancy, the JPWDB facilitates co-enrollment for participants across WIOA Title I, Title II, Title III (Wagner-Peyser), and Title IV (Vocational Rehabilitation). Co-enrollment ensures individuals can simultaneously access multiple services, such as basic skills training, career counseling, and job placement assistance. This approach enhances service delivery and improves outcomes.

Sector-Based Pathways: The JPWDB prioritizes high-growth industries, such as healthcare, information technology, construction, and energy. By developing industry-specific pathways, the Board ensures that participants are trained for roles with strong growth potential and competitive wages.

3. Improving access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) (§ 679.560(b)(2)(iii)).

Improving Access to Recognized Post-Secondary Credentials

The JPWDB is dedicated to creating pathways that lead to industry-recognized, portable, and stackable credentials. These efforts aim to empower individuals with the skills and qualifications

needed to advance their careers and strengthen the local workforce. The following strategies highlight JPWDB's commitment to improving access to recognized post-secondary credentials:

Credentialing Programs Through Individual Training Accounts (ITAs)

JPWDB facilitates access to credentials through ITAs, providing financial assistance for training in high-demand fields such as welding, medical coding, advanced manufacturing, and cybersecurity. Approved training providers undergo rigorous vetting to ensure alignment with labor market needs and program quality. This approach guarantees that participants are equipped with skills that lead to meaningful employment and career growth.

Expanding Stackable Credential Opportunities

Training programs are structured to allow participants to build their credentials incrementally:

- **Career Progression:** A participant may begin with a short-term certification, such as in healthcare coding, and advance to a Licensed Practical Nurse (LPN) certification, with opportunities to pursue further education in nursing or medical administration.
- **Accessible Pathways:** By designing programs that enable upward mobility, JPWDB ensures that participants can secure employment at various stages of their educational journey.

Promoting Work-Based Learning and Apprenticeships

Work-based learning initiatives, including On-the-Job Training (OJT) and Registered Apprenticeships, are central to credentialing strategies. These programs offer participants the opportunity to earn a wage while acquiring skills, reducing financial barriers to training. Collaborations with employers ensure that these programs provide industry-relevant training and lead directly to job placement.

Leveraging Outreach and Partnerships

JPWDB utilizes targeted outreach strategies to connect individuals with training and credentialing opportunities:

- **Employer Engagement:** The Business Services Consultant (BSC) networks with local employers to identify hiring trends and develop programs aligned with industry needs.
- **Community Partnerships:** Collaborations with local organizations, high schools, and community colleges, such as Delgado River City Site, integrate dual-enrollment opportunities, enabling students to gain technical skills while completing high school.
- **Targeted Marketing:** Social media campaigns and traditional media outreach ensure program visibility among diverse demographic groups.

Providing Comprehensive Support Services

To address barriers to participation, JPWDB offers a range of supportive services, including:

- **Transportation Assistance:** Subsidies to help participants reach training sites or workplaces.
- **Childcare Services:** Support for participants balancing family responsibilities.
- **Adaptive Technology:** Tools to ensure inclusivity for individuals with disabilities.

Focusing on Industry-Specific Needs

JPWDB continually assesses local labor market trends to identify sectors with high demand. For instance:

- **Healthcare:** Expanding credentialing opportunities for LPNs, medical administration, and healthcare technicians.
- **Skilled Trades:** Enhancing training programs for welders, electricians, and plumbers to meet the growing demand in these fields.
- **Emerging Sectors:** Introducing upskilling opportunities in green energy and advanced manufacturing to align with regional economic development trends.

Conclusion

Through these initiatives, JPWDB exemplifies its commitment to aligning local strategies with the Combined State Plan. By expanding access to credentialing opportunities, fostering career pathways, and addressing participation barriers, the Board ensures that individuals are prepared to meet the challenges of a dynamic labor market. These efforts not only support personal career advancement but also contribute to a skilled, adaptable workforce, driving long-term economic growth in Jefferson Parish.

- D. Provide information regarding the local coordination strategies with state (including the Combined State Plan), regional and local partners to enhance services and avoid duplication of activities, including a description of:
1. Adult, Dislocated Worker and Youth employment and training activities under WIOA Title I (§ 679.560(b)(6)).

Local Coordination Strategies in Jefferson Parish LWDA

The JPWDB is committed to enhancing workforce services for adults, dislocated workers, and youth through a robust, collaborative framework. This strategy prioritizes coordination with state, regional, and local partners to ensure seamless service delivery, avoid duplication of activities, and maximize resources.

Comprehensive Services for Adults and Dislocated Workers

JPWDB's American Job Centers (AJCs) on the Eastbank and Westbank serve as central hubs for workforce activities. These centers provide a wide array of services, ranging from immediate job

placement assistance to long-term career planning and skills training.

Core Services: Building the Foundation for Success

The AJC staff offer career counseling to help individuals identify and pursue suitable opportunities based on their skills and goals. Job placement assistance leverages strong partnerships with local employers, ensuring job seekers are matched with openings in high-demand industries. Additionally, participants have access to labor market information, including wage data and emerging trends, to guide their career decisions.

Intensive Services: Tailored Support for Career Growth

For individuals seeking more comprehensive support, JPWDB provides intensive services. These include skills assessments to identify gaps, job readiness training to prepare participants for the workplace, and personalized career plans that outline clear pathways for growth. This holistic approach ensures participants are equipped to meet the demands of the regional labor market.

Training Services: Equipping Individuals with In-Demand Skills

JPWDB recognizes the importance of industry-relevant training to support career advancement:

- **Individual Training Accounts (ITAs)** enable participants to enroll in approved programs in fields like healthcare, IT, and advanced manufacturing.
- **On-the-Job Training (OJT)** allows participants to earn wages while acquiring practical skills, with employers receiving wage reimbursements to offset training costs.
- **Customized Training Programs**, developed in partnership with local businesses, address specific skill requirements, ensuring that training aligns with employer needs.
- **Work-based Learning** focuses on hands-on experience, providing participants with practical, real-world skills directly in the workplace.

Addressing Barriers Through Supportive Services

JPWDB provides a robust array of supportive services designed to reduce participation barriers and enable individuals to focus on their career goals. These services include:

- **Transportation Assistance:** Helping participants commute to training programs and job sites.
- **Childcare Subsidies:** Supporting working parents to ensure their children are cared for while they pursue training or employment opportunities.
- **Adaptive Technology:** Providing tools and devices that enable individuals with disabilities to access programs and services.
- **Uniforms and Clothing:** Offering appropriate attire required for training programs or new job placements.
- **Tools and Supplies:** Supplying essential items needed for specific occupations, such as safety gear, technical equipment, or educational materials.
- **Need-Related Payments:** Assisting eligible individuals with financial support to cover living expenses during training or job transitions.

- These supportive services ensure that participants from diverse backgrounds have equitable access to programs and resources, empowering them to achieve their career aspirations.

Rapid Response for Dislocated Workers

For dislocated workers, JPWDB emphasizes rapid reemployment through retraining and job placement services. Collaborating with state partners, JPWDB coordinates Rapid Response activities to provide early intervention, ensuring workers impacted by mass layoffs have timely access to unemployment insurance, career counseling, and training resources.

Empowering Youth Through Workforce Development Programs

Youth programs under WIOA Title I are designed to address the unique challenges faced by young individuals transitioning into the workforce. These programs focus on academic success, career exploration, and work-based learning experiences.

Guided by the Youth Committee

The Youth Committee ensures that youth services align with WIOA requirements and address the specific needs of Jefferson Parish youth. At least 50% of program funds are allocated to out-of-school youth, with 20% dedicated to work-based learning experiences such as internships and apprenticeships.

Comprehensive Youth Services

Youth participants benefit from a range of targeted services:

- **Academic Support:** Tutoring and dropout prevention strategies help youth achieve educational milestones, including high school equivalency credentials.
- **Work-Based Learning:** Paid internships and apprenticeships provide hands-on experience linked to academic and occupational learning.
- **Occupational Skills Training:** Youth receive certifications in high-demand fields, preparing them for careers in healthcare, IT, and skilled trades.
- **Entrepreneurial Education:** Programs instill an entrepreneurial mindset by teaching business planning and management skills.
- **Individualized Counseling:** Comprehensive guidance addresses personal, educational, and career-related challenges.

Focusing on Career Pathways

Youth services are designed to guide participants through progressive career pathways. Programs emphasize building foundational skills before advancing to certifications and training in high-growth industries, ensuring participants are prepared for long-term success.

Collaboration as a Cornerstone of Success

JPWDB's success relies on strategic partnerships with state, regional, and local organizations. These collaborations enhance service delivery, expand resources, and reduce duplication of efforts.

Key Partnerships

- **Goodwill Industries:** Provides job placement, skills training, and support for individuals with barriers to employment.
- **Delgado Community College:** Offers dual-enrollment opportunities, ITAs, and OJT programs for youth and adults.
- **Local School Districts:** Focus on dropout prevention, dual enrollment, and career exploration.
- **Faith-Based and Nonprofit Organizations:** Partners like Covenant House and Café Reconcile deliver mentorship, job readiness programs, and support for at-risk populations.

Integrated Service Delivery

Partners work collaboratively to deliver seamless, coordinated services. Co-location of services at AJCs, quarterly informational sessions organized by the One-Stop Operator, and targeted outreach efforts ensure participants have access to a comprehensive range of resources.

Targeted Outreach to Diverse Populations

JPWDB uses a mix of traditional and digital outreach strategies to reach diverse populations. Social media campaigns and community engagement initiatives connect with youth, minorities, and individuals in rural areas. Efforts are tailored to address barriers such as transportation challenges, disabilities, and limited English proficiency, ensuring all participants have equitable access to opportunities.

A Commitment to Regional Workforce Development

By combining tailored services, innovative training models, and strategic partnerships, JPWDB exemplifies a unified approach to workforce development. These efforts not only empower individuals to achieve their career goals but also strengthen the regional economy by cultivating a skilled and adaptable workforce.

2. Adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232 (§ 679.560(b)(12)).

Adult Education and Literacy Activities under WIOA Title II

Adult education and literacy are fundamental components of Jefferson Parish Workforce

Development Board's (JPWDB) workforce strategy. These programs provide individuals with basic skills deficiencies the tools to overcome barriers, access meaningful training opportunities, and secure employment in high-demand industries. By collaborating with Title II providers, JPWDB integrates adult education seamlessly into the broader workforce system, aligning with the Workforce Innovation and Opportunity Act (WIOA) and the Combined State Plan.

Addressing Educational Barriers Through Integrated Programs

The JPWDB prioritizes innovative strategies to address educational barriers while preparing individuals for the workforce. Integrated Education and Training (IET) programs are central to these efforts, combining basic education, workforce preparation, and occupational training into a unified pathway.

Integrated Education and Training (IET): Bridging Education and Employment: IET programs allow participants to work toward their high school equivalency diploma (HSET) while simultaneously earning industry-recognized credentials. This dual approach accelerates career readiness and equips individuals with the skills required for high-demand industries. For instance:

- **Healthcare Pathways:** Participants can combine HSET coursework with Certified Nursing Assistant (CNA) training, enabling them to transition directly into healthcare roles.
- **Technical Training:** Programs like welding certification integrate occupational training with foundational education, aligning with local manufacturing needs.

English Language Acquisition (ELA): Supporting Immigrant and LEP Populations

Non-native English speakers in Jefferson Parish benefit from assistance provided by the **Cross-Cultural Coordinator**, who supports English Language Acquisition (ELA) participants. This role focuses on connecting individuals with resources to enhance their language skills and navigate workforce opportunities. While JPWDB does not directly offer ELA programs, the Cross-Cultural Coordinator plays a critical role in:

- **Resource Navigation:** Guiding participants to community-based programs and services for English language development.
- **Workforce Preparation Support:** Assisting participants in understanding workplace expectations and requirements to improve integration into professional environments.
- **Cultural Competency Guidance:** Helping participants adapt to workplace norms and etiquette, fostering smoother transitions into the workforce.

This tailored support ensures immigrant and Limited English Proficient (LEP) populations have access to the resources and guidance needed to succeed in their career pathways.

Workforce Preparation Activities: To complement academic learning, participants receive training in essential workplace competencies, including communication, teamwork, and digital literacy.

These skills ensure that individuals are job-ready upon completing their programs and can adapt to modern workplace technologies.

Enhancing Access Through Strategic Collaboration

JPWDB works closely with Title II providers to ensure programs align with local labor market needs and provide robust support for participants.

Tailored Educational Programs: Adult education programs emphasize flexibility and practicality, incorporating technology-enabled learning tools that allow participants to engage in self-paced instruction. This approach is particularly effective for individuals balancing education with work or family responsibilities.

Collaboration with Local Partners: Partnerships with organizations like Delgado Community College and nonprofit groups enhance the reach and relevance of adult education initiatives. These collaborations foster alignment with high-demand industries and ensure that programs meet the needs of the local workforce.

Rigorous Application Review and Alignment Process

JPWDB plays an active role in reviewing local applications for Title II programs to ensure they are consistent with WIOA requirements and address regional workforce challenges.

Comprehensive Evaluation

Applications are assessed based on:

- **Relevance to Labor Market Needs:** Programs targeting high-demand sectors, such as healthcare, logistics, and IT, are prioritized.
- **Inclusion of Supportive Services:** Proposals must outline wraparound support, including childcare and transportation assistance, to ensure accessibility for individuals facing barriers.

Alignment With Workforce Goals

JPWDB ensures that approved programs offer stackable credentials, enabling participants to build on their education and advance in their careers over time. Regular planning sessions with Title II providers ensure continuous alignment with local labor market trends and employer needs.

Integrating Title II Services into Workforce Development

JPWDB's partnership with Title II providers goes beyond compliance to create a seamless participant experience. By integrating adult education services with broader workforce programs, the Board maximizes the impact of both initiatives.

Co-Enrollment for Comprehensive Support: Participants in Title II programs are co-enrolled in WIOA Title I programs, granting them access to career counseling, job placement services, and additional training opportunities. This integration ensures a smooth transition from education to employment.

Holistic Support Through Case Management: Individualized case management addresses barriers such as housing insecurity and childcare needs, enabling participants to focus on achieving their educational and career goals.

Continuous Improvement Through Monitoring: JPWDB monitors program performance through metrics such as HSET attainment, employment rates, and credential acquisition. This data-driven approach promotes continuous improvement and encourages providers to adopt innovative practices.

Building a Stronger Workforce Through Adult Education

JPWDB's collaboration with Title II providers highlights its commitment to addressing foundational education and literacy challenges as part of a comprehensive workforce strategy. By integrating education with workforce preparation, aligning programs with regional labor market demands, and providing robust participant support, the Board empowers individuals to overcome barriers and achieve their career aspirations. These efforts not only transform lives but also contribute to the economic resilience of Jefferson Parish.

3. Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (§ 679.560(b)(11)).

Wagner-Peyser Act Services

The JPWDB integrates Wagner-Peyser Act services into its comprehensive workforce strategy to bridge the gap between job seekers and employers. Through the American Job Centers (AJCs) on the Eastbank and Westbank, these services enhance accessibility, efficiency, and economic growth. By leveraging technology, labor market data, and targeted outreach, Wagner-Peyser services ensure the delivery of equitable and effective workforce solutions.

Technology-Driven Labor Exchange: The HIRE System

At the core of Wagner-Peyser services is the **HIRE (Helping Individuals Reach Employment) system**, a dynamic labor exchange platform designed to streamline workforce interactions. As the primary

tool for service delivery and data collection, the HIRE system provides an accessible interface for job seekers and employers.

Empowering Job Seekers

The HIRE system offers a suite of features that empower individuals to take charge of their career paths:

- **Job Search and Matching:** Real-time access to job postings allows job seekers to find opportunities that align with their skills and career goals.
- **Resume Building and Career Planning:** Participants can create, upload, and customize resumes while exploring career pathways and labor market trends.
- **Training and Credentialing Opportunities:** Integrated links to training programs help users identify and pursue certifications in high-demand fields like healthcare and advanced manufacturing.

Supporting Employers

Employers benefit from tools that streamline recruitment and workforce planning:

- **Job Posting and Candidate Searches:** Employers can post vacancies and identify potential hires from an extensive database.
- **Labor Market Insights:** Access to data on wages, skills availability, and industry trends supports informed decision-making.
- **Virtual Hiring Events:** The platform enables employers to participate in online job fairs and recruitment events, expanding their reach and efficiency.

Comprehensive Service Integration

Wagner-Peyser services are seamlessly integrated into the AJC operations, fostering collaboration across programs and eliminating redundancy. This integration ensures that participants receive holistic support tailored to their unique needs.

Co-Enrollment for Holistic Support

Job seekers entering through Wagner-Peyser services are often co-enrolled in additional workforce programs such as WIOA Title I (Adult and Dislocated Worker), Vocational Rehabilitation, or Trade Adjustment Assistance (TAA). This approach ensures that participants benefit from a full spectrum of services, including career counseling, training, and supportive services.

Customized Service Delivery

Through initial assessments conducted at the AJCs, job seekers are connected to the services that best meet their needs. Whether it's resume assistance, interview preparation, or specialized training, services are customized to align with career objectives.

Targeted Services for Priority Populations

JPWDB prioritizes equitable access to Wagner-Peyser services, offering targeted initiatives for individuals facing barriers to employment.

Veterans

Veterans receive **Priority of Service**, ensuring they access job postings, career counseling, and training opportunities ahead of non-veterans. Dedicated staff, including Disabled Veterans' Outreach Program (DVOP) specialists, help veterans translate military skills into civilian qualifications and connect them to tailored resources and benefits.

Individuals with Disabilities

Through partnerships with Louisiana Rehabilitation Services (LRS), individuals with disabilities are provided with assistive technologies, workplace accommodations, and specialized counseling. The HIRE system's accessible features ensure inclusivity, enabling all individuals to engage with its tools effectively.

Individuals Facing Barriers

Outreach efforts focus on populations such as ex-offenders, individuals with limited English proficiency, and the long-term unemployed. Workshops on digital literacy, job search strategies, and workplace readiness, coupled with referrals to supportive services like childcare and transportation assistance, help participants overcome obstacles to employment.

Employer Engagement and Business Solutions

JPWDB actively engages with local employers through Wagner-Peyser services, fostering partnerships that drive economic growth and workforce development.

Tailored Recruitment Strategies

Business services representatives collaborate with employers to create customized recruitment plans, including pre-screening candidates and organizing job fairs. Employers also benefit from tools like the HIRE system's advanced candidate search capabilities.

Labor Market Data for Strategic Planning

Employers gain insights into local labor market conditions through detailed reports generated by the HIRE system. These reports cover talent availability, competitive wages, and industry-specific trends, supporting strategic decision-making.

Incentives for Workforce Development

Programs such as On-the-Job Training (OJT) offer financial incentives by reimbursing a portion of wages during training, encouraging employers to hire and train new employees.

Conclusion

The integration of Wagner-Peyser Act services into JPWDB's workforce strategy exemplifies a commitment to providing seamless, accessible, and impactful solutions. By leveraging the HIRE system, tailoring services for priority populations, and fostering employer engagement, JPWDB ensures that job seekers and businesses alike benefit from a dynamic and inclusive workforce ecosystem. These efforts not only address immediate workforce needs but also contribute to the economic vitality of Jefferson Parish.

4. Vocational rehabilitation service activities under WIOA Title IV (§ 679.560(b)(13)).

Vocational Rehabilitation Service Activities under WIOA Title IV

Vocational Rehabilitation (VR) services, delivered through a partnership between the JPWDB and Louisiana Rehabilitation Services (LRS), play a vital role in fostering inclusion and accessibility within the workforce. These services are designed to empower individuals with disabilities to achieve meaningful and sustainable employment, addressing both individual barriers and systemic challenges. By integrating VR services into the broader workforce system, JPWDB ensures equitable access, enhanced opportunities, and strengthened community partnerships.

Comprehensive and Personalized Support Services

VR services offered through LRS encompass a wide array of tailored resources to meet the diverse needs of participants. These services aim to provide individuals with disabilities the tools and support required for success in the workplace.

Career Counseling and Guidance: VR counselors collaborate closely with participants to identify their strengths, career aspirations, and areas for development. These counseling sessions emphasize aligning individual capabilities with labor market opportunities, while addressing challenges such as skills gaps or accessibility needs.

Skills Development and Training: Participants benefit from customized training programs designed to align with their unique goals. These programs include:

- **Technical Skills Development:** Training in high-demand industries like healthcare, advanced manufacturing, and IT.
- **Soft Skills Training:** Workshops on communication, teamwork, and workplace readiness.
- **Retraining Opportunities:** For individuals transitioning into new roles, retraining programs help them adapt to changing industry requirements.

Job Placement and Retention Support: VR staff provide ongoing assistance in job searches, interview preparation, and workplace integration. Post-placement, participants receive follow-up services to ensure sustained employment, including coaching and assistance in navigating workplace challenges.

Assistive Technologies and Accommodations: A cornerstone of VR services is the provision of assistive technologies and workplace accommodations. These include screen readers, ergonomic equipment, and voice recognition software. VR staff work with employers to implement accommodations that foster inclusive environments, ensuring compliance with the Americans with Disabilities Act (ADA).

Holistic Support: Beyond employment, VR services address broader barriers such as transportation, housing, and healthcare access. By providing referrals to community resources, the program ensures participants receive comprehensive support.

Promoting Inclusive Hiring and Employer Engagement

JPWDB and LRS actively engage with employers to promote inclusive hiring practices, creating a more diverse and equitable workforce.

Employer Education and Advocacy: VR staff educate employers on the value of hiring individuals with disabilities, highlighting the benefits of diversity in innovation, productivity, and workplace culture. Resources and training are provided to deepen understanding of ADA compliance and best practices for fostering inclusive work environments.

Customized Employment Solutions: Collaborating with employers, VR counselors design job roles that align with participants' abilities and strengths. These solutions may involve task restructuring, flexible scheduling, or other strategies tailored to individual needs.

Partnerships and Incentives: Employers are encouraged to participate in programs like **On-the-Job Training (OJT)**, which provides financial incentives for hiring and training individuals with disabilities. These partnerships not only expand opportunities for participants but also help employers meet their workforce needs.

Additionally, **Louisiana Rehabilitation Services (LRS)** supports employers and participants through its **Pre-Employment Transition Services (Pre-ETS)** program. Pre-ETS focuses on preparing youth with disabilities for successful transitions into the workforce by offering:

- **Job Exploration Counseling:** Helping participants identify career interests and goals.
- **Work-Based Learning Experiences:** Providing opportunities such as internships and apprenticeships to develop practical skills.
- **Workplace Readiness Training:** Teaching essential skills for workplace success, including communication, time management, and teamwork.
- **Counseling on Postsecondary Education Options:** Assisting participants in exploring further education and training opportunities aligned with their career paths.

By collaborating with LRS and leveraging Pre-ETS, JPWDB strengthens its commitment to creating inclusive workforce development programs that benefit both individuals with disabilities and employers.

Integration with Workforce Development Programs

A hallmark of VR services under WIOA Title IV is their seamless integration into the broader workforce system, ensuring participants receive comprehensive and coordinated support.

Co-Enrollment with WIOA Programs: Participants are frequently co-enrolled in WIOA Title I programs, enabling access to additional resources like career counseling, job placement assistance, and supportive services. This integration facilitates a holistic approach to workforce development.

Collaboration with American Job Centers: VR services are fully integrated into the American Job Center (AJC) network. Participants can access resources such as the HIRE system for job searches, career exploration tools, and training workshops. Collaboration between VR counselors and AJC staff ensures streamlined service delivery and reduces duplication.

Shared Data Systems for Efficiency: Using platforms like HIRE, VR counselors and AJC staff share participant data to track progress and coordinate efforts. This approach ensures timely support and maximizes resource efficiency.

Focusing on Priority Populations and Community Outreach

VR services prioritize individuals with significant disabilities and engage underserved populations through targeted outreach.

Priority Populations: Programs are tailored to individuals with physical, sensory, intellectual, or mental health disabilities. Special focus is given to veterans with disabilities, individuals with developmental disabilities, and those facing multiple barriers to employment.

Community Engagement: VR staff participate in events such as job fairs and workshops to promote services and connect with potential participants. Partnerships with nonprofits, advocacy groups,

and educational institutions enhance outreach efforts, ensuring individuals in need are reached and supported.

Performance Monitoring and Continuous Improvement

To ensure effectiveness, JPWDB and LRS implement rigorous performance monitoring and foster a culture of continuous improvement.

Outcome Tracking: Key metrics such as job placement, retention rates, and participant satisfaction are monitored. Data on employer engagement and workplace accommodations is used to assess progress in promoting inclusion.

Feedback-Driven Adaptation: Regular feedback from participants and employers informs program refinements. Sharing best practices across the workforce system ensures continuous enhancement of service quality.

Conclusion

Vocational Rehabilitation services under WIOA Title IV are a cornerstone of Jefferson Parish’s workforce strategy, enabling individuals with disabilities to achieve meaningful employment and career advancement. Through comprehensive support, employer partnerships, and seamless integration with workforce programs, JPWDB and LRS empower participants to overcome barriers and thrive. These efforts not only improve individual outcomes but also contribute to a more inclusive and dynamic workforce, strengthening the economic fabric of Jefferson Parish.

5. Relevant secondary and post-secondary education programs and activities with education and workforce investment activities (§ 679.560(b)(9)).

Relevant Secondary and Post-Secondary Education Programs

The JPWDB prioritizes strong collaborations with secondary and post-secondary institutions to align educational initiatives with workforce investment activities. These partnerships foster structured pathways that equip individuals with the skills, knowledge, and credentials needed for success in high-demand careers. By focusing on innovative programs, expanding access, and fostering continuous collaboration, JPWDB addresses the evolving needs of the regional labor market.

Dual Enrollment and Early College Initiatives

Dual enrollment and early college programs provide high school students with opportunities to gain a head start on their post-secondary education and career preparation. These initiatives bridge the gap between secondary education and workforce readiness, enabling students to earn both high school and college credits simultaneously.

Dual Enrollment Programs

Through partnerships with local school districts and institutions such as Delgado Community College, JPWDB supports dual enrollment programs that prepare students for high-demand fields. Examples include:

- **Healthcare:** Certified Nursing Assistant (CNA) and Licensed Practical Nurse (LPN) preparatory courses.
- **Skilled Trades:** Welding, electrical, and HVAC technician training.
- **Information Technology:** Introductory courses in coding, software development, and IT systems management.

These programs reduce the cost and time needed to earn a degree while introducing students to career pathways early in their educational journey.

Early College High School Initiatives

Early college programs serve students from underrepresented backgrounds, such as low-income or first-generation college attendees. These initiatives allow participants to graduate high school with significant college credits or an associate degree, equipping them for immediate entry into the workforce or further education.

Career and Technical Education (CTE) Alignment

JPWDB collaborates closely with Career and Technical Education (CTE) programs to ensure alignment with employer needs and industry standards. CTE programs integrate technical skills training with academic instruction, creating a well-rounded foundation for career readiness.

Targeting High-Demand Industries

Local CTE programs focus on sectors critical to the regional economy, such as:

- **Advanced Manufacturing:** Training in CNC machining, robotics, and precision welding.
- **Healthcare:** Certifications in phlebotomy, medical assisting, and allied health roles.
- **Information Technology:** Entry-level certifications like CompTIA and specialized training in cybersecurity and cloud computing.

Work-Based Learning Opportunities

CTE programs emphasize experiential learning through internships, apprenticeships, and

cooperative education. These opportunities connect students with local businesses, ensuring they gain practical, workplace-relevant skills.

Post-Secondary Credentialing

The JPWDB emphasizes post-secondary credentialing as a pathway to long-term career success. Programs are designed to provide stackable, portable, and industry-recognized credentials that enhance employability.

Stackable Credentials

Training pathways allow individuals to build incrementally on their education and qualifications. For example:

- In healthcare, participants can progress from CNA certification to LPN licensure and ultimately to a Registered Nurse (RN) degree.
- In IT, foundational certifications like CompTIA A+ lead to advanced credentials in cybersecurity or network engineering.

Industry-Recognized Certifications

Programs emphasize certifications valued by employers and aligned with regional labor market demands, such as:

- National Institute for Metalworking Skills (NIMS) certifications in manufacturing.
- AWS certifications for welders.
- IT credentials from Cisco, Microsoft, and AWS.

Accelerated Training Models

To meet immediate workforce needs, JPWDB supports accelerated programs like coding boot camps, logistics certifications, and medical billing courses.

Collaborations with Post-Secondary Institutions

JPWDB maintains robust partnerships with post-secondary institutions to ensure that training programs align with employer expectations and regional workforce priorities.

Key Institutional Partnerships

JPWDB collaborates with a variety of educational institutions to provide participants with access to high-quality training and career development opportunities:

- **Delgado Community College:** Offers flexible training options in healthcare, skilled trades, and technology, including night and weekend courses designed for working adults.
- **Herzing University:** Provides programs in healthcare and business, offering flexible

scheduling to accommodate diverse learner needs.

- **Operation Spark:** Focuses on training in technology and coding, preparing participants for careers in software development and IT.
- **River Parishes Community College:** Delivers training programs in advanced manufacturing, healthcare, and other high-demand fields, supporting local workforce needs.
- **Fletcher Technical Community College:** Specializes in technical education and training for careers in energy, healthcare, and maritime industries.

Flexible Learning Formats

Post-secondary partners offer hybrid and online courses to accommodate nontraditional students, enabling them to balance work, family, and education.

Pathways to Employment

JPWDB collaborates with education partners to create clear pathways from education to employment, informed by labor market data and employer input.

Integrated Career Pathways

Career pathways outline progressive steps from foundational education to advanced certifications or degrees. For example, an advanced manufacturing pathway might begin with a high school CTE program, continue with an associate degree in industrial technology, and lead to a role as a manufacturing engineer.

Job Placement Support

Post-secondary institutions collaborate with AJCs to provide job placement services, including resume workshops, interview preparation, and networking events.

Conclusion

The JPWDB's partnerships with secondary and post-secondary institutions ensure that educational initiatives align with workforce development efforts. By supporting dual enrollment, CTE programs, and post-secondary credentialing, the Board addresses labor market demands while creating pathways to long-term career success. This integrated approach strengthens the connection between education and employment, driving economic growth and improving the quality of life for Jefferson Parish residents.

6. How the Local Board will support the state strategies identified under § 676.105 and work with the entities carrying out core programs and other workforce development programs, including

programs of study and career pathway programs under the Strengthening Career and Technical Education for the 21st Century Act authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and needs identified in regional or local level assessments including the Perkins Comprehensive Local Needs Assessment (§ 679.560(b)(1)(ii)).

Supporting State Strategies and Carl D. Perkins CTE Act Programs

The JPWDB plays a vital role in aligning local workforce development initiatives with state strategies as outlined in the Combined State Plan and the Carl D. Perkins Career and Technical Education (CTE) Act. By fostering robust partnerships, integrating CTE programs, and developing structured career pathways, JPWDB ensures that workforce efforts meet regional and state labor market needs while equipping individuals with the skills and credentials necessary for high-demand careers.

Aligning Local Strategies with State Workforce Goals

JPWDB aligns its initiatives with state-level strategies to create cohesive, efficient, and impactful workforce programming. This alignment involves active collaboration with state education and workforce agencies, leveraging labor market data, and prioritizing policies that enhance workforce readiness.

Key State Strategies Supported by JPWDB:

- Expanding access to training and credentialing opportunities for underserved populations, including individuals with barriers to education and employment.
- Promoting innovative workforce education models through partnerships with employers, secondary schools, and post-secondary institutions.
- Developing career pathways that integrate secondary, post-secondary, and workforce systems, providing clear progressions for participants.
- Supporting the attainment of industry-recognized, stackable credentials that enable career advancement and workforce adaptability.

Collaboration Through the Combined State Plan

The Combined State Plan serves as a foundational framework for local workforce initiatives. JPWDB collaborates with the Louisiana Workforce Commission (LWC) and other stakeholders to implement state priorities at the local level, ensuring sector-based partnerships, integrated education and training models, and equitable access to services.

Strengthening Perkins-Funded CTE Programs

JPWDB works closely with Perkins-funded CTE programs to enhance training offerings and align them with labor market demands. These partnerships ensure that participants acquire the skills, credentials, and experience needed for high-demand industries.

Comprehensive Local Needs Assessment (CLNA): CLNAs guide Perkins-funded CTE programs by identifying workforce gaps, high-demand skills, and barriers to access. JPWDB supports the CLNA process through:

- **Labor Market Insights:** Providing data on high-demand occupations and regional economic trends.
- **Stakeholder Engagement:** Convening employers, educators, and community leaders to align programming with workforce needs.
- **Resource Allocation:** Informing curriculum updates, equipment investments, and other strategic decisions.

Employer Partnerships: JPWDB collaborates with industry leaders to ensure CTE curricula reflect evolving technologies, practices, and certifications. Employers participate in advisory councils, offering input on skills requirements and supporting work-based learning opportunities.

CTE Program Design: In partnership with secondary and post-secondary institutions, JPWDB supports the development of CTE programs that integrate technical training, academic instruction, and soft skills development. Examples include:

- **Healthcare:** Training programs for Certified Nursing Assistants (CNA), Licensed Practical Nurses (LPN), and other allied health roles.
- **Advanced Manufacturing:** Courses in CNC machining, robotics, and precision welding.
- **Information Technology:** Certifications in coding, cybersecurity, and network administration.

Career Pathways Development

JPWDB places a strong emphasis on creating career pathways that connect education, training, and employment opportunities. These pathways are designed collaboratively with educators and employers to address the needs of the regional labor market.

Integrated Pathway Design

Career pathways incorporate:

- **Foundational Skills Training:** Programs addressing literacy, numeracy, and basic workforce readiness.
- **Technical Certifications:** Entry-level certifications that prepare participants for immediate employment.

- **Advanced Training:** Opportunities for further education, such as associate and bachelor's degrees, aligned with industry demands.

Examples of Career Pathways

- **Healthcare:** From CNA to LPN and ultimately to Registered Nurse (RN) or specialized certifications.
- **Advanced Manufacturing:** From foundational skills in machine operation to certifications in CNC machining and degrees in industrial technology.

Secondary and Post-Secondary Integration: Partnerships with local school districts enable dual enrollment programs and CTE courses that expose high school students to career-focused learning. Post-secondary institutions provide advanced training and credentialing opportunities, ensuring smooth transitions from education to employment.

Expanding Work-Based Learning Opportunities: Work-based learning is a critical component of JPWDB's strategy to align Perkins CTE Act programs with state strategies. By integrating hands-on experiences, participants develop practical skills while building professional networks.

Internships and Apprenticeships: JPWDB collaborates with employers to create internships and apprenticeships that align with participant learning objectives and business needs. These programs enable participants to apply their knowledge in professional settings, gaining real-world experience and enhancing employability.

On-the-Job Training (OJT): OJT programs incentivize employers to hire and train participants by offering wage reimbursements during the training period. This approach ensures participants gain industry-specific skills while earning an income.

Industry-Specific Simulations: CTE programs incorporate simulations and lab-based training to replicate real-world environments. For example:

- **Healthcare:** Simulated hospital settings for practicing patient care.
- **Manufacturing:** Advanced equipment for production and quality control tasks.

Prioritizing Equity and Inclusion

JPWDB ensures that Perkins-funded programs address the needs of underrepresented populations and individuals facing barriers to education and employment.

Targeted Outreach: Outreach initiatives focus on engaging women, minorities, individuals with disabilities, and other underserved groups. Partnerships with community organizations and faith-

based groups help identify potential participants and provide supportive services, such as childcare and transportation.

Accessible Training Options: Training programs offer flexible formats, including evening classes and hybrid learning, to accommodate diverse participant needs. Wraparound services, such as academic support and financial assistance, ensure successful program engagement and completion.

Performance Monitoring and Continuous Improvement

JPWDB employs robust performance monitoring to evaluate program outcomes and ensure continuous improvement.

Data-Driven Adjustments: Regular evaluations assess enrollment, credential attainment, job placement, and wage growth. Participant and employer feedback informs program refinements, ensuring alignment with labor market demands.

Meeting Perkins Accountability Standards: Programs are designed to exceed Perkins Act accountability standards, including benchmarks for completion rates, employment outcomes, and equity measures.

Conclusion

JPWDB's collaboration with Perkins-funded CTE programs and alignment with state workforce strategies underscore its commitment to developing a skilled, adaptable, and inclusive workforce. Through career pathways, work-based learning, and equity-focused initiatives, JPWDB connects participants with meaningful opportunities while addressing employer needs. This integrated approach positions Jefferson Parish as a leader in workforce development, driving economic growth and community prosperity.

7. Provide a copy of the local supportive service policies and describe how the Local Board will coordinate the provision of transportation and other appropriate supportive services in the local area (§ 679.560(b) (10)) and include information on the supportive services by each local program as appropriate.

Supportive Services Policies

The JPWDB integrates supportive services as a core element of its workforce development strategy, ensuring that participants can access and complete workforce programs without being hindered by barriers such as transportation, childcare, or financial instability. These services are designed to

create equitable opportunities for all participants while addressing the diverse needs of Jefferson Parish’s workforce.

Purpose and Role of Supportive Services

Supportive services are integral to removing barriers that might prevent individuals from successfully engaging in workforce programs. By addressing critical needs, the JPWDB helps participants focus on training, job searching, and long-term employment.

Key Objectives

- Enable participation in workforce activities by mitigating logistical and financial challenges.
 - Support retention and completion of training programs.
 - Foster long-term employment success by addressing barriers holistically.
-

Transportation and Childcare Assistance

Transportation and childcare are among the most common barriers to workforce participation, especially for low-income individuals, single parents, and those in underserved areas. JPWDB prioritizes these areas to ensure participants can fully engage in their programs.

Transportation Support

- **Financial Assistance:** Participants receive reimbursements or stipends for public transit fares, fuel, or other travel-related expenses.
- **Partnerships with Transit Providers:** Collaborations with local transit agencies and ride-share services expand access to reliable and affordable transportation.

Childcare Support

- **Subsidized Childcare:** Participants may qualify for financial assistance to enroll their children in daycare programs while they attend training or work.
 - **Collaborations with Providers:** Partnerships with licensed childcare centers ensure accessible, high-quality options.
 - **Flexible Scheduling:** Coordination with childcare providers allows for extended hours that align with participant schedules.
-

Comprehensive Policy Framework

JPWDB’s supportive services policies are guided by fairness, transparency, and alignment with Workforce Innovation and Opportunity Act (WIOA) regulations. The policies are designed to ensure services are accessible, tailored, and impactful.

Eligibility Criteria: Supportive services are available to participants who demonstrate a clear need for assistance. Eligibility is determined through a personalized assessment that considers income, household size, and specific barriers. This process ensures resources are directed where they are needed most.

Service Delivery Process

- **Needs Assessment:** Case managers conduct thorough evaluations to identify participants' needs and develop individualized support plans.
- **Coordination with Partners:** Services are delivered in collaboration with local agencies, nonprofits, and community organizations to maximize resources and avoid duplication.
- **Tracking and Monitoring:** Documentation and tracking systems ensure services are effectively utilized and outcomes are measured.

Adaptability and Emergency Support: Policies include provisions for emergency assistance to address unexpected challenges, such as car repairs or temporary housing needs. This flexibility allows participants to remain engaged in their programs despite unforeseen circumstances.

Expanded Supportive Services: Beyond transportation and childcare, JPWDB offers a wide range of supportive services to meet participants' holistic needs.

Financial Assistance: Participants can access stipends, vouchers, or reimbursements for:

- Work attire, tools, and training materials.
- Certification or licensing fees.
- Emergency financial aid for crises, such as eviction or utility disconnection.

Healthcare and Wellness: JPWDB connects participants to community health services that provide access to essential physical and mental healthcare. While JPWDB does not directly provide these services, participants are referred to local resources for support, including vision and dental care, when health issues create barriers to employment readiness.

Technology Access: Participants are provided with laptops, internet hotspots, or digital literacy training to enable remote learning and job searches.

Housing Stability: Collaborations with housing agencies ensure access to affordable housing options. Emergency housing assistance supports participants facing homelessness or unstable living conditions.

Collaboration with Community Partners

JPWDB leverages a network of local agencies, nonprofits, and community organizations to deliver supportive services efficiently and effectively.

Collaborative Agreements

- Partnerships with transit providers, childcare centers, and housing organizations expand service access.
- Joint initiatives with community action agencies and faith-based groups provide wraparound support, addressing complex participant needs.

Resource Integration: A comprehensive resource directory connects participants with available services, and integrated service delivery models streamline access to supportive services and workforce programs.

Performance Monitoring and Continuous Improvement

JPWDB monitors the delivery and impact of supportive services to ensure they meet participants' needs and contribute to positive outcomes.

Outcome Tracking: Key metrics, such as program retention, credential attainment, and employment outcomes, are analyzed to assess the effectiveness of services. Feedback from participants and case managers informs ongoing improvements.

Policy Updates: Supportive services policies are regularly reviewed to remain compliant with WIOA regulations and responsive to emerging needs. Input from stakeholders, including community partners and employers, fosters innovation and enhances service delivery.

Conclusion

Supportive services are a cornerstone of JPWDB's mission to create equitable access to workforce programs. Through targeted assistance, strategic partnerships, and adaptive policies, JPWDB empowers participants to overcome barriers and achieve their career goals. These efforts not only support individual success but also contribute to a more inclusive and resilient workforce in Jefferson Parish.

- E. Provide a description of how the local area will provide adult and dislocated worker employment and training activities including:
1. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (§ 679.560(b)(6)).

Adult and Dislocated Worker Employment and Training Activities

The JPWDB provides a comprehensive suite of employment and training activities tailored to meet the needs of adults and dislocated workers in the local labor market. These services, delivered

through the Eastbank and Westbank American Job Centers (AJCs), are aligned with statewide strategies and responsive to the unique economic conditions of Jefferson Parish.

Description of Employment and Training Activities

JPWDB implements a robust framework of employment and training activities that focuses on equipping participants with the skills and resources needed for meaningful, sustainable employment. These services emphasize skills development, job placement, and career advancement.

Core Services

- **Job Search Assistance:** Participants access personalized support through the HIRE system, which offers real-time job postings, resume development tools, and career counseling.
- **Labor Market Information:** Participants receive data on in-demand occupations, wage trends, and required skills to make informed career decisions.
- **Eligibility Determination:** Comprehensive assessments ensure participants meet the criteria for WIOA-funded programs and services.

Individualized Career Services

- **Skills Assessments and Career Planning:** In-depth evaluations identify participants' strengths and gaps, leading to the creation of Individualized Employment Plans (IEPs) tailored to career goals.
- **Job Readiness Training:** Workshops and one-on-one sessions cover soft skills, digital literacy, and workplace professionalism to enhance employability.
- **Case Management:** Dedicated case managers provide ongoing support, helping participants navigate challenges during training and job placement.

Training Services

- **Individual Training Accounts (ITAs):** ITAs fund education and training programs in high-demand sectors like healthcare, IT, and advanced manufacturing. Programs lead to industry-recognized credentials.
 - **On-the-Job Training (OJT):** Participants earn while they learn, gaining hands-on experience in the workplace. Employers benefit from wage reimbursements, fostering partnerships and job creation.
 - **Incumbent Worker Training (IWT):** IWT programs upskill currently employed individuals, enhancing productivity and career advancement opportunities.
 - **Customized Training Programs:** Developed in collaboration with employers, these programs address specific skills gaps and ensure alignment with industry needs.
 - **Flexible Training Options:** Evening, weekend, and online courses accommodate participants balancing work, family, or other responsibilities.
-

Availability of Services

Employment and training activities are accessible to all Jefferson Parish residents through strategically located AJCs on the Eastbank and Westbank. JPWDB enhances service availability through collaborations with community colleges, technical schools, and training providers, offering a wide array of programs to meet the needs of diverse populations.

Key Partnerships

- **Delgado Community College and River Parishes Community College:** These institutions provide specialized training in high-demand fields such as healthcare, advanced manufacturing, and IT.
- **Employer Collaborations:** Local employers partner with JPWDB to offer work-based learning opportunities, including internships and apprenticeships, ensuring that training aligns with market needs.

Tailored Support for Dislocated Workers: Dislocated workers receive targeted assistance to reenter the workforce, including retraining opportunities, career counseling, and access to Rapid Response activities in collaboration with state partners.

Assessment of Employment and Training Activities

JPWDB evaluates the effectiveness of its services through a combination of participant feedback, labor market analysis, and employer input. This ensures programs remain relevant, impactful, and responsive to workforce needs.

Performance Metrics

Key metrics include:

- **Credential Attainment Rates:** Tracking the percentage of participants who complete certifications and credentials.
- **Job Placement and Retention:** Measuring the success of participants in securing and maintaining employment.
- **Wage Growth:** Assessing participants' earnings before and after program completion.

Continuous Improvement: Insights from assessments are used to refine service delivery and identify areas for enhancement. Regular engagement with employers and community stakeholders ensures alignment with the local labor market.

Conclusion

The JPWDB's employment and training activities for adults and dislocated workers provide a comprehensive, participant-centered approach to workforce development. By combining tailored services, strategic partnerships, and continuous evaluation, JPWDB ensures individuals are equipped with the skills and resources needed to thrive in high-demand careers. These efforts not only address immediate workforce needs but also contribute to the long-term economic growth of Jefferson Parish.

2. A description of how the Local Board will coordinate workforce development activities carried out in the local area with statewide rapid response activities (§ 679.560(b)(7)).

Coordination of Local Workforce Development Activities with Statewide Rapid Response Activities

The JPWDB works in close collaboration with the Louisiana Workforce Commission (LWC) and other stakeholders to deliver effective and timely rapid response activities. These initiatives are designed to minimize the impact of workforce reductions, helping dislocated workers transition into new employment while assisting employers in managing layoffs or closures. Through a proactive and comprehensive approach, JPWDB ensures that both workers and businesses receive the support they need during times of economic uncertainty.

Proactive Strategies for Rapid Response

JPWDB's rapid response efforts are rooted in early intervention. By monitoring Worker Adjustment and Retraining Notification (WARN) Act reports and engaging with employers as soon as layoffs or closures are anticipated, the board can respond quickly to emerging challenges. Rapid response teams collaborate with affected businesses to assess their specific needs and develop tailored solutions. This may include helping employers communicate changes to their workforce, identifying opportunities for worker retention, or connecting businesses to resources that support economic stability.

A cornerstone of these efforts is worker assistance sessions, which are often conducted onsite to maximize accessibility. During these sessions, dislocated workers receive critical resources, including guidance on unemployment insurance, job search tools, and access to training opportunities. Participants are also introduced to the services available at the Eastbank and Westbank American Job Centers (AJCs), ensuring a seamless transition to comprehensive workforce support.

Comprehensive Support for Dislocated Workers

JPWDB provides a wide range of services to help dislocated workers navigate their transition into new roles. Through individualized career counseling and skills assessments, workers can identify their strengths and explore pathways to sustainable employment. Training programs play a vital

role in these efforts. Individual Training Accounts (ITAs) enable workers to pursue certifications in high-demand fields such as healthcare, advanced manufacturing, and information technology. On-the-Job Training (OJT) programs allow participants to earn wages while gaining hands-on experience, with employers benefiting from wage reimbursements that offset training costs. For larger-scale layoffs, JPWDB offers customized retraining programs designed to prepare workers for opportunities in growing industries.

Beyond training and job placement, the board recognizes the importance of addressing the broader needs of dislocated workers. Through partnerships with local nonprofits and community organizations, participants can access financial counseling, mental health services, and housing assistance. This holistic approach ensures that workers are supported not only in their career transitions but also in overcoming personal challenges that might hinder their success.

Alignment with Statewide Initiatives

JPWDB's rapid response activities are closely aligned with statewide strategies to ensure consistency, resource sharing, and maximum impact. The HIRE system serves as a central platform for connecting dislocated workers to job opportunities and training programs across Louisiana. By leveraging this statewide network, participants gain access to a broader range of resources that extend beyond the local area.

The board also utilizes state funding to support retraining programs in critical industries, ensuring that workers are prepared to meet the demands of Louisiana's evolving economy. Regular collaboration with the Louisiana Workforce Commission and other regional workforce boards facilitates the sharing of best practices and enhances the coordination of rapid response efforts.

Business Engagement and Workforce Retention

Recognizing the critical role of employers in workforce stability, JPWDB actively engages with businesses to mitigate the risk of layoffs and support economic growth. Incumbent Worker Training (IWT) programs help businesses upskill their current workforce, enhancing productivity and reducing the likelihood of downsizing. Additionally, JPWDB collaborates with economic development agencies to identify opportunities for business expansion and workforce retention, creating pathways for long-term sustainability.

Employers are also supported through customized solutions tailored to their unique challenges. Whether addressing immediate workforce adjustments or planning for future growth, these partnerships ensure that businesses remain competitive and well-positioned in a dynamic economic landscape.

Conclusion

JPWDB's coordination of rapid response activities reflects its commitment to fostering resilience among workers and employers in Jefferson Parish. By integrating early intervention, comprehensive local services, and alignment with statewide initiatives, the board effectively mitigates the impacts of layoffs and closures. Through proactive strategies and strong partnerships, JPWDB ensures that dislocated workers are equipped for new opportunities and that businesses are supported in maintaining stability, contributing to a stronger and more adaptable regional economy.

- F. Provide a description of how the local area will provide youth activities including:
1. A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (§ 679.560(b)(8)).

Description and Assessment of Youth Workforce Investment Activities

The JPWDB demonstrates a steadfast commitment to addressing the unique needs of youth through its workforce investment activities. Guided by the Workforce Innovation and Opportunity Act (WIOA) and overseen by the Youth Committee, these initiatives aim to prepare youth for successful transitions into education, employment, or advanced training. By aligning with local labor market demands and leveraging strong community partnerships, JPWDB ensures that youth, including those with disabilities, are equipped with the skills and resources needed to thrive in the workforce.

Comprehensive Youth Workforce Activities

JPWDB offers a diverse range of programs tailored to meet the needs of in-school and out-of-school youth. These activities focus on fostering academic achievement, occupational skill development, and personal growth.

Education and Training Opportunities: Youth programs prioritize academic success by providing tutoring, dropout prevention strategies, and alternative secondary school options. Partnerships with local educational institutions, such as Delgado Community College and River Parishes Community College, help participants seamlessly transition into post-secondary education or vocational training. These initiatives are particularly effective for youth at risk of leaving school prematurely, ensuring they earn their high school diploma or HSET and are prepared for further education or workforce entry.

Work-Based Learning Experiences: Work-based learning opportunities are integral to JPWDB's strategy, blending academic knowledge with practical workplace exposure. Programs such as internships, externships, and summer employment offer youth real-world experience while helping

them explore career interests and build professional networks. Aligning these opportunities with in-demand industries ensures participants gain transferable skills relevant to the local labor market.

Occupational Skills Training: JPWDB provides tailored training programs in high-demand sectors, including healthcare, advanced manufacturing, IT, and skilled trades. These programs enable participants to earn industry-recognized credentials, enhancing their employability and creating pathways to sustainable careers. Training is designed to align with local workforce needs, ensuring youth are equipped with the competencies employers value most.

Supportive Services and Mentoring: To address barriers that may hinder youth participation, JPWDB offers comprehensive supportive services. These include mentoring, financial literacy education, and access to transportation and childcare resources. Wraparound services ensure youth receive the holistic support needed to achieve both immediate and long-term goals.

Inclusive Services for Youth with Disabilities

JPWDB ensures that all programs are accessible to youth with disabilities, addressing their unique challenges and fostering inclusion.

Tailored Resources and Accommodations: Youth with disabilities benefit from customized services, such as assistive technologies, adaptive training tools, and physical accommodations. These resources enable full participation in workforce activities and training environments.

Collaborative Partnerships: Strong partnerships with organizations such as Louisiana Rehabilitation Services (LRS) and Goodwill Industries provide targeted support for youth with disabilities. These collaborations focus on developing customized employment plans that align with participants' abilities and aspirations, while offering ongoing support to ensure successful transitions into employment.

Successful Models: JPWDB employs several proven models to support youth with disabilities. For example, job readiness workshops and mentoring initiatives are tailored to provide a combination of skills training and emotional support. These programs have demonstrated success in helping participants gain confidence, build professional networks, and secure meaningful employment.

Strategic Focus and Assessment

JPWDB takes a strategic approach to ensuring youth workforce investment activities are both impactful and widely accessible.

Emphasis on Out-of-School Youth: Recognizing the significant challenges faced by out-of-school youth, JPWDB dedicates at least 50% of WIOA youth funds to this population. Programs are

designed to address barriers such as limited educational attainment and lack of work experience, providing targeted resources that help participants overcome these obstacles.

Commitment to Work-Based Learning: A minimum of 20% of WIOA youth funds is allocated to work-based learning opportunities. These experiences are critical for youth who have had limited exposure to professional environments, offering practical skills and real-world insights that enhance employability.

Accessibility and Flexibility: Youth activities are available through a network of service providers, ensuring programs are conveniently located throughout Jefferson Parish. Flexible scheduling options, including evening and weekend programs, accommodate the diverse needs of participants, particularly those managing family or other responsibilities.

Ongoing Evaluation and Improvement

JPWDB continuously evaluates the effectiveness of its youth programs to ensure alignment with local workforce demands and participant needs. The competitive Request for Proposal (RFP) process ensures that only innovative, high-quality service providers are funded. Regular assessments by the Youth Committee examine program outcomes, including participant satisfaction, credential attainment, and employment rates. Feedback from stakeholders informs program enhancements, driving continuous improvement.

Conclusion

JPWDB's youth workforce investment activities provide comprehensive and inclusive support for young individuals in Jefferson Parish. Through strong oversight by the Youth Committee, a focus on education and skills training, and a commitment to accessibility, JPWDB empowers youth to overcome barriers and achieve long-term success. By fostering strategic partnerships and aligning programs with local labor market needs, JPWDB ensures that its initiatives not only enhance the lives of participants but also contribute to the economic vitality of the region.

2. A description of how local areas will meet the minimum expenditure rate for out-of-school youth.

Meeting the Minimum Expenditure Rate for Out-of-School Youth

The JPWDB is committed to meeting and exceeding the Workforce Innovation and Opportunity Act (WIOA) requirement to allocate at least 50% of youth funds toward out-of-school youth. By focusing on innovative programs, strategic outreach, and continuous oversight, the Board ensures these resources effectively address the needs of this priority population.

Strategic Funding Allocation

JPWDB ensures compliance with federal expenditure requirements through careful planning and monitoring of youth program budgets. At least half of all WIOA youth funds are dedicated to programs and services for out-of-school youth, including initiatives aimed at re-engaging disconnected individuals. These funds are allocated to a variety of activities, such as HISET preparation, occupational skills training, career pathways, and work-based learning experiences. By aligning expenditures with local labor market needs, the Board maximizes the impact of these investments, equipping out-of-school youth with the skills and credentials necessary for sustainable employment.

Tailored Programs and Outreach Initiatives

To effectively reach out-of-school youth, JPWDB employs targeted strategies to identify and engage eligible individuals who are not enrolled in education or employed. The Board collaborates with community organizations, schools, and local agencies to connect with disconnected youth, including those facing significant barriers such as poverty, homelessness, or disabilities.

Programs are designed to meet the unique needs of out-of-school youth through:

- **Flexible Scheduling:** Training and educational opportunities accommodate participants' diverse life circumstances, including those balancing family or other responsibilities.
 - **Wraparound Services:** Comprehensive support services, such as transportation, childcare, and financial literacy, help youth overcome barriers to participation.
 - **Career Pathway Development:** Programs offer clear steps toward credential attainment and career readiness, empowering participants to achieve long-term success in the workforce or further education.
-

Oversight and Accountability

The Youth Committee provides strong oversight to ensure that programs for out-of-school youth are impactful and that expenditure requirements are consistently met. Regular evaluations assess program effectiveness, focusing on key metrics such as credential attainment rates, job placement outcomes, and participant satisfaction. Service providers are held to high standards, with partnerships regularly reviewed to ensure alignment with JPWDB's goals and priorities.

Data-driven decision-making informs future resource allocation, ensuring funds are directed toward programs that deliver measurable results. This continuous monitoring process not only maintains

compliance with WIOA mandates but also ensures that the Board's efforts remain responsive to the evolving needs of out-of-school youth in Jefferson Parish.

Conclusion

JPWDB's strategic focus on out-of-school youth reflects its commitment to fostering equitable opportunities and addressing workforce disparities. By prioritizing this population in funding, program design, and outreach, the Board empowers disconnected youth to overcome barriers and achieve their potential. Through rigorous oversight and a focus on impactful initiatives, JPWDB ensures that its programs not only meet federal requirements but also contribute to the long-term vitality of the local workforce.

- G. Provide a description of how the local area will provide services to individuals with barriers to employment⁸ as outlined in the Combined State Plan:
1. Provide information on how priority will be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E) (§ 679.560(b)(21)).

Comprehensive Services for Individuals with Barriers to Employment

The Jefferson Parish Workforce Development Board (JPWDB) is committed to fostering equitable access to workforce opportunities for individuals facing barriers to employment. Guided by the Workforce Innovation and Opportunity Act (WIOA) Section 134(c)(3)(E) and the Combined State Plan, JPWDB prioritizes services for recipients of public assistance, low-income individuals, and those who are basic skills deficient. Through targeted outreach, tailored programming, and robust supportive services, JPWDB ensures that these populations have the tools and resources necessary to achieve meaningful and sustainable employment.

Priority of Service Policy

JPWDB follows a structured hierarchy of priority for delivering workforce services, ensuring that vulnerable populations are prioritized. This hierarchy, outlined in the Jefferson Parish Workforce Development Board LWDA 11 Priority of Service Policy 2021-013, provides clear guidance on the order of service delivery:

1. **First Priority:** Veterans and eligible spouses who are also part of the priority groups for WIOA Adult funds, such as recipients of public assistance, low-income individuals, or those who are basic skills deficient.

2. **Second Priority:** Non-covered individuals who are part of the WIOA Adult priority groups (e.g., low-income or basic skills deficient).
3. **Third Priority:** Veterans and eligible spouses who are not part of WIOA's priority groups (e.g., not low-income or basic skills deficient).
4. **Fourth Priority:** Priority populations established by the Governor and/or Local Workforce Development Board (WDB).
5. **Last Priority:** Non-covered individuals who do not fall into any priority groups.

This system ensures that veterans, eligible spouses, and other vulnerable groups receive first access to individualized career services, training, and supportive services, optimizing their chances for successful workforce integration.

Prioritizing Services for Populations with Barriers

JPWDB centers its services around identifying and addressing the specific needs of individuals with significant challenges accessing the workforce. These include recipients of public assistance, such as Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) beneficiaries, as well as individuals below federal poverty guidelines or those lacking basic literacy and numeracy skills.

Assessment and Enrollment: American Job Centers (AJCs) serve as the primary entry point for participants, conducting comprehensive assessments to identify barriers and prioritize services. Enrollment policies ensure that WIOA Adult formula funds are allocated with emphasis on priority populations.

Targeted Outreach Initiatives: JPWDB collaborates with community organizations, public assistance agencies, and local nonprofits to identify and engage individuals who could benefit from workforce services. Outreach strategies include digital campaigns, traditional media, and community-based events to connect with underserved populations.

Tailored Programs and Services

To address specific barriers, JPWDB provides a variety of programs designed to build foundational skills, offer targeted training, and provide holistic support.

- **Foundational Skills Development:** HISET preparation, adult literacy programs, and digital literacy training address gaps in education and employability.
- **Training and Career Advancement:** Individual Training Accounts (ITAs) and On-the-Job Training (OJT) opportunities are provided in high-demand industries like healthcare, advanced manufacturing, and information technology. Programs are aligned with employer needs, ensuring participants are prepared for in-demand roles.

Comprehensive Supportive Services

JPWDB recognizes that logistical and financial challenges often hinder workforce participation. To address these issues, the Board provides a range of supportive services:

- **Transportation Assistance:** Public transit passes, fuel stipends, and ride-share programs enable participants to access training and employment opportunities.
 - **Childcare Support:** Subsidized childcare ensures parents can engage fully in workforce programs.
 - **Financial Counseling:** Budget management and financial literacy training help participants plan for long-term stability.
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Equity-Focused Practices

Equity is integral to JPWDB's operations. By embedding equity-focused practices, the Board actively addresses systemic disparities:

- **Data-Driven Decision-Making:** Regular analysis of program data ensures equitable distribution of resources.
 - **Continuous Staff Training:** Workforce staff receive ongoing training in cultural competence and implicit bias to foster an inclusive environment.
 - **Community Collaboration:** Partnerships with advocacy organizations and community groups enhance program accessibility and responsiveness.
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Conclusion

JPWDB's comprehensive approach to prioritizing services for individuals with barriers to employment ensures equitable access and meaningful support. By adhering to a structured priority system, tailoring programs to specific needs, and addressing systemic inequities, the Board empowers vulnerable populations to achieve sustainable careers, contributing to the economic vitality of Jefferson Parish.

6. Describe how the local workforce area will ensure equitable access to workforce and educational services through the following actions:
 - Disaggregating data by race, gender and target population to reveal where disparities and inequities exist in policies and programs.
 - Developing equity goals in conjunction with the education system and prepare action plans to achieve them.

- Exposing more high school students, particularly young women and minorities, to careers in science, technology, engineering and math fields.
- Exploring how effective mentor programs can be expanded to adults, particularly those who are displaced and moving to a new career.
- Providing training to workforce program staff on data-driven approaches to address equity gaps.
- Ensuring workforce services are strategically located in relation to the populations in most need.

Ensuring Equitable Access to Workforce and Educational Services

The JPWDB is committed to fostering an equitable workforce system that prioritizes inclusion and eliminates disparities in access and outcomes. Through data-driven strategies, collaborative planning, and targeted initiatives, the Board addresses systemic inequities and ensures that all individuals have opportunities to succeed in the workforce.

Using Data to Identify Inequities

The JPWDB leverages disaggregated data by race, gender, and target population to uncover disparities in workforce programs and policies. This comprehensive analysis provides actionable insights into participation rates, training outcomes, and employment metrics across diverse demographics. Identifying these gaps allows the Board to refine service delivery models, reallocate resources, and prioritize underserved populations, ensuring equitable access to training and employment opportunities.

For example, if data reveals underrepresentation of certain groups in high-demand industries, the Board develops targeted outreach and tailored programming to address these gaps. This approach ensures that equity efforts are grounded in evidence and responsive to the unique needs of the Jefferson Parish community.

Developing Equity Goals and Action Plans

JPWDB collaborates with educational institutions, community organizations, and local government to establish equity goals that address systemic barriers. Action plans are developed to create pathways for underserved populations, such as non-native English speakers and individuals with disabilities, to access high-quality training and education. These plans include:

- Increasing availability of bilingual training programs.
- Enhancing accommodations for individuals with disabilities in training environments.
- Expanding wraparound services to support participation.

By aligning these goals with the Combined State Plan, JPWDB ensures a cohesive approach that integrates local efforts with broader statewide equity initiatives.

Expanding Access to STEM Careers

Increasing exposure to science, technology, engineering, and math (STEM) careers is a priority for JPWDB, particularly for young women and minorities who are underrepresented in these fields. Through partnerships with local high schools, STEM organizations, and post-secondary institutions, the Board organizes career fairs, mentorship programs, and dual enrollment opportunities that introduce students to STEM industries.

Programs are designed to be hands-on and engaging, offering activities such as coding workshops, robotics challenges, and laboratory visits. By fostering early interest and providing clear pathways to STEM careers, JPWDB aims to bridge representation gaps and prepare the next generation of workers for high-demand roles in technology and engineering.

Expanding Mentorship Opportunities for Adults

Mentorship programs are an essential component of JPWDB's strategy to support adults transitioning into new careers. These programs connect participants with industry professionals who provide guidance, networking opportunities, and career advice. Mentorship is especially valuable for displaced workers and those entering unfamiliar industries, offering them the confidence and support needed to navigate career changes successfully.

JPWDB collaborates with employers and community organizations to expand mentorship opportunities, ensuring alignment with industry needs and relevance to participants' career goals. By building professional connections, mentorship programs enhance participants' ability to secure sustainable employment.

Equipping Workforce Staff with Equity Tools

To ensure effective service delivery, JPWDB invests in regular training for workforce program staff on data-driven approaches to address equity gaps. Training includes topics such as:

- Implicit bias awareness.
- Culturally competent service delivery.
- Analyzing and using data to inform equity strategies.

These efforts equip staff with the knowledge and tools needed to serve diverse populations with sensitivity and effectiveness, fostering an inclusive environment within American Job Centers (AJCs).

Strategic Location of Workforce Services

JPWDB strategically locates its workforce services in areas with the greatest need to maximize accessibility for underserved populations. AJCs are positioned within communities facing systemic barriers to employment, ensuring proximity to the populations they serve. Centers are equipped with multilingual staff, ADA-compliant facilities, and digital access points, reducing physical, linguistic, and technological barriers to service engagement.

Furthermore, mobile workforce units extend the reach of services to rural and remote areas, providing resources such as career counseling, job search tools, and training information directly to underserved communities.

Conclusion

The JPWDB's commitment to equity is reflected in its comprehensive approach to addressing disparities and ensuring inclusive access to workforce services. By analyzing data to identify inequities, collaborating with partners to develop actionable goals, and implementing targeted initiatives, the Board creates opportunities for all individuals to succeed. These efforts not only strengthen the workforce in Jefferson Parish but also contribute to the broader goal of social and economic equity, positioning the region as a model for inclusive workforce development.

- H. Provide a description of training policies and activities in the local area, including:
1. How local areas will meet the annual Training Expenditure Requirement;

Training Policies and Activities in the Local Area

The JPWDB adopts strategic training policies to align workforce development efforts with local economic needs and the Workforce Innovation and Opportunity Act (WIOA) requirements. By focusing on targeted resource allocation, collaborative partnerships, and innovative training models, JPWDB ensures that participants acquire the skills and credentials necessary to thrive in the labor market while meeting the needs of local employers.

Meeting the Annual Training Expenditure Requirement

JPWDB is dedicated to fulfilling WIOA's annual training expenditure mandate by implementing efficient funding strategies and promoting high-impact training programs. This approach ensures that training investments directly support Jefferson Parish's economic and workforce priorities.

Strategic Allocation of Funds

To meet the WIOA-mandated requirement of allocating at least 20% of Adult and Dislocated Worker program funds to training, JPWDB carefully directs resources toward programs that yield measurable outcomes for participants and employers. Training funds are prioritized for:

- **Individual Training Accounts (ITAs):** ITAs remain a cornerstone of JPWDB's strategy, allowing participants to enroll in high-demand occupation training programs. These programs focus on sectors critical to the local economy, such as healthcare, advanced manufacturing, and information technology. ITAs provide participants with access to industry-recognized credentials, enhancing employability and career mobility.
- **On-the-Job Training (OJT):** OJT programs are designed to meet both training expenditure requirements and employer needs by facilitating hands-on learning opportunities. Participants earn wages while acquiring practical skills, and employers receive wage reimbursements to offset training costs.
- **Customized Training Programs:** Collaborations with local employers enable the development of tailored training solutions that address specific workforce gaps. These programs ensure participants are job-ready upon completion, creating immediate employment opportunities in critical industries.

Proactive Partnerships and Targeted Training

JPWDB partners with community colleges, technical schools, and local businesses to design training programs that are responsive to labor market demands. These partnerships ensure that training aligns with employer needs and prepares participants for high-demand roles. Additionally, JPWDB leverages local and state labor market data to identify emerging trends and adjust training offerings accordingly.

Tracking and Accountability

JPWDB employs robust tracking and reporting mechanisms to ensure compliance with WIOA training expenditure requirements. Expenditure tracking systems monitor the allocation of funds across various training programs, providing transparency and accountability. Regular reviews and data analysis help the Board evaluate program effectiveness, identify areas for improvement, and optimize resource allocation.

Performance Monitoring: Key performance metrics, such as credential attainment rates, employment outcomes, and wage increases, are tracked to assess the impact of training

investments. These metrics inform continuous improvement efforts and ensure that training programs meet the needs of both participants and the local economy.

Alignment with WIOA Guidelines: Compliance with WIOA guidelines is a top priority. JPWDB ensures that training expenditures not only meet mandated levels but are also strategically directed to achieve maximum impact. Regular reporting to state and federal agencies demonstrates adherence to requirements and highlights the Board’s commitment to transparency.

Conclusion

JPWDB’s commitment to meeting the annual training expenditure requirement is reflected in its strategic funding, collaborative partnerships, and focus on high-demand training programs. By aligning training investments with local workforce needs, the Board ensures that participants are equipped with the skills and credentials required for career success. These efforts not only fulfill WIOA mandates but also contribute to the economic vitality and resilience of Jefferson Parish.

2. How local areas will encourage the use of work-based learning strategies, including the local area goals for specific work-based learning activities and proposed outcomes related to these activities;

Encouraging the Use of Work-Based Learning Strategies

Work-based learning is a fundamental component of the Jefferson Parish Workforce Development Board’s (JPWDB) strategy to bridge the gap between education and employment. These programs provide participants with hands-on experience, allowing them to acquire practical skills while addressing the workforce needs of local employers. By promoting a variety of work-based learning activities and setting ambitious goals, JPWDB ensures these efforts have a measurable impact on both participants and the regional economy.

Types of Work-Based Learning Activities

JPWDB promotes a diverse array of work-based learning activities tailored to meet the needs of job seekers and employers in high-demand industries:

- **On-the-Job Training (OJT):** OJT programs offer participants the opportunity to earn wages while acquiring job-specific skills directly in the workplace. These programs are structured to transition participants into permanent roles within the organization, providing a sustainable path to employment.
- **Internships and Externships:** Short-term, structured work experiences enable participants to explore career options, build professional networks, and gain industry-specific

knowledge. These programs are particularly effective for young adults and individuals transitioning to new industries.

- **Registered Apprenticeships:** JPWDB supports apprenticeship programs that combine paid employment with formal training. These programs offer a proven pathway to skilled careers in industries such as healthcare, manufacturing, and information technology.
 - **Incumbent Worker Training (IWT):** IWT programs focus on upskilling current employees to enhance their productivity and competitiveness. These initiatives help businesses retain talent while creating opportunities for employee advancement.
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Goals and Proposed Outcomes

JPWDB has established clear goals and outcomes for work-based learning programs, ensuring alignment with local workforce needs and participant success:

- **Increased Participation:** The Board aims to grow enrollment in work-based learning programs by 10% annually, with a focus on underserved populations, including individuals with barriers to employment.
 - **Credential Attainment:** At least 70% of participants in work-based learning programs are expected to earn industry-recognized credentials, equipping them with the qualifications needed for long-term career success.
 - **Job Placement and Retention:** JPWDB seeks to achieve a 75% job placement rate for participants completing OJT and apprenticeship programs, with an emphasis on transitioning participants into high-demand, high-wage roles.
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Employer Engagement and Partnerships

Engaging employers is a critical element of JPWDB's strategy to expand work-based learning opportunities. The Board actively collaborates with businesses to promote the benefits of these programs, including wage reimbursements, enhanced employee retention, and access to a skilled talent pipeline.

- **Outreach and Education:** Through workshops, business roundtables, and direct consultations, JPWDB educates employers on the value of work-based learning. These efforts highlight program incentives and showcase successful case studies to encourage participation.
 - **Collaborative Partnerships:** Partnerships with community colleges, technical schools, and industry associations ensure that work-based learning opportunities align with labor market demands. These collaborations also help develop customized training programs tailored to the specific needs of local employers.
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Supportive Services for Participants

JPWDB recognizes that many participants face barriers that could prevent them from engaging in work-based learning opportunities. To address these challenges, the Board provides comprehensive supportive services, including:

- **Transportation Assistance:** Financial support for transportation ensures participants can attend training and job sites reliably.
- **Childcare Support:** Subsidized childcare services reduce the burden on parents participating in training programs.
- **Stipends and Equipment:** Participants receive stipends or funding for necessary tools, uniforms, or equipment required for their roles.

These services are designed to remove logistical and financial obstacles, enabling participants to fully engage in training and employment opportunities.

Conclusion

By fostering innovative work-based learning strategies, JPWDB bridges the gap between workforce development and employer needs. Through OJT, internships, apprenticeships, and other programs, participants gain hands-on experience and industry-recognized credentials that prepare them for meaningful careers. Simultaneously, employers benefit from a skilled, adaptable workforce capable of meeting the demands of a dynamic economy. By promoting these initiatives, providing supportive services, and collaborating with local partners, JPWDB drives economic growth and strengthens workforce resilience in Jefferson Parish.

3. Provide a copy of the local Individual Training Account Policy and describe how training services outlined in WIOA Sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (§ 679.560(b)(18)); and

Individual Training Account (ITA) Policy and Training Services Provision

The JPWDB strategically utilizes Individual Training Accounts (ITAs) as a primary mechanism for delivering training services in alignment with WIOA Section 134. This approach empowers participants by providing access to high-quality training programs aligned with local labor market demands while ensuring informed customer choice, equitable access, and robust support systems. The ITA policy is designed to enhance participant outcomes, foster employer satisfaction, and ensure compliance with federal and state regulations.

Overview of the Individual Training Account (ITA) Policy

The ITA policy outlines the funding and delivery framework for eligible participants to enroll in training programs that lead to employment in high-demand industries.

- **Eligibility Criteria:** ITAs are available to individuals determined eligible for WIOA Adult, Dislocated Worker, or Youth services. Priority is given to individuals with barriers to employment, including low-income individuals, recipients of public assistance, and those who are basic skills deficient. Veterans and eligible spouses receive the highest priority for services, as stipulated under the Priority of Service Policy 2021-013.
- **Funding Limits and Duration:** The JPWDB sets funding caps to ensure equitable distribution of resources, with exceptions made for critical industries where costs may exceed standard caps. This ensures that resources are directed to areas with the highest workforce demand.
- **Approved Training Providers:** Participants are required to select programs from the State Eligible Training Provider List (ETPL), which includes providers that meet rigorous standards for program quality, alignment with labor market needs, and strong participant outcomes.

Provision of Training Services

JPWDB employs ITAs as the foundation for delivering training services while coordinating them with contractual training solutions for specific workforce needs.

- **Use of ITAs for Training Services:** Participants work with career counselors to develop an Individual Employment Plan (IEP) that outlines career goals and identifies the required training programs. Using tools like CareerEdge, participants can evaluate career pathways, develop resumes, and access modules on professional skills, ensuring readiness for training. ITAs cover tuition, fees, and associated costs, providing participants with flexibility in selecting programs that align with their career aspirations.
- **Coordination with Contracts for Training Services:** The JPWDB supplements ITAs with contracts for training in scenarios where specialized solutions are needed. Examples include:
 - **Customized Training:** Contracts with local employers to address specific skill gaps through tailored training.
 - **On-the-Job Training (OJT):** Agreements with employers to provide participants with hands-on training while reimbursing a portion of wages.
 - **Incumbent Worker Training (IWT):** Targeted upskilling for existing employees to enhance business productivity and worker retention. This dual approach ensures that participants can seamlessly transition from foundational training under ITAs to advanced training under contracts.

Ensuring Informed Customer Choice

The JPWDB prioritizes informed customer choice by providing participants with transparent information and personalized guidance to select the most suitable training programs.

- **Access to the Eligible Training Provider List (ETPL):** Participants are provided access to detailed information about training providers and programs, including costs, expected completion times, job placement rates, and average wages for graduates.
 - **Career Counseling and Workshops:** Career advisors offer one-on-one counseling to review program outcomes, labor market trends, and potential career pathways. Workshops and information sessions at American Job Centers (AJCs) further assist participants in understanding the ITA process and exploring high-demand opportunities.
 - **Technology Integration:** Tools like CareerEdge enhance customer choice by offering career inventories and mock applications, ensuring participants are well-informed and confident in their program selections.
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Conclusion

The JPWDB's ITA policy is integral to its workforce development strategy, offering participants access to high-quality, tailored training services that align with labor market needs. By combining ITAs with contracts for specialized training and ensuring informed customer choice, the JPWDB equips participants with the tools and resources needed for long-term career success. These efforts bolster the regional economy by preparing a skilled and adaptable workforce while meeting the needs of local employers.

4. Provide a copy of the local training provider approval policy and procedures. Describe how the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers and jobseekers.

Local Training Provider Approval Policy and Procedures

The JPWDB implements a robust policy framework and procedural system to approve and oversee training providers. This ensures that providers deliver high-quality, results-oriented programs that meet the workforce needs of local employers, workers, and job seekers. By fostering continuous improvement and aligning services with labor market demands, the JPWDB helps create a skilled and competitive workforce.

Training Provider Approval Policy and Procedures

The JPWDB's training provider approval process aligns with the Workforce Innovation and Opportunity Act (WIOA) requirements, focusing on transparency, accountability, and responsiveness to local economic needs.

Applications for inclusion on the Eligible Training Provider List (ETPL) are evaluated by the **Louisiana Workforce Commission (LWC)** based on pre-established criteria, such as alignment with state workforce priorities, performance history, and the ability to meet participant needs. While JPWDB does not directly evaluate these applications, it plays a supporting role by guiding training providers through the application process and ensuring that local training needs are effectively communicated to LWC.

Inclusion on the ETPL: Approved providers are added to the State Eligible Training Provider List (ETPL), making their programs accessible to participants utilizing Individual Training Accounts (ITAs).

Annual Renewal and Performance Review: Providers must renew their eligibility through LWC annually by submitting updated information on program performance. Metrics such as credential attainment, employment outcomes, and participant satisfaction are reviewed to ensure compliance with standards. Providers that fail to meet minimum benchmarks may face probation or removal from the ETPL.

Ensuring Continuous Improvement of Training Providers

The JPWDB employs a proactive and data-driven approach to ensure that training providers continuously enhance their services and adapt to changing workforce needs.

Performance Monitoring and Accountability: Training providers are evaluated using key performance indicators (KPIs), including:

- Program completion and credential attainment rates.
- Employment rates in related fields.
- Average wages of program graduates.

Providers that underperform are offered technical assistance to address gaps but may be subject to probation or removal from the ETPL if improvements are not achieved.

Feedback Mechanisms:

- **Participant Feedback:** Surveys and focus groups capture participant experiences and satisfaction levels, providing valuable insights into program effectiveness and areas for improvement.
- **Employer Feedback:** Employers hiring program graduates provide feedback on the relevance, quality, and applicability of training. This ensures that programs remain aligned with industry standards and expectations.

Technical Assistance and Capacity Building: To support continuous improvement, JPWDB provides technical assistance to training providers, including workshops on curriculum development, instructional techniques, and strategies to improve participant outcomes. Providers also have access to best practices in addressing the unique needs of underrepresented populations.

Meeting the Employment Needs of Local Employers, Workers, and Job Seekers

The JPWDB prioritizes alignment between training programs and local labor market needs, ensuring that training providers deliver maximum value to all stakeholders.

Labor Market Alignment: Training programs must focus on high-demand industries identified through labor market analysis, including healthcare, advanced manufacturing, information technology, and skilled trades. Regular engagement with employers ensures training remains responsive to current and emerging workforce trends.

Employer Engagement: Employers are actively involved in evaluating and shaping training programs. Advisory councils composed of industry representatives provide guidance on program relevance, curriculum design, and required skills. These partnerships ensure that training outcomes align with real-world employer needs.

Integration with Workforce Services: Training providers work collaboratively with American Job Centers (AJCs) to provide holistic participant support, including career counseling, supportive services, and job placement assistance. Additionally, providers partner with employers to offer work-based learning opportunities, such as internships and apprenticeships, ensuring participants gain practical experience and are prepared for successful transitions into the workforce.

Conclusion

The JPWDB's comprehensive training provider approval policy and continuous improvement processes ensure that eligible providers deliver high-quality, relevant, and impactful training programs. By aligning training services with local labor market needs, fostering collaboration with employers, and maintaining rigorous performance monitoring, the JPWDB supports the career success of participants and addresses the workforce needs of local businesses. These efforts contribute to Jefferson Parish's economic vitality and enhance the community's overall resilience.

- I. Describe if the local workforce Board will authorize the transfer of WIOA Title IB workforce funds, including the maximum dollar amount and/or percentage that is authorized to be transferred on an annual basis:
 1. To transfer funds between the adult and dislocated worker funding streams.

Transfer and Use of WIOA Title IB Workforce Funds

The JPWDB authorizes the transfer of funds between the Adult and Dislocated Worker funding streams to optimize the allocation of resources and respond effectively to local workforce challenges. This flexibility ensures that funds are used where they are most needed to support Jefferson Parish's economic growth and workforce resilience.

Maximum Transfer Allowance: The JPWDB permits the **transfer of up to 100% of funds** between the Adult and Dislocated Worker funding streams annually, contingent on approval by the Louisiana Workforce Commission (LWC). This policy provides the Board with the flexibility to address dynamic workforce needs, such as shifting unemployment rates or emerging industry demands.

Strategic Decision-Making: Transfer decisions are based on robust data analysis and stakeholder input. The JPWDB considers key factors, including:

- **Labor Market Conditions:** In times of high unemployment or mass layoffs, funds may be shifted to the Dislocated Worker stream to provide enhanced reemployment services. Conversely, during periods of economic growth, the Adult funding stream may be prioritized to support upskilling initiatives for underemployed or low-income individuals.
- **Program Performance:** Ongoing performance metrics, such as enrollment numbers, completion rates, and employment outcomes, inform transfer decisions to ensure programs operate efficiently and effectively.
- **Participant Demographics:** The JPWDB evaluates the demographics of program participants to identify underserved populations and allocate resources accordingly.

Approval Process: Transfer requests are carefully reviewed by the Board to ensure alignment with the Local Workforce Plan and the Combined State Plan. Each request is supported by a detailed analysis of workforce conditions and program needs. Approval by the Louisiana Workforce Commission is sought to finalize transfers.

Accountability and Monitoring

To ensure that fund transfers achieve their intended outcomes, the JPWDB employs comprehensive monitoring systems and accountability measures.

Performance Metrics: The JPWDB tracks key indicators, including the number of participants served, credential attainment rates, job placement rates, and wage growth post-training. These metrics assess the effectiveness of transferred funds in achieving program goals.

Expenditure Tracking: Detailed tracking systems monitor the allocation and use of transferred funds to ensure compliance with WIOA regulations and avoid overexpenditure or misallocation.

Continuous Improvement: Insights from fund transfers are used to refine policies and practices. Regular evaluations and stakeholder feedback help identify opportunities to enhance program delivery and maximize the impact of WIOA funds.

Conclusion

The JPWDB's policy for transferring funds between the Adult and Dislocated Worker funding streams reflects a commitment to adaptability and strategic resource management. By leveraging robust monitoring systems, stakeholder collaboration, and data-driven decision-making, the Board ensures that WIOA Title IB funds address local workforce priorities effectively. This approach supports economic growth, workforce stability, and the success of both employers and job seekers in Jefferson Parish.

2. To use funds for incumbent worker training as outlined in WIOA Sec. 134(d)(4)(A)(i).

Use of Funds for Incumbent Worker Training

The JPWDB supports the use of WIOA Title IB funds for incumbent worker training to promote workforce upskilling, employee retention, and business competitiveness. This initiative allows employers to strengthen their workforce while enabling employees to advance in their careers.

Under this policy, up to **20% of Adult and Dislocated Worker funds** may be allocated for incumbent worker training programs. These programs are developed in collaboration with local employers and focus on equipping workers with new or enhanced skills needed to adapt to technological advancements, process improvements, or market shifts. By investing in incumbent worker training, the JPWDB supports local businesses while fostering career growth for participants.

Employers participating in these programs are required to share training costs, with contribution rates determined by company size. For example, smaller employers contribute a lower percentage (10%), while larger organizations contribute up to 50%. This cost-sharing model ensures that both employers and workers have a stake in the success of the program. Outcomes such as increased productivity, worker retention, and wage growth are closely monitored to measure program effectiveness.

3. To use funds for transitional jobs as outlined in WIOA Sec. 134(d)(5).

Use of Funds for Transitional Jobs

Transitional jobs are a critical tool for addressing the needs of individuals with significant barriers to employment, such as those experiencing long-term unemployment, homelessness, or justice

system involvement. These time-limited, subsidized work experiences provide participants with the opportunity to develop essential workplace skills and establish a track record of employment.

The JPWDB allocates up to **10% of Adult and Dislocated Worker funds** for transitional job programs, in line with WIOA Section 134(d)(5). These programs are designed to serve individuals who face the greatest challenges in securing traditional employment. Participants are placed in structured work environments where they receive mentorship, job coaching, and support services to help them transition into unsubsidized employment. Local businesses and nonprofit organizations partner with the JPWDB to provide meaningful work experiences in high-demand industries.

The success of transitional job programs is measured through outcomes such as skill acquisition, employment retention, and the transition rate to unsubsidized jobs. By addressing both immediate employment barriers and long-term career readiness, these programs create pathways to sustainable employment for participants.

4. To use funds for pay for performance contracts as outlined in WIOA Sec. 133(b)(2-3).

Use of Funds for Pay-for-Performance Contracts

The JPWDB adopts Pay-for-Performance (P4P) contracts as an innovative strategy to ensure accountability and maximize the impact of workforce development investments. This model aligns funding with measurable outcomes, ensuring that service providers deliver results that meet the needs of job seekers, employers, and the local labor market. Authorized under WIOA Sections 133(b)(2-3), P4P contracts exemplify the Board's commitment to data-driven decision-making, resource optimization, and equitable service delivery.

Purpose of Pay-for-Performance Contracts

Pay-for-Performance contracts are designed to link provider compensation directly to specific, verifiable outcomes. This approach incentivizes service providers to focus on meaningful results that align with the JPWDB's strategic priorities, such as increasing employment rates, credential attainment, and wage growth among participants. By rewarding outcomes rather than program inputs, P4P contracts foster innovation and ensure the efficient use of workforce resources.

The JPWDB authorizes up to **10% of Adult and Dislocated Worker funds** annually for P4P contracts. These funds are allocated to programs that address key workforce challenges and drive measurable improvements in participant outcomes.

Focus on High-Need Populations

The JPWDB prioritizes the use of P4P contracts to serve high-need populations, ensuring equity and inclusivity in workforce development. Key target groups include:

- **Youth and Out-of-School Youth:** Programs under P4P contracts focus on engaging youth who are disconnected from education and employment, helping them develop skills and transition into high-demand careers.
- **Individuals with Barriers to Employment:** This includes long-term unemployed individuals, recipients of public assistance, and participants with disabilities who face challenges entering or reentering the workforce.
- **Underrepresented Groups in High-Growth Industries:** Initiatives focus on placing women, minorities, and other underrepresented groups into high-demand fields such as STEM, healthcare, and advanced manufacturing.

For example, **Motivate Wellness Behavioral and Relationship Health Services LLC** delivers specialized counseling and guidance services under performance-based agreements, ensuring measurable improvements in participant outcomes such as job readiness and workplace retention.

Defining Success through Measurable Outcomes

The JPWDB structures P4P contracts with clearly defined benchmarks for success, ensuring that all activities directly contribute to workforce system goals. Outcome metrics may include:

- **Job Placement Rates:** The percentage of participants who secure employment in their chosen field.
- **Retention Rates:** The number of participants who remain employed for a specified period.
- **Credential Attainment:** The number of participants earning industry-recognized certifications or credentials.
- **Participant Earnings:** Increases in participant wages post-program completion.

Payments to providers are tied to achieving these outcomes, which ensures accountability and motivates high-quality service delivery. Rigorous data collection and verification processes are implemented to track performance and validate results.

Alignment with Local Workforce Needs

P4P contracts are integral to the JPWDB's strategy of aligning workforce services with local labor market demands. This alignment ensures that training programs produce a skilled workforce for in-demand industries while addressing employer needs.

- **Collaboration with Employers:** The JPWDB partners with local businesses to ensure that P4P-funded programs align with the skills required in high-growth sectors like healthcare, IT, and construction. Employer input helps define contract objectives and benchmarks.
- **Tailored Programs:** Contracts often focus on specific sectors or occupations, ensuring participants gain industry-relevant skills. For example, customized training programs for advanced manufacturing roles may emphasize certifications in CNC machining or robotics.

Continuous Improvement and Oversight

To maintain the effectiveness and relevance of P4P contracts, the JPWDB employs a robust system of continuous improvement and oversight. This process includes:

- **Performance Monitoring:** Providers are regularly evaluated based on their achievement of contracted outcomes. Key performance indicators (KPIs) such as placement rates, credential attainment, and wage increases are tracked to assess program success.
- **Stakeholder Engagement:** Feedback from participants, employers, and community partners informs the evaluation of P4P programs. This input ensures that contracts remain responsive to workforce needs and participant experiences.
- **Technical Assistance:** Underperforming providers receive targeted support to address challenges and implement best practices, fostering improvement and compliance with performance standards.

A Commitment to Innovation and Accountability

The JPWDB's adoption of Pay-for-Performance contracts reflects its commitment to innovation, accountability, and impactful workforce development. By tying funding to measurable outcomes, the Board ensures that public resources are used effectively to support Jefferson Parish's economic growth and workforce resilience. This model not only drives high-quality service delivery but also creates opportunities for participants to achieve meaningful, long-term employment success.

CHAPTER 5: PERFORMANCE GOALS AND EVALUATION: LOCAL

The plan must include information on the actions the Local Board will take toward becoming or remaining a high performing Board, consistent with the factors developed by the State Board (WIOA Sec. 101(d)(6)) and (§ 679.560(b)(17)).

- A. Provide information regarding the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA Sec. 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where

appropriate), eligible providers under WIOA Title I Subtitle B and the one-stop delivery system (core and required partners as applicable) in the local area (§ 679.560(b)(16)).

1. WIOA Performance Measures

High-Performance Board and WIOA Performance Measures

The JPWDB is dedicated to becoming and remaining a high-performing Board by implementing robust strategies aligned with the Workforce Innovation and Opportunity Act (WIOA) and State Board standards. The Board's commitment includes clear actions for achieving local performance goals, continuous improvement of the workforce system, and ensuring alignment with the needs of job seekers, workers, and employers.

Local Levels of Performance

To measure the performance of the local area, the JPWDB adheres to performance levels negotiated with the Governor and the chief elected official, ensuring compliance with WIOA Section 116(c). These metrics provide a foundation for evaluating the effectiveness of local fiscal agents, eligible providers, and one-stop delivery systems, encompassing both core and required partners.

WIOA Performance Measures Include:

- **Employment Rate (2nd and 4th Quarters Post-Exit):** Measures the percentage of program participants employed during the second and fourth quarters after program exit.
- **Median Earnings:** Assesses the median earnings of program participants who are employed during the second quarter after exit.
- **Credential Attainment Rate:** Tracks the percentage of participants who attain a recognized post-secondary credential or a high school diploma within a year of program completion, provided they also obtain employment or enter post-secondary education/training.
- **Measurable Skill Gains:** Measures the percentage of participants achieving measurable skills gains through education or training programs aligned with career objectives.
- **Effectiveness in Serving Employers:** Evaluates the workforce system's ability to meet the hiring and training needs of employers, a metric defined in collaboration with state and Local Boards.

**Negotiated Performance Levels for WIOA
Jefferson Parish (LWDA 11)**

	PY 2024	PY 2025
WIOA Title I Adult		
Employment Rate 2 nd quarter after exit	65.38%	65.38%
Employment Rate 4 th quarter after exit	65.10%	65.10%
Median Earnings in the 2 nd quarter after exit	\$6,555	\$6,555
Credential Attainment Rate	76.6%	76.6%
Measurable Skill Gains	75.57%	75.57%
Employment Rate 2 nd quarter after exit	65.19%	65.19%
Employment Rate 4 th quarter after exit	54.10%	54.10%
Median Earnings in the 2 nd quarter after exit	\$7,750	\$7,750
Credential Attainment Rate	74.33%	74.33%
Measurable Skill Gains	76.91%	76.91%
Employment Rate 2 nd quarter after exit	73.0%	73.0%
Employment Rate 4 th quarter after exit	74.0%	74.0%
Median Earnings in the 2 nd quarter after exit	\$4,250	\$4,250
Credential Attainment Rate	72.0%	72.0%
Measurable Skill Gains	50.67%	50.67%

These measures ensure a comprehensive evaluation of workforce programs and provide a data-driven approach to enhancing service delivery and outcomes.

High-Performance Strategies and Continuous Improvement

The JPWDB employs several strategies to ensure continuous improvement and maintain high performance across all workforce programs:

Enhanced Data Collection and Reporting: The JPWDB utilizes the HIRE (Helping Individuals Reach Employment) system for centralized data collection and reporting, allowing the Board to track participant outcomes across programs and identify areas for improvement. Regular updates to local performance metrics ensure the Board has access to timely data to assess program effectiveness and resource allocation.

Monthly and Quarterly Reporting:

- Monthly reports provide real-time updates on performance metrics, including job seeker outcomes, employer engagement, and training provider effectiveness.
- Quarterly data supplied by the Louisiana Workforce Commission (LWC) is integrated into local evaluation processes to ensure alignment with state-level performance standards.

Employer-Centered Metrics: In addition to traditional job seeker outcomes, the JPWDB tracks metrics focused on employer services, such as job vacancy fill times, employer market penetration, and repeat business customer retention rates. Specific employer-focused goals include increasing job postings, employer-based training participation, and the percentage of hires resulting from staff-assisted services.

Customized Reporting Tools: Tailored reports analyze specific performance indicators, such as ITA-funded training provider success rates and participant service outcomes at American Job Centers (AJCs), enabling data-driven decision-making.

Informed Decision-Making and Stakeholder Collaboration

The JPWDB fosters informed decision-making through collaboration with stakeholders, including state agencies, local employers, and community partners. This includes:

- **Regular Performance Reviews:** The Board conducts ongoing evaluations of all programs and partners to ensure alignment with negotiated performance levels and local workforce priorities.
- **Stakeholder Engagement:** Employers and training providers are actively involved in shaping workforce strategies, ensuring that local programs address evolving labor market needs.
- **Professional Development:** Staff at AJCs and partner organizations receive ongoing training to enhance their ability to deliver services that meet performance standards and improve participant outcomes.

Conclusion

The JPWDB's commitment to high performance is demonstrated through its rigorous monitoring of WIOA performance measures, continuous improvement initiatives, and proactive collaboration with stakeholders. By maintaining focus on data-driven decision-making, aligning resources with

workforce demands, and fostering a culture of accountability, the JPWDB ensures that its workforce system remains responsive, effective, and impactful. These efforts not only meet state and federal requirements but also position Jefferson Parish as a leader in workforce innovation and service delivery.

2. Additional State Performance Measures

Not applicable

- B. Provide a description of the current and planned evaluation activities and how this information will be provided to the Local Board and program administrators as appropriate.
1. What existing service delivery strategies will be expanded based on promising return on investment?

Evaluation Activities and Service Delivery Strategies

The JPWDB employs a strategic, data-driven approach to evaluating and refining its service delivery strategies. By identifying programs with strong return on investment (ROI) and measurable outcomes, the Board ensures the efficient allocation of resources while meeting the needs of local job seekers, employers, and the broader community.

Planned and Ongoing Evaluation Activities

The JPWDB conducts regular evaluations of all workforce programs to assess their effectiveness, ensure compliance with WIOA requirements, and identify opportunities for improvement. Key evaluation activities include:

- **Performance Metrics Tracking:** JPWDB utilizes the **HiRE** system and **FutureWorks** to analyze key performance indicators (KPIs) such as job placement rates, credential attainment, and participant retention. These tools allow the Board to evaluate both short- and long-term program success, ensuring alignment with workforce development goals and continuous improvement in service delivery.
- **Participant Feedback:** Surveys and focus groups are conducted to gather feedback from program participants, offering insights into service quality and areas needing improvement.
- **Employer Engagement Data:** Metrics such as employer satisfaction, job vacancy fill rates, and the frequency of repeat business are collected to evaluate the effectiveness of employer-focused services.
- **Cost-Benefit Analysis:** ROI is calculated for specific programs to determine their efficiency and effectiveness in achieving workforce development goals.

Findings from these evaluations are shared with the Local Board and program administrators through quarterly reports, stakeholder meetings, and workshops. These insights guide decision-making and resource allocation.

Expansion of Service Delivery Strategies Based on Promising ROI

The JPWDB is committed to scaling up successful programs and strategies that demonstrate strong outcomes and meet evolving workforce demands.

Integrated Service Delivery Model: The Board's integrated service delivery model has been a cornerstone of its success. By consolidating WIOA Title I, Wagner-Peyser, Veterans, and Trade Assistance programs under the American Job Centers (AJCs), the JPWDB ensures that participants receive streamlined services without duplication of efforts.

Key components of this strategy include:

- **Triage Systems:** Participants are directed to the appropriate services based on their individual needs, reducing wait times and improving access to resources.
- **Technology Integration:** The HIRE system connects job seekers to job listings, training opportunities, and labor market data, while providing employers with a platform to post vacancies and find qualified candidates.
- **Employer Partnerships:** Employers are directly engaged in the process, offering job postings, participating in recruitment events, and providing feedback on candidate quality.

The model's success is evident in increased participant engagement, faster job placements, and improved employer satisfaction.

Work-Based Learning Programs

Programs such as On-the-Job Training (OJT) and transitional jobs have consistently demonstrated high ROI. These initiatives:

- **Address Skills Gaps:** Participants gain practical, hands-on experience in their chosen fields, bridging the gap between training and employment.
- **Increase Retention and Earnings:** Participants often transition to permanent roles with higher wages, improving their long-term career prospects.
- **Foster Employer Engagement:** Employers benefit from wage subsidies and a skilled workforce tailored to their needs.

The JPWDB plans to expand these programs by increasing employer participation and targeting high-demand industries such as healthcare, IT, and advanced manufacturing.

Youth Programs Targeting Out-of-School Populations

Investments in youth programs, particularly those targeting out-of-school youth, have shown strong ROI and are aligned with WIOA's requirement to allocate at least 50% of youth funds to this demographic. Successful models include:

- **Career Pathway Initiatives:** Combining education with practical work experiences to prepare youth for sustainable careers in high-growth industries.
- **Work-Based Learning Opportunities:** Programs such as internships and apprenticeships that provide hands-on experience while building critical skills.
- **Supportive Services:** Addressing barriers such as transportation and childcare to ensure full participation and completion.

These programs not only support immediate employment but also contribute to long-term economic stability for youth participants.

Focus on Continuous Improvement

The JPWDB's approach to expanding promising strategies includes:

- **Regular Program Reviews:** Frequent evaluations ensure programs remain aligned with local labor market needs and participant goals.
 - **Stakeholder Collaboration:** Input from employers, training providers, and community organizations informs program enhancements and expansions.
 - **Targeted Outreach:** Efforts to engage underserved populations, such as minorities and individuals with disabilities, ensure equitable access to high-ROI programs.
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Conclusion

Through rigorous evaluation and data-driven decision-making, the JPWDB identifies and expands service delivery strategies with proven ROI, ensuring maximum impact for participants and employers. By focusing on integrated service delivery, work-based learning, and youth programs, the Board continues to address local workforce challenges effectively while fostering economic growth and resilience in Jefferson Parish.

2. What existing service delivery strategies will be curtailed or eliminated based on minimal return on investment?

Curtailment of Strategies with Minimal ROI

JPWDB continuously evaluates program effectiveness to identify underperforming strategies that require modification or discontinuation.

Low-Impact Training Programs: Training providers with consistently low placement rates or mismatches with labor market demands are flagged for potential defunding. Providers failing to demonstrate alignment with high-demand sectors face increased scrutiny or removal from the Eligible Training Provider List (ETPL).

Redundant or Underutilized Services: Programs showing limited uptake due to duplication with other services or lack of participant interest are restructured or eliminated. For example, non-specialized programs that overlap with core AJC services are streamlined to optimize resources.

3. What new service strategies will be used to address regional educational and training needs based on promising return on investment?
 - What return on investment and qualitative outcome data for various education and training programs will be collected to identify barriers to enrollments?
 - What are the most cost-effective approaches to taking down those barriers or helping residents overcome them?

Introduction of New Strategies to Address Regional Needs

The JPWDB is committed to introducing innovative service strategies to address the evolving educational and workforce demands of the region. By leveraging return on investment (ROI) analyses and qualitative data, JPWDB identifies barriers to enrollment and implements cost-effective solutions to help residents overcome these challenges. These efforts focus on expanding opportunities in high-demand industries, enhancing program accessibility, and aligning services with local economic needs.

Promising New Strategies

Customized Training Initiatives: JPWDB is expanding partnerships with local employers to develop tailored training programs that address specific workforce needs in sectors such as healthcare, advanced manufacturing, and information technology. These programs integrate classroom learning with on-the-job experience, providing participants with industry-relevant skills while addressing employer-specific requirements.

Work-Based Learning Expansion: The Board will significantly enhance On-the-Job Training (OJT), apprenticeships, and internships. These programs foster practical, hands-on learning experiences

that bridge the gap between training and employment, ensuring participants gain real-world skills while reducing the cost burden on employers. Partnerships with the Louisiana Workforce Commission (LWC) and industry associations ensure alignment with regional priorities.

Data-Driven Evaluation and ROI Analysis

Collecting Quantitative and Qualitative Data: JPWDB leverages tools like the HIRE system to analyze job placement rates, participant feedback, and program outcomes. These data points help identify enrollment barriers such as financial constraints, transportation issues, and scheduling conflicts.

Identifying Barriers and Implementing Solutions: Based on ROI analyses, JPWDB addresses the following barriers:

- **Transportation:** Subsidized transit passes, stipends for fuel, and ride-sharing programs are offered to participants without reliable access to training locations or job sites.
 - **Childcare:** Partnerships with childcare providers and subsidies for parents ensure participants with family responsibilities can fully engage in training programs.
 - **Financial Support:** Scholarships, stipends for training materials, and funding for certifications ease the financial burden on low-income participants.
-

Expanding Opportunities for Underserved Groups

STEM Pathways for Youth: JPWDB collaborates with local schools, nonprofits, and industry leaders to expose underrepresented groups, including women and minorities, to science, technology, engineering, and math (STEM) careers. Programs include career exploration workshops, mentorship opportunities, and dual enrollment partnerships with institutions like Delgado River City Site.

Mentorship Programs for Adults: JPWDB refers participants to mentorship initiatives that provide targeted support for displaced workers transitioning into new careers. These programs offer personalized guidance, professional networking opportunities, and resilience-building strategies to help participants overcome emotional and psychological barriers during their career transitions. While JPWDB does not directly provide these services, it plays a key role in connecting participants with available resources to support their success.

Cost-Effective Approaches to Overcoming Barriers

JPWDB emphasizes scalable and sustainable solutions to reduce enrollment challenges:

- **Flexible Training Schedules:** Evening and weekend classes ensure accessibility for working adults.
 - **Digital Tools:** Online learning platforms and access to technology (e.g., laptops and Wi-Fi hotspots) support remote participation.
 - **Collaborative Partnerships:** Joint efforts with local nonprofits and faith-based organizations enhance outreach and streamline service delivery.
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Conclusion

By implementing these innovative strategies, the JPWDB ensures that its workforce programs remain responsive to regional needs, effectively removing barriers to participation while optimizing ROI. These efforts foster an inclusive, skilled workforce ready to meet the demands of Jefferson Parish's dynamic labor market.

CHAPTER 6: TECHNICAL REQUIREMENTS & ASSURANCES: LOCAL

This section includes the technical requirements and assurances that are required by the Workforce Innovation and Opportunity Act (WIOA Sec. 121(c)(2)(iv)).

A. Fiscal Management

1. Identify the entity responsible for the disbursement of grant funds described in WIOA Sec. 107(d)(12)(B)(i)(III) as determined by the chief elected official or the Governor under WIOA Sec. 107(d)(12)(B)(i) (§ 679.560(b)(14)).

Fiscal Management: Entity Responsible for the Disbursement of Grant Funds

The JPWDB operates under a clear fiscal management framework to ensure accountability and compliance with the Workforce Innovation and Opportunity Act (WIOA). The entity responsible for the disbursement of grant funds is designated by the Chief Elected Official, consistent with WIOA Section 107(d)(12)(B)(i)(III), to maintain robust oversight and effective management.

Fiscal Agent and Grant Recipient

The Parish of Jefferson, as a single-parish Local Workforce Development Area (LWDA), serves as both the **fiscal agent** and the **grant recipient** for WIOA funds. This designation was made by the Chief Elected Official, the Parish President. The Parish President is also responsible for appointing members of the JPWDB, ensuring alignment with WIOA requirements and the Louisiana Workforce Commission's (LWC) policies.

Management Structure and Accountability

Administrative Oversight: The JPWDB adheres to Jefferson Parish's Government Administrative, Accounting, and Fiscal policies for managing federal funds. This includes compliance with the Single Audit Act to ensure financial accountability and transparency.

Financial Operations: The Jefferson Parish Finance Department, including its payroll, fiscal, and purchasing sections, manages financial transactions. A designated staff person directly reports to the JPWDB to coordinate WIOA funding disbursements.

Audit and Reporting Compliance: All WIOA transactions are subject to audits and must adhere to federal and state reporting requirements. The fiscal agent ensures funds are spent in accordance with written Department of Labor guidance and other applicable laws and regulations.

Role of the JPWDB

The JPWDB oversees the use of grant funds to ensure they are allocated strategically to meet local workforce needs. The Board monitors program performance and expenditures to ensure funds are utilized effectively to achieve intended outcomes.

By centralizing fiscal responsibilities under a single entity with established policies and experienced staff, Jefferson Parish ensures efficient and compliant management of WIOA funds. This structure supports the JPWDB's broader mission of fostering a high-performing, responsive workforce system in the parish.

2. Provide a copy of the local procurement policies and procedures and describe the competitive procurement process that will be used to award the sub grants and contracts for WIOA Title I activities (§ 679.560(b)(15)).

Local Procurement Policies and Procedures: Competitive Procurement Process

The JPWDB employs a comprehensive and transparent procurement process to ensure that WIOA Title I subgrants and contracts are awarded to the most qualified providers. This process adheres to federal, state, and local regulations, fostering accountability and aligning resources with workforce development goals.

Issuance and Dissemination of RFPs

The procurement process begins with the release of a Request for Proposal (RFP). To ensure maximum participation, RFPs are published in the official Parish Journal and prominently displayed on the JPWDB's website under procurement opportunities. The Board also distributes notices to a

curated list of potential service providers, expanding outreach to include a diverse pool of applicants. This ensures fair competition and attracts qualified providers who can deliver high-quality workforce programs.

Proposal Review and Evaluation

Once proposals are submitted, the JPWDB staff conducts an initial review to verify compliance with mandatory RFP requirements. Proposals that meet these basic criteria are then forwarded to designated committees, such as the Planning or Youth Committee, for detailed evaluation. Committees use pre-established scoring criteria to assess each proposal, considering factors such as the provider's capacity, past performance, cost-effectiveness, and alignment with workforce objectives. Each proposal is evaluated independently to maintain impartiality and transparency throughout the process.

Funding Recommendations and Approval

Following the evaluation phase, the reviewing committees submit their recommendations to the JPWDB's Executive Committee for further consideration. The Executive Committee conducts an additional review to ensure alignment with the Board's strategic priorities and submits its final recommendations to the full Board. Once the JPWDB approves the recommendations, the Jefferson Parish Council provides the final authorization for funding awards. This multi-tiered approval process ensures thorough vetting and accountability at every step.

Contract Negotiations and Notifications

Successful providers enter contract negotiations with JPWDB staff to finalize terms, which include expected outcomes, cost structures, and compliance metrics. Providers are required to meet specific performance benchmarks related to participant outcomes and program delivery. All applicants, whether selected or not, are notified in writing of the funding decisions. For providers who wish to challenge the outcomes, the JPWDB offers an appeals process to uphold fairness and transparency.

Criteria for Proposal Evaluation

The JPWDB prioritizes providers who demonstrate a strong track record of delivering high-quality services. Proposals are evaluated based on key factors, including measurable outcomes (e.g., program completion rates, job placement rates, and credential attainment), cost-efficiency, and the

ability to address barriers faced by underserved populations. The evaluation process also emphasizes alignment with local labor market needs, ensuring that selected programs effectively meet regional workforce demands.

Ongoing Oversight and Compliance

The JPWDB ensures that all subgrants and contracts are subject to regular oversight to maintain program integrity and compliance with WIOA requirements. Providers are held accountable for meeting contractual performance metrics, and regular monitoring is conducted to evaluate program success. Financial audits and periodic reviews are implemented to ensure proper fund utilization and adherence to all applicable regulations.

Conclusion

Through a rigorous and transparent procurement process, the JPWDB ensures that WIOA Title I funds are allocated to programs and providers that demonstrate a clear capacity to deliver impactful workforce services. By aligning resources with local needs, fostering accountability, and prioritizing high-quality service delivery, the JPWDB supports its mission to build a skilled and resilient workforce that meets the demands of Jefferson Parish's economy.

B. Physical and Programmatic Accessibility

1. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA Sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities (§ 679.560(b)(5)(iii)).

Physical and Programmatic Accessibility

The JPWDB ensures that entities within the one-stop delivery system comply with WIOA Section 188 and the Americans with Disabilities Act (ADA) of 1990. This commitment includes the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. The goal is to create a fully inclusive and equitable workforce system that meets the needs of all customers, particularly those with disabilities.

Physical Accessibility

The American Job Centers (AJCs) in Jefferson Parish prioritize physical accessibility to ensure that all individuals, regardless of disability, can access services. Facilities comply with ADA standards, including wheelchair accessibility, appropriate signage, and accommodations for individuals with mobility impairments. Additionally, AJCs provide accessible workstations equipped with assistive technologies, such as screen readers and speech-to-text devices, to enhance service delivery for individuals with visual or hearing impairments.

Programmatic Accessibility

Programmatic accessibility is a cornerstone of service delivery in the JPWDB system. AJCs integrate inclusive practices to address the diverse needs of customers, including those with disabilities:

- Services are delivered through technology-enabled platforms that offer adjustable interfaces to accommodate various accessibility needs.
- Materials provided to customers, such as training guides or program handouts, are available in alternative formats, including Braille, large print, and digital formats compatible with assistive devices.
- Language accessibility is also prioritized, with bilingual staff available to assist non-English-speaking customers, including those with disabilities.

Training for Staff and Partners

The JPWDB provides comprehensive training for staff and one-stop partners to ensure they are equipped to address the needs of individuals with disabilities. Training topics include:

- ADA compliance and best practices for accommodating individuals with disabilities.
- Effective use of assistive technologies and adaptive tools available in AJCs.
- Techniques for delivering personalized services to individuals with disabilities, ensuring their participation in programs and services.
- Sensitivity and awareness training to foster an inclusive environment.

Collaboration with Louisiana Rehabilitation Services

JPWDB collaborates closely with Louisiana Rehabilitation Services (LRS) to enhance services for individuals with disabilities. This partnership leverages resources and expertise to develop tailored employment plans and provide additional support, such as job coaching and vocational rehabilitation services. The inclusion of LRS staff in the AJC system ensures seamless service delivery and access to specialized resources for individuals with disabilities.

Technology and Digital Accessibility

JPWDB utilizes the HIRE system, which includes accessibility features to accommodate users with disabilities. This system allows individuals to search for jobs, develop resumes, and access training programs independently or with staff assistance. Accessibility upgrades, such as voice-activated controls and screen magnification tools, ensure equitable access to digital resources.

Conclusion

Through its focus on physical and programmatic accessibility, the JPWDB ensures that individuals with disabilities can fully participate in workforce programs and services. By adhering to WIOA Section 188 and ADA standards, training staff, and collaborating with specialized partners, the Board creates an inclusive environment that addresses the unique needs of all customers. These efforts align with JPWDB's commitment to fostering equity and opportunity in Jefferson Parish's workforce system.

2. Provide copies of executed cooperative agreements (as applicable) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system, with respect to efforts that will enhance the provision of services to individuals with disabilities (§679.560(b)(13)). This may include cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts at cooperation, collaboration and coordination.

Physical and Programmatic Accessibility: Cooperative Agreements and Coordination

The JPWDB has established cooperative agreements to ensure that all local service providers, including one-stop operators and partners, effectively integrate services and enhance access for individuals with disabilities. These agreements are foundational to the delivery of equitable and accessible workforce programs, aligning with the requirements of WIOA and the Americans with Disabilities Act (ADA).

Integration and Access Through Cooperative Agreements

The cooperative agreements define how partners within the Jefferson Parish American Job Centers (AJCs) collaborate to deliver seamless services. These agreements include detailed provisions for:

Cross-Training of Staff: Ensuring that all staff members are trained to understand the specific needs of individuals with disabilities. This includes the use of assistive technologies, awareness of ADA compliance requirements, and strategies for inclusive customer service delivery.

Technical Assistance: Providing ongoing technical support to service providers to ensure that facilities, programs, and technology are accessible to all individuals.

Shared Information Systems: Establishing integrated information systems, such as the HIRE platform, to enhance data sharing among partners, minimize duplication of services, and track outcomes effectively for individuals with disabilities.

Partnerships to Enhance Service Provision

The JPWDB collaborates with several entities, including Louisiana Rehabilitation Services (LRS), local educational institutions, and nonprofit organizations, to expand resources and improve outcomes for individuals with disabilities. These partnerships provide additional support such as vocational rehabilitation, specialized training, and career counseling tailored to the needs of these individuals.

Efforts to Improve Collaboration

The JPWDB facilitates cooperative efforts to ensure a comprehensive and coordinated approach to serving individuals with disabilities. These include:

- **Employer Engagement:** Partnering with employers to promote inclusive hiring practices and provide resources for workplace accommodations.
- **Program Coordination:** Aligning programs such as WIOA Title I, Wagner-Peyser, and Title IV services to create streamlined pathways for individuals with disabilities to access training and employment opportunities.
- **Accessibility Enhancements:** Integrating advanced assistive technologies into the AJCs to ensure that individuals with various disabilities can utilize services effectively.

Commitment to Continuous Improvement

Through these cooperative agreements, the JPWDB is committed to maintaining a high standard of programmatic and physical accessibility. The Board regularly reviews and updates agreements to reflect changes in federal and state regulations, address emerging needs, and incorporate feedback from stakeholders.

These actions demonstrate the JPWDB's dedication to fostering an inclusive workforce system that meets the diverse needs of Jefferson Parish residents. The cooperative agreements not only enhance service delivery but also ensure that all individuals, regardless of their abilities, have equitable access to employment and training opportunities.

C. Plan Development and Public Comment

1. Describe the process used by the Local Board, consistent with WIOA Sec. 108(d), to provide a 30- day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education and labor organizations (§ 679.560(b)(19)).

Process for Plan Development and Public Comment

Comprehensive and Inclusive Approach

The JPWDB follows a thorough, inclusive, and transparent process to develop its local workforce plan, ensuring alignment with WIOA Section 108(d). This process is designed to integrate feedback from a diverse range of stakeholders, including representatives from businesses, educational

institutions, and labor organizations. Central to this approach is a mandatory 30-day public comment period, which provides the community and stakeholders an opportunity to review the draft plan and offer meaningful input.

Stakeholder Engagement and Preliminary Input

The development process begins with the JPWDB engaging core stakeholders to gather initial input on workforce priorities and regional needs. This involves:

- Consulting with business leaders to identify industry trends and address skills gaps.
- Collaborating with educational institutions to assess training alignment with workforce needs.
- Engaging labor organizations to discuss worker rights, wage standards, and apprenticeship opportunities.

This collaborative groundwork ensures the draft plan is well-informed and reflective of local labor market realities.

Public Comment Period and Accessibility

Once the draft plan is prepared, the JPWDB initiates the 30-day public comment phase.

- **Plan Publication:** The draft plan is published on the JPWDB's official website and advertised in local newspapers. Printed copies are distributed to American Job Centers (AJCs) and other public locations to ensure access for individuals without internet connectivity.
- **Stakeholder Notifications:** Direct notifications are sent to key stakeholders, including business associations, schools, colleges, unions, and community groups, inviting their participation.

Community Forums and Virtual Engagement

The JPWDB organizes virtual meetings to present the draft plan, answer questions, and collect feedback. Options provided are virtual to accommodate individuals with mobility or scheduling constraints, ensuring maximum inclusivity.

Feedback Collection and Plan Revision

Throughout the public comment period, feedback is gathered through multiple channels, including email submissions, online forms, and in-person discussions.

- All input, whether written or verbal, is carefully reviewed by JPWDB staff and planning committees.
- Revisions are made to the draft plan where appropriate, incorporating actionable suggestions that align with WIOA objectives and address local workforce challenges.

Ongoing Stakeholder Collaboration

Stakeholder engagement remains a cornerstone of the plan development process.

- **Business Insights:** Local employers provide valuable perspectives on high-demand occupations and required skill sets.

- **Educational Alignment:** Educational institutions offer recommendations to better align training programs with employer needs.
- **Labor Expertise:** Labor organizations contribute knowledge on workforce equity, wage standards, and apprenticeship opportunities.

This collaborative approach ensures the plan is comprehensive and addresses the needs of both employers and job seekers.

Finalization and Accountability

The process concludes with a summary of the feedback received and the revisions made in response. This summary is included in the final plan submission, demonstrating the JPWDB's commitment to community input and transparency.

Building an Equitable Workforce System

Through its structured and inclusive process, the JPWDB ensures that its local workforce plan reflects the priorities of Jefferson Parish. By fostering collaboration, encouraging public participation, and remaining responsive to feedback, the Board creates a plan that serves as a foundation for developing a strong, equitable, and responsive workforce system.

2. Provide a summary of the public comments received and how this information was addressed by the CEO, partners and the Local Board in the final plan.

To be added after public comment period

3. Provide information regarding the regional and local plan modification procedures.

Plan modifications are conducted in alignment with state and federal guidelines. The Board reviews local labor market data and program performance metrics annually to determine if adjustments to the plan are necessary. Proposed modifications are subject to the same public comment process as the original plan, ensuring transparency and stakeholder engagement.

REGIONAL / LOCAL PLAN SIGNATURES

By signing the Regional / Local Plan, all signatories attest that:

1. They submit this plan on behalf of the region and the local areas within that region;
2. The planning was done with leaders throughout the region and represents the collective thinking of those regional representatives;
3. The information contained herein is true and accurate to the best of their knowledge;
4. The regional plan and accompanying local plans represent the local workforce development boards' efforts to maximize resources available under Title I of the Workforce Innovation and Opportunity Act and to coordinate these resources with other State and Local programs in the planning region;
5. They will operate the local system in accordance with the regional plan, their respective local area plan, and applicable federal and state laws, regulations, policies and rules.

Local Area Name: _____

Name of Chief Elected Official for the LWDA: _____

Signature and Date: _____

Address: _____

Telephone Number: _____

E-Mail Address: _____

Name of Local Workforce Development Board Chairman: _____

Signature and Date: _____

Address: _____

Telephone Number: _____

E-Mail Address: _____

Name of Local Workforce Development Board Director: _____

Signature and Date: _____

Address: _____

Telephone Number: _____

E-Mail Address: _____