

2025

—

EVALUATION OF THE
**INCUMBENT
WORKER
TRAINING
PROGRAM**



TABLE OF CONTENTS

PRIMARY ANALYSIS

Program and Analysis Overview	4
Executive Summary	4
Key Findings	5
Recommendations	11

SUPPLEMENTARY DATA ANALYSIS

Funding and Awarded Contract Amounts	19
Funding and Awarded Contract Amounts, Categorized by RLMA	21
Funding and Awarded Contract Amounts, Categorized by Industry	28
Funding and Awarded Contract Amounts, Categorized by RLMA and Industry.....	30
Employees Trained	39
Jobs Retained	43
Jobs Created	44
Average Wage Change	47
Employer Trends.....	53
Employer Contribution Trends.....	56
IWTP Program Efficiency Metrics	59
Statewide Employment Share and Industry Growth Projections versus Funding	63
Training Providers	70

SUPPLEMENTARY QUALITATIVE ANALYSIS

Survey Results.....	80
Benchmark Analysis of Similar Programs in Other States.....	86
Endnotes.....	89

PRIMARY ANALYSIS

PROGRAM AND ANALYSIS OVERVIEW

The Incumbent Worker Training Program (IWTP), a program of Louisiana Works (LA Works, formerly the Louisiana Workforce Commission), provides funding for Louisiana’s businesses to upskill current employees. Funded by a social charge assessed on employers that’s paid by employers along with Unemployment Insurance tax contributions, IWTP is meant to retain jobs, create jobs, and grow wages. Employers – public, private, and not-for-profit – are eligible to participate after operating in Louisiana for three years.¹ While ineligible to participate in IWTP, employers with fewer than fifty employees are eligible to participate in Small Business Employee Training (SBET), a program that falls under the IWTP umbrella but is designed specifically for small businesses. This program provides \$3,000 per employee per fiscal year for training, subject to meeting certain requirements.²

Riverbend Research (Riverbend), a division of the Greater Baton Rouge Economic Partnership, was contracted by LA Works to evaluate the performance, impact, and design of IWTP in relation to Louisiana’s current and future workforce needs. Riverbend was asked to develop recommendations that, if implemented, could improve IWTP’s accessibility, visibility, and overall impact for Louisiana, its employers, and its workforce.

The findings in this report are based on Riverbend’s analysis of more than 63,000 data points aggregated from approved training contracts dating to IWTP’s inception in 1998. Additionally, Riverbend distributed a feedback survey to nearly 500 stakeholders across Louisiana including chambers of commerce, local and regional economic development organizations,

labor representatives, business and industry leaders, nonprofit intermediaries, program administrators, employers who have used the program in the last ten years, and training providers. Riverbend also interviewed senior LA Works staff members to inform its recommendations.

Organization of This Report

This report begins with a discussion of key trends and findings from the analysis. Following this discussion are Riverbend’s recommendations to improve the performance, impact, and design of the Incumbent Worker Training Program. Tables and data visualizations summarizing Riverbend’s data analysis, survey results, and benchmarking of IWTP with similar programs in other states are featured towards the end of this report.

Data Sources

All information in this report comes from Incumbent Worker Training Program data provided by LA Works. Additional sources are cited where relevant.

Note on Pre-COVID and Post-COVID

This report features several mentions of pre-COVID and post-COVID. Riverbend defined pre-COVID as the five fiscal years (FYs) from FY 2014 – 2015 through FY 2018 – 2019. Post-COVID includes FYs 2020 – 2021 through 2024 – 2025. Fiscal year 2019 – 2020 is excluded from mentions of pre-COVID and post-COVID.

Note on Employer and Training Provider Names

Names of employers and training providers in this report are presented in the format in which they were presented to Riverbend Research by Louisiana Works.

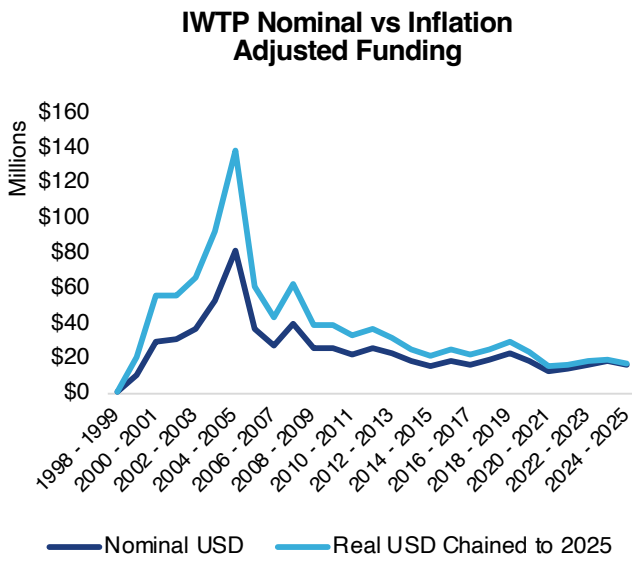
EXECUTIVE SUMMARY

The Incumbent Worker Training Program (IWTP) and Small Business Employee Training (SBET) have collectively provided over \$700 million in funding since 1998 to help Louisiana employers upskill their workforce, though total awards have declined sharply with IWTP awards falling by more than 87% since their early-2000s peak. IWTP and SBET remain valuable but unevenly accessed across regions and industries, with manufacturing dominating awards and regions like Lafayette outperforming others. Post-COVID, both funding and reported wage gains have declined, while the share of training delivered by public colleges has dropped. To strengthen the program, Riverbend recommends expanding staffing and marketing efforts, modernizing the digital user experience, improving performance accountability, and dedicating funding for innovative training projects aligned with regional economic priorities. These steps would enhance IWTP’s accessibility, visibility, and impact, ensuring the program continues to advance Louisiana’s workforce competitiveness.

KEY FINDINGS

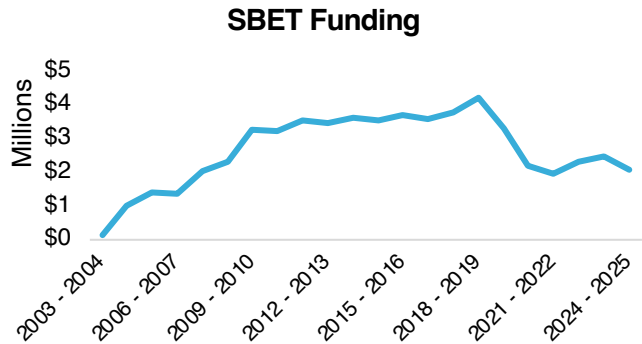
Historical Awarded Contract Amounts

The Incumbent Worker Training Program (IWTP) began upskilling the state’s workforce in fiscal year 1998 – 1999 (FY 1998); Small Business Employee Training (SBET) began five years later. Since FY 1998, more than \$676 million has been approved for IWTP training contracts and \$58 million for SBET.



IWTP’s annual contract amounts peaked, in aggregate, during FY 2004. Total contracts awarded fell sharply the following year and have been relatively stable for the last 15 years. Adjusted for inflation, aggregate approved contract amounts fell by more than 87% from FY 2004 to FY 2024. The drop following FY 2004 was likely due to Hurricane Katrina upending

both the priorities of the state’s businesses and the balance of the state’s unemployment fund.



In contrast to IWTP funding, SBET funding rose steadily after Hurricane Katrina until the COVID pandemic. Awarded SBET dollars fell sharply in FY 2020 and have not recovered. Total SBET dollars awarded in FY 2024 were more than 50% below pre-COVID levels.

SBET funding as a share of total IWTP / SBET contract awards rose steadily from 5% in FY 2006 to 11% at the start of the Great Recession to 17% in the mid-2010s. SBET contract awards as a share of total IWTP / SBET contracts have declined every year since FY 2017, with especially sharp declines occurring post-COVID. Today, SBET accounts for about 11% of total IWTP contract amounts.

TABLE 1: SHARES OF EMPLOYMENT AND IWTP AWARDS BY RLMA

Regional Labor Market Area	Share of Statewide Employment (2023) ³	Share of Historical IWTP Funding	Share of IWTP Funding Post-COVID
New Orleans	29%	22%	16%
Baton Rouge	24%	13%	15%
Lafayette	13%	18%	18%
Shreveport	12%	16%	15%
Lake Charles	7%	5%	5%
Monroe	6%	10%	12%
Houma	5%	12%	14%
Alexandria	5%	3%	4%

Regional Labor Market Area Funding and Employment Dynamics

Louisiana has eight regional labor market areas (RLMAs) that roughly align with the geographic boundaries of the state’s metropolitan statistical areas.⁴ Economic data is often aggregated by LA Works at the RLMA level, including long-term employment projections.

TABLE 2: SHARES OF EMPLOYMENT AND SBET AWARDS BY RLMA

Regional Labor Market Area	Share of Statewide Employment (2023)	Share of Historical SBET Funding	Share of SBET Funding Post-COVID
New Orleans	29%	19%	15%
Baton Rouge	24%	28%	19%
Lafayette	13%	30%	36%
Shreveport	12%	4%	5%
Lake Charles	7%	4%	7%
Monroe	6%	3%	3%
Houma	5%	9%	12%
Alexandria	5%	2%	2%

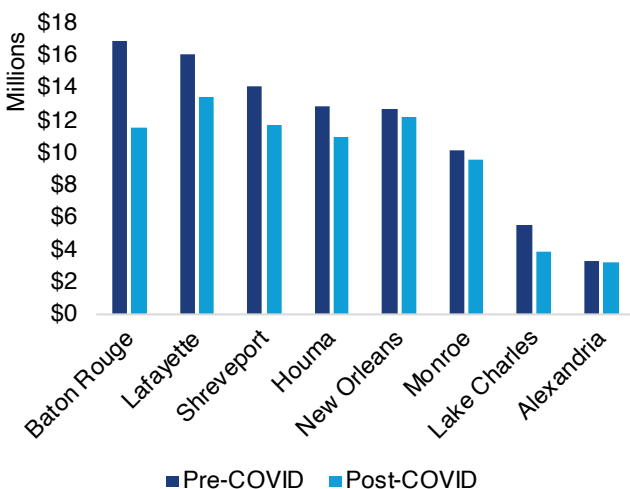
Of Louisiana’s eight RLMAs, New Orleans has received the largest share of historical IWTP funding. Following it are Lafayette, Shreveport, and Baton Rouge. These regions are also the state’s four largest in terms of employment – together, they account for more than 78% of the state’s workforce⁵ and nearly 70% of historical IWTP funding. They collectively account for more than 80% of historical SBET funding, although the Shreveport RLMA ranks sixth in the state in awarded contract amounts since the program began.

Looking at RLMA funding dynamics pre-COVID and post-COVID,⁶ a few trends stand out. Awarded contract amounts fell in every RLMA post-COVID, although it fell by more in some regions. Awarded contract amounts fell by more than 31% in Baton Rouge and more than 30% in Lake Charles post-COVID. The decline in Baton Rouge was driven by fewer training dollars going towards construction and manufacturing firms, while in Lake Charles it was driven primarily by manufacturing.

Comparing each region’s share of awarded funding with its share of statewide employment shows that some regions do better than others when it comes to getting IWTP training dollars. For example, New Orleans is home to 29% of the state’s employment but has received 22% of historical IWTP funding and just 16% of funding post-COVID. If IWTP awarded training dollars were more proportional to statewide employment, we would expect New Orleans and Baton Rouge and, to a lesser extent, Lake Charles and Alexandria to receive more funding than they have historically.

Similar dynamics play out for SBET funding, although to different extents in different regions. Lafayette, which has already pulled in 18% of historical IWTP funding while it’s home to 13% of statewide employment, has been awarded 30% of historical SBET funding

Exhibit 1: IWTP Funding Pre- and Post-COVID, by Region



including 36% of post-COVID funding. Lafayette and Houma consistently pull in greater shares of both IWTP and SBET funding compared to their shares of statewide employment.

Certain regions clearly capitalize on the workforce development funding opportunities available through IWTP and SBET. To be clear, these programs do not have a regional focus. Aside from being assigned a regional program advisor (RPA), the region in which a business is located should have virtually no effect on that business’s experience with IWTP or SBET. However, these regional funding dynamics illustrate that these programs work better in some regions than in others.

Several regions without a dedicated, locally based IWTP program advisor, such as Baton Rouge and Lake Charles, are awarded fewer training dollars.⁷ Regions receiving a proportionally higher share of funding, such as Lafayette, often have enthusiastic user bases and strong workforce development ecosystems. We point to the survey results as a proxy for measuring this enthusiasm: 46% of businesses who responded are based in Lafayette, by far the

most of any region.

There are solutions to make these programs more visible and ensure IWTP and SBET are equally accessible to employers across the state, regardless of regionality. Ensuring adequate staffing levels, dedicating staff time towards cultivating relationships, creating targeted marketing materials, and setting aside a percentage of funding for innovative training projects could ensure regions like Lafayette are able to continue accessing significant award dollars while strengthening the IWTP and SBET ecosystem in other regions.

Industry Funding and Employment Dynamics

Several industries have, historically, received the lion’s share of awarded contract amounts. Manufacturing leads all industries with more than \$193 million in awarded contracts, or 28% of total funding, since IWTP’s inception. The top five industries – manufacturing, health care, transportation & warehousing, mining (which includes oil and gas extraction), and construction – account for two-thirds of historical funding.

TABLE 3: IWTP AWARDS BY INDUSTRY

Industry	Historical IWTP Funding	Post-COVID IWTP Funding	Change Pre- to Post-COVID
Manufacturing	\$193,164,601	\$22,245,634	-14%
Health Care & Soc. Asst	\$70,112,323	\$7,764,603	-8%
Transport. & Warehousing	\$67,785,668	\$7,362,132	-17%
Mining	\$62,667,334	\$5,614,316	-28%
Construction	\$62,624,344	\$10,033,036	-6%
Finance and Insurance	\$34,578,268	\$2,252,026	-34%
Accommod. & Food Serv.	\$29,650,873	\$3,801,647	-24%
Adm, Waste Mgt & Remed S	\$23,189,063	\$4,138,818	+26%
Information	\$22,077,051	\$1,053,450	-74%
Retail Trade	\$19,029,425	\$1,015,247	-13%
Real Est., Rent. & Leas	\$18,361,153	\$2,531,398	-17%
Prof., Sci. & Tech. Ser	\$17,750,829	\$2,621,852	+19%
Wholesale Trade	\$15,429,559	\$1,149,017	-50%
Arts, Ent., & Recreation	\$15,422,962	\$1,704,642	-15%
Other Services	\$10,614,844	\$681,715	-62%
Utilities	\$8,043,059	\$1,462,294	+132%
Mgt. of Co. & Ent.	\$2,951,695	\$637,412	+1,623%
Educational Services	\$2,806,660	\$350,208	-69%
Public Adm.	\$270,141	\$64,268	-27%
Agri, Fishing & Hunting	\$74,352	\$0	N/A

Most industries saw a decline in awarded contract amounts post-COVID compared to pre-COVID. Notable declines include a 14% decline in manufacturing, 17% decline in transportation & warehousing, and a 28% decline in mining. A few industries saw an increase in funding, including professional services and utilities.

TABLE 4: IWTP AWARDED CONTRACTS, BY INDUSTRY

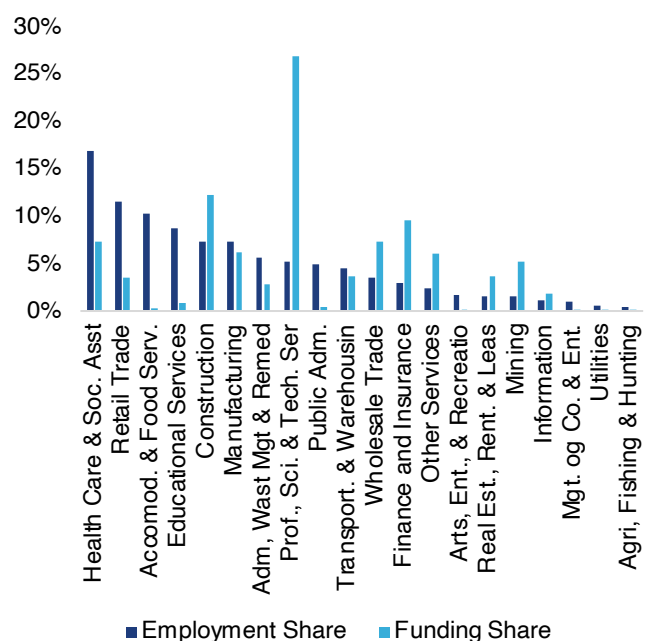
Industry	Statewide Employment Share (2023)	Share of Historical Funding	Share of Funding Post-COVID
Health Care & Soc. Asst	17%	10%	10%
Retail Trade	12%	3%	1%
Accommod. & Food Serv.	10%	4%	5%
Educational Services	9%	0%	0%
Manufacturing	7%	29%	29%
Construction	7%	9%	13%
Adm, Wast Mgt & Remed	6%	3%	5%
Transport. & Warehousin	5%	10%	10%
Prof., Sci. & Tech. Ser	5%	3%	3%
Public Adm.	5%	0%	0%
Wholesale Trade	4%	2%	2%
Finance and Insurance	3%	5%	3%
Other Services	3%	2%	1%
Mining	2%	9%	7%
Real Est., Rent. & Leas	2%	3%	3%
Arts, Ent., & Recreatio	2%	2%	2%
Information	1%	3%	1%
Utilities	1%	1%	2%
Mgt. of Co. & Ent.	1%	0%	1%
Agri, Fishing & Hunting	0%	0%	0%

Like Louisiana’s regional labor market areas, some industries have received a higher or lower share of historical funding than their share of statewide employment. Manufacturing, for example, received 29% of post-COVID funding while it employs just 7% of workers statewide. Construction and transportation & warehousing also received higher shares of funding.

On the other end are industries that receive lower shares of awarded contract amounts compared to their share of statewide employment. Health care, which employs 17% of the state’s workforce, has received 10% of historical IWTP funding. Retail trade and accommodation & food services also fall into this category.

The most notable difference between IWTP and SBET when it comes to awarded contract amounts by industry is the difference in manufacturing versus professional services.

Exhibit 2: SBET Employment vs Funding by Industry



The manufacturing sector is the largest user of IWTP but has been awarded less than 1% of SBET funding. Professional services is flipped: the sector has brought in just 3% of historical IWTP funding but more than 26% of SBET funding, or more than double the next-highest industry.

Industry Funding versus Growth Projections

Louisiana’s workforce development board, the Workforce Investment Council, directs the Occupational Forecasting Conference to project occupation and industry growth for Louisiana and its regions.⁸ These projections estimate the rate of job growth for Louisiana’s regions and industries which, when benchmarked against IWTP and SBET funding, can show if awarded contract amounts are aligned with the regions and jobs projected to see growth.

Employment in Louisiana’s construction industry is projected to grow more than 11% by 2032, more than any other sector. Health care, manufacturing, and professional services are also projected to see growth of more than 5%.

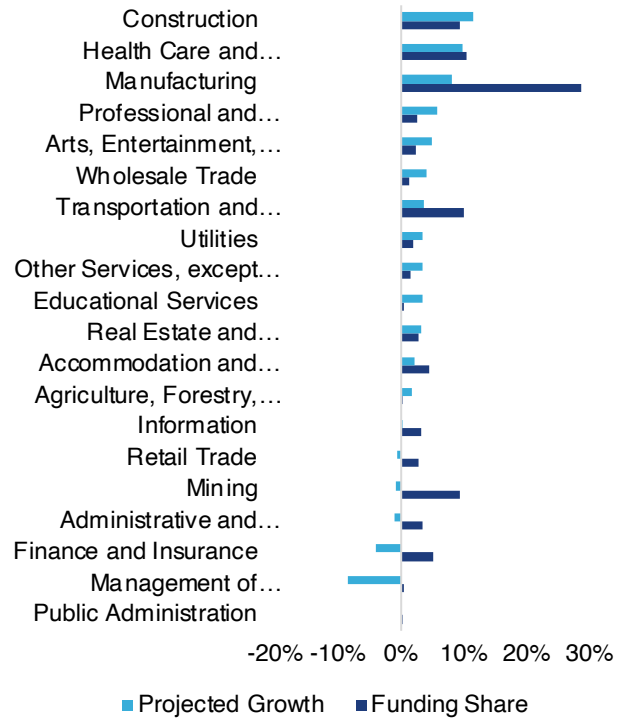
Broadly, the industries that have received larger shares of awarded contract dollars are also projected to grow more. The top three industries for projected growth – construction, health care, and manufacturing – rank 4th, 3rd, and 1st in share of historical awarded funds. Comparing industry projected employment growth with its share of funding received is important because growing industries will see a greater demand for workers. Upskilling current employees is critical to not only to future-proof these industries but also to ensure current employees are able to climb the career ladder and make way for new entrants to occupy entry-level positions.

Average Wage Growth by Industry & Region

When employers submit applications for IWTP, they’re required to include the average percentage wage growth for employees undergoing the training. These wage gains are expected to occur by the end of the training. Recommended changes to performance metrics like this one and associated accountability systems are addressed in the recommendations section; regardless, there are visible trends in average wage growth reported by region and by industry worth discussing.

The average wage increase across all IWTP contracts has ranged between 5% and 10% each year dating

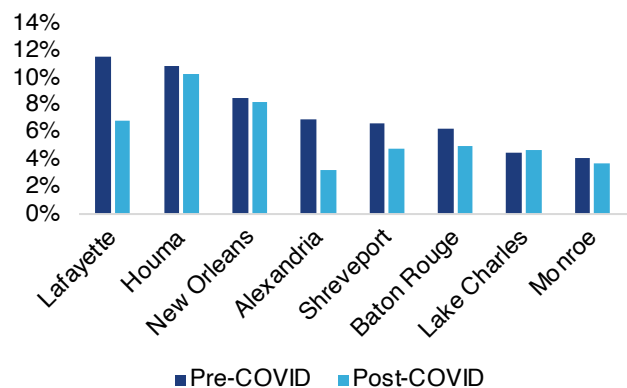
Exhibit 3: Projected Growth vs IWTP Funding Share, by Industry



back to fiscal year 2004 – 2005. Historically, Houma, Lafayette, and New Orleans reported higher-than-average wage growth. Monroe and Alexandria reported lower-than-average wage growth.

In seven of the state’s eight regions, reported average percentage wage growth fell post-COVID compared to pre-COVID. From an inflationary perspective, this is the opposite of what we would expect. Inflation registered at more than 23% from January 2017, the mid-point of the pre-COVID period, to January 2023, the mid-point of the post-COVID period.⁹ Despite this, the average wage increase reported across all contracts fell from 8.2% pre-COVID to 6.6% post-COVID, a decline of 1.6%. The decline in wage growth was more drastic in some regions. Lafayette and Alexandria, for example, suffered the largest drop in wage growth.

Exhibit 4: Reported Wage Growth Pre- and Post-COVID, by Region



Training Providers

Training providers play a critical role in IWTP and SBET. Other states have programs similar to IWTP and SBET, but Louisiana’s is unique in that it’s one of a few states that allows private training providers to play a significant role in the training provider ecosystem.

Louisiana’s training provider ecosystem changed markedly from pre- to post-COVID. Not only did the number of training providers with approved contracts fall from 47 to 26, but the makeup of the providers changed as well. Prior to COVID, five of the top six training providers in terms of awarded contract amounts were public institutions. Post-COVID, just one of the top six was a public institution. The remaining five were private training providers.

TABLE 5: TRAINING PROVIDERS WITH THE LARGEST AWARDED CONTRACTS IN AGGREGATE, PRE-COVID VERSUS POST-COVID

Top Training Providers, Pre-COVID	Aggregate Contracts	Top Training Providers, Post-COVID	Aggregate Contracts
Louisiana Delta Commu	\$12,425,317	Louisiana Delta Commu	\$12,559,150
L. S. U. Cont. Edu. B	\$8,653,197	Lantec Of Louisiana L	\$9,968,027
Lantec Of Louisiana L	\$6,711,341	M & A Safety Services	\$9,894,164
University Of Louisia	\$5,938,991	Mariner-Gulf Consulti	\$5,230,433
Bossier Parish Commun	\$5,546,035	Pelican Training & Co	\$4,922,978
Delgado Community Col	\$5,315,513	Psa Connections, LLC.	\$4,661,042

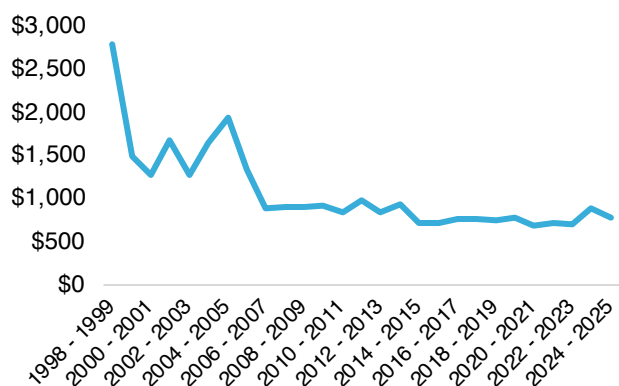
Employers seeking IWTP contracts receive extra points in their application if they partner with a public training provider. This means, despite having a better chance of receiving approval for training by partnering with a public training provider, employers today are increasingly choosing private trainers.

Staffing, both within LA Works and at colleges, appears to influence this dynamic. Based on conversations with LA Works officials, turnover at colleges has made it difficult to retain institutional knowledge when it comes to IWTP. The administrative burden associated with managing IWTP contracts is too significant a learning curve for new staff at colleges who are managing other pressing organizational needs. Furthermore, the dollars a college can generate by serving as a training provider often represent a small share of the institution’s total revenue. By contrast, the tens of millions of dollars available annually through IWTP and SBET represent a significant business opportunity for the state’s private training providers. These contracts are, frankly, more lucrative for private training providers.

Program Efficiency

The average cost per employee trained has remained consistent, fluctuating between \$690 and \$980 every year since FY 2006. The average training costs per employee vary by industry. Accommodation and food services training, for example, cost just \$648 per trainee on average while training in the utilities sector has cost \$1,503 on average.

Exhibit 5: IWTP Average Cost per Employee Trained per Fiscal Year



RECOMMENDATIONS

The recommendations here seek to improve IWTP's accessibility, visibility, and overall impact for Louisiana, its employers, and its workforce.

RECOMMENDATION 1

INCREASE LA WORKS STAFFING;

- a. If IWTP program structure is kept consistent, ensure adequate regional program advisor staffing and support.
- b. If LA Works expands the scope of its regional program advisors, consider the creation of regional teams with a strategic, comprehensive approach to workforce development.

Key Strategies

- Ensure each RLMA has at least one dedicated regional program advisor (a & b)
- Increase staffing to at least two per RLMA, creating regional teams with specialization of duties (a & b)
- Require regional teams to market IWTP and SBET (a & b)
- Convene IWTP key staff on a recurring basis for shared learning and opportunities to provide feedback (a & b)
- Adjust the focus of regional program advisors/teams from IWTP program administration to comprehensive workforce development solutions (b)

In its current format, the number of LA Works staff allocated to IWTP and SBET is inadequate for optimal program reach and impact. The key staff members in this system are asked to do too much. There is also a looming retirement risk: if all key staff who were eligible for retirement chose to retire today, the IWTP program would lose significant amounts of institutional knowledge without a clear plan to support the program. Additionally, with a maximum of one staff person dedicated to each region, there is significant customer service quality at risk if one staff person is unable or unwilling to meet LA Works' customer service standards. If IWTP's overarching structure in which businesses apply for contracts through LA Works channels is to remain, then LA Works must increase the number of staff assigned to IWTP in order to optimize program reach, visibility, and impact.

Regional program advisors (RPAs) are the liaisons between businesses, training providers, and LA Works. There are currently six RPAs to cover the eight regions; Baton Rouge and Lake Charles do not have a dedicated RPA located in the region, so they share RPAs with adjacent regions (Baton Rouge with Houma, Lake Charles with Alexandria). RPAs provide technical support to businesses and training providers, process and score applications, and handle relationship management with those who utilize the program. RPAs handle inquiries for both IWTP and SBET. The two regions without a dedicated program advisor – Baton Rouge and Lake Charles – are also two of the four regions that receive less funding relative to their share of statewide employment.

Survey results showed that, across the board, businesses value the working relationship they have with their program advisor. There were a few instances in which businesses were not satisfied with their assigned RPA which, according to them, made it more difficult to utilize IWTP. It's clear the RPAs play a critical role in administering IWTP, and the human touch they provide is valued. However, we believe the duties of RPAs are too vast and span too many different streams of work, from administrative to consultative to

relationship-based duties.

At a minimum, each region needs at least one, dedicated full-time RPA. LA Works should consider creating regional “teams” that consist of at least two staff members – a senior RPA and a junior RPA. A team structure would allow for greater specialization of duties: one full-time RPA could focus on application and technical support while a separate RPA focuses on relationship management and program marketing.

A shared responsibility within RPA teams could be to enhance training efforts on behalf of the state’s colleges. This arrangement could allow LA Works and the Louisiana Community and Technical College System (LCTCS) to collectively fund one RPA in each region (see recommendation #2).

An important new duty we envision for these regional teams is the requirement they market the IWTP and SBET program to their regional stakeholders. A very small share of companies in Louisiana utilize these programs each year, leading us to believe IWTP suffers from a visibility issue (see recommendation #4). “Partnering” in a vague sense with local partners such as chambers of commerce or economic development organizations is unlikely to be effective due to the inability of LA Works to institute any accountability measures on external organizations. Placing marketing duties on the shoulders of LA Works employees and establishing accountability metrics, such as annual presentations given or mentions in chamber newsletters, is a tangible method by which LA Works could boost visibility of these programs. Given the critical role RPAs play in administering these programs, we view these employees as those best positioned within LA Works to do this work.

In the current system, RPAs operate with a significant degree of autonomy. Survey results indicate that, in some cases, companies receive different IWTP guideline interpretations from different RPAs. We recommend LA Works convenes RPAs on a recurring basis to provide training on rules interpretation, customer service, and other timely topics. These convenings would also provide opportunities for LA Works staff to gather relevant feedback from RPAs.

The focus of this report is on improving IWTP, but the unique role RPAs serve presents LA Works with a strategic opportunity. RPAs understand the overall workforce needs of employers in their region, but their focus is exclusively on IWTP administration. Their role could be adjusted to focus on developing more comprehensive regional workforce solutions. With this expansion of scope, IWTP would be one of several LA Works programs in which they have expertise, and their focus would broaden to encompass identifying regional training gaps, connecting employers with appropriate training funding sources, and developing creative solutions with employers.

If LA Works decides to dedicate a portion of IWTP funds towards Innovative Training Projects (see recommendation #3), RPAs would be optimally positioned to coordinate these workforce development opportunities that address gaps in the training ecosystem. However, it’s worth pointing out a few key points associated with this opportunity:

- i) RPAs as a group are understaffed as-is. Any efforts to adjust the focus of RPAs must include an increase in staffing levels;
- ii) This would represent a fundamental shift in the role of RPAs, from public administrators who focus on technical assistance to regional workforce development strategists who focus on identifying training gaps and developing creative solutions;
- iii) Barring any fundamental shifts in the administrative burden associated with IWTP, technical assistance must remain a core responsibility housed within RPAs. The focus of RPAs could not shift entirely to developing strategic regional workforce solutions without a plan to continue providing effective technical assistance to IWTP program users.

The first four key strategies outlined in this recommendation should be pursued regardless of the direction LA Works takes with RPA job functions. The fifth key strategy, while potentially going beyond the scope of this analysis, reflects Riverbend’s recognition that few people in Louisiana understand regional workforce needs better than RPAs, and these staffers could play key roles in addressing workforce or training gaps.

RECOMMENDATION 2

EXPLORE INNOVATIVE STAFFING MODELS AND CONSIDER STAFFING PARTNERSHIP BETWEEN LA WORKS AND LCTCS

Key Strategy

- Explore innovative staffing models, including LCTCS employees with a RLMA focus or outsourcing administrative responsibilities

Colleges have not played as large a role as training providers post-COVID as they did pre-COVID. While the opportunity to access training through private training providers is a strength of Louisiana's program, money going towards public trainers ultimately allows the state better recapture those public funds. Additionally, since employers utilizing IWTP are required to provide a match to support training, training is a true revenue stream opportunity for the state's colleges. The marketplace of training providers shouldn't be restricted, but public institutions could enhance staffing to better capture training funds.

Staff turnover is a likely reason behind the decline in training funds going to public institutions. At many Louisiana colleges, the administrative burden associated with IWTP is often one of several responsibilities placed on a single staff member.

One outlier among public institutions is Delta Community College, the top recipient of training funds both pre- and post-COVID. Delta does not handle IWTP contracts directly; rather, it outsources the administration of its contracts to a private company. The training funds still flow through Delta; it provides some of the contracted training in-house and subcontracts some of it to other providers. This arrangement allows Delta to capture training dollars while avoiding much of IWTP's administrative burden. Encouraging other public institutions to outsource IWTP contract administration could lead to more dollars flowing through public providers.

LCTCS could explore other staffing arrangements, too. The system could fund its own IWTP program administrators who work on behalf of the system as opposed to a single institution. They could have a regional (RLMA) focus and handle administrative responsibilities for multiple colleges at once. Referring to recommendation #1, LCTCS and LA Works could jointly fund staffers positioned on the regional IWTP teams who, as a function of their job, handle IWTP administrative duties for colleges.

These innovative staffing models or partnerships could also be folded into the fifth key strategy outlined in recommendation #1. If regional teams are constructed and tasked with identifying workforce development gaps and creative solutions, a jointly-funded RPA would be well-positioned to coordinate between colleges, businesses, and LA Works.

RECOMMENDATION 3

DEDICATE FUNDS TOWARDS INNOVATIVE TRAINING PROJECTS

Key Strategy

- Dedicate a portion of annual IWTP funding to support industries or occupations that require additional training, with respect to regional dynamics, to support statewide economic development goals

IWTP, in its current form, is a valuable funding source for the state's businesses to upskill their employees. However, since the program is business-driven, it is not always aligned with regional economic forecasts or workforce development goals. For example, the professional services sector is projected to lead the Houma region in percentage job growth through 2032, but it has received only 2% of IWTP regional funding. It's received just 11% of SBET funding, or the lowest share received by the professional services industry in any region. Similar dynamics play out across the state, leaving workforce development gaps that could be addressed with IWTP.

Because these gaps exist, LA Works should explore setting aside a portion of IWTP funds each year to fund Innovative Training Projects (ITPs). These projects could be driven by businesses or by economic development organizations, chambers, or other local organizations focused on economic or workforce development. By not requiring training to be business-driven, ITPs could expand the pool of incumbent workers across the state with access to upskilling opportunities. ITPs represent a new pathway through which IWTP funding could be leveraged for workforce development.

The scope of eligible training could be expanded to support specific economic development programs or initiatives. These efforts could support occupations or industries that are projected to grow, with respect to regional dynamics. For example, current megaprojects Ascension Parish and Richland Parish could fuel additional growth in adjacent industries. An ITP driven by a local economic development organization could support training for local retailers, local government staff, manufacturers, or professional service firms to help them meet the additional demand for their products or services. Considering IWTP is funded by the state's employers, however, ensuring they remain able to access IWTP funding for training solutions is critical.

Finally, if the role of RPAs is expanded to include identifying regional workforce training gaps and developing comprehensive workforce development solutions (see recommendation #1), then these staffers could drive these training initiatives forward.

RECOMMENDATION 4

CREATE TARGETED MARKETING MATERIALS FOR USE BY VARIOUS STAKEHOLDER GROUPS

Key Strategy

- Create promotional content marketing IWTP and SBET to different stakeholders

The vast majority of businesses in Louisiana are not utilizing IWTP or SBET, and most statewide workers are not trained through these programs. The number of annual trainees combined between the two programs topped out at 47,951 in FY 2007 and has reached above 35,000 only once in the years since. Post-COVID, the number of combined trainees has averaged 24,386 per year, or a little more than 1% of the state's workforce.¹⁰ Post-COVID, just 125 businesses participated in IWTP on average per year. Considering any business that's operated in the state for at least three years is eligible to participate in these programs yet 99% of the state's employees are not, we believe there is a lack of awareness around these programs.

LA Works provides information on its website about these programs, but it does not provide ready-made promotional content that could be easily incorporated into organizations' outreach efforts. LA Works should dedicate either staff time or allocate one-time funding to produce promotional content for both IWTP and SBET. Promotional materials could include content pitching IWTP as an "incentive" for use in economic development pitch decks, social media tiles that could be posted by chambers of commerce, or short-form testimonial videos to include in stakeholder digital newsletters.

RECOMMENDATION 5

INSTITUTE SEAMLESS DIGITAL USER EXPERIENCE AND APPLY THE "WHOLE OF GOVERNMENT" APPROACH TO PROGRAM ADMINISTRATION

Key Strategies

- Contract with a software development firm to create an online application and reporting portal for program users with a seamless user interface
- For SBET, create a single portal that simplifies and, where possible, automates the process

Steps are being made to digitize and streamline the application and reporting process, but efforts need to be made to make this process as seamless as possible. Criticisms about the administrative burden – namely, the application and reporting process – were the most common strikes against IWTP and SBET in the survey results.

The IWTP application process should continue to feature consultations with regional program advisors, given the custom nature of the training. However, the online application and reporting process needs to be upgraded to meet online user experience expectations. LA Works should contract with a software development firm to create an online portal with a seamless user interface.

The SBET application and reporting process should occur in a single online portal. The training requirements, reimbursement rates, and total funding amounts are more defined for SBET. There is an online portal that exists, but it should be modernized and enhanced. The SBET online portal should feature automatic approvals for training that has been previously approved by LA Works for reimbursement.

Additionally, the online portal should provide contact information for a single SBET point-of-contact to remove technical assistance responsibilities from the regional program advisors. LA Works should seek to condense the application decision timelines. Additionally, when the process requires the participation of other state agencies, such as the State's Office of Procurement, these steps should be integrated into the online interface to reduce administrative slowdowns.

RECOMMENDATION 6

ENHANCE PERFORMANCE ACCOUNTABILITY

Key Strategy

- Institute a strong system of checks verifying the accuracy and reliability of performance measure reporting

There is a lack of accountability in the current system. While performance metrics are tracked in the application and reporting process, there needs to be greater scrutiny applied during the review process.

For example, the average annual wage increase reported across all IWTP contracts has been about 7.2% since FY 2006. Over that same time, Louisiana wages grew, on average, 3.2% per year. While it's expected that wages for trainees grow more quickly than wages for statewide workers, the difference between these two figures is staggering to the point of being unrealistic. In 2006, the median hourly wage for Louisiana workers was \$12.70. In 2024, it was \$21.04. If wages had grown at 7.2% per year instead of 3.2%, the median wage today would be more than \$41 per hour.¹¹ Additionally, it's supposed to be more difficult for employers to receive future IWTP contracts if performance metrics are not met. According to LA Works staff, it's rare that an IWTP contract is not approved because of an employer's inability to meet past performance metrics.

The accountability built into the evaluation of performance measures could be more robust. Employers self-report much of their data, and the checks in place appear weak. Greater scrutiny needs to be applied to the wage growth, job creation, and job retention performance metrics to ensure they are accurately reported. If the performance measures that are tracked are updated, then the new slate of performance measures should also be subject to strong accountability.

RECOMMENDATION 7
REEVALUATE PERFORMANCE METRICS

Key Strategy

- Consider the addition of new performance measures that companies can choose to track and provide greater choice to employers in how they monitor IWTP success

Providing employers with more choice in how they measure the success of their IWTP contract could encourage more accurate performance reporting. Other measures of success that currently are not reported could be added as potential performance measure options for employers to track. Productivity gains, for example, could capture additional manufacturing output and could be used to justify the benefits of a training that may not lead to job creation. Other potential performance measures that could justify IWTP spending include reduced turnover or growth in entry-level positions.

Additionally, there are cases in which an employee gets promoted because of their training while their old position does not get backfilled. However, in the current performance measure system that tracks “jobs created” and “jobs retained,” employers don’t get credit for the promotion itself. The promotion has value, and a new performance measure that tracks “promotions with no backfill” would capture this dynamic.

RECOMMENDATION 8
ENHANCE DATA COLLECTION AND TRANSPARENCY, INCLUDING THE PUBLICATION OF OCCUPATIONAL DATA

Key Strategies

- Enhance data collection efforts around the occupations that are trained through IWTP
- Regularly update public dashboards with contract awards and employees trained by industry, region, and occupation

The data that was made available to Riverbend for this analysis should be available and easily accessible to the public. This would increase the transparency of IWTP and help regional stakeholders understand if their businesses are accessing the funds available to them.

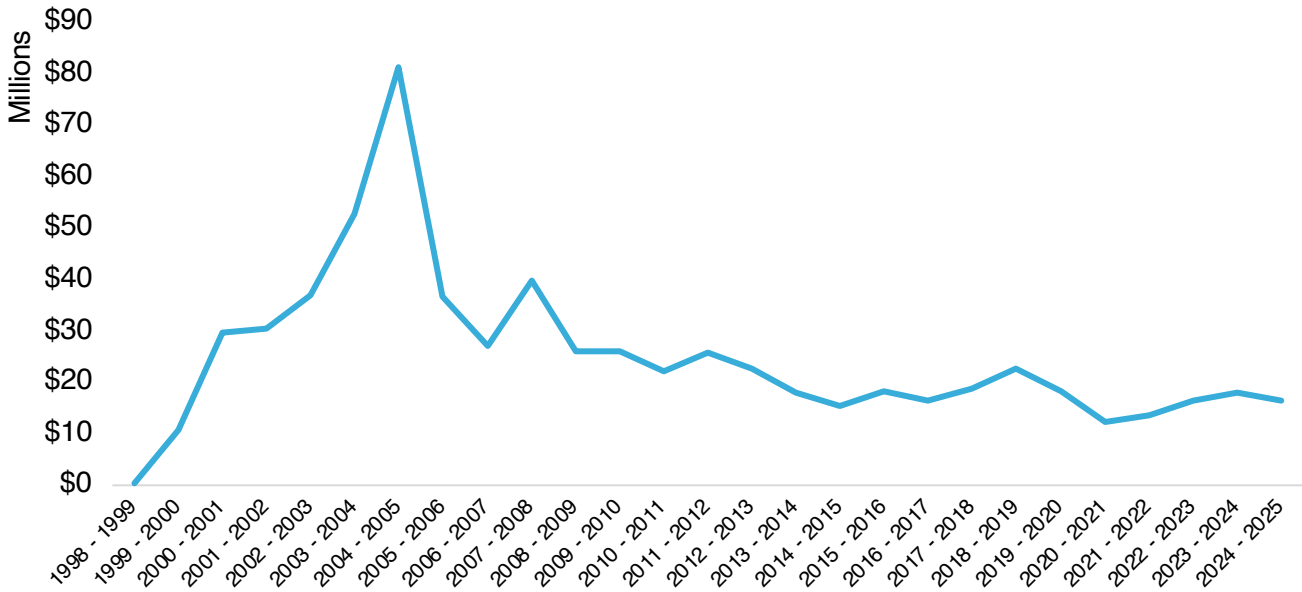
The most significant change LA Works should make in terms of enhancing data collection and transparency is ensuring transparency around the occupations that are trained through IWTP. Considering IWTP and SBET are focused on workforce development, the occupations as opposed to the industries or regions that are supported is the most critical variable to track. Understanding which occupations are receiving support statewide can help LA Works further refine the program to help it meet statewide economic and workforce development goals.

LA Works currently provides a host of online dashboards tracking everything from unemployment claims to employment projections; given the team’s technical capabilities, the creation of new dashboards that track key IWTP and SBET metrics should not be overly cumbersome.

SUPPLEMENTARY DATA ANALYSIS

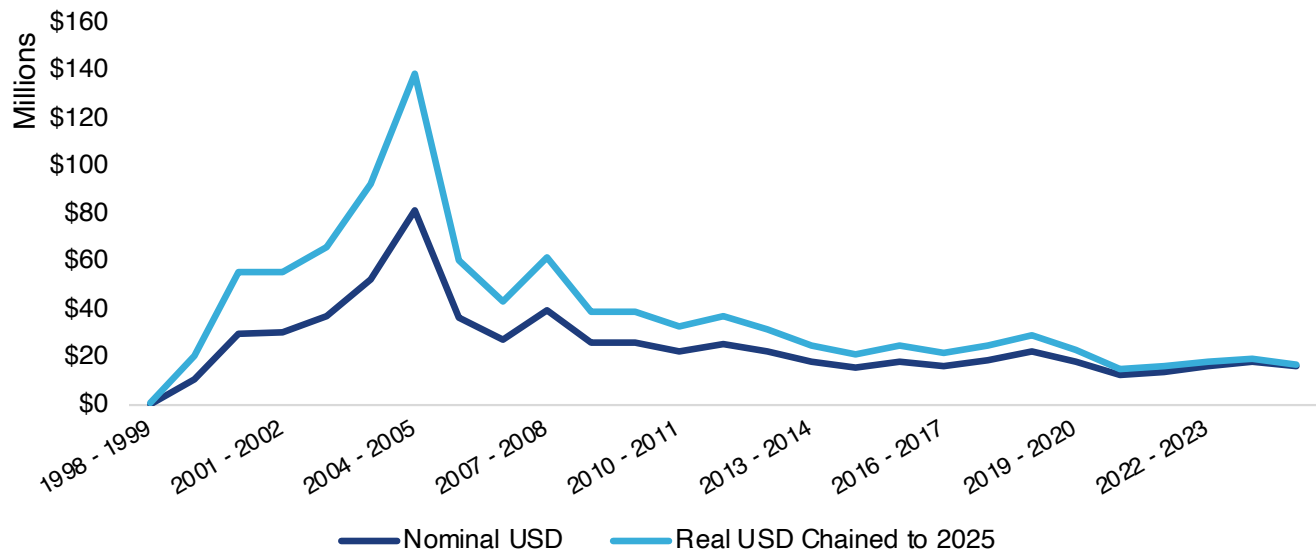
FUNDING AND AWARDED CONTRACT AMOUNTS

IWTP Funding Per Fiscal Year



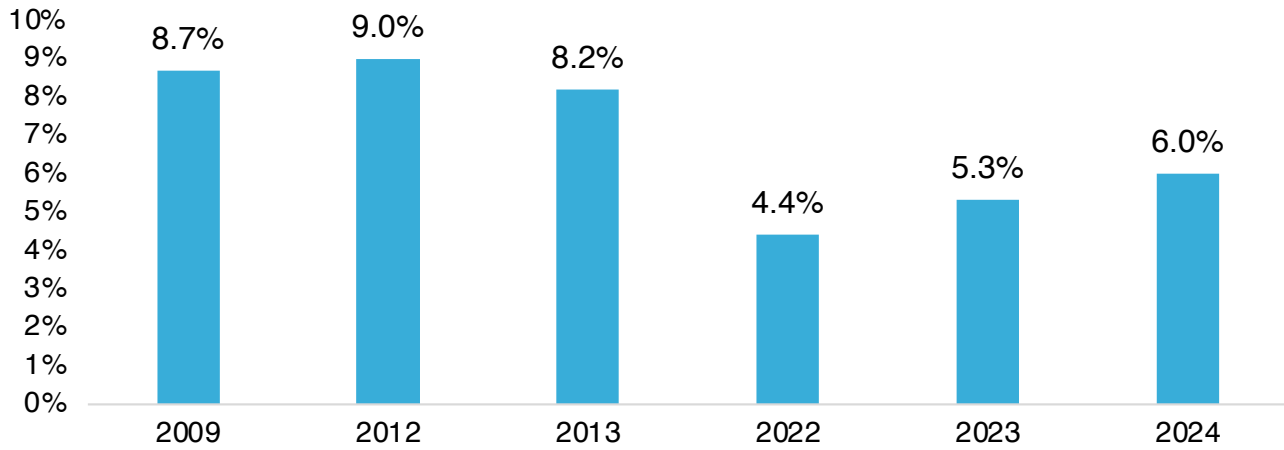
Incumbent Worker Training Program (IWTP) contract award amounts (in dollars) per fiscal year from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contract Dollars vs Inflation Adjusted IWTP Awarded Contract Dollars



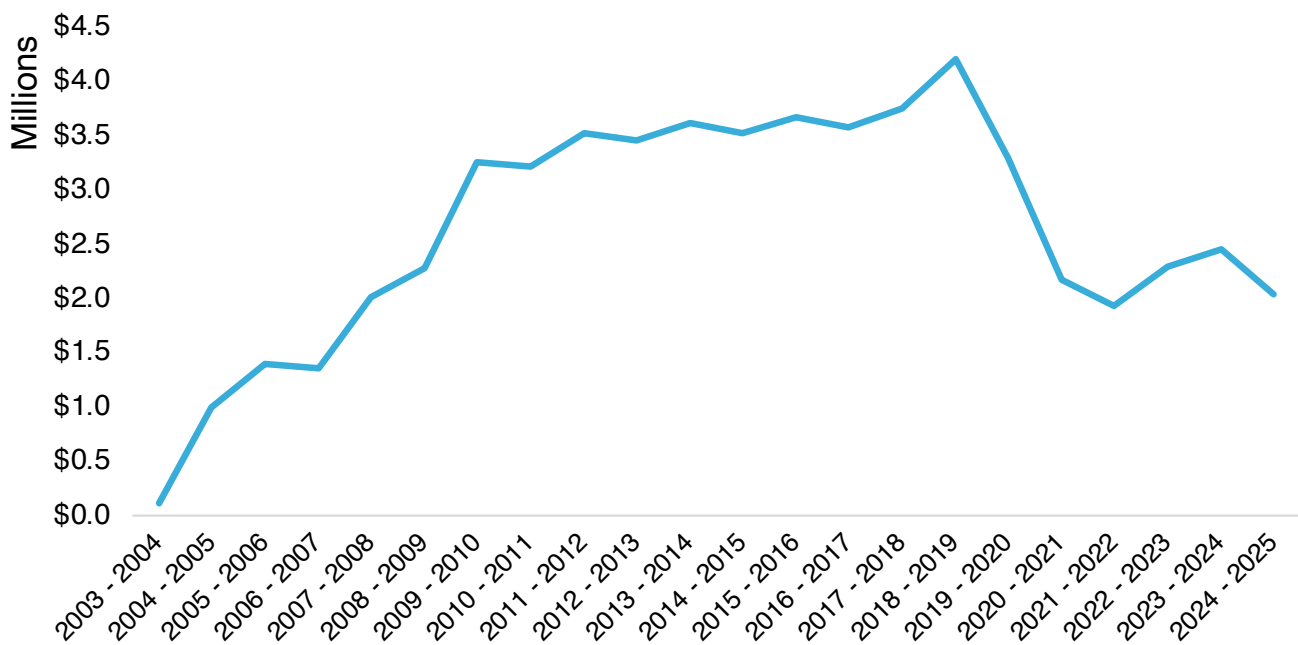
IWTP contract award amounts vs 2025-inflation-adjusted contract award amounts per fiscal year from 1998 – 2025, data is from Louisiana Works

IWTP Funding as a Percentage of LA Works Budgeted Expenditures



IWTP contract award amounts compared to yearly Louisiana Works' expenditures over time as a share of Louisiana Works' budgeted expenditures, data is from Louisiana Works and Louisiana Division of Administration

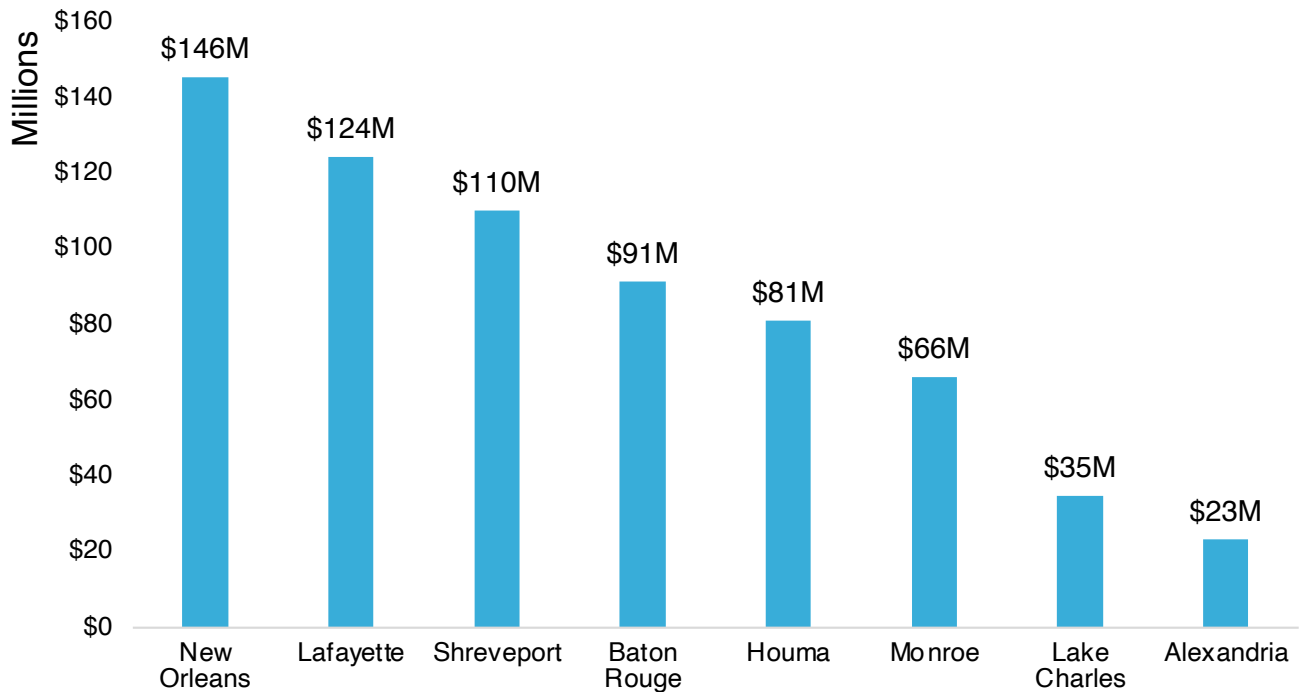
SBET Annual Awarded Contract Dollars



Small Business Employee Training (SBET) award amounts (in dollars) per fiscal year from 2003 – 2025, data is from Louisiana Works

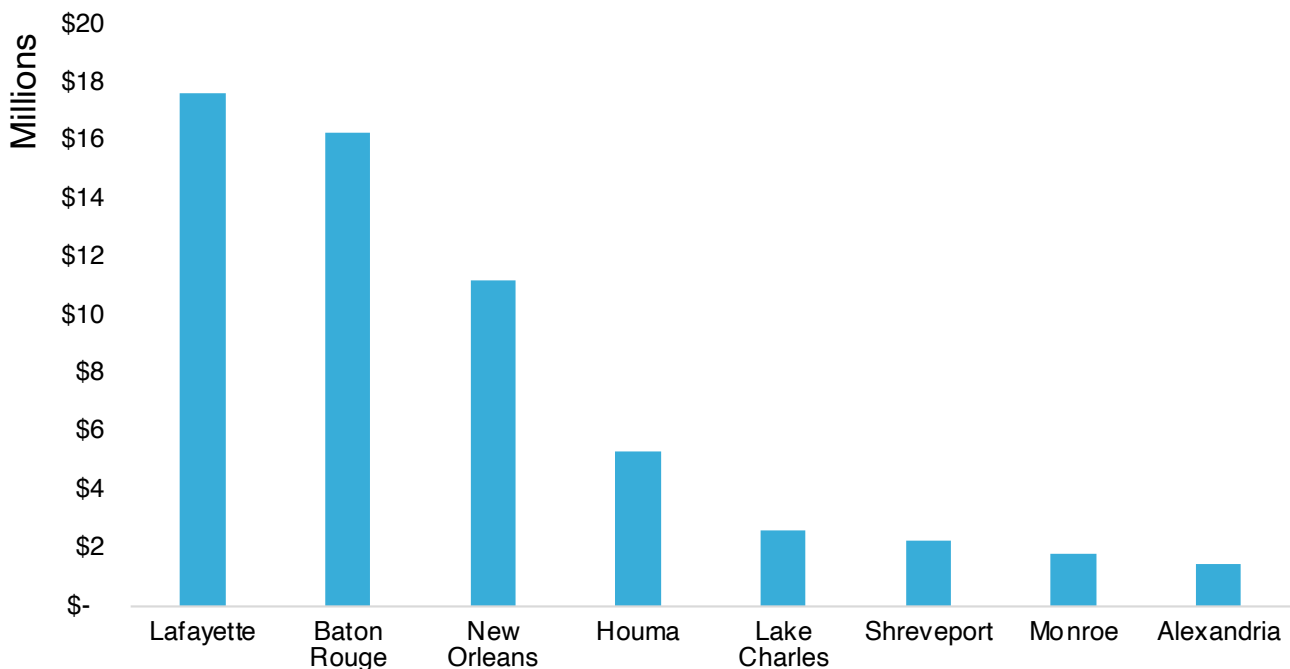
FUNDING AND AWARDED CONTRACT AMOUNTS, CATEGORIZED BY REGIONAL LABOR MARKET AREA (RLMA)

IWTP Awarded Contracts by Region
(1998 - 2025)



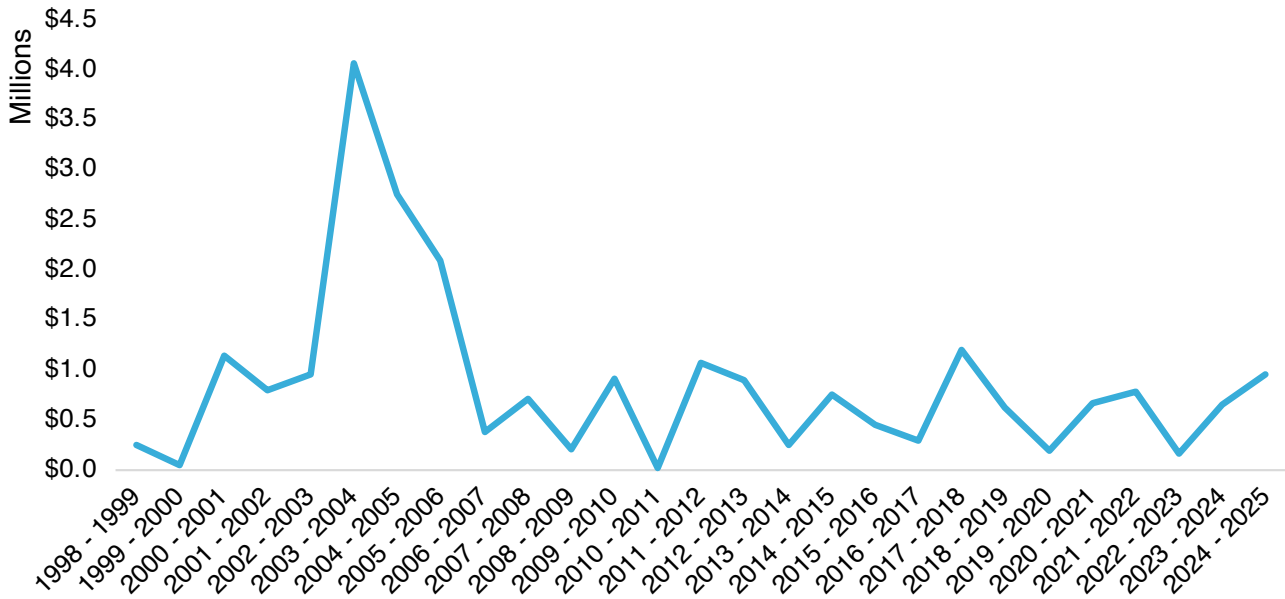
IWTP contract award amount by Regional Labor Market Area (RLMA) from 1998 – 2025, data is from Louisiana Works

SBET Awarded Contracts by Region
(1998 - 2025)



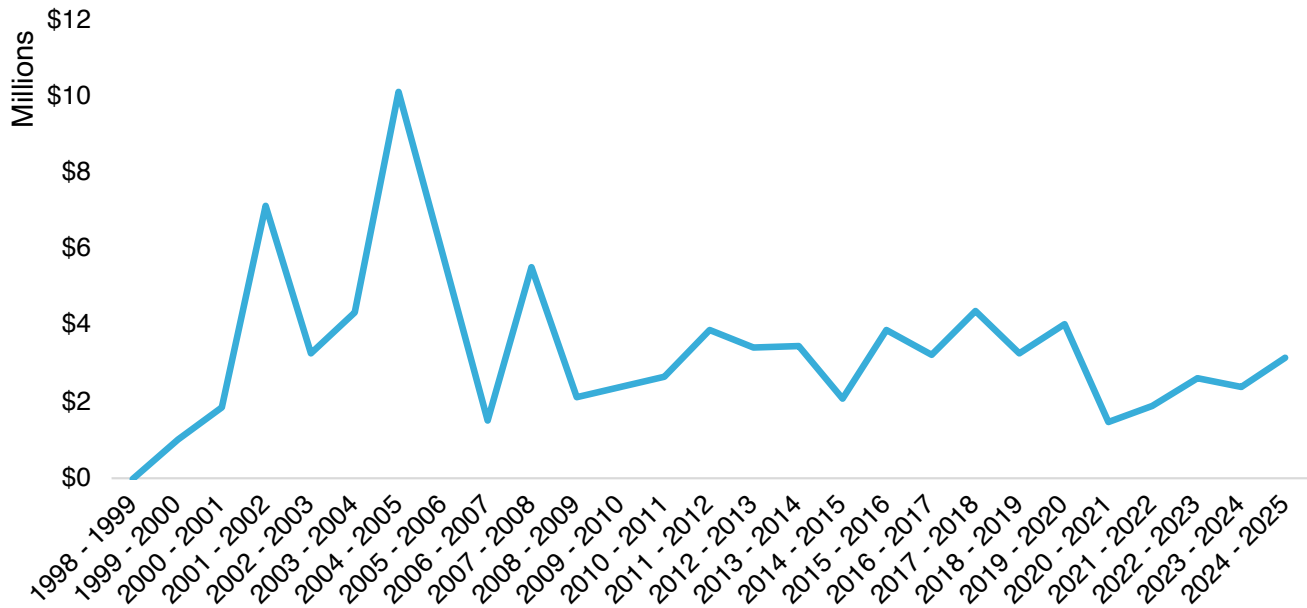
SBET contract award amount by Regional Labor Market Area (RLMA) from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (Alexandria)



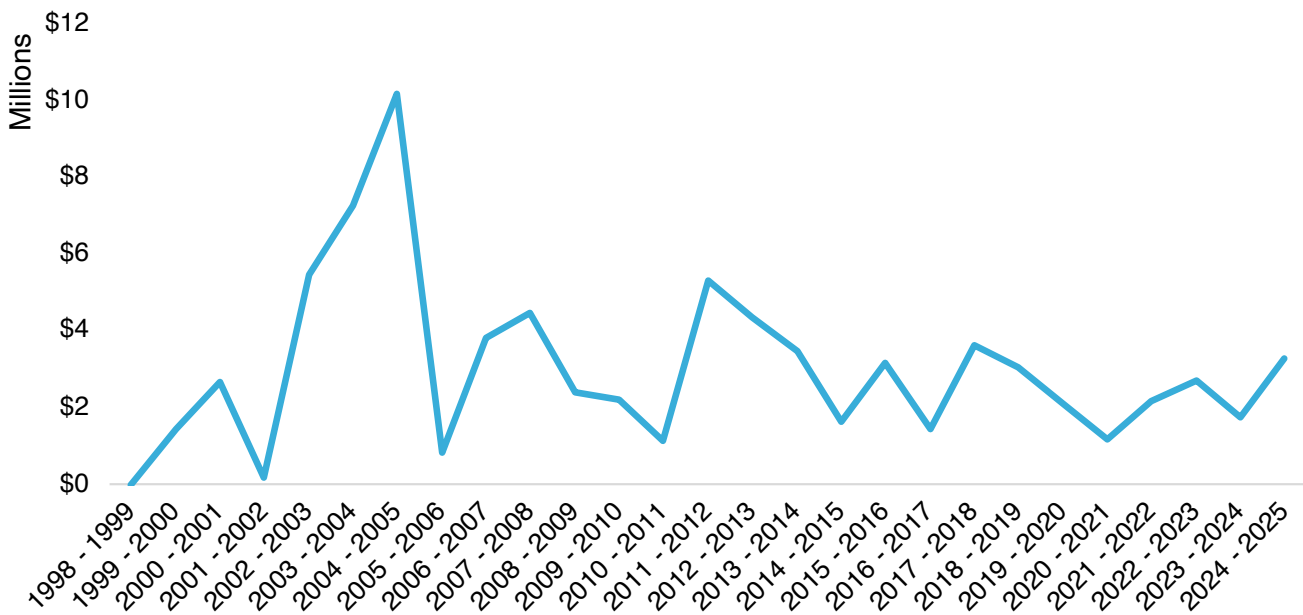
IWTP contract award amount per fiscal year in the Alexandria RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (Baton Rouge)



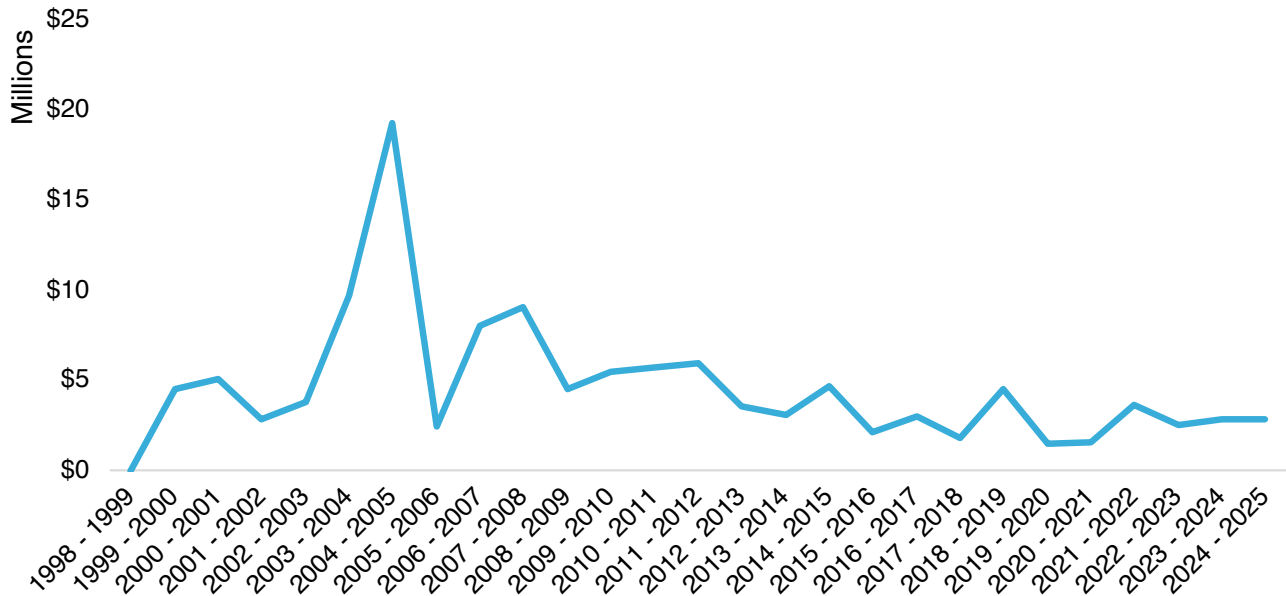
IWTP contract award amount per fiscal year in the Baton Rouge RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (Houma)



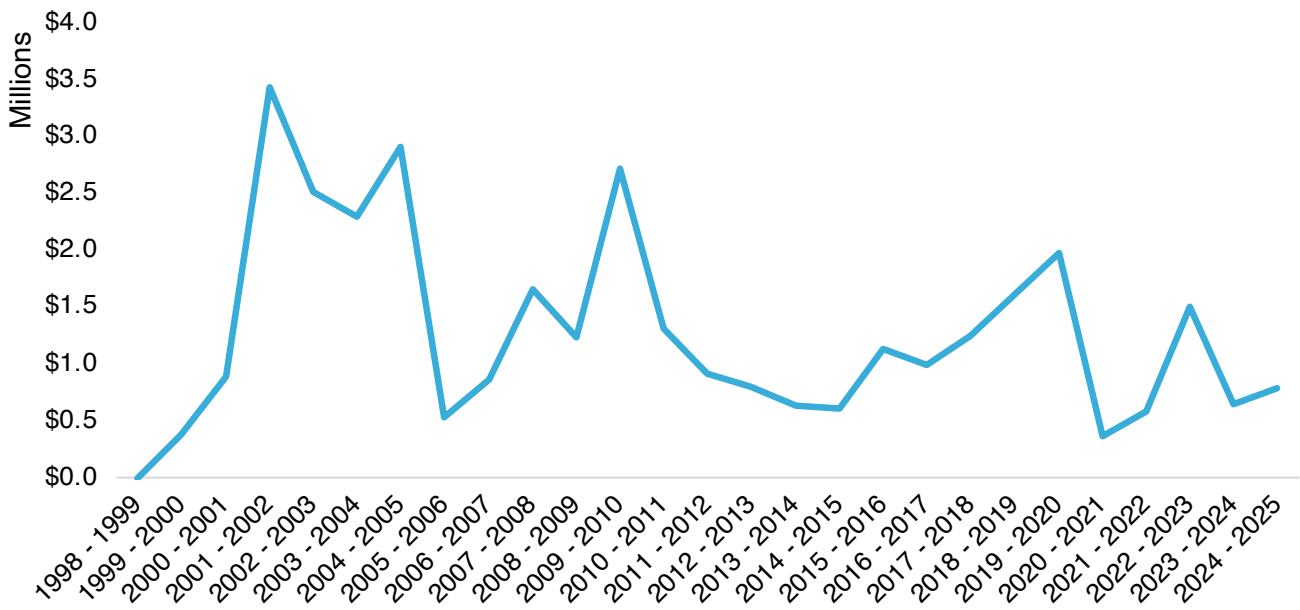
IWTP contract award amount per fiscal year in the Houma RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (Lafayette)



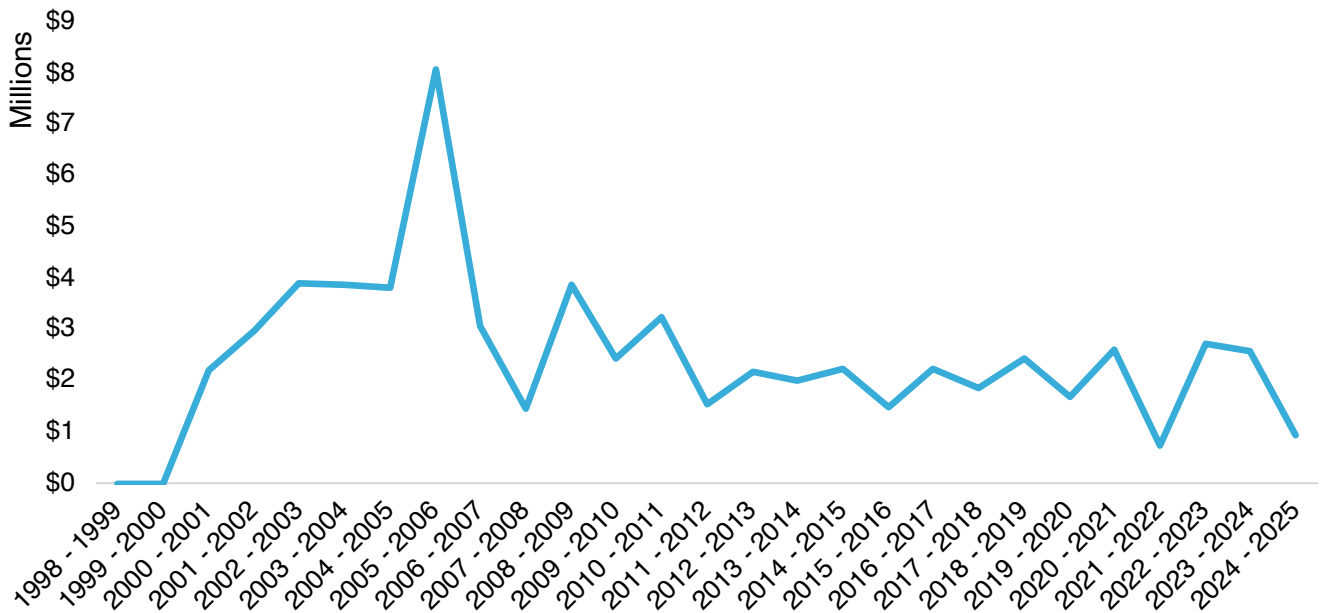
IWTP contract award amount per fiscal year in the Lafayette RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (Lake Charles)



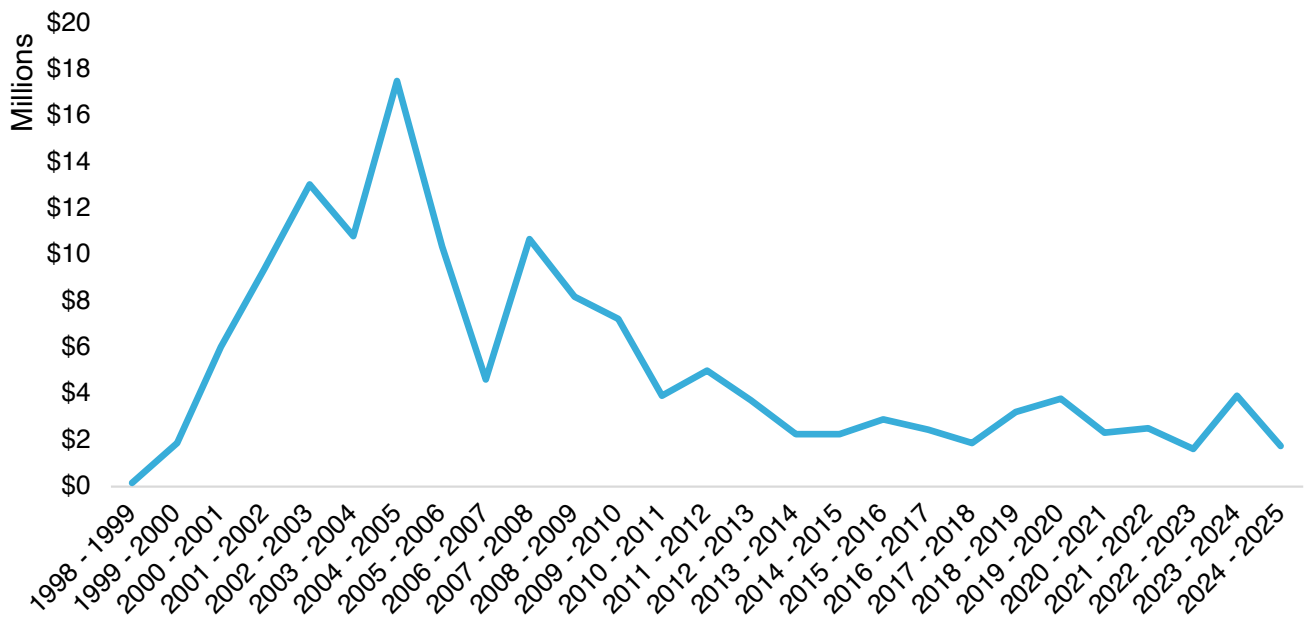
IWTP contract award amount per fiscal year in the Lake Charles RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (Monroe)



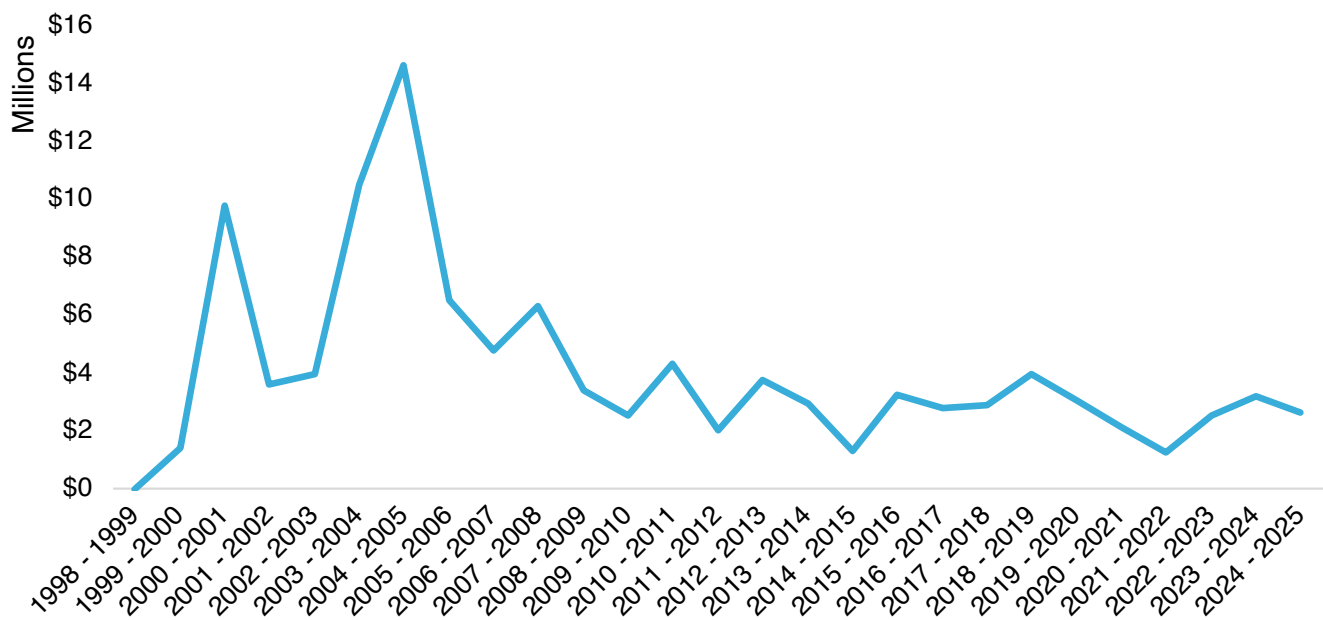
IWTP contract award amount per fiscal year in the Monroe RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (New Orleans)



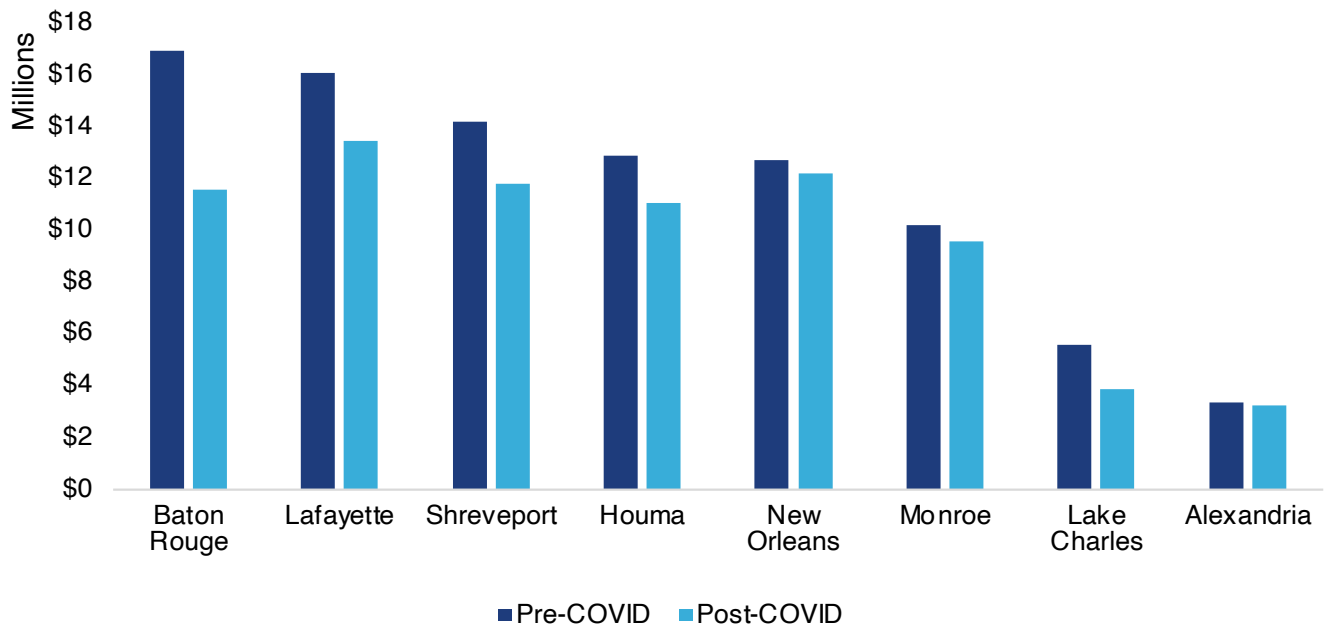
IWTP contract award amount per fiscal year in the New Orleans RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts Per Fiscal Year (Shreveport)



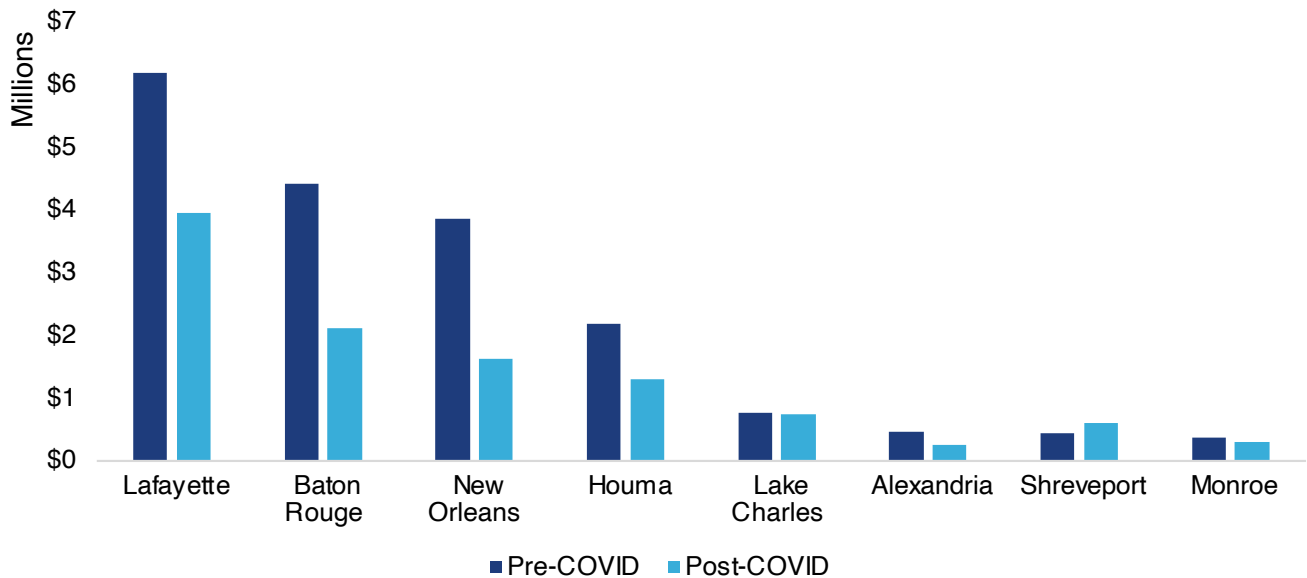
IWTP contract award amount per fiscal year in the Shreveport RLMA from 1998 – 2025, data is from Louisiana Works

IWTP Awarded Contracts by Region, Pre- and Post-COVID



IWTP contract award amount by RLMA pre-COVID (2014 – 2019) vs post-COVID (2020 – 2025)

SBET Awarded Contracts by Region, Pre- and Post-COVID



SBET contract award amount by RLMA pre-COVID (2014 – 2019) vs post-COVID (2020 – 2025)

IWTP FUNDING VS SBET FUNDING BY REGION

	SBET Pre-COVID	SBET Post-COVID	IWTP Pre-COVID	IWTP Post-COVID
Alexandria	\$462,321	\$245,246	\$3,331,422	\$3,231,654
Baton Rouge	\$4,414,178	\$2,117,037	\$16,916,210	\$11,572,235
Houma	\$2,180,914	\$1,297,383	\$12,899,844	\$11,024,689
Lafayette	\$6,194,592	\$3,953,199	\$16,075,846	\$13,431,450
Lake Charles	\$765,078	\$738,903	\$5,574,807	\$3,894,345
Monroe	\$376,338	\$297,492	\$10,190,328	\$9,550,145
New Orleans	\$3,856,932	\$1,636,430	\$12,718,058	\$12,189,004
Shreveport	\$449,733	\$591,338	\$14,159,801	\$11,769,232

IWTP award amounts vs SBET award amounts by region from 1998 – 2025, data is from Louisiana Works

FUNDING AND AWARDED CONTRACT AMOUNTS, CATEGORIZED BY INDUSTRY

AWARDED IWTP CONTRACTS, BY INDUSTRY

	Historical	Pre-COVID	Post-COVID	Change from Pre- to Post-COVID
Manufacturing	\$193,164,601	\$25,965,801	\$22,245,634	-14%
Health Care & Soc. Asst	\$70,112,323	\$8,411,048	\$7,764,603	-8%
Transport. & Warehousing	\$67,785,668	\$8,875,657	\$7,362,132	-17%
Mining	\$62,667,334	\$7,755,961	\$5,614,316	-28%
Construction	\$62,624,344	\$10,634,778	\$10,033,036	-6%
Finance and Insurance	\$34,578,268	\$3,399,630	\$2,252,026	-34%
Accommod. & Food Serv.	\$29,650,873	\$5,028,597	\$3,801,647	-24%
Adm, Wast Mgt & Remed S	\$23,189,063	\$3,297,769	\$4,138,818	26%
Information	\$22,077,051	\$4,104,332	\$1,053,450	-74%
Retail Trade	\$19,029,425	\$1,169,658	\$1,015,247	-13%
Real Est., Rent. & Leas	\$18,361,153	\$3,045,601	\$2,531,398	-17%
Prof., Sci. & Tech. Ser	\$17,750,829	\$2,203,390	\$2,621,852	19%
Wholesale Trade	\$15,429,559	\$2,294,405	\$1,149,017	-50%
Arts, Ent., & Recreation	\$15,422,962	\$1,999,487	\$1,704,642	-15%
Other Services	\$10,614,844	\$1,795,231	\$681,715	-62%
Utilities	\$8,043,059	\$629,344	\$1,462,294	132%
Mgt. of Co. & Ent.	\$2,951,695	\$36,986	\$637,412	1623%
Educational Services	\$2,806,660	\$1,131,059	\$350,208	-69%
Public Adm.	\$270,141	\$87,582	\$64,268	-27%
Agri, Fishing & Hunting	\$74,352	\$0	\$0	N/A

IWTP award amounts by industry from 1998 – 2025, pre-COVID (2014 – 2019), post-COVID (2020 – 2025), and award amount growth from pre-COVID to post-COVID, data is from Louisiana Works

IWTP FUNDING VS SBET FUNDING BY INDUSTRY (1998 – 2025)

	SBET	IWTP
Accommodation and Food Services	\$200,142	\$29,650,873
Administrative and Waste Services	\$1,680,328	\$23,189,063
Agriculture, Forestry, Fishing, and Hunting	\$136,441	\$74,352
Arts, Entertainment, and Recreation	\$123,517	\$15,422,962
Construction	\$7,184,335	\$62,624,344
Educational Services	\$516,155	\$2,806,660
Finance and Insurance	\$5,608,639	\$34,578,268
Health Care and Social Assistance	\$4,252,729	\$70,112,323
Information	\$1,093,685	\$22,077,051
Management of Companies and Enterprises	\$89,508	\$2,951,695
Manufacturing	\$3,662,107	\$193,164,601
Mining	\$3,065,345	\$62,667,334
Other Services, except Public Administration	\$3,523,577	\$10,614,844
Professional and Technical Services	\$15,650,569	\$17,750,829
Public Administration	\$284,959	\$270,141
Real Estate and Rental and Leasing	\$2,129,249	\$18,361,153
Retail Trade	\$2,085,854	\$19,029,425
Transportation and Warehousing	\$2,199,238	\$67,785,668
Utilities	\$24,787	\$8,043,059
Wholesale Trade	\$4,288,379	\$15,429,559

IWTP award amounts vs SBET award amounts by industry from 1998 – 2025, data is from Louisiana Works

FUNDING AND AWARDED CONTRACT AMOUNTS, CATEGORIZED BY RLMA AND INDUSTRY

ALEXANDRIA IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$120,175	\$0
Administrative and Waste Services	\$47,773	\$0
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$0	\$0
Construction	\$436,090	\$485,145
Educational Services	\$0	\$0
Finance and Insurance	\$119,452	\$174,029
Health Care and Social Assistance	\$508,321	\$70,741
Information	\$58,075	\$0
Management of Companies and Enterprises	\$0	\$0
Manufacturing	\$1,978,819	\$2,385,654
Mining	\$0	\$0
Other Services, except Public Administration	\$0	\$0
Professional and Technical Services	\$62,717	\$0
Public Administration	\$0	\$0
Real Estate and Rental and Leasing	\$0	\$116,085
Retail Trade	\$0	\$0
Transportation and Warehousing	\$0	\$0
Utilities	\$0	\$0
Wholesale Trade	\$0	\$0

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

BATON ROUGE IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$20,708	\$0
Administrative and Waste Services	\$729,377	\$1,153,259
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$865,800	\$817,247
Construction	\$5,698,279	\$3,741,188
Educational Services	\$795,271	\$24,006
Finance and Insurance	\$1,085,062	\$652,068
Health Care and Social Assistance	\$1,144,772	\$1,462,032
Information	\$325,699	\$126,257
Management of Companies and Enterprises	\$0	\$0
Manufacturing	\$2,112,618	\$1,110,159
Mining	\$111,095	\$22,468
Other Services, except Public Administration	\$1,148,420	\$407,508
Professional and Technical Services	\$1,000,811	\$443,491
Public Administration	\$0	\$0
Real Estate and Rental and Leasing	\$638,974	\$548,090
Retail Trade	\$446,546	\$483,831
Transportation and Warehousing	\$500,766	\$568,773
Utilities	\$0	\$0
Wholesale Trade	\$292,012	\$11,858

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

HOUMA IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$0	\$32,005
Administrative and Waste Services	\$1,384,459	\$790,237
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$0	\$0
Construction	\$828,942	\$1,384,170
Educational Services	\$0	\$0
Finance and Insurance	\$22,324	\$184,738
Health Care and Social Assistance	\$663,275	\$483,017
Information	\$0	\$0
Management of Companies and Enterprises	\$0	\$0
Manufacturing	\$2,655,995	\$1,258,891
Mining	\$2,535,943	\$2,918,501
Other Services, except Public Administration	\$243,578	\$77,139
Professional and Technical Services	\$223,747	\$167,329
Public Administration	\$0	\$0
Real Estate and Rental and Leasing	\$0	\$57,016
Retail Trade	\$0	\$0
Transportation and Warehousing	\$4,341,581	\$3,671,646
Utilities	\$0	\$0
Wholesale Trade	\$0	\$0

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

LAFAYETTE IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$117,347	\$277,195
Administrative and Waste Services	\$392,738	\$787,763
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$129,925	\$121,000
Construction	\$1,886,403	\$1,538,504
Educational Services	\$100,727	\$326,202
Finance and Insurance	\$284,670	\$277,672
Health Care and Social Assistance	\$2,206,692	\$1,985,357
Information	\$0	\$0
Management of Companies and Enterprises	\$0	\$0
Manufacturing	\$3,665,495	\$2,246,091
Mining	\$4,591,762	\$2,447,995
Other Services, except Public Administration	\$118,596	\$0
Professional and Technical Services	\$202,524	\$852,561
Public Administration	\$0	\$0
Real Estate and Rental and Leasing	\$1,568,965	\$940,790
Retail Trade	\$161,665	\$133,801
Transportation and Warehousing	\$539,343	\$1,014,105
Utilities	\$0	\$212,603
Wholesale Trade	\$108,994	\$269,811

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

LAKE CHARLES IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$2,104,010	\$2,395,321
Administrative and Waste Services	\$0	\$0
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$238,472	\$203,572
Construction	\$358,686	\$0
Educational Services	\$0	\$0
Finance and Insurance	\$213,840	\$0
Health Care and Social Assistance	\$541,558	\$60,213
Information	\$0	\$0
Management of Companies and Enterprises	\$0	\$0
Manufacturing	\$2,042,082	\$942,438
Mining	\$0	\$76,808
Other Services, except Public Administration	\$0	\$0
Professional and Technical Services	\$0	\$36,438
Public Administration	\$0	\$0
Real Estate and Rental and Leasing	\$0	\$0
Retail Trade	\$0	\$47,384
Transportation and Warehousing	\$0	\$0
Utilities	\$0	\$0
Wholesale Trade	\$76,159	\$132,171

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

MONROE IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$0	\$0
Administrative and Waste Services	\$0	\$0
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$0	\$0
Construction	\$0	\$1,479,013
Educational Services	\$0	\$0
Finance and Insurance	\$707,741	\$0
Health Care and Social Assistance	\$485,771	\$308,504
Information	\$3,588,877	\$927,193
Management of Companies and Enterprises	\$0	\$0
Manufacturing	\$3,616,122	\$5,255,966
Mining	\$0	\$0
Other Services, except Public Administration	\$214,057	\$115,145
Professional and Technical Services	\$0	\$0
Public Administration	\$87,582	\$64,268
Real Estate and Rental and Leasing	\$273,162	\$361,055
Retail Trade	\$24,816	\$0
Transportation and Warehousing	\$0	\$0
Utilities	\$0	\$590,091
Wholesale Trade	\$1,192,200	\$269,871

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

NEW ORLEANS IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$1,572,957	\$415,180
Administrative and Waste Services	\$743,422	\$1,407,559
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$356,982	\$562,823
Construction	\$1,121,700	\$1,057,779
Educational Services	\$235,061	\$0
Finance and Insurance	\$611,711	\$798,009
Health Care and Social Assistance	\$1,516,716	\$1,218,335
Information	\$131,681	\$0
Management of Companies and Enterprises	\$36,986	\$637,412
Manufacturing	\$1,359,758	\$1,397,718
Mining	\$475,003	\$148,544
Other Services, except Public Administration	\$31,699	\$81,923
Professional and Technical Services	\$529,353	\$1,082,792
Public Administration	\$0	\$0
Real Estate and Rental and Leasing	\$182,274	\$110,715
Retail Trade	\$211,530	\$51,875
Transportation and Warehousing	\$2,785,810	\$2,107,608
Utilities	\$390,485	\$659,600
Wholesale Trade	\$424,930	\$451,132

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

SHREVEPORT IWTP AWARDED CONTRACTS, BY INDUSTRY

	Pre-COVID Funding	Post-COVID Funding
Accommodation and Food Services	\$1,093,400	\$681,946
Administrative and Waste Services	\$0	\$0
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0
Arts, Entertainment, and Recreation	\$408,308	\$0
Construction	\$304,678	\$347,237
Educational Services	\$0	\$0
Finance and Insurance	\$354,830	\$165,510
Health Care and Social Assistance	\$1,343,943	\$2,176,404
Information	\$0	\$0
Management of Companies and Enterprises	\$0	\$0
Manufacturing	\$8,534,912	\$7,648,717
Mining	\$42,158	\$0
Other Services, except Public Administration	\$38,881	\$0
Professional and Technical Services	\$184,238	\$39,241
Public Administration	\$0	\$0
Real Estate and Rental and Leasing	\$382,226	\$397,647
Retail Trade	\$325,101	\$298,356
Transportation and Warehousing	\$708,157	\$0
Utilities	\$238,859	\$0
Wholesale Trade	\$200,110	\$14,174

Awarded IWTP contract amounts in aggregate pre-COVID (2014 – 2019) and post-COVID (2020 – 2025) by industry in select RLMA

IWTP FUNDING IN SELECT INDUSTRY ACROSS RLMAS, PRE- AND POST-COVID

	Manufacturing Pre-COVID	Manufacturing Post-COVID	Overall Pre-COVID	Overall Post-COVID
Alexandria	\$1,978,819	\$2,385,654	\$3,331,422	\$3,231,654
Baton Rouge	\$2,112,618	\$1,110,159	\$16,916,210	\$11,572,235
Houma	\$2,655,995	\$1,258,891	\$12,899,844	\$11,024,689
Lafayette	\$3,665,495	\$2,246,091	\$16,075,846	\$13,431,450
Lake Charles	\$2,042,802	\$942,438	\$5,574,807	\$3,894,345
Monroe	\$3,616,122	\$5,255,966	\$10,190,328	\$9,371,106
New Orleans	\$1,359,758	\$1,397,718	\$12,718,058	\$12,189,004
Shreveport	\$8,534,912	\$7,648,717	\$14,159,801	\$11,769,232

IWTP contract award amounts in the manufacturing industry compared to overall IWTP award amounts by region pre-COVID vs post-COVID, data is from Louisiana Works

IWTP FUNDING IN SELECT INDUSTRY ACROSS RLMAS, PRE- AND POST-COVID

	Construction Pre-COVID	Construction Post-COVID	Overall Pre-COVID	Overall Post-COVID
Alexandria	\$436,090	\$485,145	\$3,331,422	\$3,231,654
Baton Rouge	\$5,698,279	\$3,741,188	\$16,916,210	\$11,572,235
Houma	\$828,942	\$1,384,170	\$12,899,844	\$11,024,689
Lafayette	\$1,886,403	\$1,538,504	\$16,075,846	\$13,431,450
Lake Charles	\$358,686	\$0	\$5,574,807	\$3,894,345
Monroe	\$0	\$1,479,013	\$10,190,328	\$9,371,106
New Orleans	\$1,121,700	\$1,057,779	\$12,718,058	\$12,189,004
Shreveport	\$304,678	\$347,237	\$14,159,801	\$11,769,232

IWTP contract award amounts in the construction industry compared to overall IWTP award amounts by region pre-COVID vs post-COVID, data is from Louisiana Works

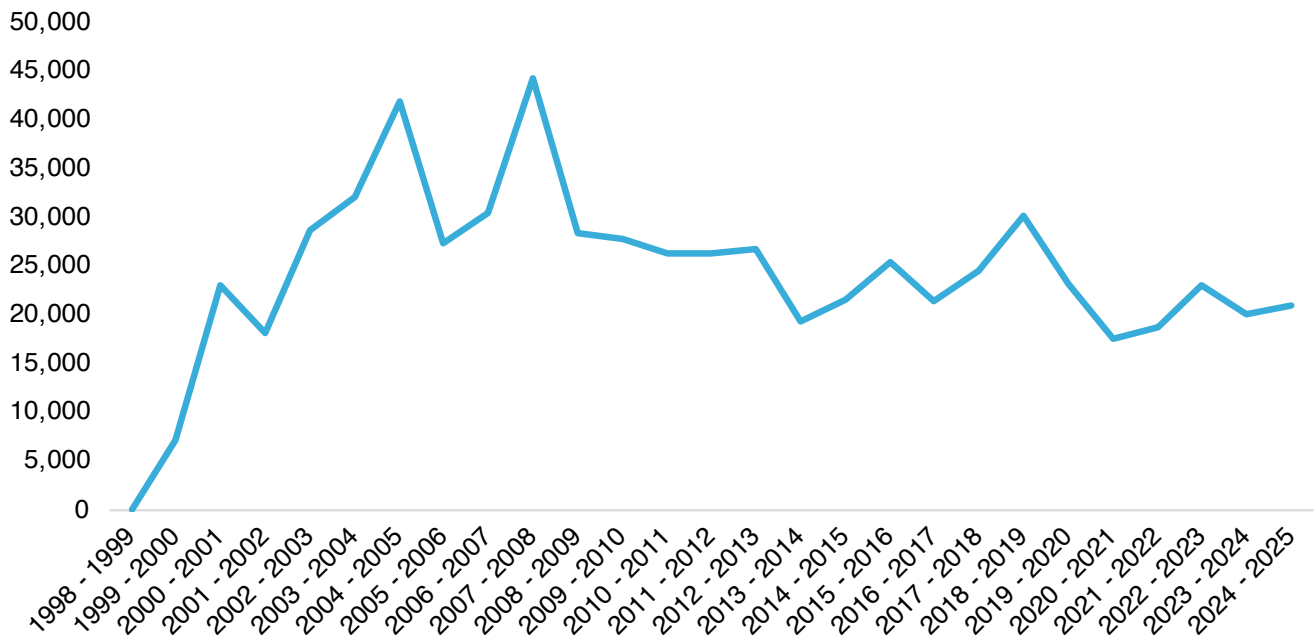
IWTP FUNDING IN SELECT INDUSTRY ACROSS RLMAS, PRE- AND POST-COVID

	Pro. Services Pre-COVID	Pro. Services Post-COVID	Overall Pre-COVID	Overall Post-COVID
Alexandria	\$62,717	\$0	\$3,331,422	\$3,231,654
Baton Rouge	\$1,000,811	\$443,491	\$16,916,210	\$11,572,235
Houma	\$223,747	\$167,329	\$12,899,844	\$11,024,689
Lafayette	\$202,524	\$852,561	\$16,075,846	\$13,431,450
Lake Charles	\$0	\$36,438	\$5,574,807	\$3,894,345
Monroe	\$0	\$0	\$10,190,328	\$9,371,106
New Orleans	\$529,353	\$1,082,792	\$12,718,058	\$12,189,004
Shreveport	\$184,238	\$39,241	\$14,159,801	\$11,769,232

IWTP contract award amounts in the professional services industry compared to overall IWTP award amounts by region pre-COVID vs post-COVID, data is from Louisiana Works

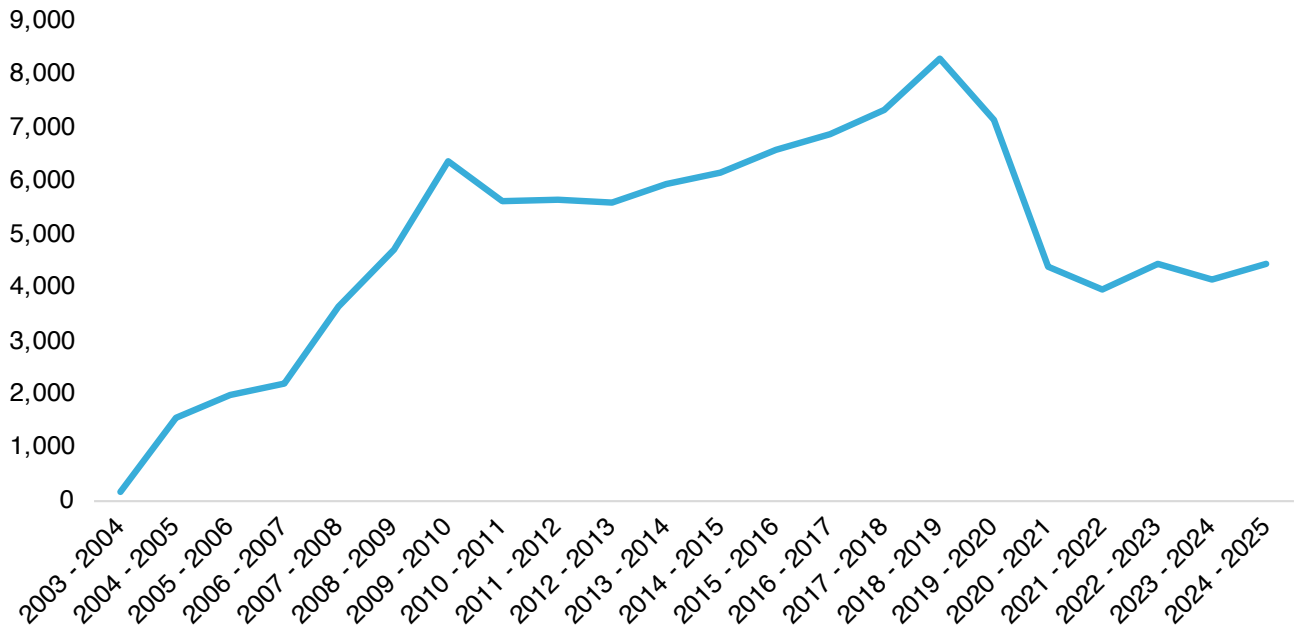
EMPLOYEES TRAINED

IWTP Employees Trained Per Fiscal Year



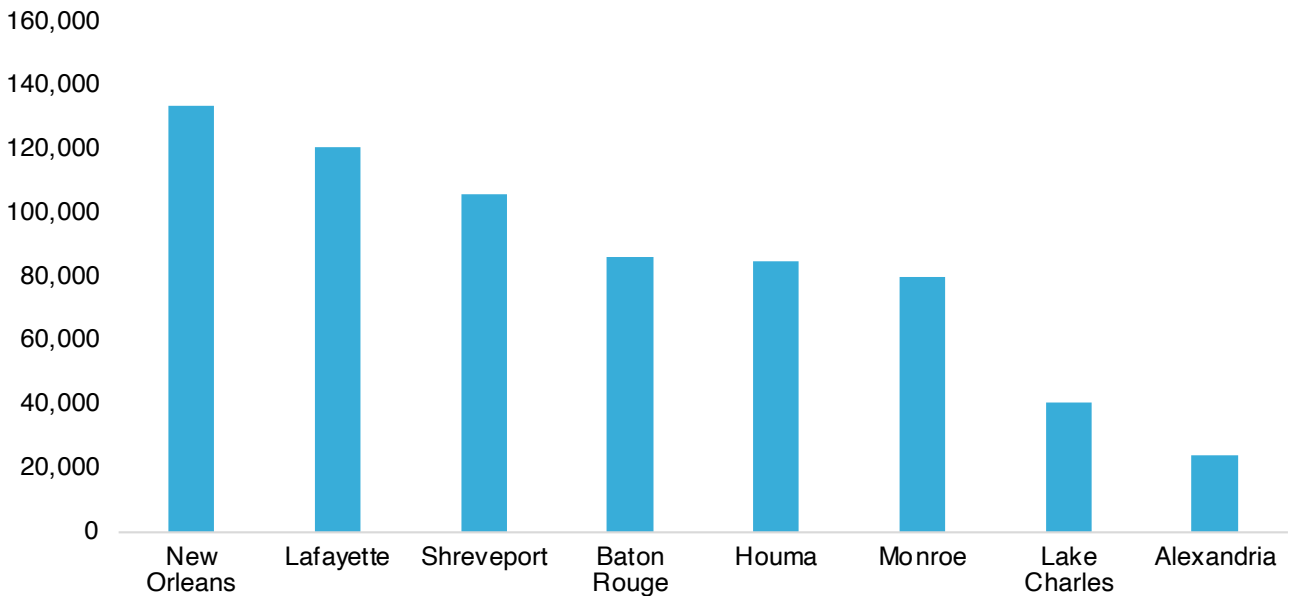
Number of employees trained via IWTP contracts per fiscal year from 1998 – 2025, data is from Louisiana Works

SBET Employees Trained Per Fiscal Year



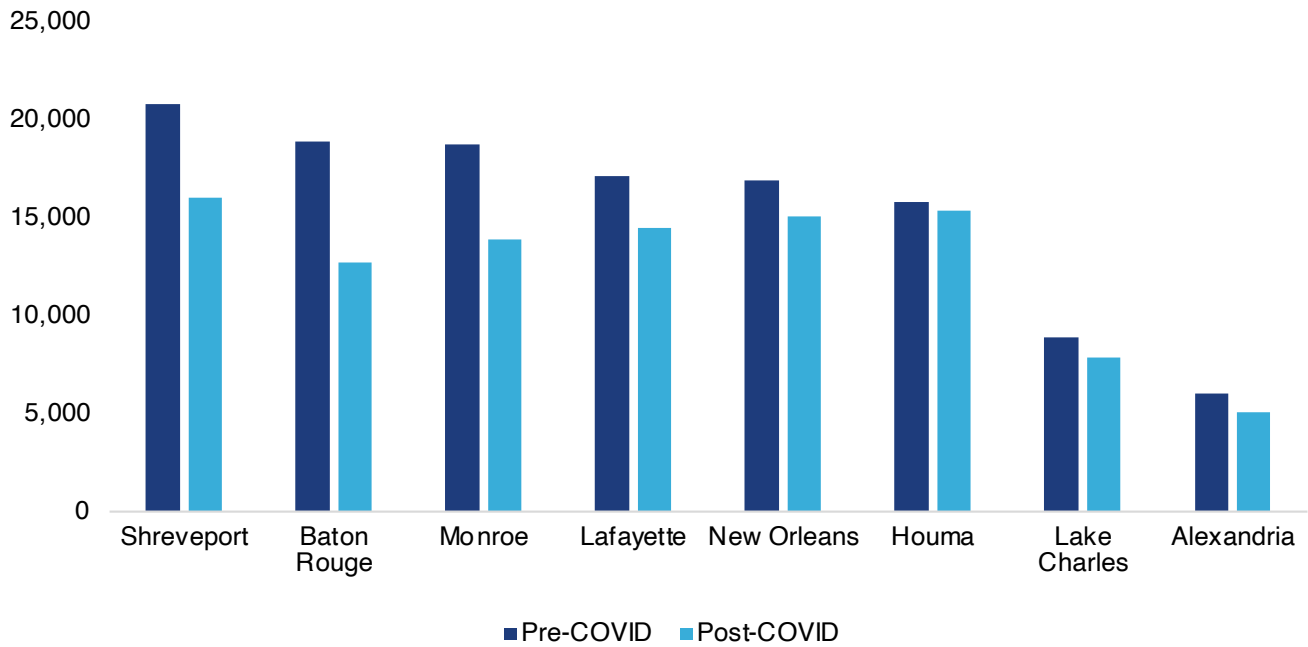
Number of employees trained via SBET contracts per fiscal year from 1998 – 2025, data is from Louisiana Works

IWTP Employees Trained by Region (1998 - 2025)



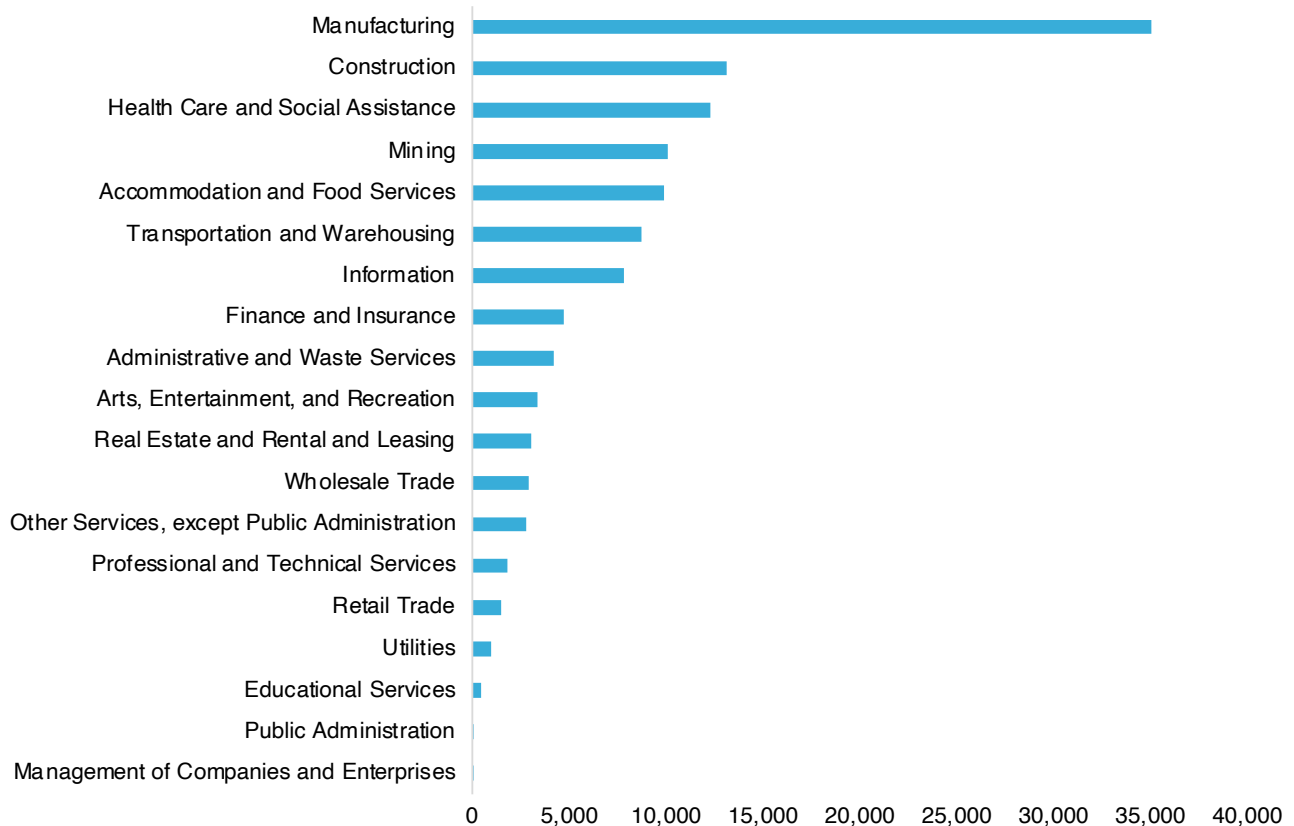
Number of employees trained via IWTP contracts by RLMA from 1998 – 2025, data is from Louisiana Works

Employees Trained by Region Pre and Post COVID



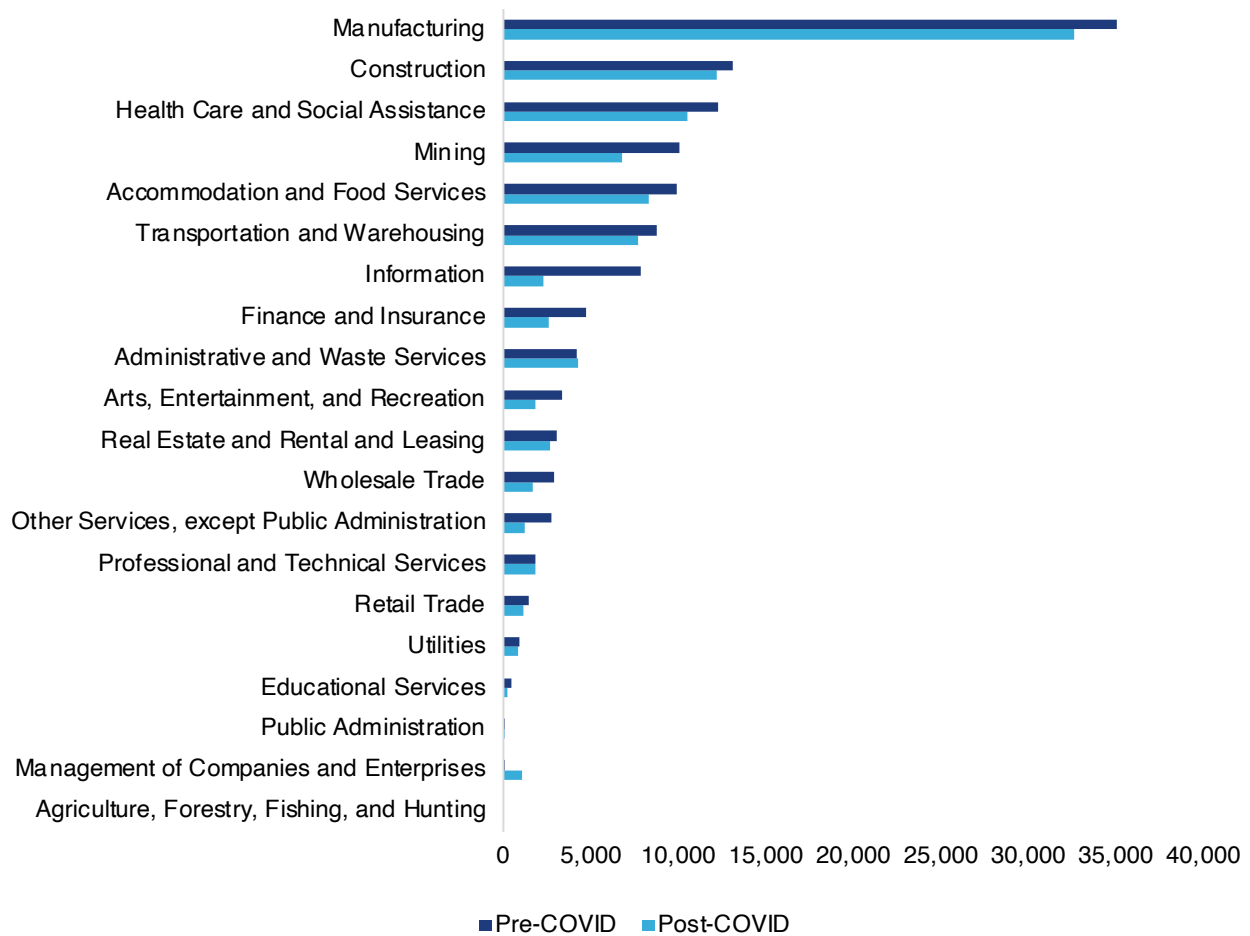
Number of employees trained via IWTP contracts by region pre-COVID vs post-COVID, data is from Louisiana Works

IWTP Employees Trained by Industry (1998 - 2025)



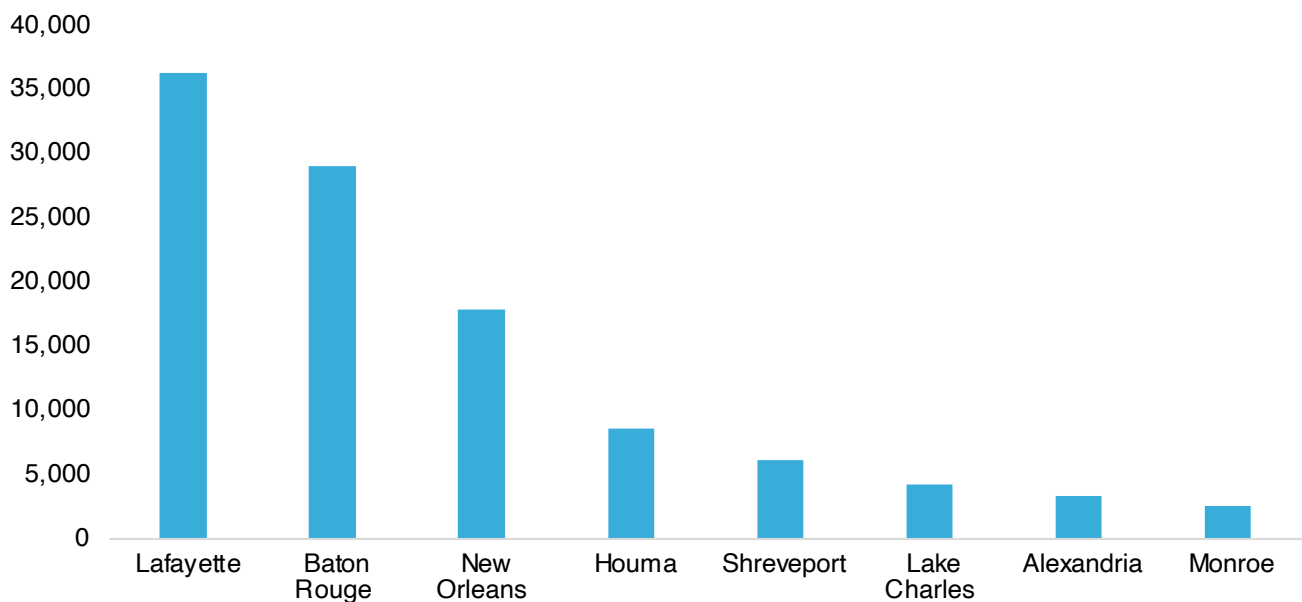
Number of employees trained via IWTP contracts by industry from 1998 – 2025, data is from Louisiana Works

IWTP Employees Trained by Industry Pre- and Post-COVID



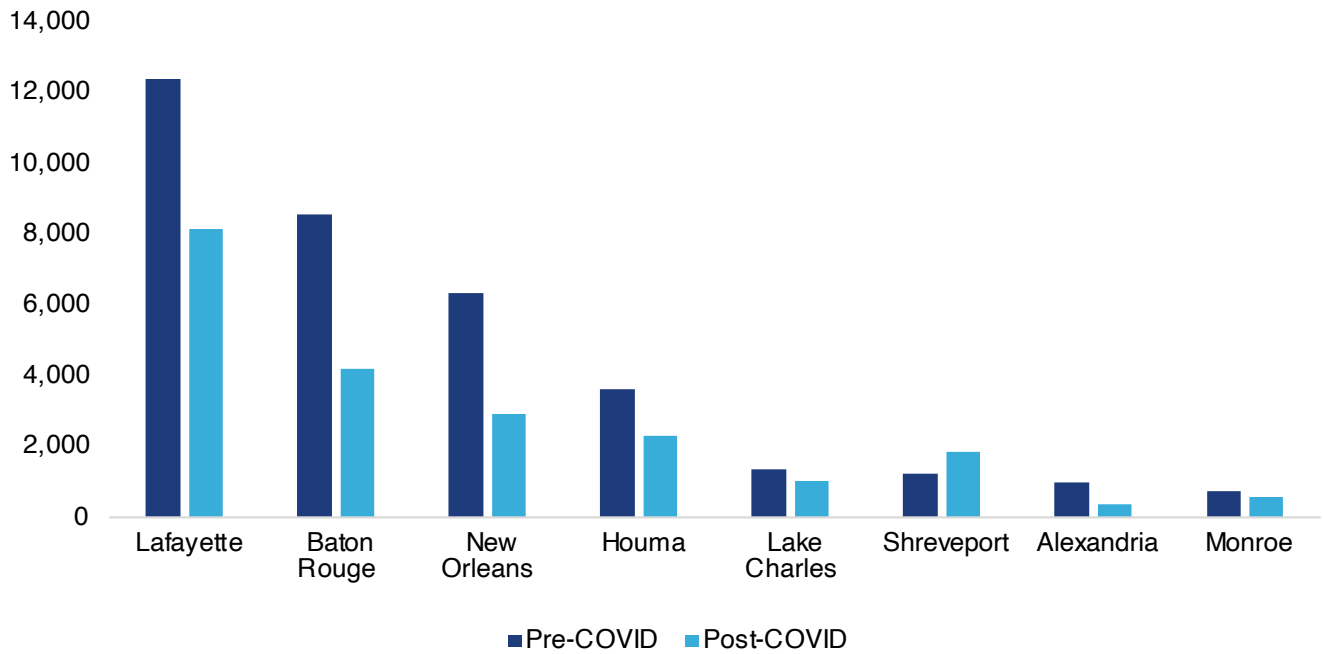
Number of employees trained via IWTP contracts by industry pre-COVID vs post-COVID, data is from Louisiana Works

SBET Employees Trained by Region (1998 - 2025)



Number of employees trained via IWTP contracts by RLMA from 1998 – 2025, data is from Louisiana Works

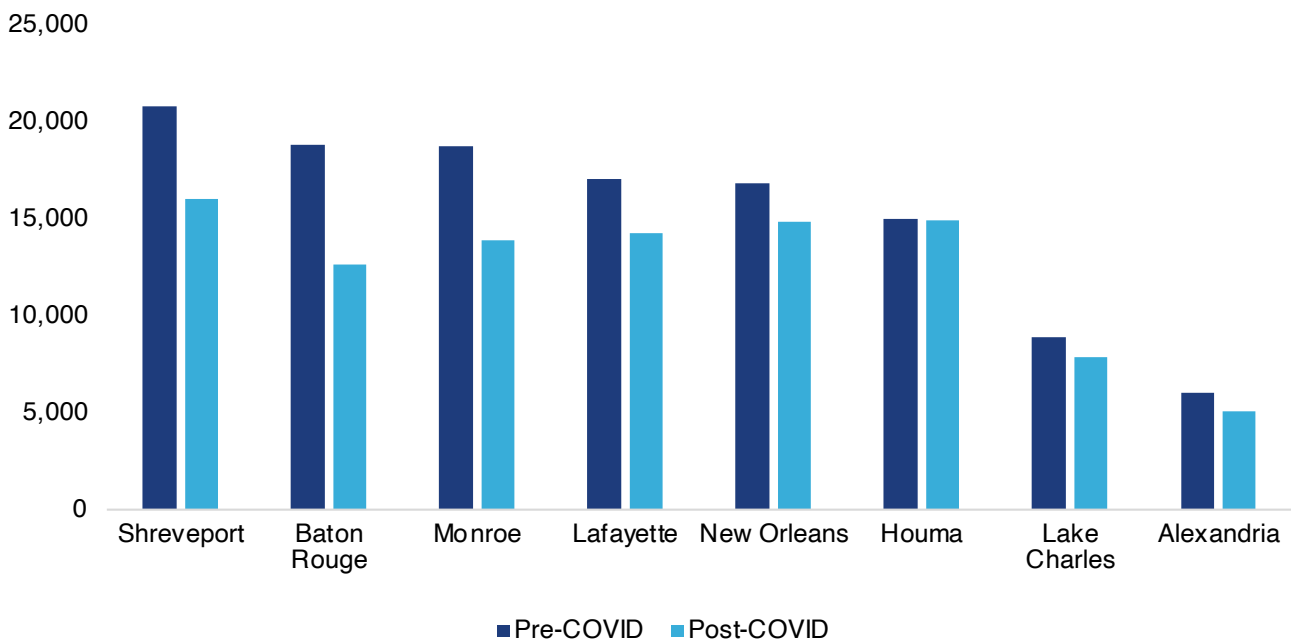
SBET Employees Trained by Region Pre- and Post-COVID



Number of employees trained via IWTP contracts by region pre-COVID vs post-COVID, data is from Louisiana Works

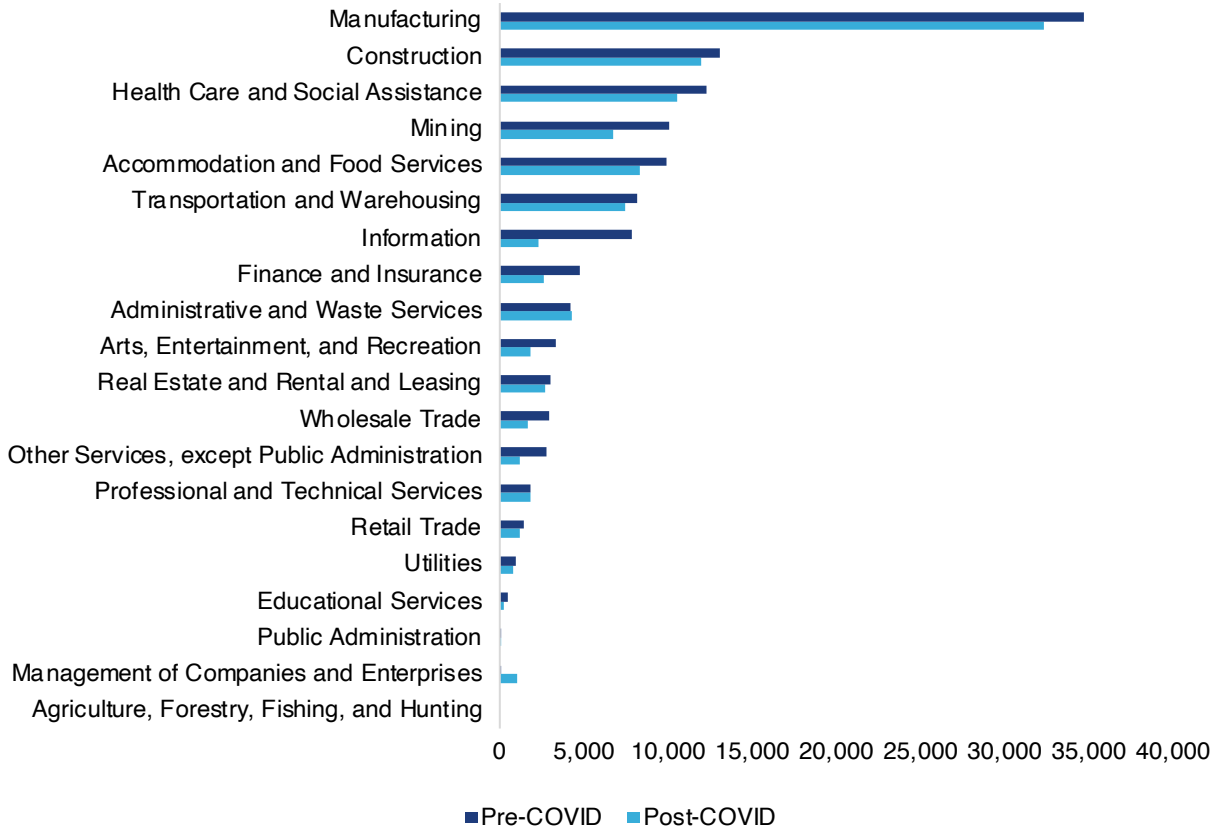
JOBS RETAINED

Jobs Retained by Region Pre-and Post-COVID



Number of jobs retained via IWTP contracts by region pre-COVID vs post-COVID, data is from Louisiana Works

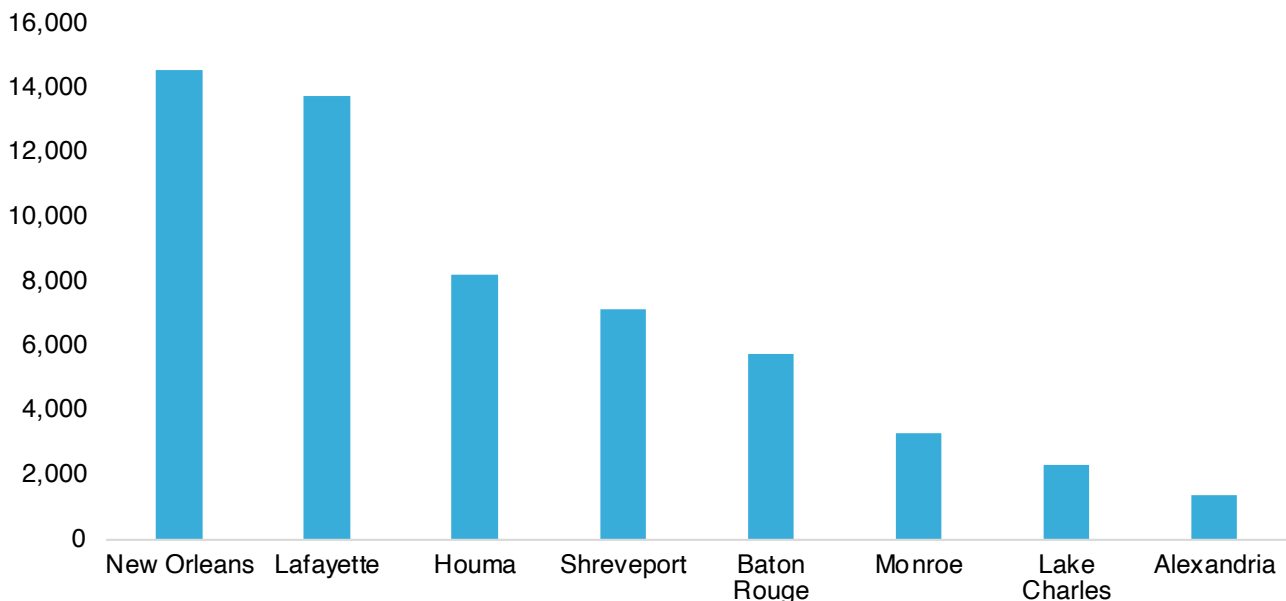
Jobs Retained by Industry Pre-and Post-COVID



Number of jobs retained via IWTP contracts by region pre-COVID vs post-COVID, data is from Louisiana Works

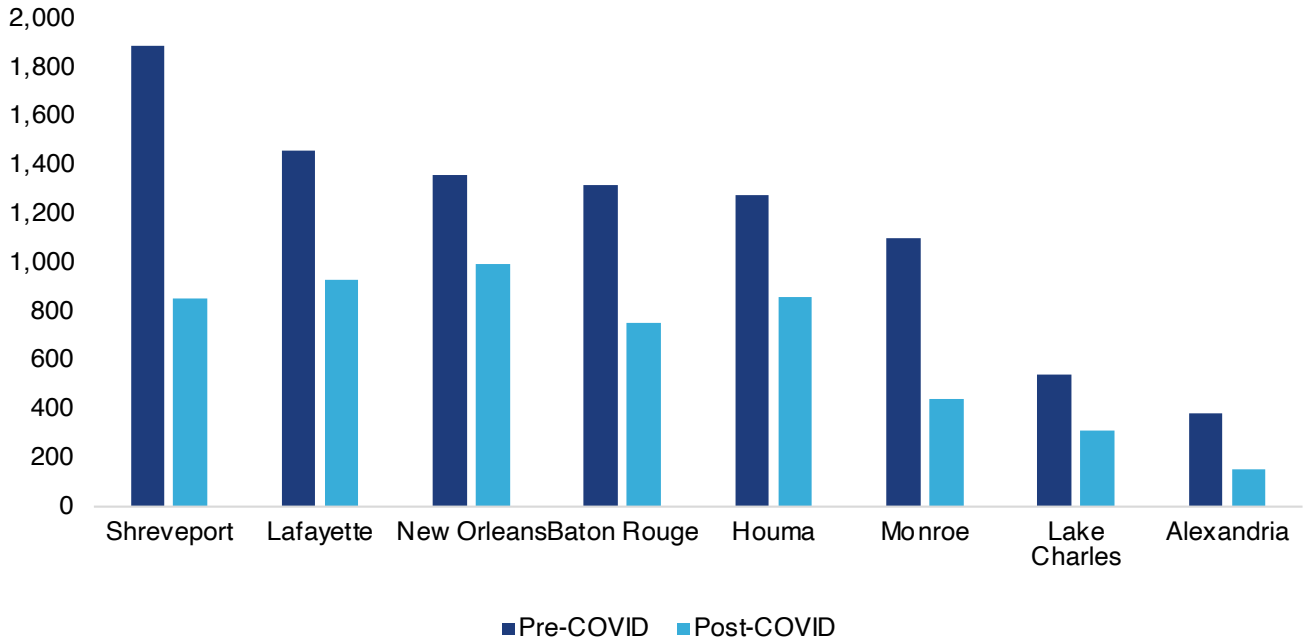
JOBS CREATED

New Jobs by Region (1998 - 2025)



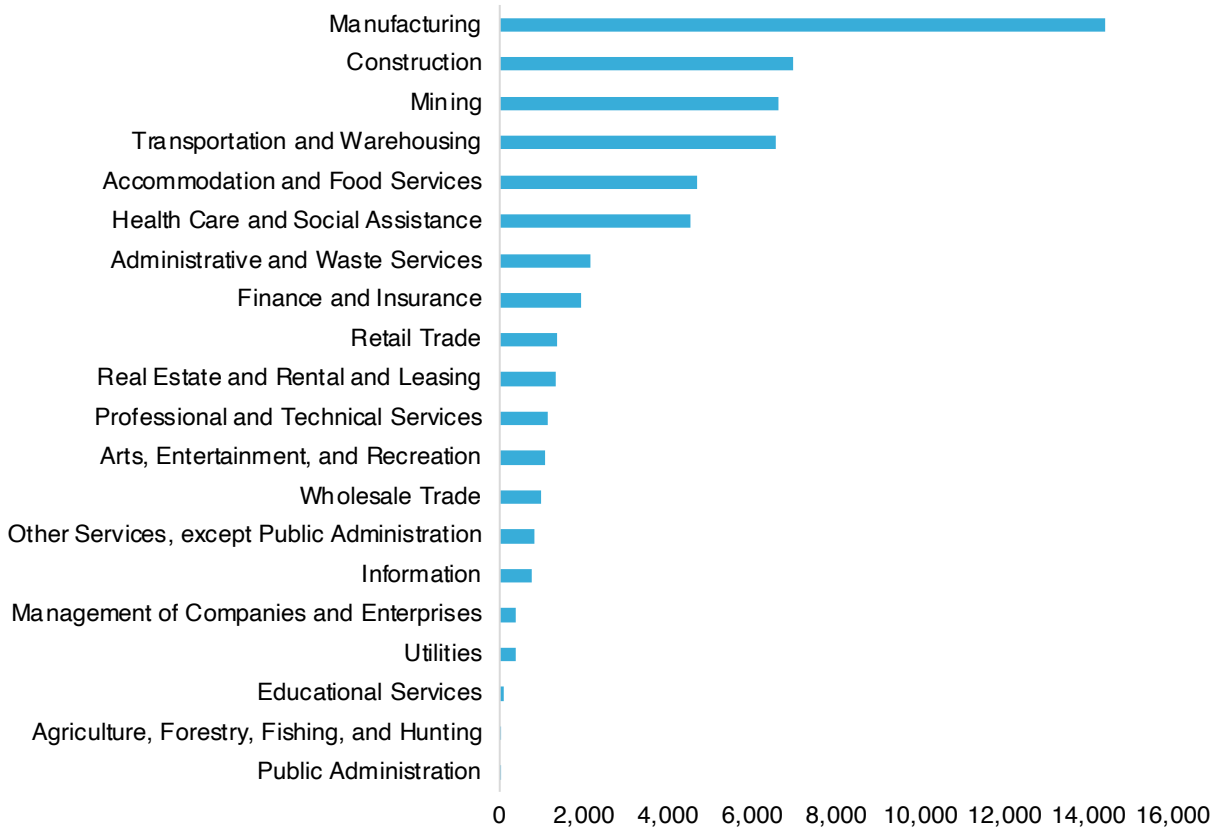
Number of jobs created via IWTP contracts by region from 1998 – 2025, data is from Louisiana Works

New Jobs by Region Pre- and Post-COVID



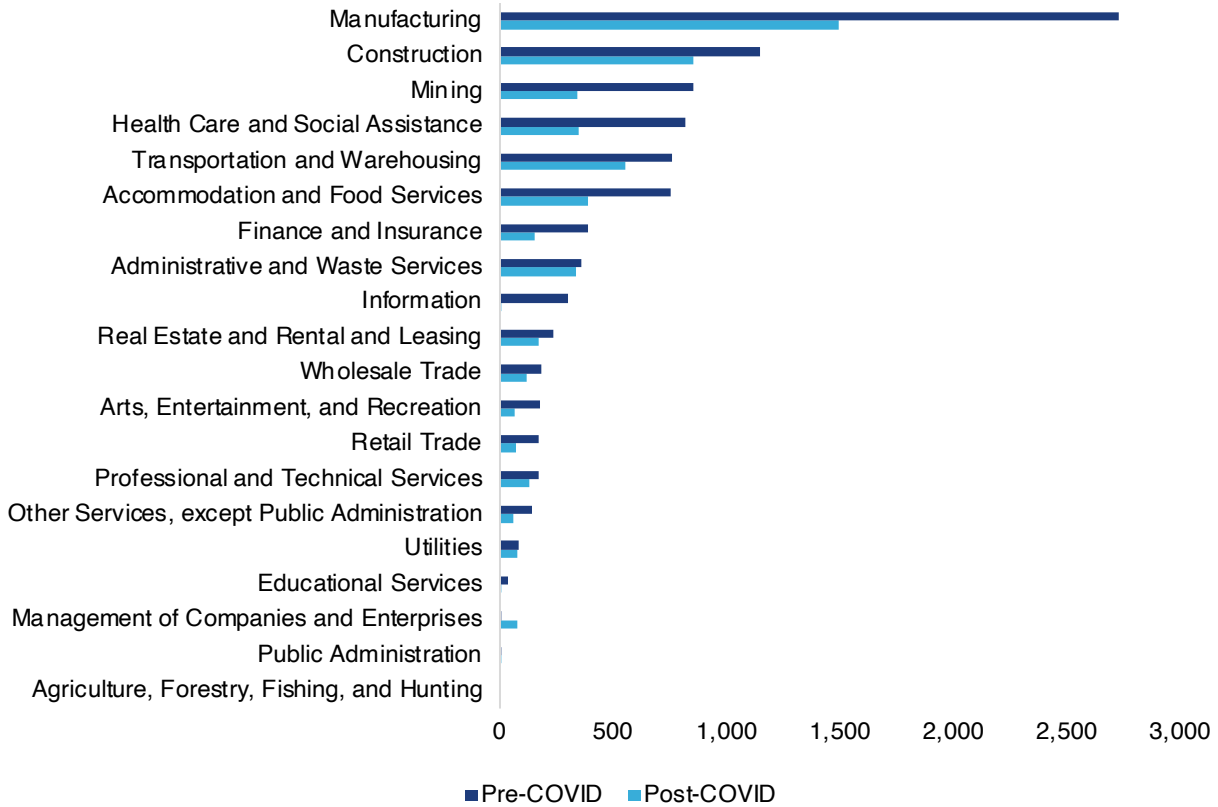
Number of jobs created via IWTP contracts by region pre-COVID vs post-COVID, data is from Louisiana Works

New Jobs by Industry (1998 - 2025)



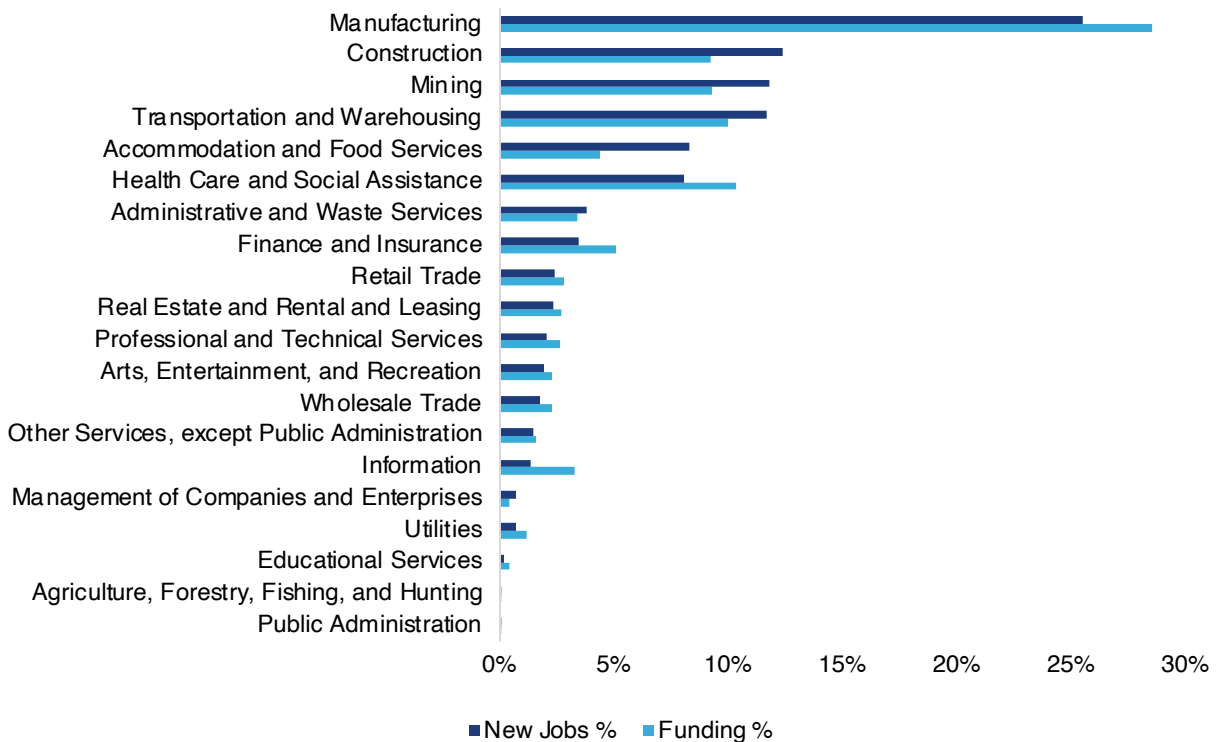
Number of jobs created via IWTP contracts by industry from 1998 – 2025, data is from Louisiana Works

New Jobs by Industry Pre- and Post-COVID



Number of jobs created via IWTP contracts by industry pre-COVID vs post-COVID, data is from Louisiana Works

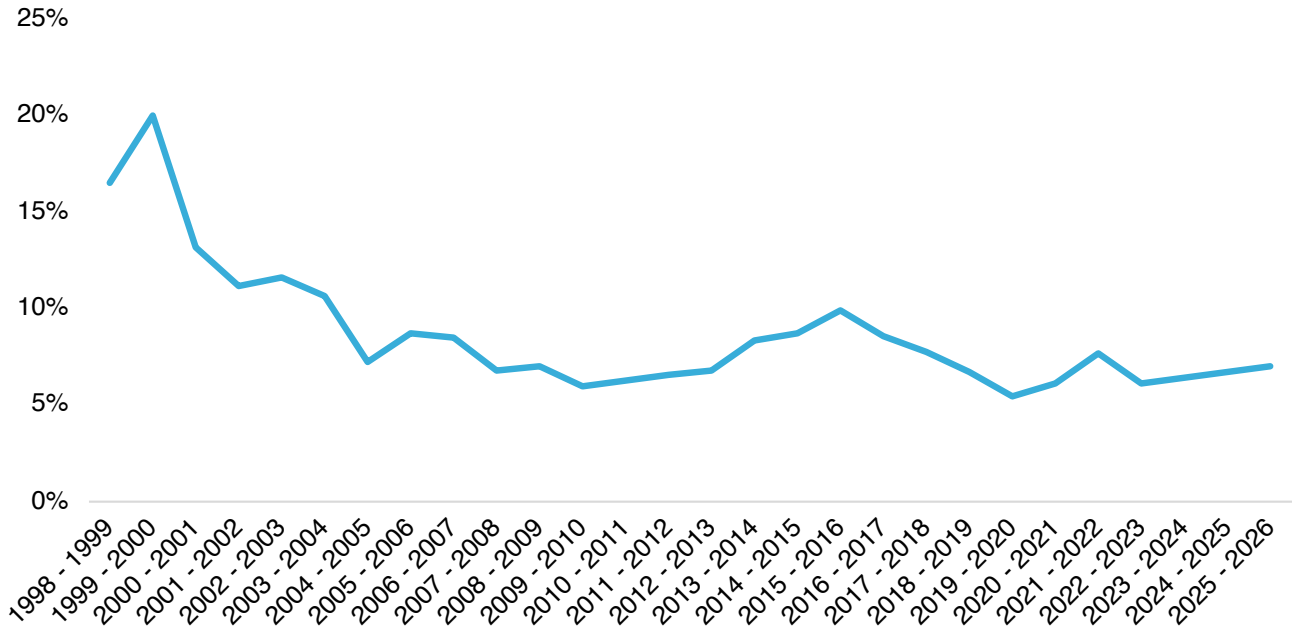
New Jobs Share vs Funding Share by Industry (1998 - 2025)



Number of jobs created via IWTP contracts compared to funding share by industry from 1998 – 2025, data is from Louisiana Works

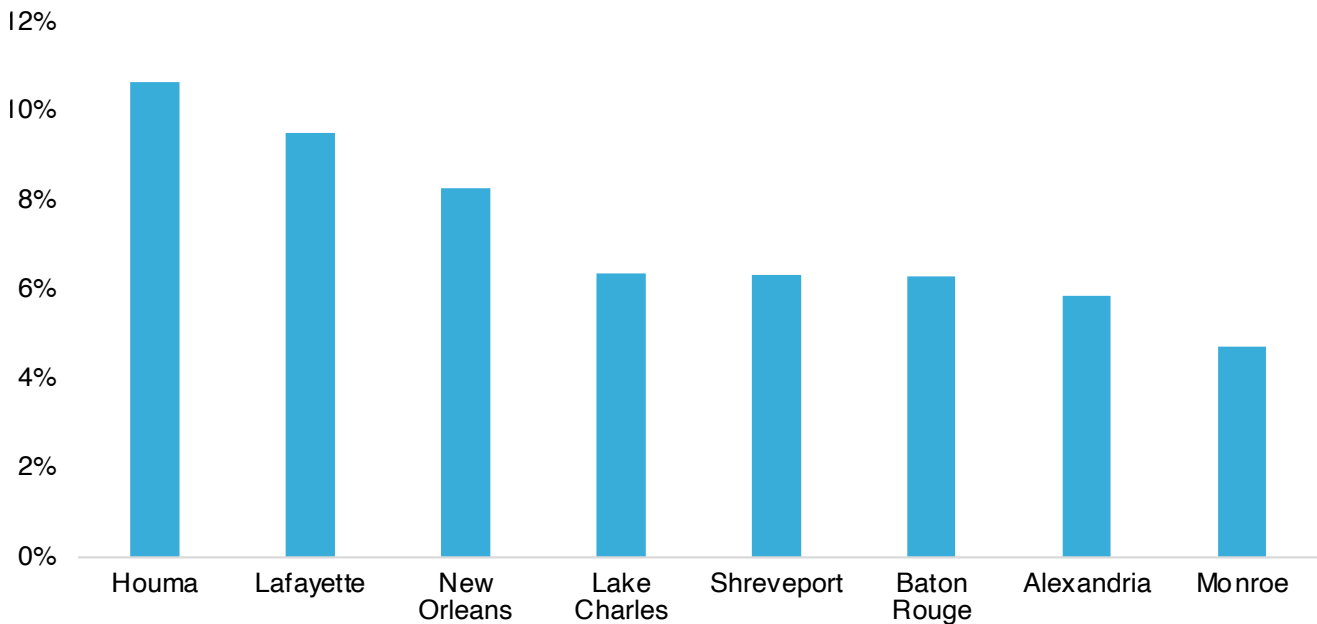
AVERAGE WAGE CHANGE

Average Wage Increase by Fiscal Year



Average wage increase for workers via IWTP contracts per fiscal year from 1998 – 2025, data is from Louisiana Works

Average Wage Increase by Region (1998 - 2025)



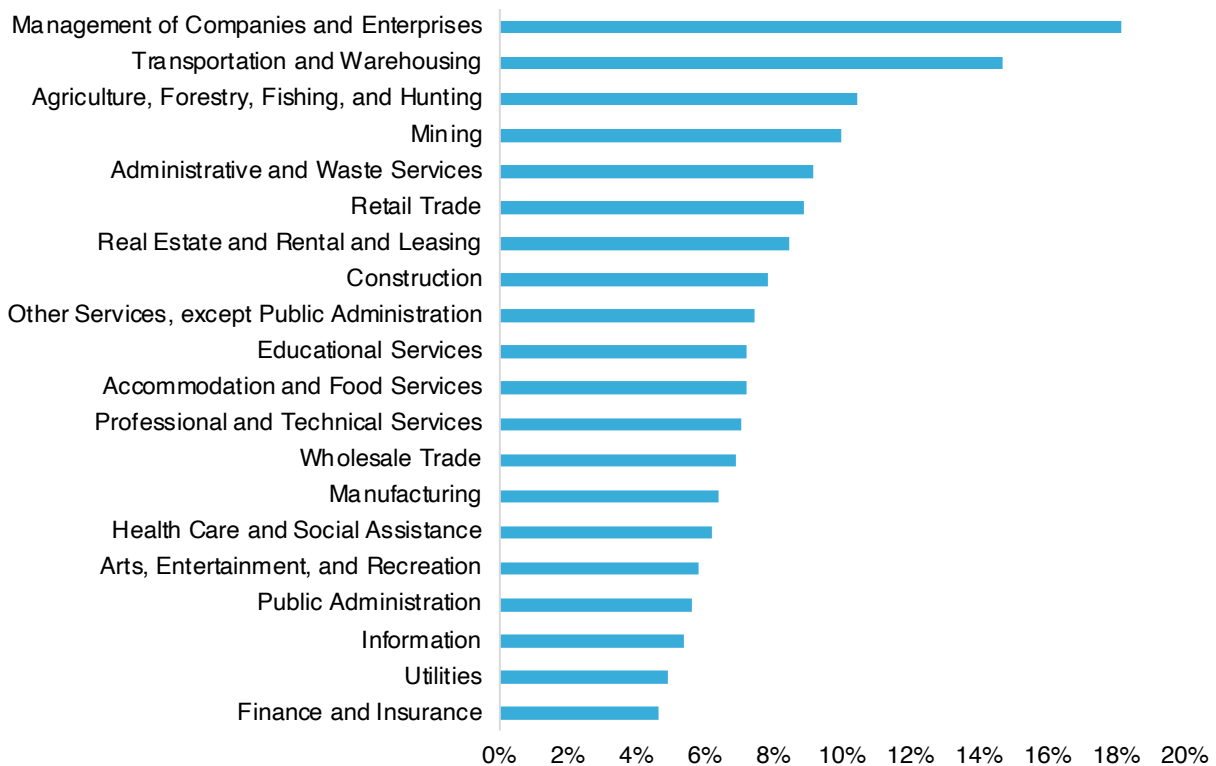
Average wage increase for workers via IWTP contracts by region from 1998 – 2025, data is from Louisiana Works

Wage Growth by Region Pre- and Post-COVID



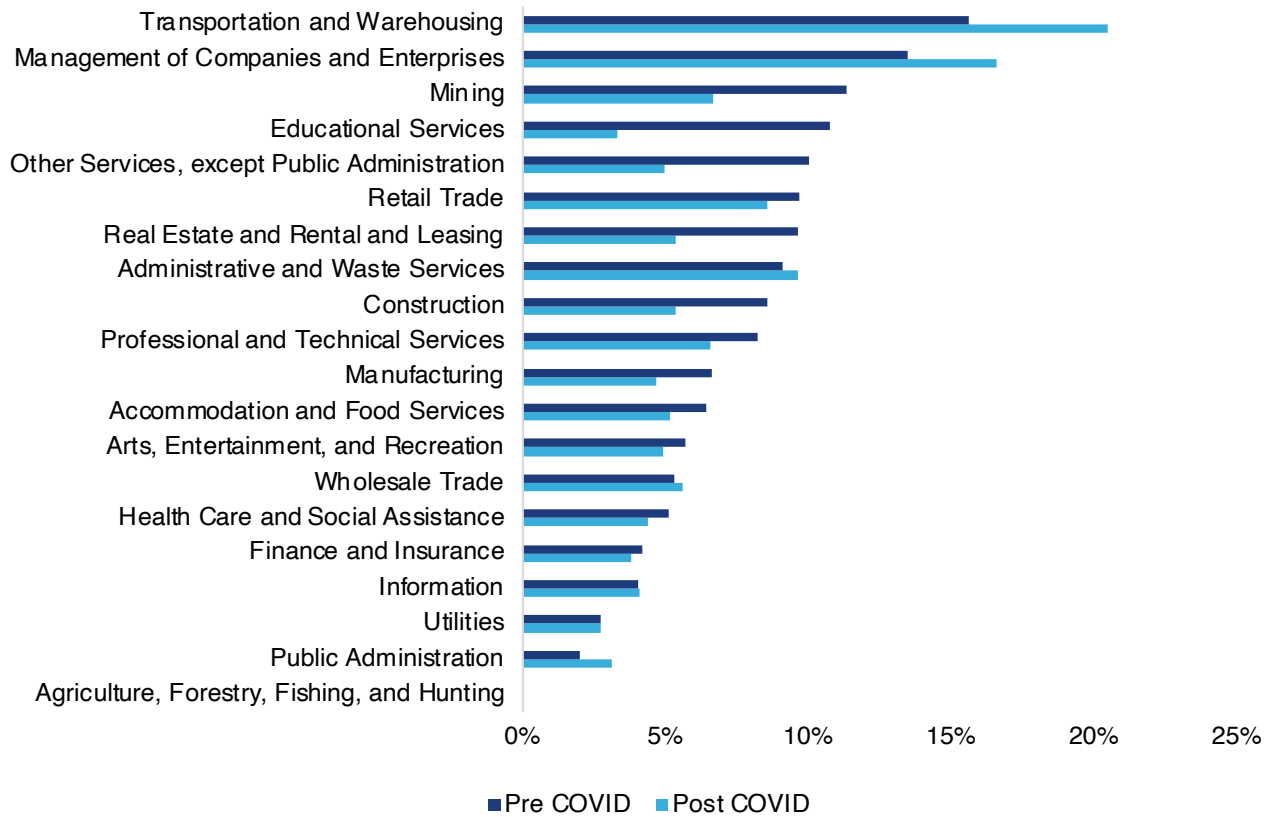
Average wage increase for workers via IWTP contracts by region pre-COVID vs post-COVID, data is from Louisiana Works

Average Wage Increase by Industry (1998 - 2025)



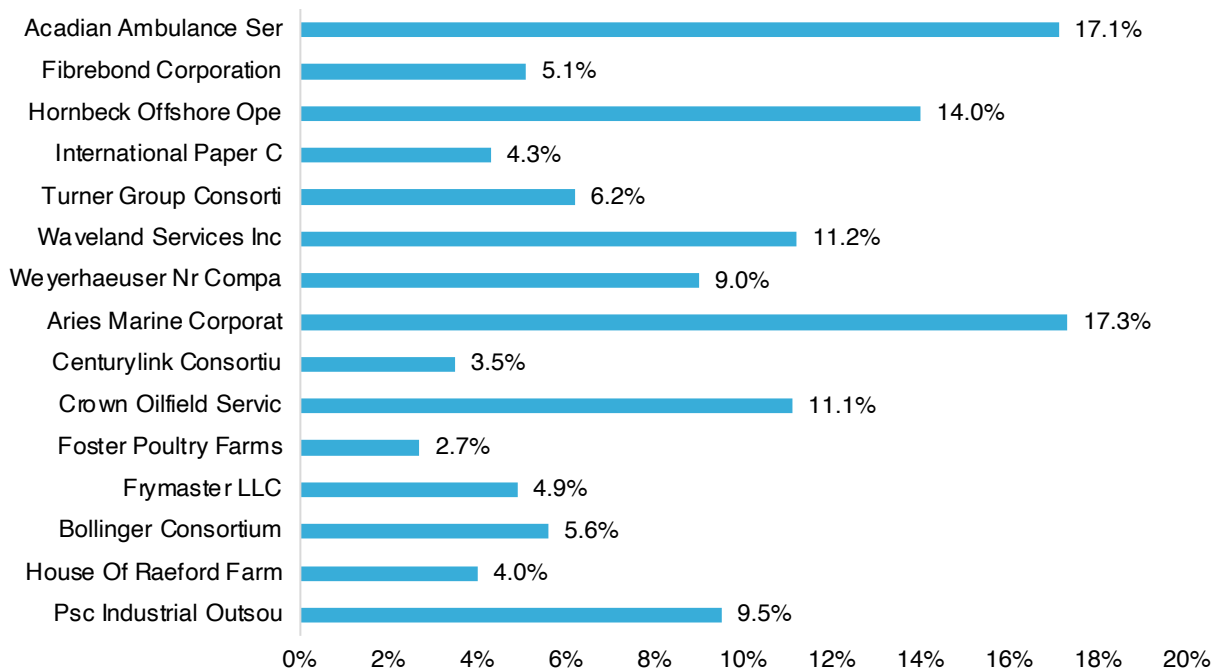
Average wage increase for workers via IWTP contracts by industry from 1998 – 2025, data is from Louisiana Works

Wage Increase by Industry Pre- and Post-COVID



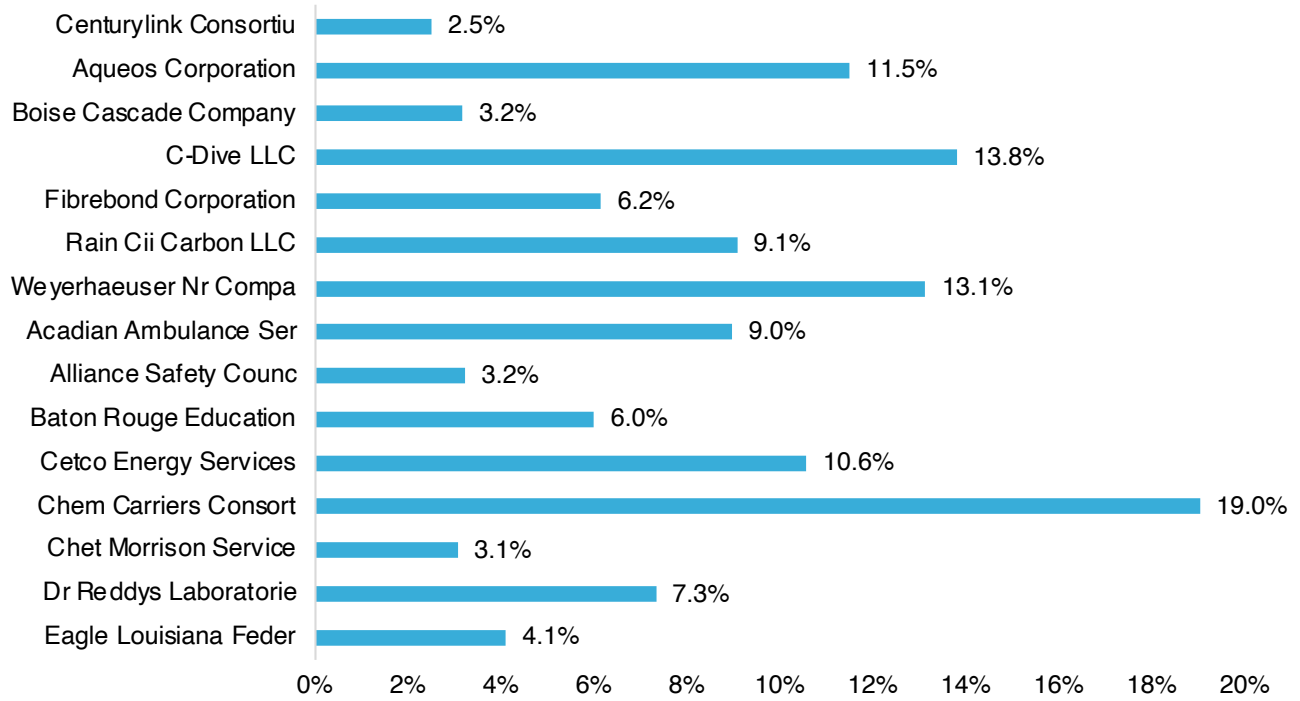
Average wage increase for workers via IWTP contracts by industry pre-COVID vs post-COVID, data is from Louisiana Works

Average Wage Increase by Top Employers (1998 - 2025)



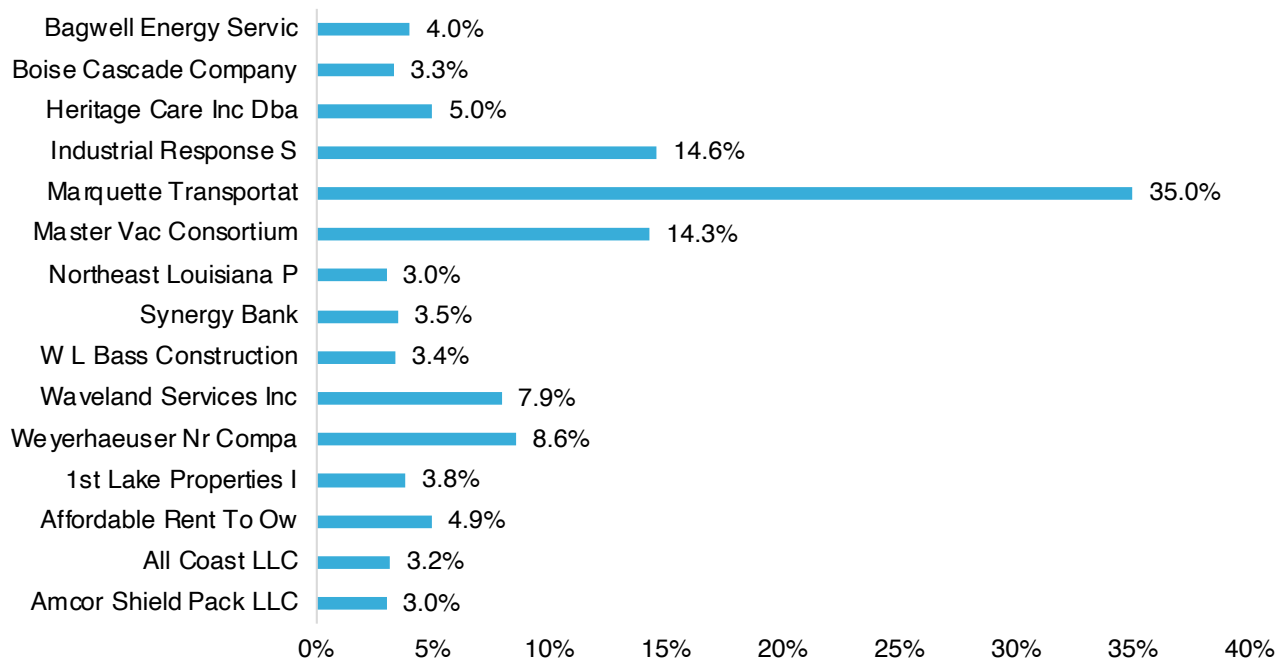
Average wage increase for workers via IWTP contracts by top 15 employers from 1998 – 2025, data is from Louisiana Works. Employers are sorted from most contracts issued (top) to least contracts issued(bottom).

Average Wage Increase by Top Employers Pre-COVID



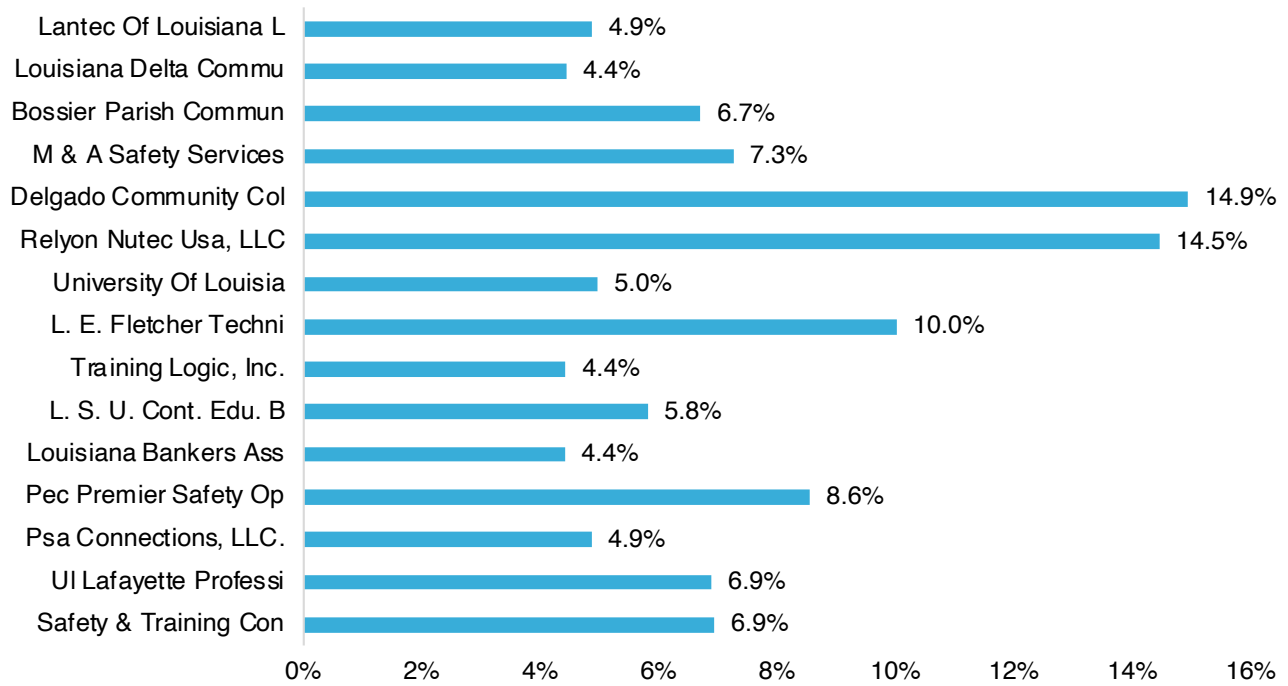
Average wage increase for workers via IWTP contracts by top 15 employers pre-COVID, data is from Louisiana Work. Employers are sorted from most contracts issued (top) to least contracts issued (bottom).

Average Wage Increase by Top Employers Post-COVID



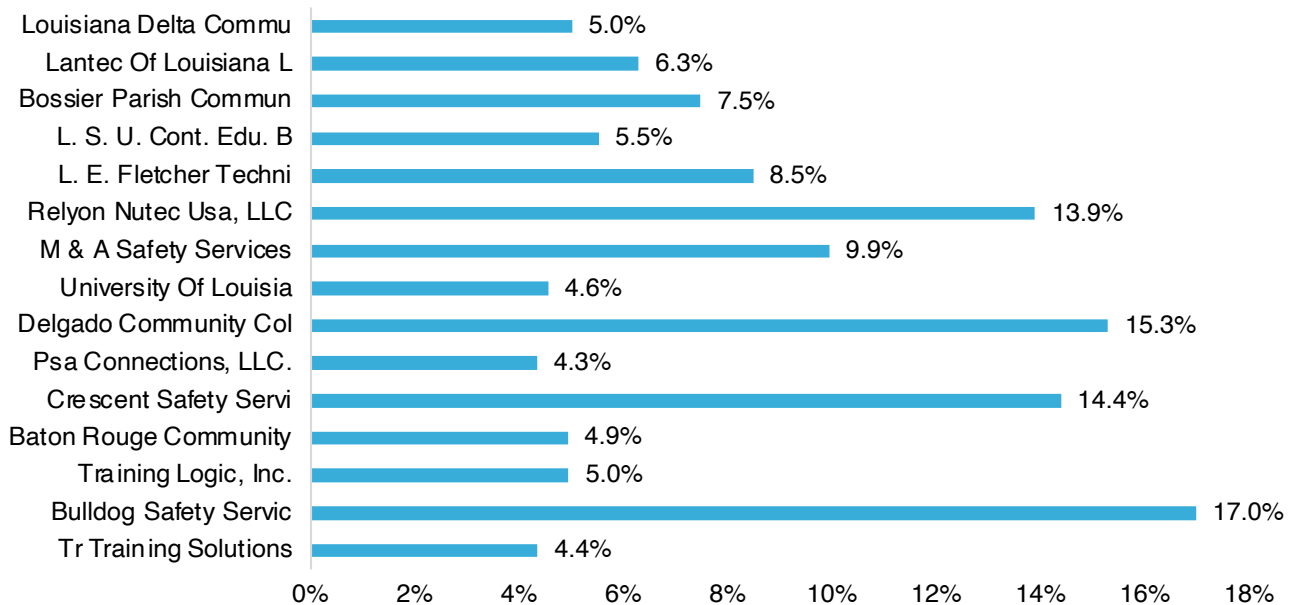
Average wage increase for workers via IWTP contracts by top 15 employers post-COVID, data is from Louisiana Works. Employers are sorted from most contracts issued (top) to least contracts issued (bottom).

Average Wage Increase by Top Providers (1998 - 2025)



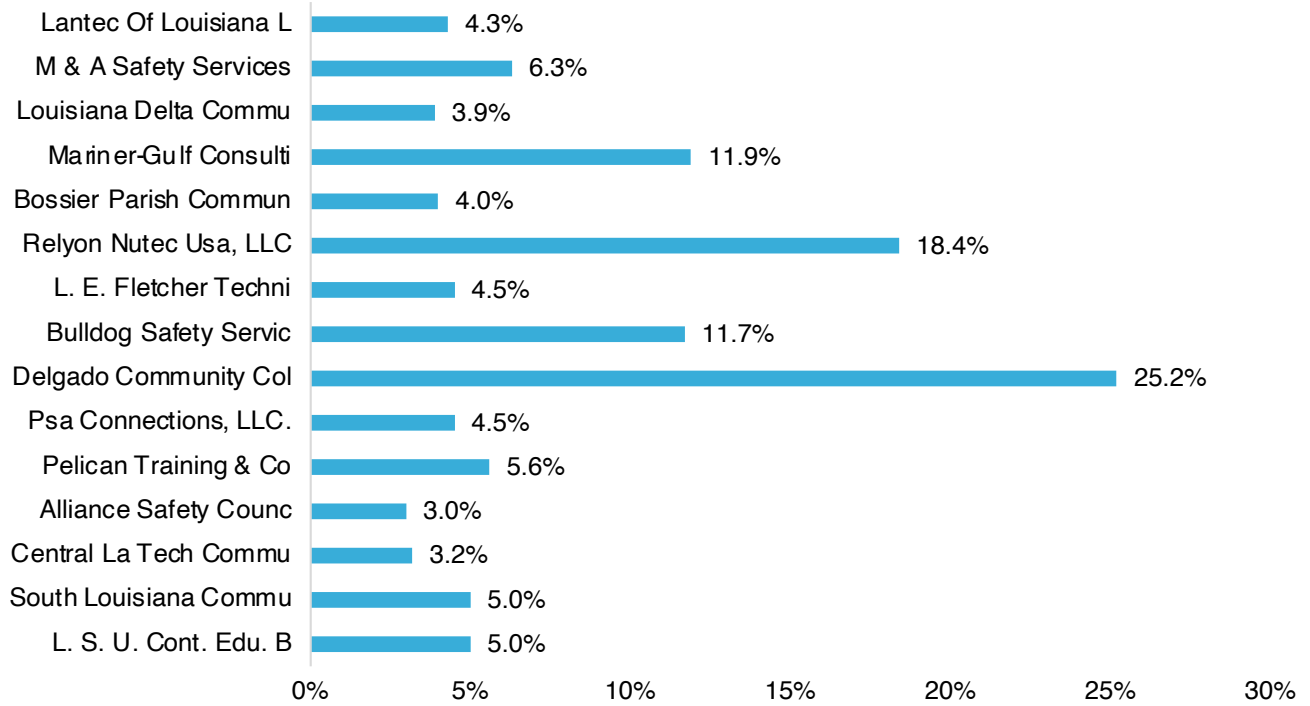
Average wage increase for workers via IWTP contracts by top 15 training providers from 1998 – 2025, data is from Louisiana Works. Employers are sorted from most contracts issued (top) to least contracts issued (bottom).

Average Wage Increase by Top Providers Pre-COVID



Average wage increase for workers via IWTP contracts by top 15 training providers pre-COVID, data is from Louisiana Works. Employers are sorted from most contracts issued (top) to least contracts issued (bottom).

Average Wage Increase by Top Providers Post-COVID



Average wage increase for workers via IWTP contracts by top 15 training providers post-COVID, data is from Louisiana Works. Employers are sorted from most contracts issued (top) to least contracts issued (bottom).

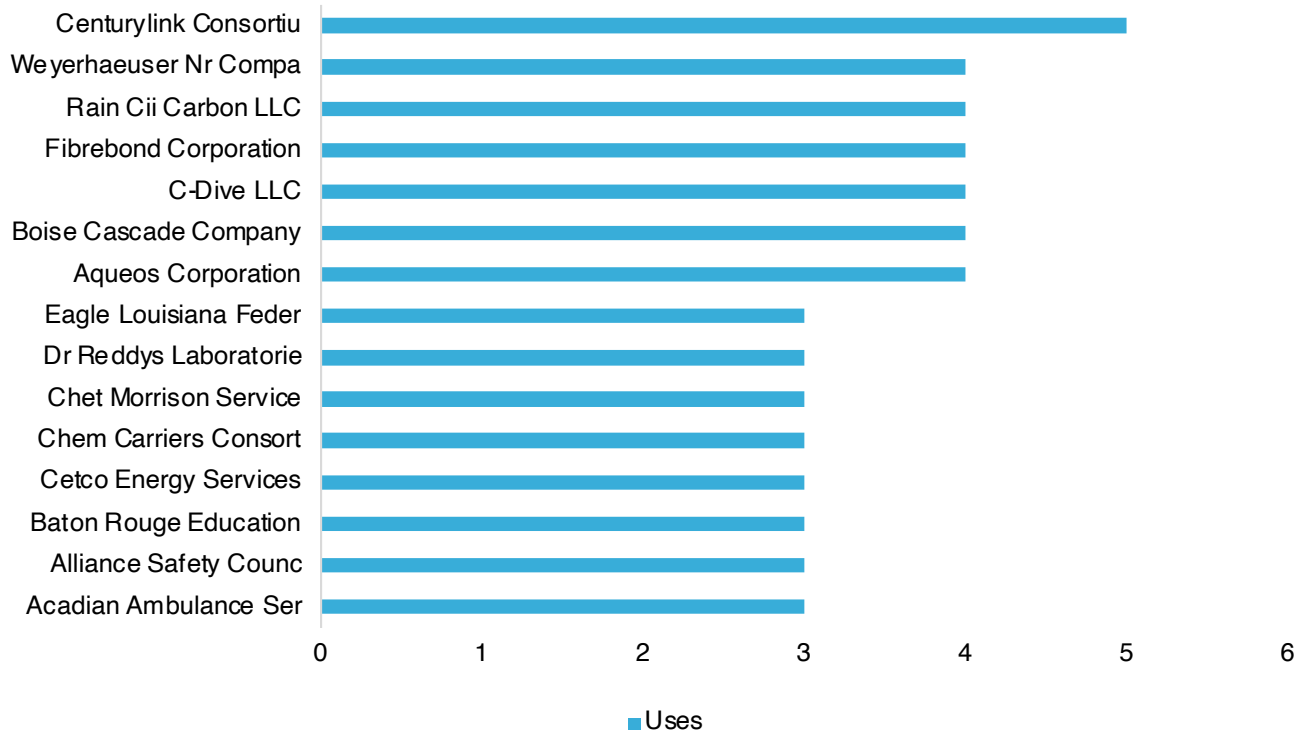
EMPLOYER TRENDS

NUMBER OF EMPLOYERS WITH APPROVED IWTP CONTRACTS, BY INDUSTRY

	1998 - 2025	Pre-COVID	Post-COVID
Manufacturing	382	82	89
Construction	255	50	56
Health Care and Social Assistance	221	47	41
Mining	154	38	35
Transport & Warehousing	152	37	26
Finance & Insurance	146	32	21
Real Estate and Rental and Leasing	126	22	23
Administrative and Waste Services	100	18	23
Professional and Technical Services	99	23	31
Accommodation & Food Services	96	17	17
Retail Trade	95	16	9
Wholesale Trade	88	16	12
Other Services, except Public Administration	63	15	10
Arts, Entertainment, & Recreation	44	10	6
Information	32	6	4
Utilities	19	2	3
Educational Services	16	5	3
Mgmt. of Companies and Enterprises	10	1	2

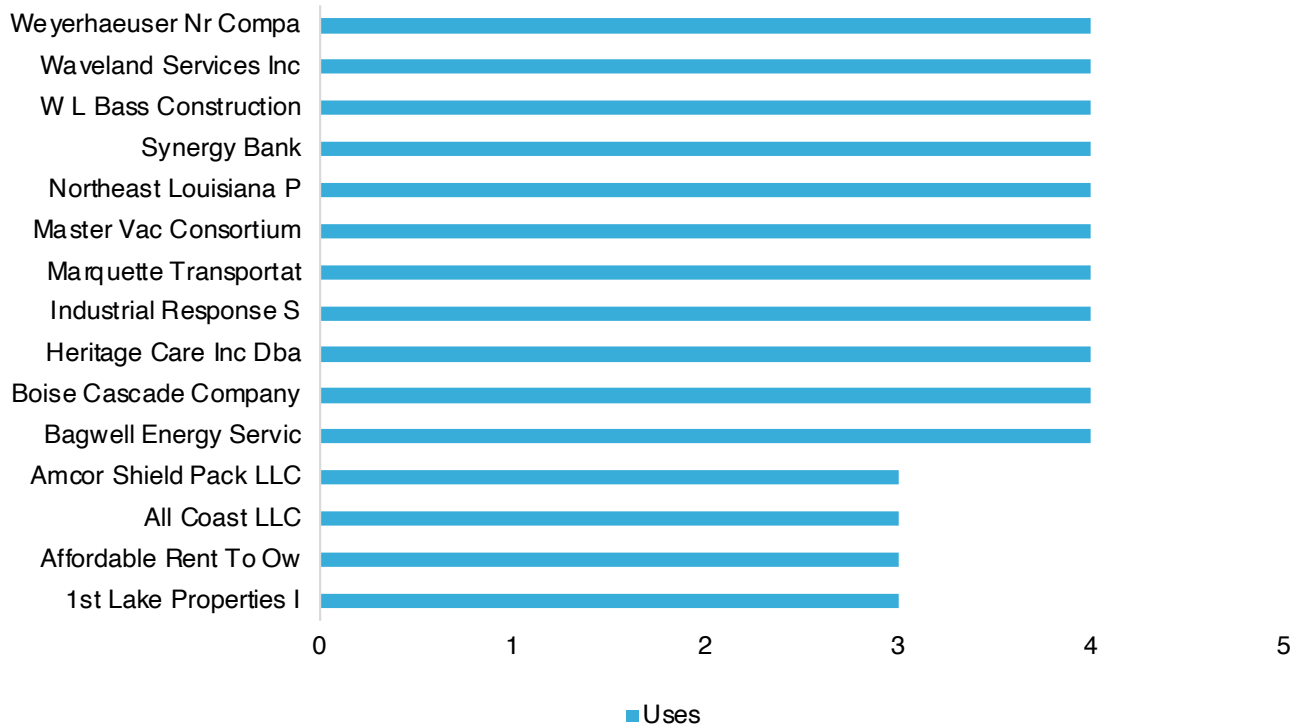
Number of employers with an IWTP contract by industry from 1998 – 2025, pre-COVID, and post-COVID, data is from Louisiana Works

Top Employers Pre-COVID



Top employers by number of contracts awarded pre-COVID, data is from Louisiana Works

Top Employers Post-COVID



Top employers by number of contracts awarded post-COVID, data is from Louisiana Works

TOP EMPLOYERS BY NUMBER OF CONTRACTS AWARDED FROM 1998-2025

Top Users (1998 - 2025)	Contracts
Acadian Ambulance Ser	11
Fibrebond Corporation	11
Hornbeck Offshore Ope	11
International Paper C	11
Turner Group Consorti	11
Waveland Services Inc	11
Weyerhaeuser Nr Compa	11
Aries Marine Corporat	10
Centurylink Consortiu	10
Crown Oilfield Servic	10
Foster Poultry Farms	10
Frymaster LLC	10
Bollinger Consortium	9
House Of Raeford Farm	9
Psc Industrial Outsou	9

Top employers by number of contracts awarded from 1998 – 2025, data is from Louisiana Works

TOP EMPLOYERS BY NUMBER OF CONTRACTS AWARDED PRE-COVID FROM 2014-2019

Top Users Pre-COVID (2014 - 2019)	Contracts
Centurylink Consortium	5
Aqueos Corporation	4
Boise Cascade Company	4
C-Dive LLC	4
Fibrebond Corporation	4
Rain Cii Carbon LLC	4
Weyerhauser Nr Company	4
Acadian Ambulance Service	3
Alliance Safety Council	3
Baton Rouge Education	3

Top employers by number of contracts awarded pre-COVID, data is from Louisiana Works

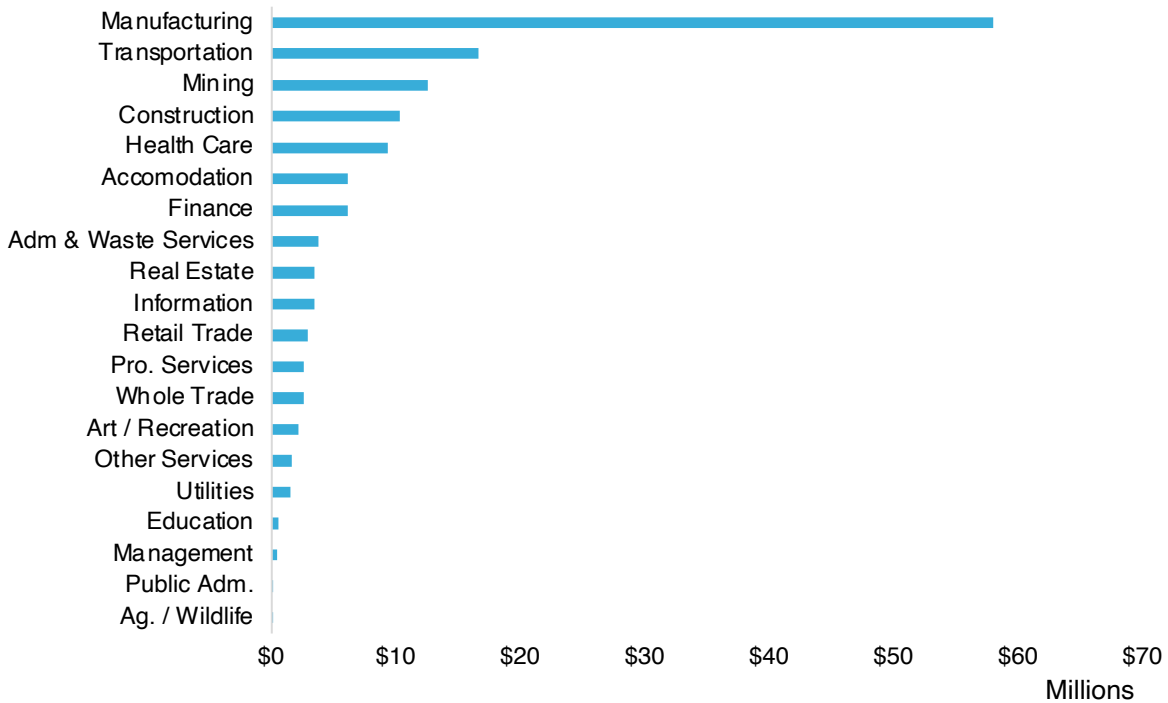
**TOP EMPLOYERS BY NUMBER OF CONTRACTS AWARDED
POST-COVID FROM 2020-2025**

Top Users Post COVID (2020 - 2025)	Contracts
Bagwell Energy Service	4
Boise Cascade Company	4
Heritage Care Inc Db	4
Industrial Response S	4
Marquette Transportation	4
Master Vac Consortium	4
Northeast Louisiana P	4
Synergy Bank	4
W L Bass Construction	4
Weyerhaeuser Nr Company	4

Top employers by number of contracts awarded post-COVID, data is from Louisiana Works

EMPLOYER CONTRIBUTION TRENDS

**Employer Contributions by Industry
(1998 - 2025)**



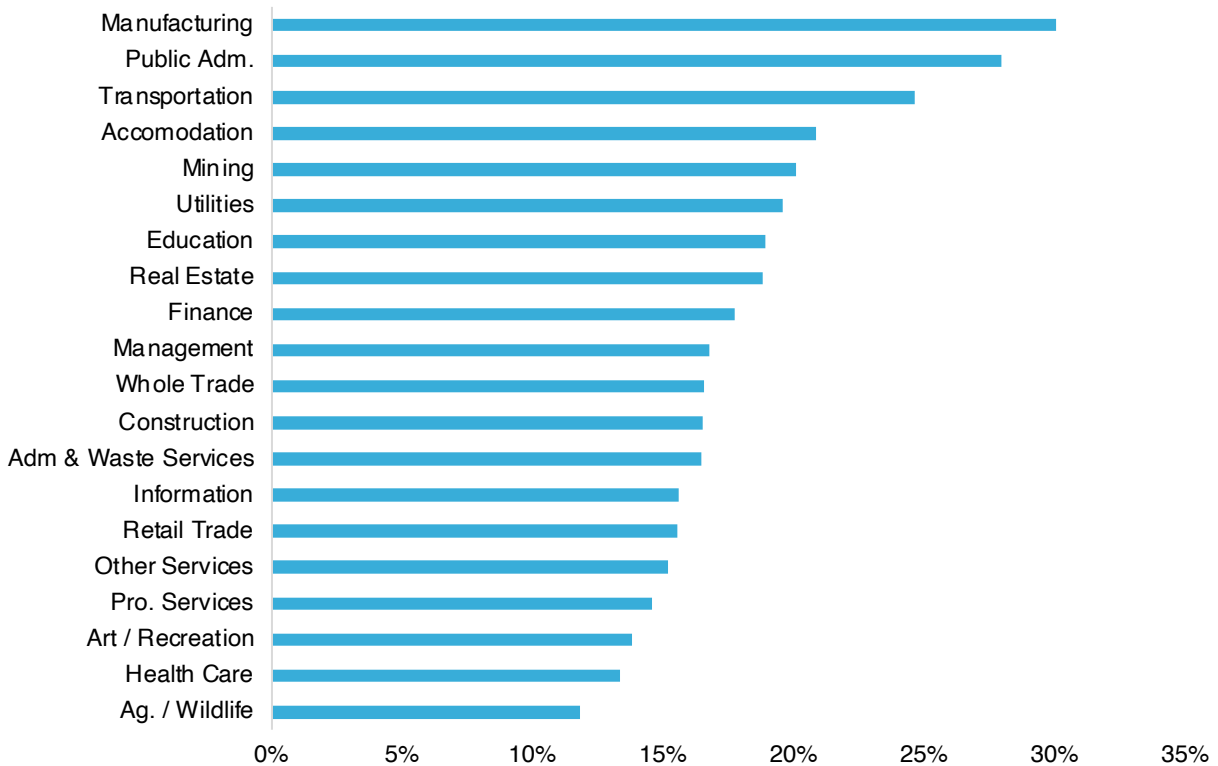
Employer contributions (in dollars) towards IWTP contracts by industry from 1998 – 2025, data is from Louisiana Works

Employer Contributions by Industry Pre- and Post-COVID



Employer contributions (in dollars) towards IWTP contracts by industry pre-COVID vs post-COVID, data is from Louisiana Works

Employer Contributions as a Share of Total Funding by Industry (1998 - 2025)



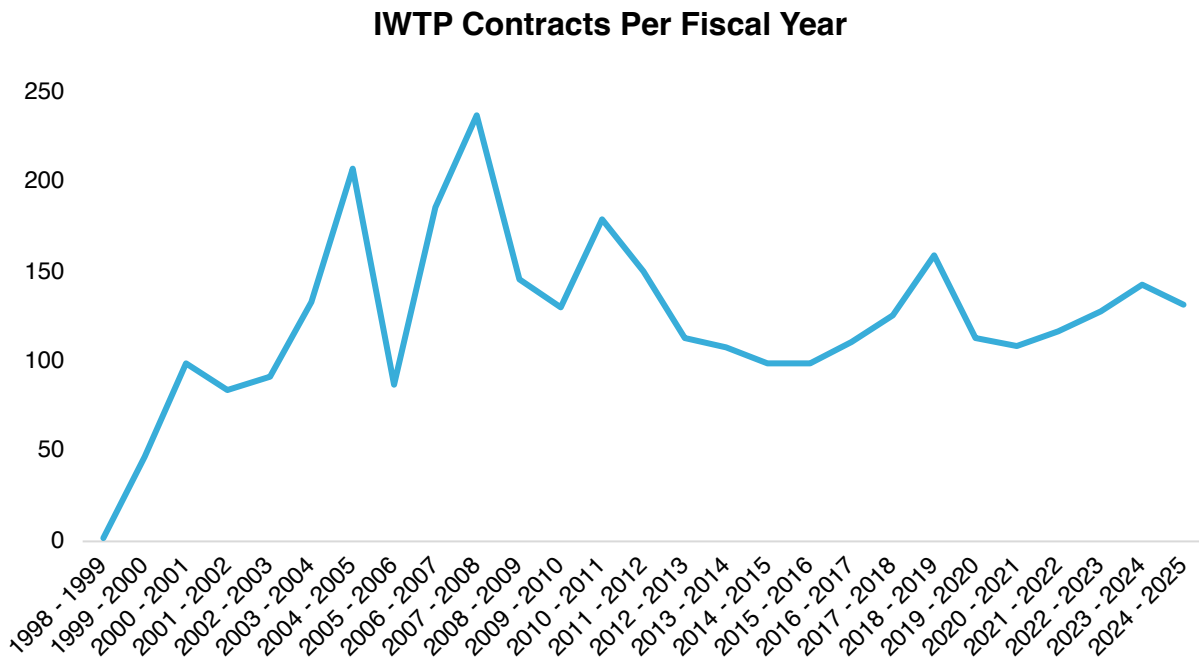
Employer contributions measured as a share of total available IWTP funding from 1998 – 2025, data is from Louisiana Works

**EMPLOYER CONTRIBUTIONS AS A PERCENTAGE OF TOTAL INDUSTRY FUNDING,
PRE- AND POST-COVID**

	Pre-COVID	Post-COVID
Accommodation and Food Services	16.2%	15.5%
Administrative and Waste Services	18.4%	18.7%
Agriculture, Forestry, Fishing, and Hunting	0.0%	0.0%
Arts, Entertainment, and Recreation	16.4%	15.0%
Construction	19.8%	20.8%
Educational Services	16.0%	12.5%
Finance and Insurance	20.8%	18.7%
Health Care and Social Assistance	16.1%	16.1%
Information	19.1%	26.6%
Management of Companies and Enterprises	50.3%	16.4%
Manufacturing	23.0%	25.5%
Mining	20.5%	18.3%
Other Services, except Public Administration	17.7%	17.1%
Professional and Technical Services	16.0%	22.5%
Public Administration	10.0%	53.3%
Real Estate and Rental and Leasing	18.0%	21.1%
Retail Trade	23.2%	17.6%
Transportation and Warehousing	21.7%	21.2%
Utilities	41.4%	20.0%
Wholesale Trade	17.8%	19.2%

Employer contributions measured as a share of total available IWTP funding pre-COVID vs post-COVID, data is from Louisiana Works

IWTP PROGRAM EFFICIENCY METRICS



Number of IWTP contracts per fiscal year from 1998 – 2025, data is from Louisiana Works

NUMBER OF IWTP CONTRACTS BY REGION

Region	Contracts (1998 - 2025)	Pre-COVID	Post-COVID
Alexandria	120	23	25
Baton Rouge	452	114	91
Houma	429	83	99
Lafayette	812	126	164
Lake Charles	148	21	18
Monroe	310	53	63
New Orleans	568	83	103
Shreveport	522	91	66

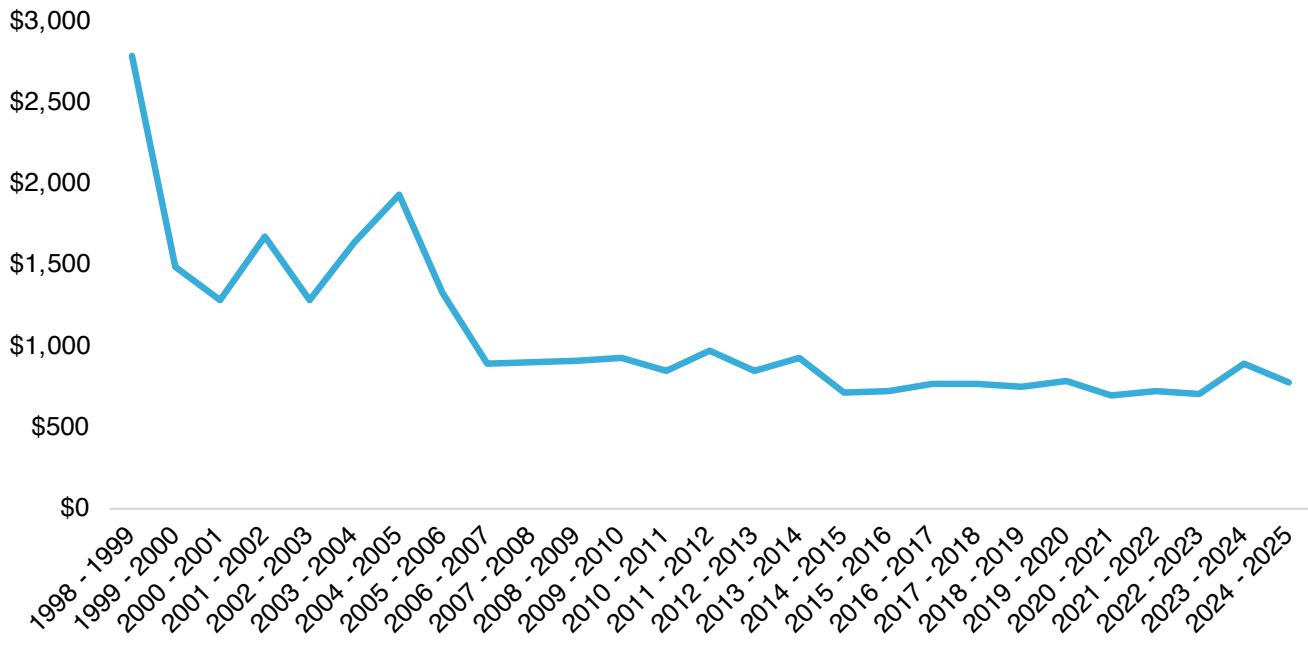
Number of IWTP contracts from 1998 – 2025, pre-COVID, and post-COVID by region, data is from Louisiana Works

NUMBER OF IWTP CONTRACTS BY INDUSTRY

Industry	1998 - 2025	Pre-COVID	Post-COVID
Accommodation and Food Services	123	26	25
Administrative and Waste Services	167	26	38
Agriculture, Forestry, Fishing, and Hunting	2	0	0
Arts, Entertainment, and Recreation	58	12	7
Construction	392	72	91
Educational Services	22	5	4
Finance and Insurance	251	37	29
Health Care and Social Assistance	365	60	58
Information	48	10	6
Management of Companies and Enterprises	16	1	3
Manufacturing	668	134	143
Mining	290	53	62
Other Services, except Public Administration	91	21	11
Professional and Technical Services	158	23	31
Public Administration	3	1	1
Real Estate and Rental and Leasing	169	27	40
Retail Trade	126	18	12
Transportation and Warehousing	264	49	44
Utilities	26	2	6
Wholesale Trade	120	17	17

Number of IWTP contracts from 1998 – 2025, pre-COVID, and post-COVID by industry, data is from Louisiana Works

IWTP Cost Per Employee Trained Per Fiscal Year



Average cost per employee trained through IWTP contracts per fiscal year from 1998 – 2025, data is from Louisiana Works; cost per employee trained was calculated by dividing contract award amounts by the number of employees trained in each category (fiscal year in this chart)

IWTP PROGRAM COSTS PER EMPLOYEE TRAINED, RETAINED JOB, AND NEW JOB, BY INDUSTRY PRE- AND POST-COVID

Industry	Funding Pre-COVID	Funding Post-COVID	Cost Per Employee Trained Pre-COVID	Cost Per Employee Trained Post-COVID	Cost Per Retained Job Pre-COVID	Cost Per Retained Job Post-COVID	Cost Per New Job Pre-COVID	Cost Per New Job Post-COVID
Accommodation and Food Services	\$5,028,597	\$3,801,647	\$507	\$456	\$507	\$456	\$6,732	\$9,722
Administrative and Waste Services	\$3,297,769	\$4,138,818	\$783	\$963	\$783	\$963	\$9,212	\$12,245
Agriculture, Forestry, Fishing, and Hunting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Arts, Entertainment, and Recreation	\$1,999,487	\$1,704,642	\$590	\$926	\$590	\$945	\$11,361	\$26,225
Construction	\$10,634,778	\$10,033,036	\$810	\$824	\$810	\$839	\$9,256	\$11,707
Educational Services	\$1,131,059	\$350,208	\$2,396	\$1,288	\$2,396	\$1,288	\$29,002	\$35,021
Finance and Insurance	\$3,399,630	\$2,252,026	\$716	\$863	\$716	\$863	\$8,695	\$14,344
Health Care and Social Assistance	\$8,411,048	\$7,764,603	\$684	\$735	\$684	\$735	\$10,270	\$22,185
Information	\$4,104,332	\$1,053,450	\$522	\$457	\$522	\$457	\$13,636	\$131,681
Management of Companies and Enterprises	\$36,986	\$637,412	\$638	\$592	\$638	\$592	\$6,164	\$8,172
Manufacturing	\$25,965,801	\$22,245,634	\$740	\$681	\$748	\$687	\$9,504	\$14,890
Mining	\$7,755,961	\$5,614,316	\$768	\$827	\$768	\$832	\$9,071	\$16,464
Other Services, except Public Administration	\$1,795,231	\$681,715	\$645	\$568	\$645	\$568	\$12,554	\$11,554
Professional and Technical Services	\$2,203,390	\$2,621,852	\$1,200	\$1,400	\$1,200	\$1,400	\$12,961	\$20,168
Public Administration	\$87,582	\$64,268	\$850	\$803	\$850	\$803	\$87,582	\$12,854
Real Estate and Rental and Leasing	\$3,045,601	\$2,531,398	\$997	\$933	\$1,009	\$938	\$12,851	\$14,717
Retail Trade	\$1,169,658	\$1,015,247	\$790	\$848	\$790	\$848	\$6,722	\$13,907
Transportation and Warehousing	\$8,875,657	\$7,362,132	\$1,011	\$953	\$1,083	\$989	\$11,693	\$13,289
Utilities	\$629,344	\$1,462,294	\$657	\$1,724	\$657	\$1,724	\$7,492	\$19,241
Wholesale Trade	\$2,294,405	\$1,149,017	\$779	\$682	\$779	\$682	\$12,537	\$9,575

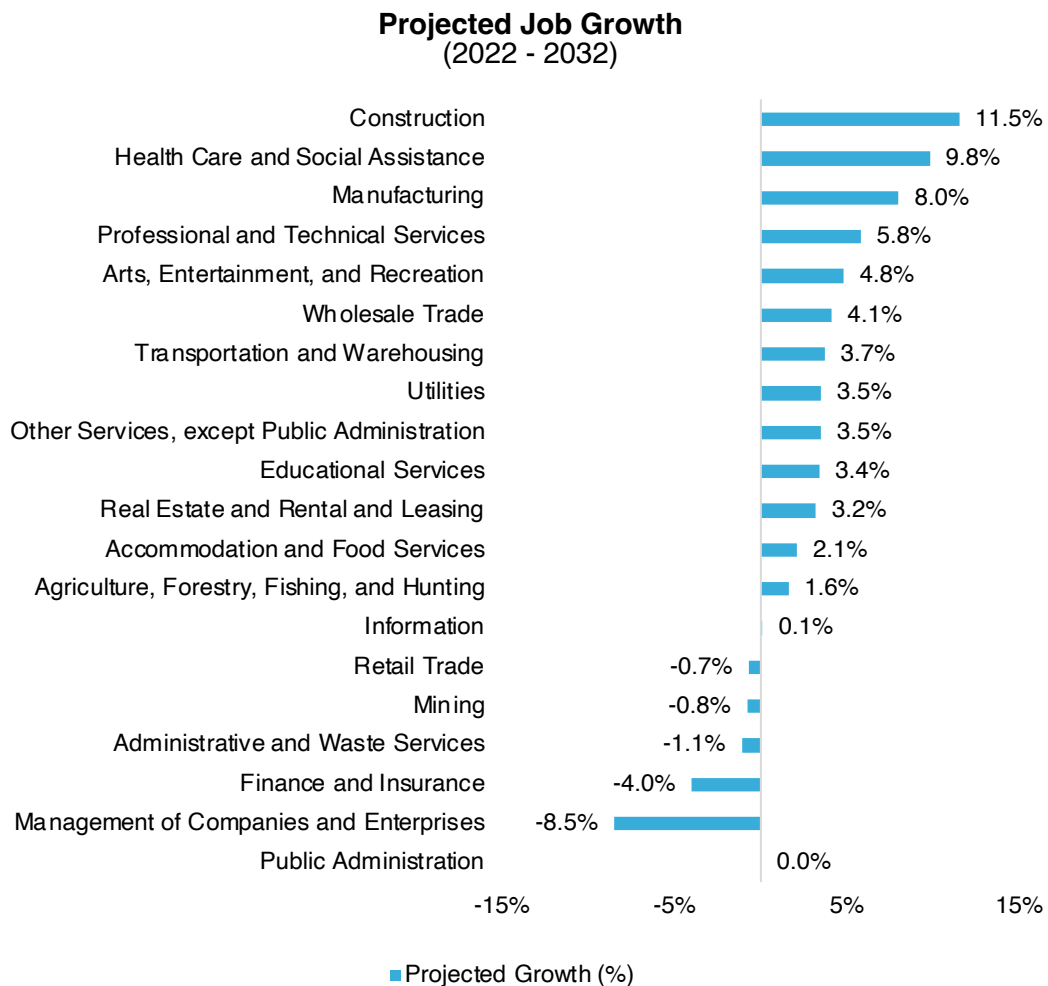
“Cost per” values were calculated by dividing IWTP contract award amounts over the number of individuals in each category by industry

SBET PROGRAM COSTS PER EMPLOYEE TRAINED

Region	Awarded Contracts	Number of Trainees	Cost per Trainee
Lafayette	\$17,642,026	36,329	\$486
Baton Rouge	\$16,275,608	29,089	\$560
New Orleans	\$11,196,246	17,873	\$626
Houma	\$5,307,782	8,565	\$620
Lake Charles	\$2,622,760	4,205	\$624
Shreveport	\$2,236,982	6,094	\$367
Alexandria	\$1,794,101	3,322	\$540
Monroe	\$1,434,014	2,526	\$568

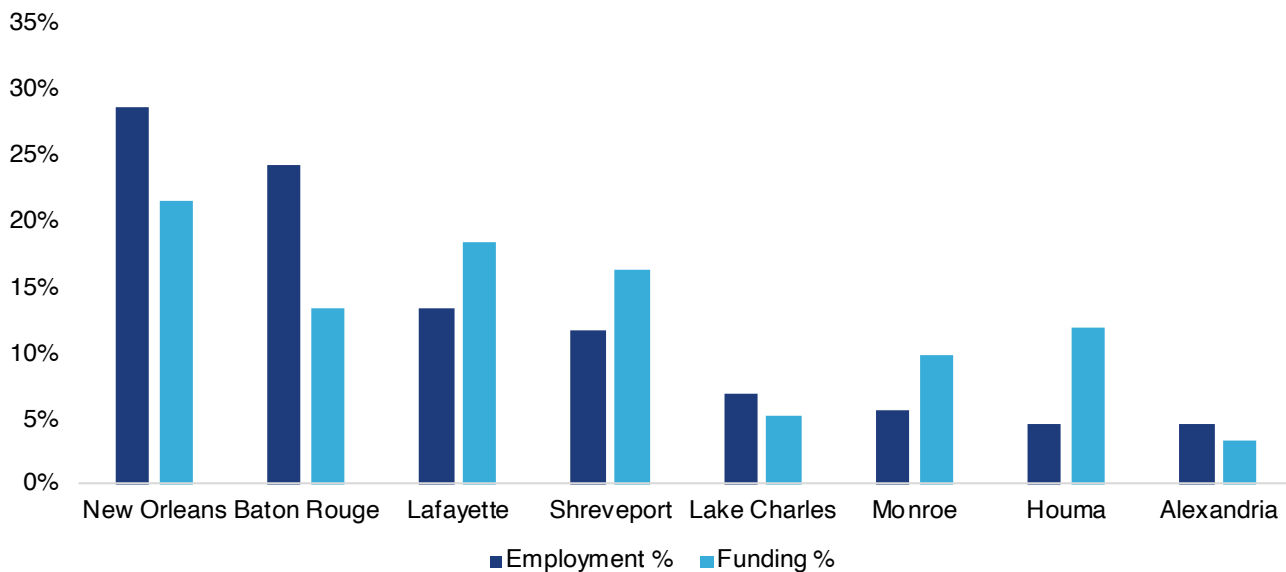
Cost per trainee was calculated by dividing SBET award amounts over the number of trainees in each RLMA

STATEWIDE EMPLOYMENT SHARE AND INDUSTRY GROWTH PROJECTIONS VERSUS FUNDING



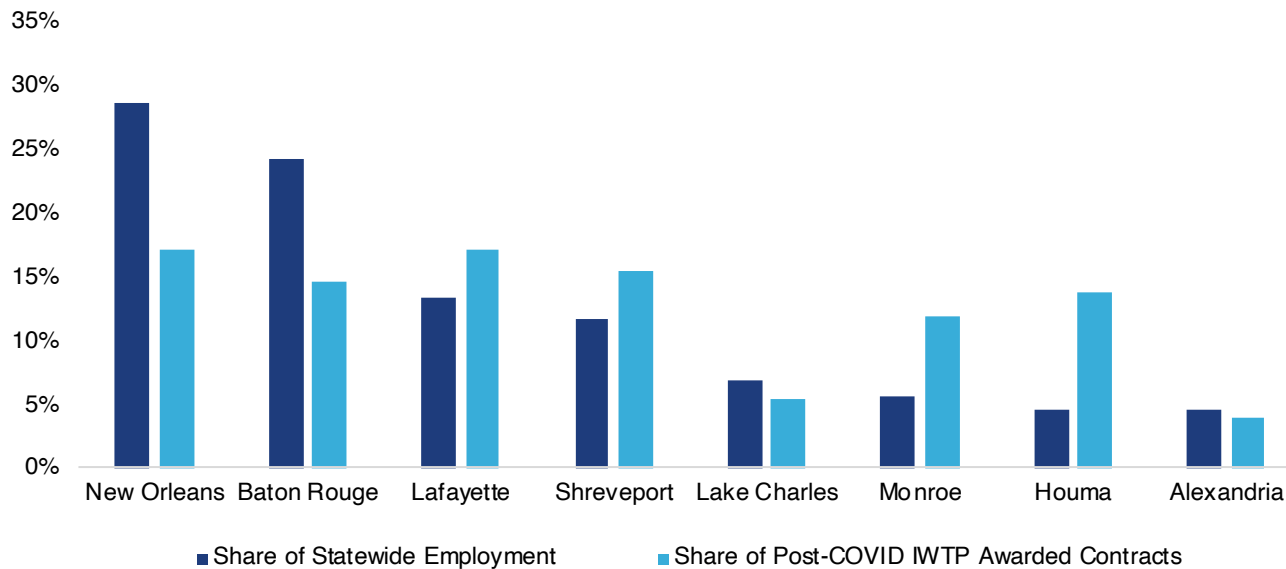
Projected job growth (in percentage) of each industry in Louisiana from 2022 – 2032, projections are from Louisiana Works

Employment (2023) Share vs Funding Share by Region (1998 - 2025)



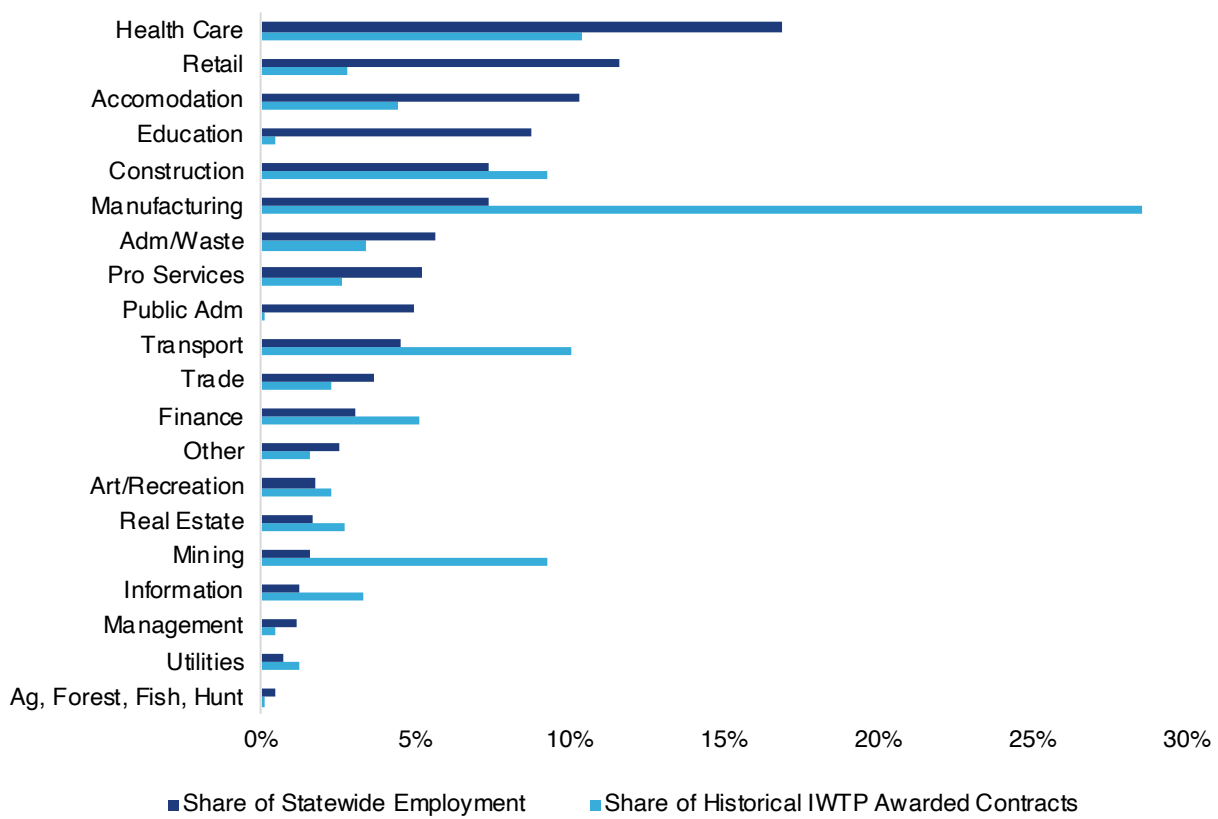
Statewide percentage of each region’s share of employment in 2023 vs percentage of each region’s funding share from 1998 – 2025, data is from Louisiana Works

Employment (2023) Share vs Funding Share by Region (Post-COVID, 2020 - 2025)



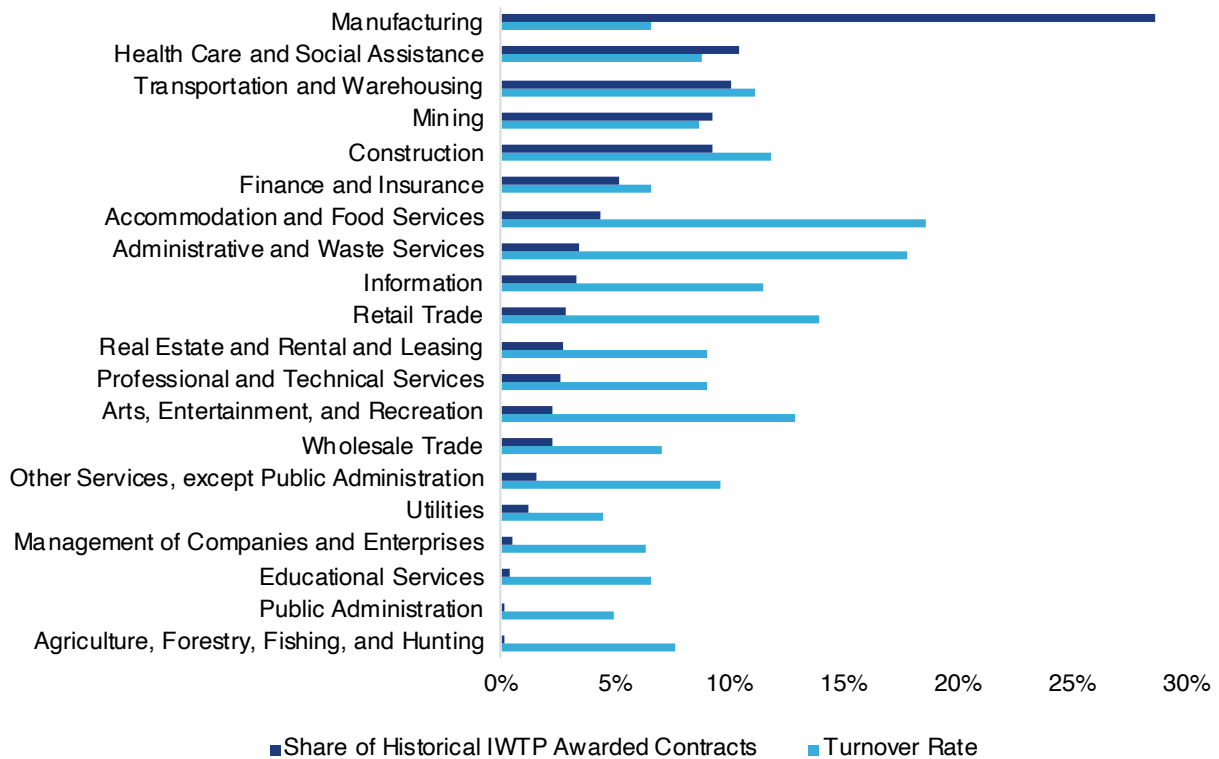
Statewide percentage of each region’s share of employment in 2023 vs percentage of each region’s funding share from 2020 - 2025, data is from Louisiana Works

Employment (2023) Share vs Funding Share by Industry (1998 - 2025)



Statewide percentage of each industry's share of employment in 2023 vs percentage of each industry's funding share from 1998 – 2025, employment data is from Louisiana Works

Funding Share (1998 - 2025) vs Turnover Rate by Industry



Percentage of each industry's funding share from 1998 – 2025 vs statewide turnover rate by industry in 2023, data is from Louisiana Works

**PROJECTED JOBS CHANGE IN NEW ORLEANS THROUGH 2032
VERSUS SHARE OF REGIONAL IWTP FUNDING**

Industry	Projected Jobs Change	Share of Regional Funding
Ag / Fishing / Forestry	5%	0%
Mining / Extraction	2%	1%
Utilities	5%	5%
Construction	12%	9%
Manufacturing	10%	11%
Wholesale Trade	4%	4%
Retail Trade	0%	0%
Transport. and Warehousing	5%	17%
Information	1%	0%
Finance and Insurance	-2%	7%
Real Estate and Rental and Leasing	7%	1%
Professional Services	2%	9%
Management Companies	-4%	5%
Admin. and Waste Services	0%	12%
Private Edu Services	4%	0%
Health Care	11%	10%
Arts / Entertainment / Recreation	6%	5%
Food Services / Lodging	2%	3%
Other Services, Except Public Admin	4%	1%
Government	4%	0%

Projected job growth (in percentage) of each industry in New Orleans from 2022 – 2032 compared to funding share by industry from 1998 – 2025, projections are from Louisiana Works

**PROJECTED JOBS CHANGE IN BATON ROUGE THROUGH 2032
VERSUS SHARE OF REGIONAL IWTP FUNDING**

	Projected Jobs Change	Share of Regional Funding
Ag / Fishing / Forestry	2%	0%
Mining / Extraction	3%	0%
Utilities	3%	0%
Construction	15%	32%
Manufacturing	12%	10%
Wholesale Trade	3%	0%
Retail Trade	0%	4%
Transport. and Warehousing	8%	5%
Information	2%	1%
Finance and Insurance	-3%	6%
Real Estate and Rental and Leasing	6%	5%
Professional Services	7%	4%
Management Companies	-5%	0%
Admin. and Waste Services	-1%	10%
Private Edu Services	3%	0%
Health Care	13%	13%
Arts / Entertainment / Recreation	5%	7%
Food Services / Lodging	2%	0%
Other Services, Except Public Admin	6%	4%
Government	2%	0%

Projected job growth (in percentage) of each industry in Baton Rouge from 2022 – 2032 compared to funding share by industry from 1998 – 2025, projections are from Louisiana Works

**PROJECTED JOBS CHANGE IN HOUMA THROUGH 2032
VERSUS SHARE OF REGIONAL IWTP FUNDING**

	Projected Jobs Change	Share of Regional Funding
Ag / Fishing / Forestry	5%	0%
Mining / Extraction	-2%	26%
Utilities	4%	0%
Construction	9%	13%
Manufacturing	5%	11%
Wholesale Trade	12%	0%
Retail Trade	-1%	0%
Transport. and Warehousing	0%	33%
Information	-5%	0%
Finance and Insurance	-3%	2%
Real Estate and Rental and Leasing	7%	1%
Professional Services	12%	2%
Management Companies	-14%	0%
Admin. and Waste Services	-2%	7%
Private Edu Services	6%	0%
Health Care	8%	4%
Arts / Entertainment / Recreation	-6%	0%
Food Services / Lodging	6%	0%
Other Services, Except Public Admin	1%	1%
Government	-2%	0%

Projected job growth (in percentage) of each industry in Houma from 2022 – 2032 compared to funding share by industry from 1998 – 2025, projections are from Louisiana Works

**PROJECTED JOBS CHANGE IN LAFAYETTE THROUGH 2032
VERSUS SHARE OF REGIONAL IWTP FUNDING**

	Projected Jobs Change	Share of Regional Funding
Ag / Fishing / Forestry	2%	0%
Mining / Extraction	-1%	18%
Utilities	3%	2%
Construction	8%	11%
Manufacturing	6%	17%
Wholesale Trade	4%	2%
Retail Trade	0%	1%
Transport. and Warehousing	3%	8%
Information	-2%	0%
Finance and Insurance	-4%	2%
Real Estate and Rental and Leasing	1%	7%
Professional Services	16%	6%
Management Companies	-14%	0%
Admin. and Waste Services	0%	6%
Private Edu Services	4%	2%
Health Care	7%	15%
Arts / Entertainment / Recreation	9%	1%
Food Services / Lodging	1%	2%
Other Services, Except Public Admin	2%	0%
Government	1%	0%

Projected job growth (in percentage) of each industry in Lafayette from 2022 – 2032 compared to funding share by industry from 1998 – 2025, projections are from Louisiana Works

TRAINING PROVIDERS

TOP 40 TRAINING PROVIDERS BY APPROVED CONTRACTS FROM 1989 - 2025

Training Provider	Total Contract Amount	Training Provider	Total Contract Amount
Delgado Community Col	\$52,315,141	Central La Tech Commu	\$11,437,243
University Of Louisia	\$36,200,465	University Of New Orl	\$11,236,182
Bossier Parish Commun	\$32,466,303	Safety Compliance Ser	\$10,935,001
Louisiana Delta Commu	\$28,792,242	New Horizons Clc Of N	\$10,382,499
L. S. U. Cont. Edu. B	\$28,550,040	Louisiana Bankers Ass	\$9,886,746
Lantec Of Louisiana L	\$23,216,728	Scitc-Reserve Campus	\$9,294,919
L. E. Fletcher Techni	\$22,664,857	Sowela Technical Comm	\$8,270,274
Psa Connections, LLC.	\$21,039,332	Pelican Training & Co	\$8,074,795
Baton Rouge Community	\$18,570,700	L T C Jefferson Campu	\$7,777,358
Training Logic, Inc.	\$18,426,222	Mcneese State Univers	\$7,491,494
Uf Lafayette Professi	\$18,186,849	Southern University-S	\$6,903,857
L. S. U. Shreveport	\$17,395,814	L T C Natchitoches Ca	\$6,292,479
Pec Premier Safety Op	\$16,456,511	Neltc Delta Ouachita	\$6,133,378
Safety & Training Con	\$15,851,621	Mariner-Gulf Consulti	\$6,034,842
Relyon Nutec Usa, LLC	\$15,307,572	Louisiana Tech Univer	\$5,850,987
South Central Ltc-Laf	\$15,151,610	Northshore Technical	\$5,128,032
M & A Safety Services	\$13,964,643	Bulldog Safety Servic	\$5,035,061
South Central Ltc-You	\$13,247,982	U L Lafayette College	\$4,882,713
Safety Environmental	\$11,830,062	L T C Bastrop Campus	\$4,629,671
South Louisiana Commu	\$11,786,951	Tr Training Solutions	\$4,524,684

TOP 20 TRAINING PROVIDERS BY APPROVED CONTRACTS, PRE- AND POST-COVID*

Top Training Providers, Pre-COVID	Total Contract Amount	Top Training Providers, Post-COVID	Total Contract Amount
Louisiana Delta Commu	\$12,425,317	Louisiana Delta Commu	\$12,559,150
L. S. U. Cont. Edu. B	\$8,653,197	Lantec Of Louisiana L	\$9,968,027
Lantec Of Louisiana L	\$6,711,341	M & A Safety Services	\$9,894,164
University Of Louisia	\$5,938,991	Mariner-Gulf Consulti	\$5,230,433
Bossier Parish Commun	\$5,546,035	Pelican Training & Co	\$4,922,978
Delgado Community Col	\$5,315,513	Psa Connections, LLC.	\$4,661,042
L. E. Fletcher Techni	\$4,492,705	Delgado Community Col	\$4,361,723
Relyon Nutec Usa, LLC	\$4,345,915	L. S. U. Cont. Edu. B	\$3,573,888
Psa Connections, LLC.	\$3,980,836	Bossier Parish Commun	\$3,294,108
Baton Rouge Community	\$3,453,193	South Louisiana Commu	\$2,499,845
M & A Safety Services	\$3,308,757	Relyon Nutec Usa, LLC	\$2,386,731
Training Logic, Inc.	\$3,123,454	Central La Tech Commu	\$2,280,868
South Central Ltc-You	\$2,274,495	L. E. Fletcher Techni	\$1,720,711
Pelican Training & Co	\$1,898,836	Bulldog Safety Servic	\$1,715,984
Pec Premier Safety Op	\$1,787,908	University Of Louisia	\$1,417,779
Alliance Safety Counc	\$1,663,720	Alliance Safety Counc	\$1,104,266
New Horizons Clc Of N	\$1,650,745	Baton Rouge Community	\$831,076
Mcneese State Univers	\$1,594,808	Crescent Safety Servi	\$677,847
Bulldog Safety Servic	\$1,546,781	Tr Training Solutions	\$601,370
Safety Compliance Ser	\$1,430,528	Louisiana Bankers Ass	\$554,221

*Pre- and Post-COVID classified as fiscal years 2014 through 2019 and 2020 through 2025. Fiscal year 2019 – 2020 is excluded

NUMBER OF TRAINING PROVIDERS WITH CONTRACTS, PRE- AND POST-COVID*

Period	Training Providers with Contracts
Pre-COVID	47
Post-COVID	26

*Pre- and Post-COVID classified as fiscal years 2014 through 2019 and 2020 through 2025. Fiscal year 2019 – 2020 is excluded

TOP 40 TRAINING PROVIDERS BY NUMBER OF EMPLOYEES TRAINED FROM 1989 - 2025

Training Provider	Total Employees Trained	Training Provider	Total Employees Trained
University Of Louisia	44,473	New Horizons Clc Of N	11,012
Louisiana Delta Commu	43,952	Louisiana Bankers Ass	10,957
Psa Connections, LLC.	38,842	L. S. U. Shreveport	10,519
Delgado Community Col	36,123	Safety Environmental	9,413
Training Logic, Inc.	32,104	Central La Tech Commu	7,947
Bossier Parish Commun	30,952	University Of New Orl	7,112
Lantec Of Louisiana L	24,245	Sowela Technical Comm	7,052
L. S. U. Cont. Edu. B	23,611	Occupational Safety T	6,514
M & A Safety Services	22,513	Tr Training Solutions	6,382
L. E. Fletcher Techni	21,475	Mariner-Gulf Consulti	6,351
Relyon Nutec Usa, LLC	20,123	Scrtc-Reserve Campus	6,031
Baton Rouge Community	15,776	Mcneese State Univers	5,940
South Central Ltc-Laf	15,631	Learn Inc.	4,766
Safety & Training Con	15,526	L T C Natchitoches Ca	4,573
Pec Premier Safety Op	14,967	La. Construction Main	4,559
Safety Compliance Ser	14,834	Alliance Safety Counc	4,548
Ul Lafayette Professi	14,622	Bulldog Safety Servic	4,485
Pelican Training & Co	13,446	Neltc Delta Ouachita	4,334
South Louisiana Commu	12,161	Encos, Inc.	4,229
South Central Ltc-You	11,658	Northshore Technical	4,208

**TOP 20 TRAINING PROVIDERS BY NUMBER OF EMPLOYEES TRAINED,
PRE- AND POST-COVID***

Top Training Providers, Pre-COVID	Total Employees Trained	Top Training Providers, Post-COVID	Total Employees Trained
Louisiana Delta Commu	21,024	Louisiana Delta Commu	18,460
University Of Louisia	12,290	M & A Safety Services	14,466
Psa Connections, LLC.	8,483	Psa Connections, LLC.	10,291
L. S. U. Cont. Edu. B	8,208	Lantec Of Louisiana L	9,044
Relyon Nutec Usa, LLC	6,905	Pelican Training & Co	6,464
Lantec Of Louisiana L	6,708	Mariner-Gulf Consulti	4,595
Training Logic, Inc.	5,960	Bossier Parish Commun	4,171
Bossier Parish Commun	5,864	Delgado Community Col	3,902
L. E. Fletcher Techni	4,807	L. S. U. Cont. Edu. B	3,698
Delgado Community Col	4,765	Relyon Nutec Usa, LLC	3,634
M & A Safety Services	4,231	University Of Louisia	3,428
Pelican Training & Co	4,039	Central La Tech Commu	3,102
Baton Rouge Community	3,811	South Louisiana Commu	2,753
South Central Ltc-You	2,643	L. E. Fletcher Techni	2,355
Safety Compliance Ser	2,226	Bulldog Safety Servic	1,500
Pec Premier Safety Op	2,151	Alliance Safety Council	1,492
Alliance Safety Council	1,937	Sowela Technical Comm	1,345
Northshore Technical	1,668	Louisiana Bankers Ass	862
South Louisiana Commu	1,579	Tr Training Solutions	839
Mcneese State Univers	1,568	Northwest Louisiana T	820

TOP 40 TRAINING PROVIDERS BY NUMBER OF JOBS CREATED FROM 1989 - 2025

Training Provider	Total Jobs Created	Training Provider	Total Jobs Created
Delgado Community Col	5,457	Safety & Training Con	960
Louisiana Delta Commu	2,880	New Horizons Clc Of N	742
Safety Environmental	2,766	L T C Jefferson Campu	741
L. S. U. Cont. Edu. B	2,607	Baton Rouge Community	690
South Central Ltc-Laf	2,577	Alford Safety Service	598
L. E. Fletcher Techni	2,130	Pelican Training & Co	569
South Central Ltc-You	2,071	L T C Teche Area Camp	554
Bossier Parish Commun	2,027	Mariner-Gulf Consulti	547
Psa Connections, LLC.	2,021	Scrtc-Reserve Campus	526
UI Lafayette Professi	1,607	Sola Communications,	472
Relyon Nutec Usa, LLC	1,583	Sowela Technical Comm	461
University Of Louisia	1,513	Chevron Employee Reso	452
Safety Compliance Ser	1,466	Occupational Safety T	440
Training Logic, Inc.	1,462	Louisiana Bankers Ass	405
South Louisiana Commu	1,398	L. S. U. Shreveport	379
University Of New Orl	1,329	Bulldog Safety Servic	368
Pec Premier Safety Op	1,279	Central La Tech Commu	366
Lantec Of Louisiana L	1,256	N S U Continuing Educ	348
Learn Inc.	1,163	J. Schneider And Asso	330
M & A Safety Services	977	L T C Westside Campus	309

TOP 20 TRAINING PROVIDERS BY NUMBER OF JOBS CREATED, PRE- AND POST-COVID*

Top Training Providers, Pre-COVID	Total Jobs Created	Top Training Providers, Post-COVID	Total Jobs Created
Louisiana Delta Commu	1,760	Louisiana Delta Commu	882
L. S. U. Cont. Edu. B	773	M & A Safety Services	586
University Of Louisia	606	Lantec Of Louisiana L	475
Psa Connections, LLC.	586	Psa Connections, LLC.	445
Bossier Parish Commun	522	Mariner-Gulf Consulti	425
Relyon Nutec Usa, LLC	480	L. S. U. Cont. Edu. B	363
Training Logic, Inc.	463	Delgado Community Col	318
Delgado Community Col	450	Pelican Training & Co	293
Lantec Of Louisiana L	406	Relyon Nutec Usa, LLC	240
Safety Compliance Ser	347	South Louisiana Commu	212
L. E. Fletcher Techni	327	L. E. Fletcher Techni	181
M & A Safety Services	264	Bulldog Safety Servic	160
Pec Premier Safety Op	236	Bossier Parish Commun	128
South Central Ltc-You	220	Central La Tech Commu	93
Pelican Training & Co	188	Alliance Safety Council	87
Crescent Safety Servi	156	Safety Compliance Ser	85
New Horizons Clc Of N	144	Sowela Technical Comm	64
Baton Rouge Community	142	Tr Training Solutions	39
Alliance Safety Council	142	Louisiana Bankers Ass	38
South Central Ltc-Laf	125	Crescent Safety Servi	37

TOP 40 TRAINING PROVIDERS BY NUMBER OF JOBS RETAINED FROM 1989 - 2025

Training Provider	Total Jobs Retained	Training Provider	Total Jobs Retained
Louisiana Delta Commu	43,913	Mariner-Gulf Consulti	6,322
Psa Connections, LLC.	36,458	Central La Tech Commu	6,276
University Of Louisia	29,666	Tr Training Solutions	5,195
Lantec Of Louisiana L	23,697	Alliance Safety Counc	4,520
M & A Safety Services	22,203	L. S. U. Shreveport	4,519
Training Logic, Inc.	21,872	South Central Ltc-Laf	4,393
Delgado Community Col	20,585	Occupational Safety T	4,313
Relyon Nutec Usa, LLC	18,324	New Horizons Clc Of N	3,985
L. S. U. Cont. Edu. B	17,042	Sowela Technical Comm	3,856
L. E. Fletcher Techni	15,157	Bulldog Safety Servic	3,611
Bossier Parish Commun	14,411	Mcneese State Univers	3,150
Pelican Training & Co	13,410	Northshore Technical	3,007
Safety Compliance Ser	11,660	Safety Environmental	2,791
Baton Rouge Community	11,323	U L Lafayette College	2,583
Safety & Training Con	9,338	Crescent Safety Servi	2,451
Ul Lafayette Professi	9,180	Neltec Delta Ouachita	1,954
South Louisiana Commu	8,890	Real World, LLC	1,924
Pec Premier Safety Op	7,663	Encos, Inc.	1,893
South Central Ltc-You	7,471	Computer Training Of	1,865
Louisiana Bankers Ass	6,881	North Louisiana Horiz	1,808

**TOP 20 TRAINING PROVIDERS BY NUMBER OF JOBS RETAINED,
PRE- AND POST-COVID***

Top Training Providers, Pre-COVID	Total Jobs Retained	Top Training Providers, Post-COVID	Total Jobs Retained
Louisiana Delta Commu	21,024	Louisiana Delta Commu	18,460
University Of Louisia	12,290	M & A Safety Services	14,170
Psa Connections, LLC.	8,483	Psa Connections, LLC.	10,291
L. S. U. Cont. Edu. B	8,208	Lantec Of Louisiana L	9,037
Relyon Nutec Usa, LLC	6,905	Pelican Training & Co	6,428
Lantec Of Louisiana L	6,708	Mariner-Gulf Consulti	4,595
Training Logic, Inc.	5,960	Bossier Parish Commun	4,171
Bossier Parish Commun	5,864	L. S. U. Cont. Edu. B	3,698
L. E. Fletcher Techni	4,807	Relyon Nutec Usa, LLC	3,634
M & A Safety Services	4,231	Delgado Community Col	3,620
Delgado Community Col	4,204	University Of Louisia	3,428
Pelican Training & Co	4,039	Central La Tech Commu	3,102
Baton Rouge Community	3,811	South Louisiana Commu	2,555
South Central Ltc-You	2,434	L. E. Fletcher Techni	2,296
Safety Compliance Ser	2,226	Bulldog Safety Servic	1,500
Pec Premier Safety Op	2,151	Alliance Safety Counc	1,492
Alliance Safety Counc	1,937	Sowela Technical Comm	1,345
Northshore Technical	1,668	Louisiana Bankers Ass	862
Mcneese State Univers	1,568	Tr Training Solutions	839
South Louisiana Commu	1,544	Northwest Louisiana T	820

**NUMBER OF TRAINING PROVIDERS WITH APPROVED CONTRACTS BY REGION,
PRE- AND POST-COVID**

Alexandria	Baton Rouge	Houma	Lake Charles
Pre-COVID	8	18	19
Post-COVID	5	15	13

Lafayette	Monroe	New Orleans	Shreveport
Pre-COVID	21	5	24
Post-COVID	13	3	16

SBET FUNDING BY RLMA

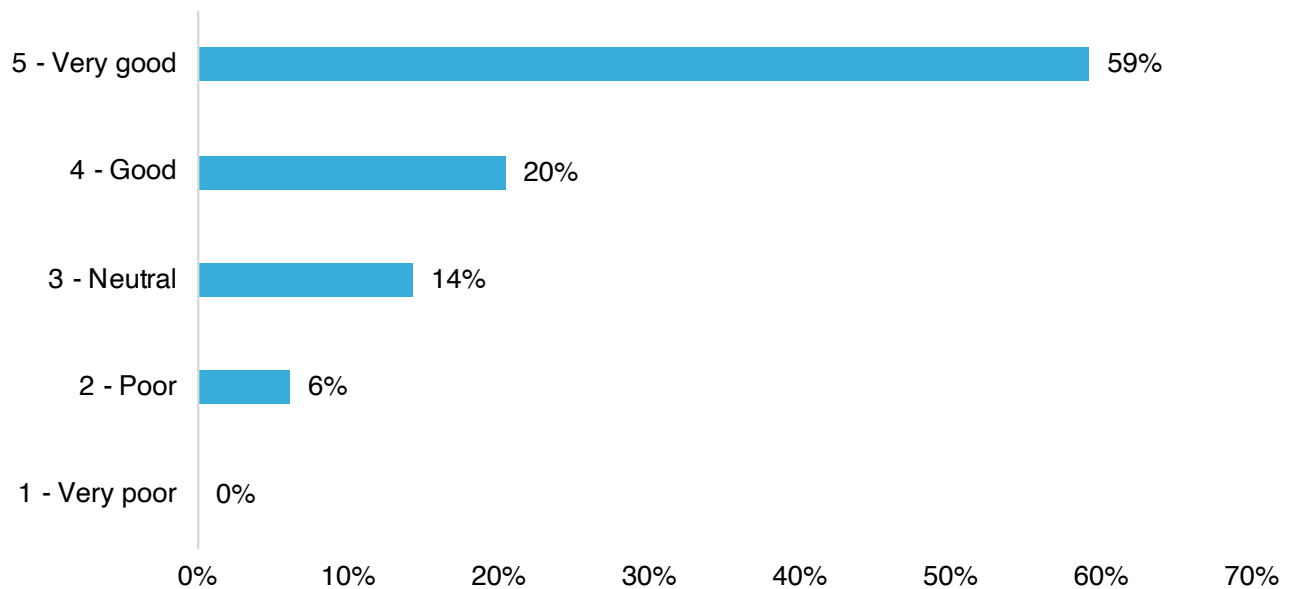
Regional Labor Market Area	Share of Historical SBET Funding	Share of SBET Funding Pre-COVID	Share of SBE Funding Post-COVID
New Orleans	19%	21%	15%
Baton Rouge	28%	24%	19%
Lafayette	30%	33%	36%
Shreveport	4%	2%	5%
Lake Charles	4%	4%	7%
Monroe	3%	2%	3%
Houma	9%	12%	12%

SBET award amounts from 2003 – 2025, pre-COVID, and post-COVID by region, data is from Louisiana Works

SUPPLEMENTARY QUALITATIVE ANALYSIS

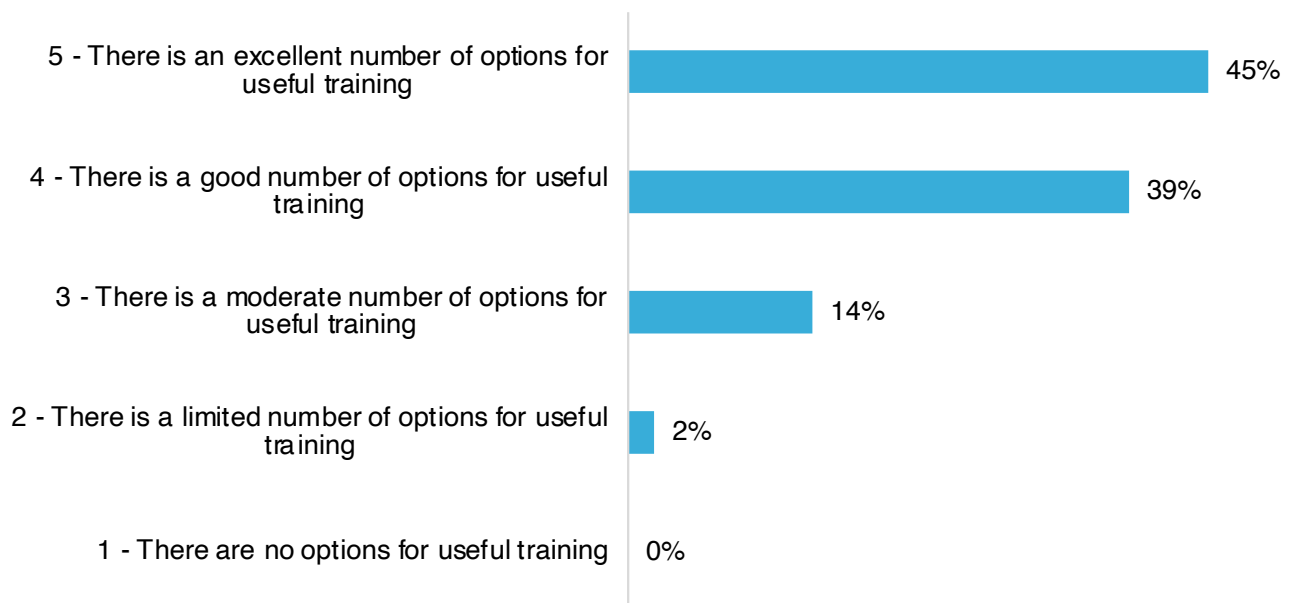
SURVEY RESULTS

How would you rate the administration of IWTP or SBET? Consider the application/enrollment process, communication with the State, and other related topics



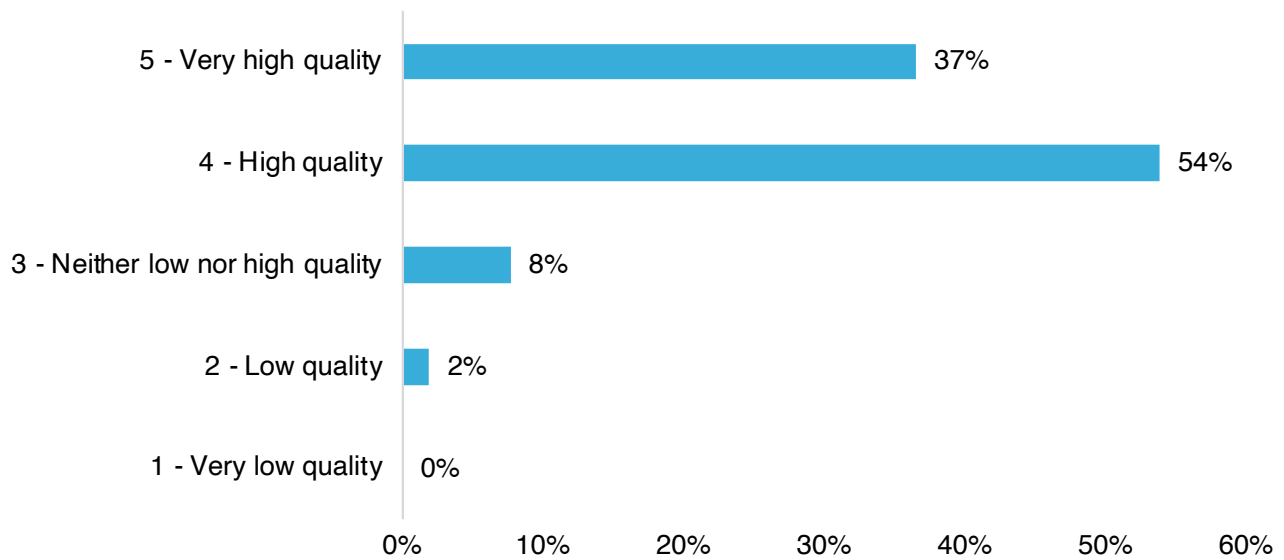
Responses to the survey question, "How would you rate the administration of IWTP or SBET?" n = 52

How would you rate the availability of useful training through the IWTP / SBET programs?



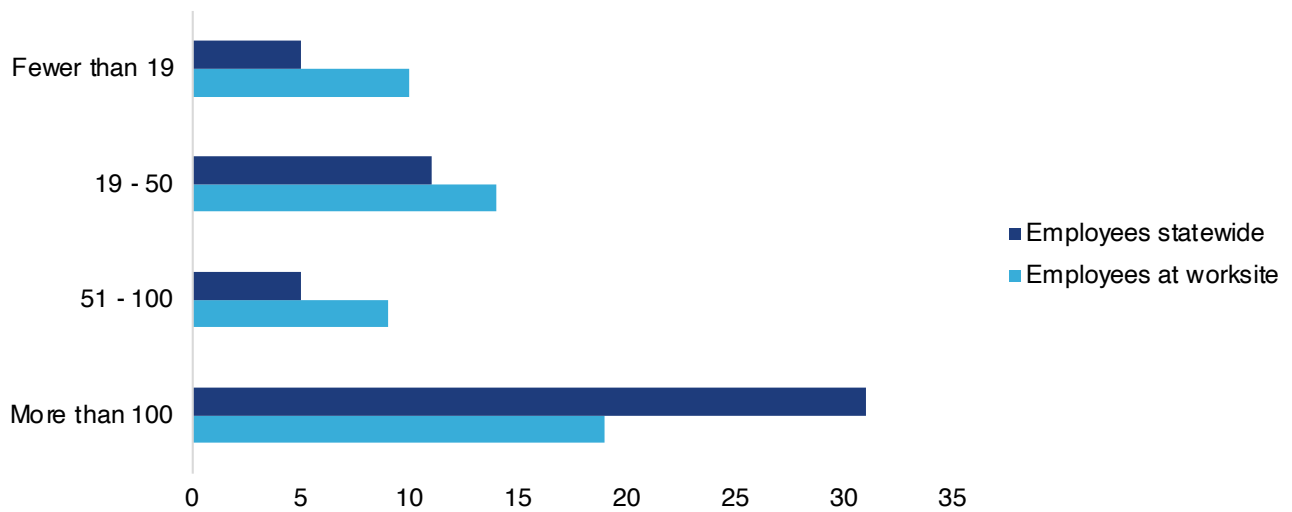
Responses to the survey question, "How would you rate the availability of useful training through the IWTP / SBET programs?" n = 52

How would you rate the quality of the training you or your employees received?



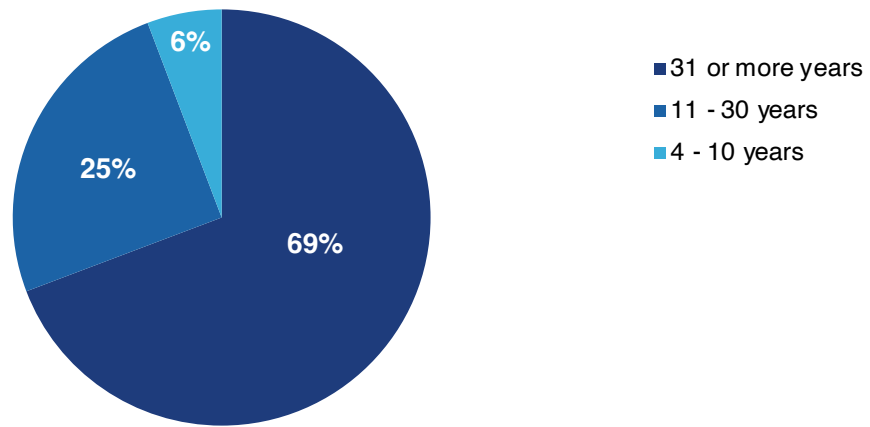
Responses to the survey question, "How would you rate the quality of the training you or your employees received?" n = 52

Number of Company Employees



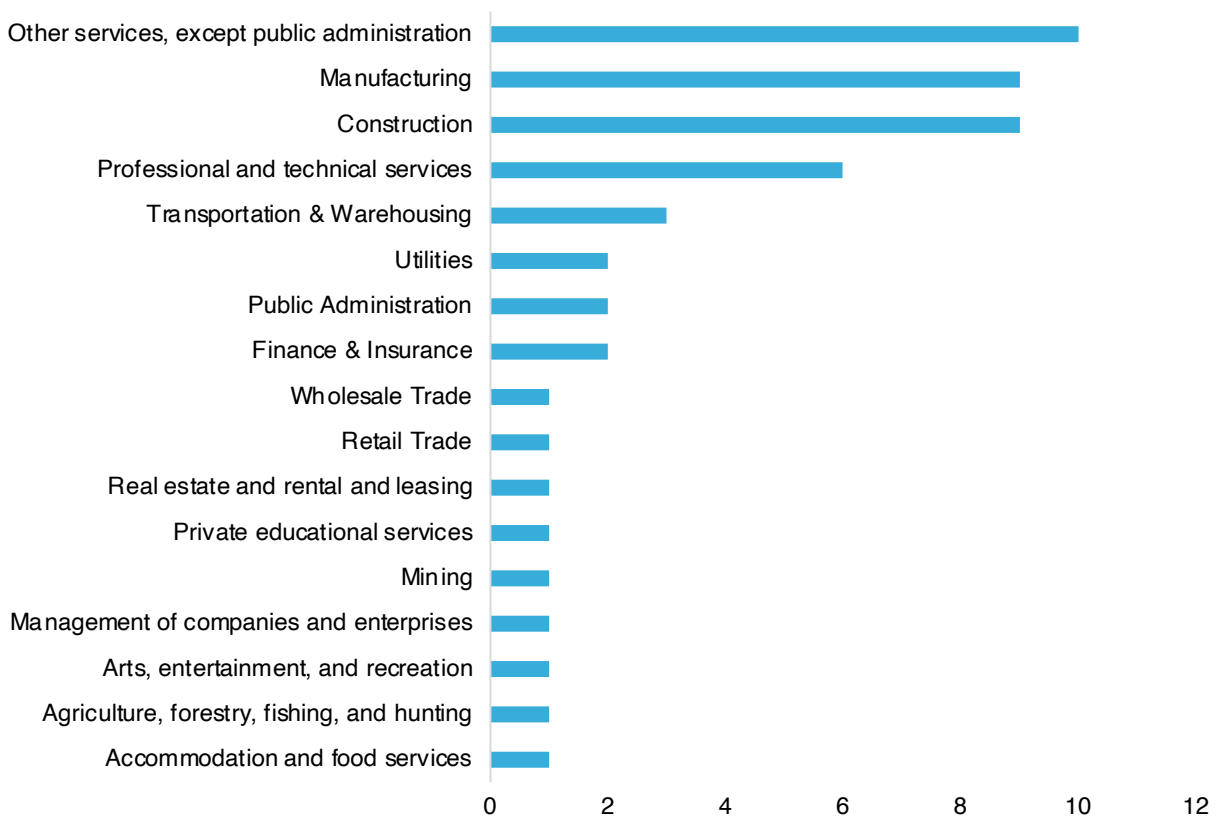
Number of companies by size (measured in number of employees) by statewide size and worksite size. n = 52

How long has your organization been operating in Louisiana?



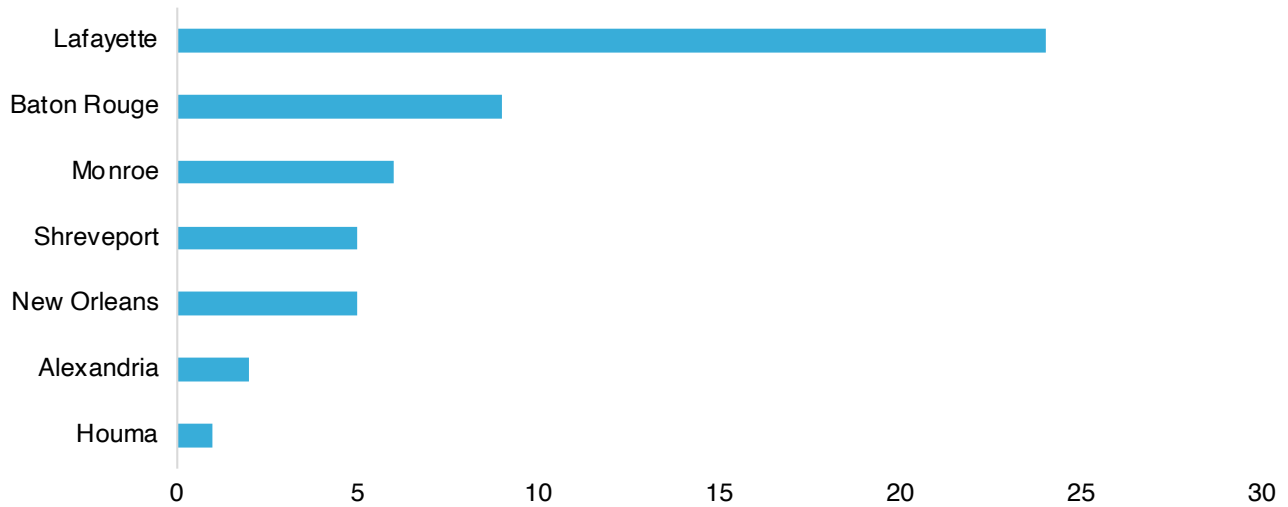
Responses to the survey question, "How long has your organization been operating in Louisiana?" n = 52

Which best describes your organization's industry?



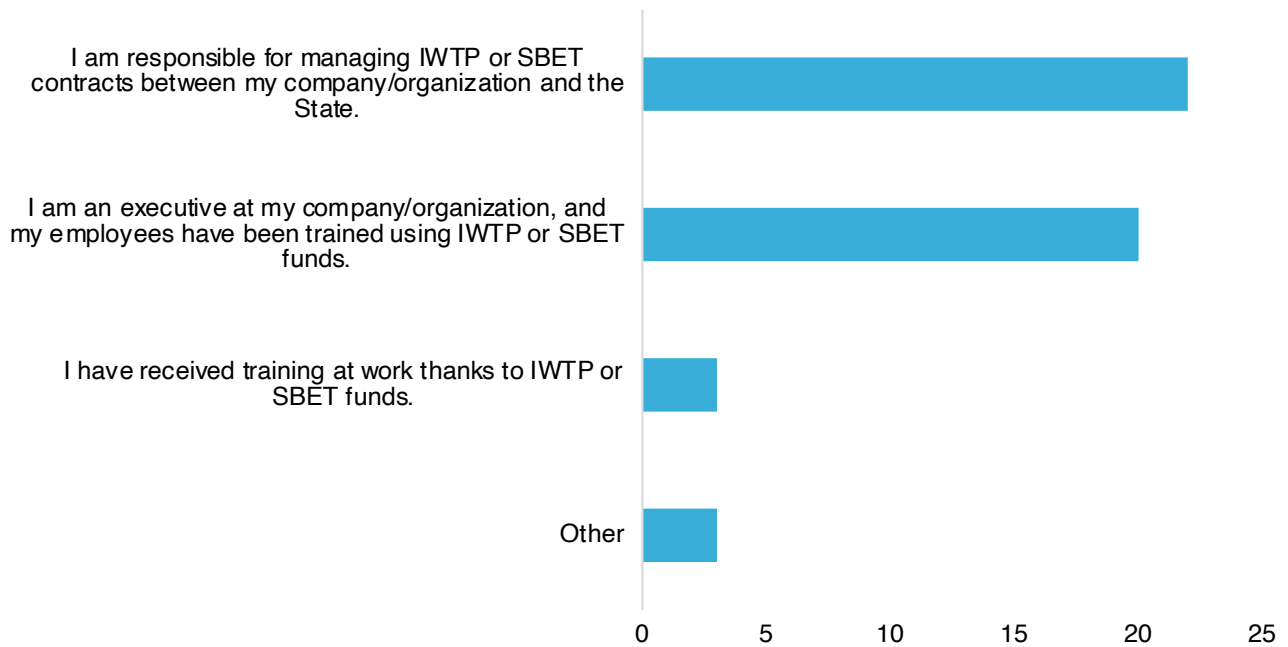
Responses to the survey question, "Which best describes your organization's industry?" n = 52

In which region are you located?



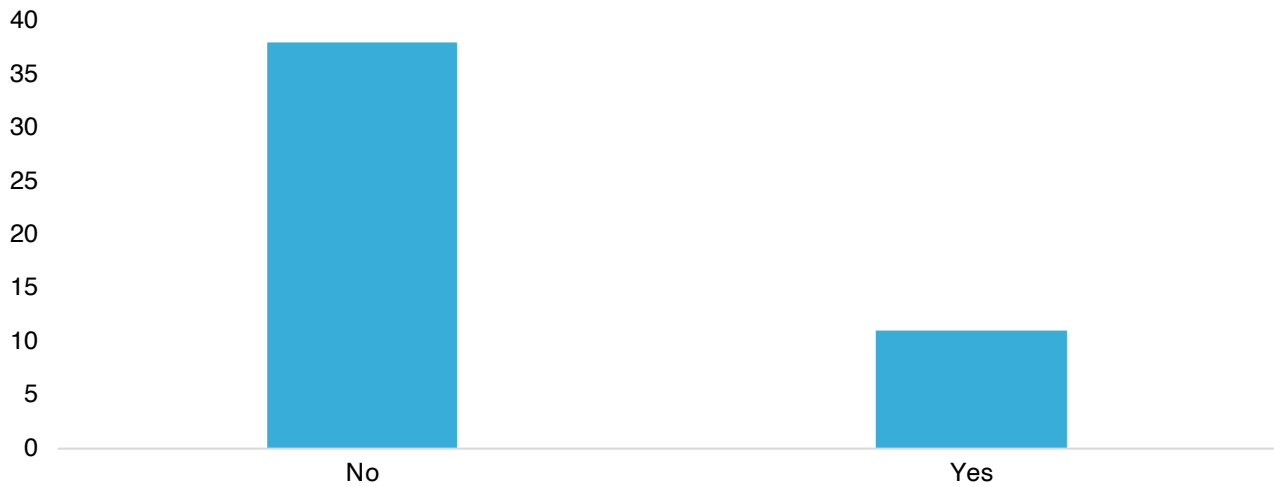
Responses to the survey question, "In which region are you located?" n = 52

Which of the following best describes you? If none of the categories apply, please select "other" and describe your role.



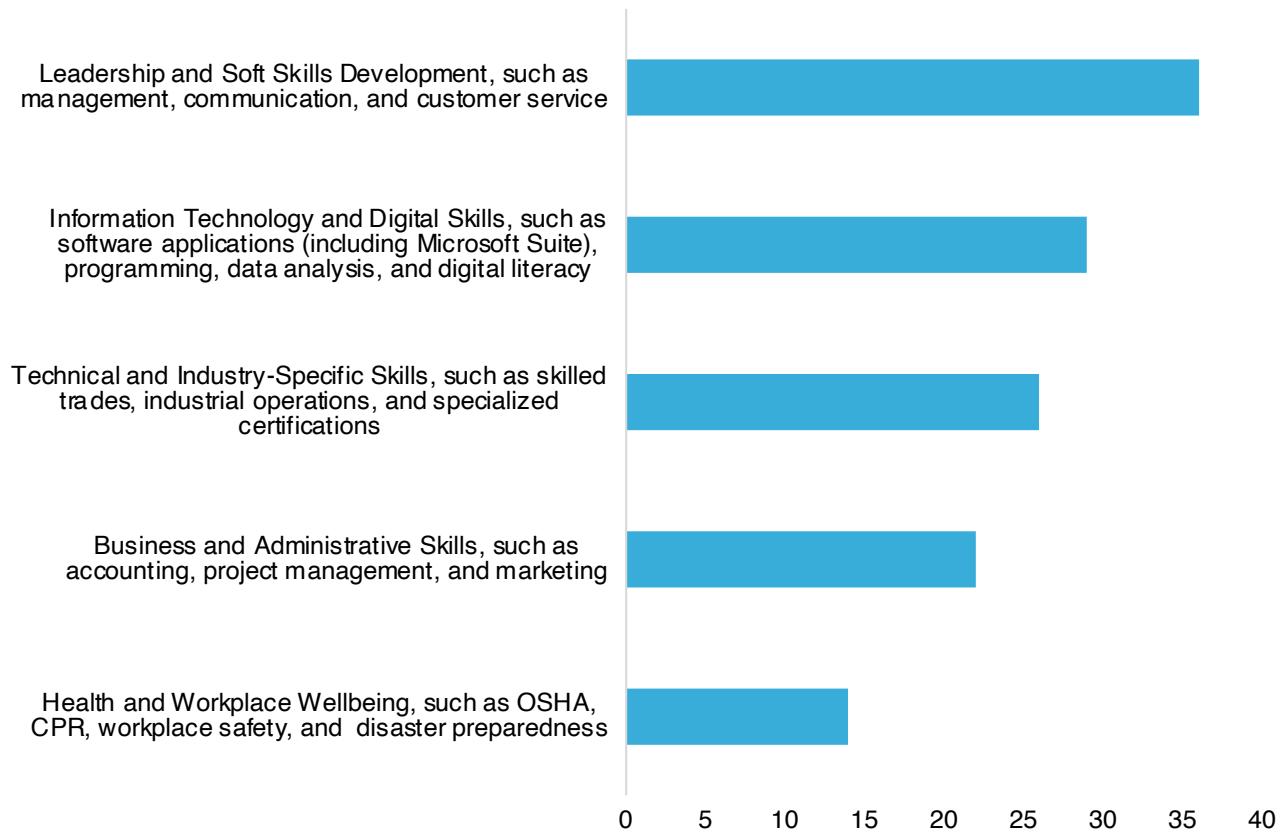
Responses to the survey question, "Which of the following best describes you?" n = 48

Does your company typically need to form a consortium with another company to utilize this program?



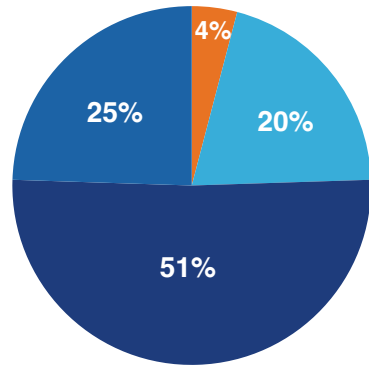
Responses to the survey question, “Does your company typically need to form a consortium with another company to utilize this program?” n = 49

Which best describes the subject matter of the training you or your employees have received? Select all that apply.



Responses to the survey question, “Which best describes the subject matter of the training you or your employees have received?” n = 52; employers could select multiple types of training

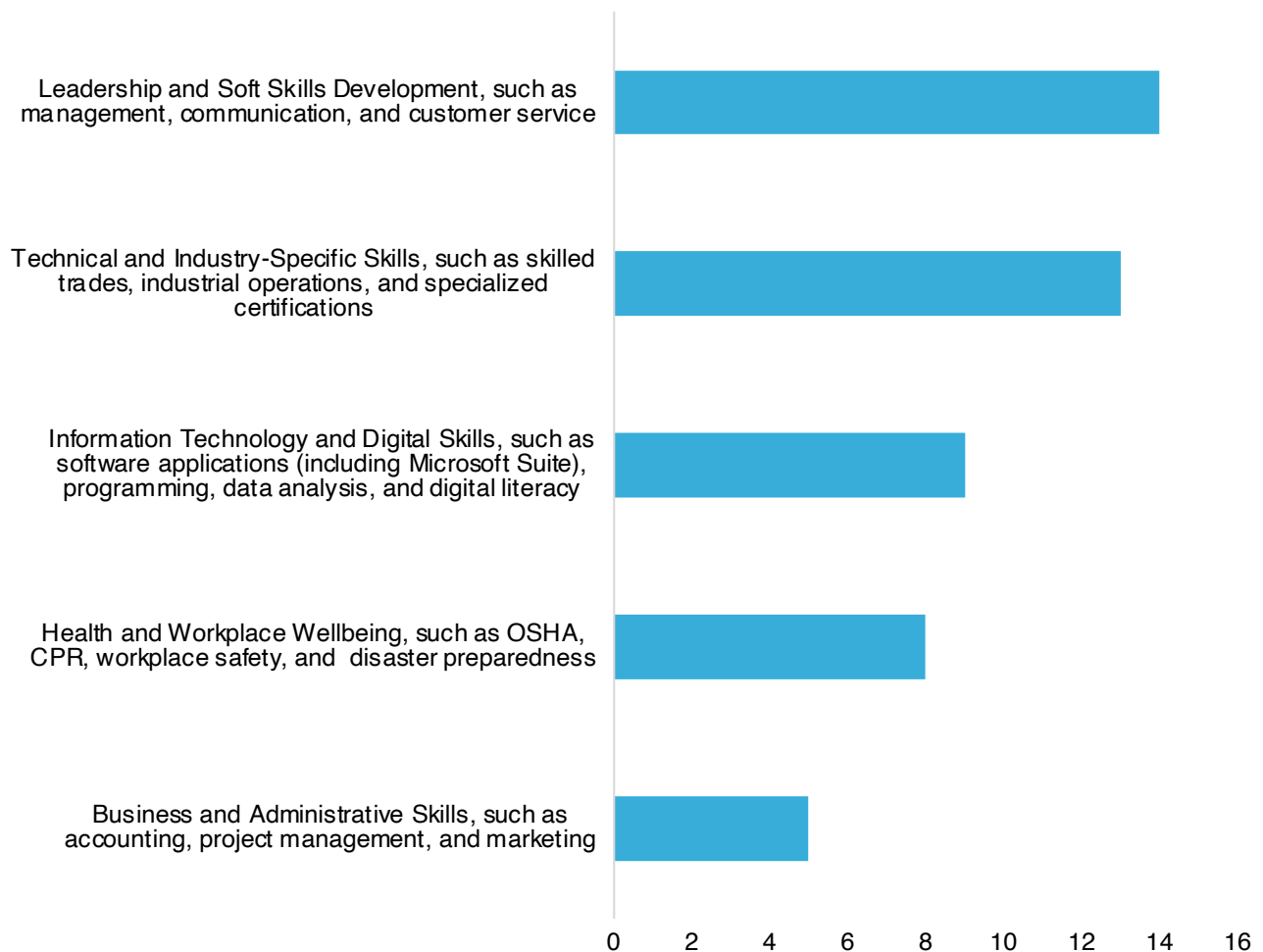
**How would you rate the IWTP / SBET program requirements?
Consider any reporting requirements, metrics that must be met,
and other related topics.**



- 1 - The requirements make it extremely difficult to utilize the program
- 2 - The requirements are difficult to meet, but the program is useable
- 3 - The requirements are easy to meet, but still require some effort
- 4 - The requirements are extremely easy to meet

Responses to the survey question, “How would you rate the IWTP / SBET program requirements?” n = 52

Self-described training undertaken by construction and manufacturing employers



How employers in the construction and manufacturing industries described the training content of their employees. n = 18; employers could select multiple types of training

BENCHMARK ANALYSIS OF SIMILAR PROGRAMS IN OTHER STATES¹²

	Louisiana (IWTP & SBET)	Texas (Skills Dev. Fund)	California (ETP)	Minnesota (MJSP)	Alabama (IWTP)	Mississippi (WET Fund)
Program & Administration	Incumbent Worker Training Program (IWTP) – administered by Louisiana Workforce Commission. Includes a Small Business Employee Training (SBET) component for companies with fewer than 50 employees	Skills Development Fund (SDF) – administered by Texas Workforce Commission; includes a dedicated “Skills for Small Business” program for companies <100 workers. State law requires, to extent possible, 60% of funds go towards job creation and 40% towards job retention.	Employment Training Panel (ETP) program – administered by an 8-member state panel under CA Labor Agency.	Minnesota Job Skills Partnership (MJSP) – administered by MJSP Board. The Job Skills Partnership offers five different training programs for different audiences, including new workers, incumbent workers, and low-income workers. In most cases, funds must be awarded directly to an accredited educational institution.	Incumbent Worker Training Program (IWTP) – administered by AL Department of Commerce (Workforce Development Division);. Must have operated in Alabama for at least 2 years.	Workforce Enhancement Training (WET) Fund – overseen by AccelerateMS and MS Community College Board; training delivered through community colleges for employers statewide.
Funding Source & Scale	State UI trust fund (interest from UI overpayments) dedicated to training; program funds about \$20m of training per year over last two decades	State general revenue (legislative appropriations). Recent funding supports dozens of projects annually statewide. Employers are not required to provide matching funds, although the presence of a match makes the proposal more competitive	Dedicated Employment Training Tax (paid by employers via UI tax). ~\$92 M available in FY2022–23. Since 1982, ETP has reimbursed over \$1 B to 80,000+ businesses	State Workforce Development Fund (employer payroll tax) plus general fund. Roughly \$8–10 M awarded in training grants per year across programs	Funded 100% through WIOA federal funds. Maximum funding award is \$30,000.	State UI payroll tax (Workforce Enhancement Training Fund)

	Louisiana (IWTP & SBET)	Texas (Skills Dev. Fund)	California (ETP)	Minnesota (MJSP)	Alabama (IWTP)	Mississippi (WET Fund)
Funding per Project/Employee	No fixed cap per IWTP grant; SBET reimburses up to \$3,000 per trainee per state fiscal year (employers cannot use SBET and IWTP simultaneously).	Up to \$500,000 per SDF grant (more for multi-business consortium projects); average cost ~\$2,000 per trainee. Skills for Small Business: \$2,000 per new employee and \$1,000 per incumbent worker (tuition for community college courses).	Funding is performance-based; common contract cap ~\$600,000 for a single employer (\$850,000 for critical proposals or consortia). Trainees typically receive 8–200 hours of training, reimbursed at a set hourly rate once outcomes are met.	Up to \$400,000 per Partnership Program grant. Pathways Program (for low-income new hires) and other grants up to \$200,000; Small Automation Training grants up to \$35,000.	Up to \$30,000 per training project; \$60,000 cap per employer over a 10-year span. Grants generally fund short-term (fewer than 12 months) training plans for a small number of workers.	No explicit dollar cap per company/project; funding is allocated based on training needs and available regional funds. Community colleges can support multi-year training engagements as needed (subject to overall fund limits).
Employer Eligibility	Louisiana for-profit businesses operating in state for at least 3 years and in full compliance with state UI tax laws.	Texas private employers. Must partner with a public community/technical college, the Texas A&M Engineering Extension (TEEX), a local workforce board, or community based organization to apply. Priority is given to projects involving small or medium-sized businesses and to training that upgrades wages.	California employers that pay the Employment Training Tax (generally all for-profit employers and some nonprofits). Small businesses (100 or fewer employees) receive higher reimbursement rates and simplified reporting. Certain industries (like training trusts for union workers) are also eligible under specialized ETP programs.	Minnesota businesses across all industries are eligible if they partner with an accredited Minnesota educational institution (community/college or university) for the grant project. Projects must address identified workforce skill gaps and are intended to benefit the state's economy by retaining or expanding jobs.	Alabama for-profit businesses seeking to upskill existing workers. Companies should demonstrate a need (e.g. adapting to new technology to remain competitive) and a commitment to retain trained employees. Must be current on state taxes and in compliance with labor laws. Public sector employers are not eligible. Must have operated in the state for at least 2 years.	WET funds can support the following industries: advanced manufacturing, agribusiness, construction, distribution, and logistics, forestry, energy, and chemicals, health care, information technology, blue economy, renewable energy, corporate headquarters, and mobility technology innovation

	Louisiana (IWTP & SBET)	Texas (Skills Dev. Fund)	California (ETP)	Minnesota (MJSP)	Alabama (IWTP)	Mississippi (WET Fund)
Training Topics & Providers	Customized or “off-the-shelf” skill training: e.g. classes at Louisiana colleges (under Board of Regents), manufacturer-led equipment training, computer/IT skills upgrades, or industry-certified courses. Both technical and soft skills training are eligible.	Industry-specific skills, advanced technical training, basic skills (like literacy or ESL if job-related), and soft skills (leadership, teamwork). Training is typically customized to the employer’s needs. Public community and technical colleges deliver most training. Popular SDF training topics include manufacturing processes, IT certifications, equipment operation, and management training.	Broad range of job-related training: from high-tech manufacturing and IT to healthcare, logistics, business skills, and basic skills (including literacy or ESL if tied to job performance). ETP does not fund training that is legally required (e.g. sexual harassment or basic safety training) – the training must add skills beyond baseline requirements. Employers often use external vendors or in-house trainers; all training plans and providers must be vetted and approved by ETP staff.	Common training includes manufacturing technology, engineering skills, IT and software, business operations, and soft skills like supervisory training. The educational institution partner typically develops or adapts curriculum for the company’s needs, which can involve creating new courses or customizing existing ones. Short-term, intensive training that results in a certificate or measurable skill improvement is typical.	Technical skill training (e.g. CNC machining, welding certification, new software systems), process improvement (lean manufacturing, quality systems), and job-specific upskilling are common. Soft skills (such as leadership or teamwork) can be included if they directly relate to company performance goals. Trainers can be public institutions or private training providers.	WET Funds can be used for any training activity that results in either a) a measurable increase in output (quantity/quality/value) or an employee that’s recognized by the entity, or b) a measurable increase to the market value of the employee’s skillset realized by the employee directly.
Performance & Outcomes	Goals of IWTP are to create/retain jobs and grow wages. Employers must report outcomes, and for SBET, they are required to show that trainees either received a pay raise or were paid during training. The state tracks metrics such as number of workers trained and post-training wage gains.	The SDF program aims to upgrade worker skills and wages. TWC monitors each project’s performance, including the number of workers trained, courses completed, and any new jobs created because of expansion training.	Generally over 90% of trainees remain employed 3 months after training (a requirement for reimbursement). Each contract specifies expected training hours and post-training retention wages, and ETP only pays for successful completions. According to evaluation studies, incumbent workers trained under ETP have higher employment stability and wage growth than similar workers without training.	MJSP-funded projects are evaluated on outcomes like number of workers trained, wage increases, and jobs created or saved.	Metrics in the application include jobs save, jobs created, long-term wage growth, lowering employee turnover, increased profit margin, new openings for entry-level positions, improved unit/labor costs, improved short-term wages, increased efficiency, and increased/retained sales.	WET Funds can be used for any training activity that results in either a) a measurable increase in output (quantity/quality/value) or an employee that’s recognized by the entity, or b) a measurable increase to the market value of the employee’s skillset realized by the employee directly.

ENDNOTES

- ¹ <https://www.laworks.net/downloads/iwtp/iwtpfaq.pdf>
- ² https://www.laworks.net/Downloads/IWTP/IWTP_SBET_Eligibility.pdf
- ³ Employment share calculated by Riverbend using Louisiana Works data
- ⁴ Riverbend analysis of US Office of Management and Budget definitions of Louisiana’s Metropolitan Statistical Areas compared against the geographic boundaries of Louisiana’s Regional Labor Market Areas, available here: https://www.laworks.net/WorkforceDev/LWDP_Menu.asp
- ⁵ Riverbend analysis of 2022 base employment by RLMA, used for Louisiana Works’ long-term employment projections. 2022 base employment available here: https://www.laworks.net/Tableau/LMI_Tableau.asp?TableauCode=RegionalLaborMarketAreaLong-TermIndustryProjections2022-2032TwoDigitNaicsCode/Dashboard1?origin=card_share_link&embed=yes&toolbar=no&Title=Long-Term%20RLMA%3Cbr%3EIndustry%20Projections%202022-2032
- ⁶ Pre-COVID includes fiscal years 2014 - 2015 through 2018 - 2019. Post-COVID includes fiscal years 2020 - 2021 through 2024 - 2025. When pre- and post-COVID are mentioned, fiscal year 2019 – 2020 is excluded.
- ⁷ List of current regional program advisors available here: <https://www.laworks.net/downloads/iwtp/iwtpregionalcontacts.pdf>
- ⁸ https://www.laworks.net/PublicRelations/WIC_OccupationalForecasting.asp
- ⁹ Bureau of Labor Statistics CPI Inflation Calculator. The difference in buying power was measured between January 2017 and January 2023.
- ¹⁰ Riverbend Analysis of Louisiana Works Annual Employment Data
- ¹¹ Riverbend analysis of Louisiana Works Occupational Employment and Wage Statistics (OEWS) from 2006 through 2024.
- ¹² Information in this section comes from various state workforce agencies, including Louisiana Works, Texas Workforce Commission, California Employee Training Panel, Minnesota Department of Employment and Economic Development, Alabama Works, and Accelerate Mississippi.