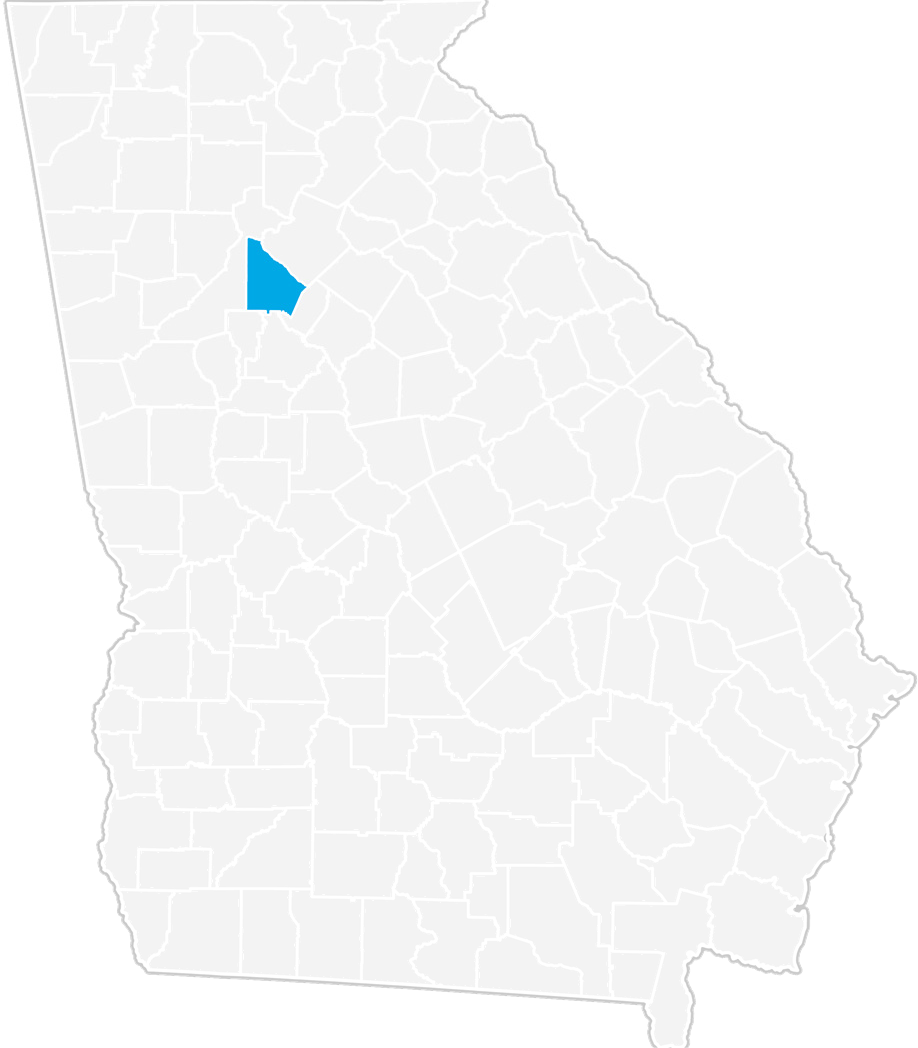
Workforce Innovation and Opportunity Act

2016 to 2020

DeKalb County

Workforce Plan

The DeKalb County Local Workforce Area (Local Area 5) is comprised of DeKalb County, GA, as displayed in the map on the right

**Table of Contents**

[Strategic Elements, Governance and Structure… 355](#_TOC_250005)

[Local Boards and Plan Development… 380](#_TOC_250004)

[Service Delivery and Training… 386](#_TOC_250003)

[Coordination with Core Partners… 398](#_TOC_250002)

[Performance, ETPL and Use of Technology… 340](#_TOC_250001)

[State Initiatives and Vision… 405](#_TOC_250000)

ATTACHMENTS:

1 – Local Workforce Development Board Member Listing 2 – Local Negotiated Performance

3 – Comments and Survey 4 – Signature Page

APPENDICES:

Appendix A: Procurement of Contracts and Subcontracts Appendix B: Grievance and Complaint Policy

Appendix C: Grievance and Complaint Information Form

Appendix D: WIOA One-Stop Guidance for Local MOU Negotiation

### Strategic Elements, Governance and Structure

##### Identification of the Fiscal Agent – Provide an identification of the entity responsible for the disbursal of grant funds described in WIOA § 107(d)(12)(B)(i)(III) as determined by the chief elected official.

Local Workforce Development Area 5 is comprised of a single service area, DeKalb County. In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Chief Local Elected Official has named the WorkSource DeKalb Board as the local board for the area. IN THE DOOR, LLC. is the One-Stop Operator and as designated in the Chief Local Elected Official-Fiscal Agent Agreement, the Fiscal Agent is as follows:

DeKalb County Government Finance/Budget Department 1300 Commerce Drive, 4th Floor Decatur, GA 30030

##### Description of Strategic Planning Elements – Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.

* 1. **Provide an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. Include the listing of occupations in demand within the region and describe how the list was developed citing source data.**

**Overview**. For the purposes of this Local WIOA Plan, only DeKalb County’s economic conditions, including existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in these industry sectors and occupations, are discussed. The regional aspects for these same factors are included in the Metro Atlanta Regional Plan.

According to the Atlanta Regional Commission statistics, as of 2018Q2, total employment for the Dekalb was 330,724 (based on a four-quarter moving average). Over the year ending 2018Q2, employment increased 0.9% in the region. The average worker in the Dekalb earned annual wages of $53,812 as of 2018Q2. Average annual wages per worker increased 0.9% in the region during the preceding four quarters. For comparison purposes, annual average wages were $55,223 in the nation as of 2018Q2.

The largest sector in the Dekalb is Health Care and Social Assistance, employing 52,464 workers. The next-largest sectors in the region are Educational Services (37,867 workers) and Retail Trade (35,843). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Information (LQ = 1.58), Management of Companies and Enterprises (1.49), and Educational Services (1.40).

Over the next 1 year, employment in the Dekalb is projected to expand by 2,446 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.6% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+842 jobs), Educational Services (+420), and Professional, Scientific, and Technical Services (+257).

Over the next five years, the initiative is planning to add 8,000 high-wage jobs in these targeted industries. The addition of these jobs results in an economic impact on the county through spending of wages and an increase in purchasing by the firms where the jobs are added.

The 8,000 jobs were allocated to the targeted industries based on each industry’s current share of employment. Advanced manufacturing received 3.8 percent, logistics received 7.4 percent, life sciences and healthcare received 41.3 percent, professional and business services received 38.9 percent, and entertainment received 8.7 percent. **Targeted Industries.** In 2017, DeKalb County released a Targeted Industry Report, developed by Decide DeKalb Development Authority. The report identified the following targeted industries for the county:

* Professional and Business Services
* Life Sciences
* Tourism
* Logistics
* Construction and Support Trades
* Advanced Manufacturing

These industries were identified based on their size, concentration in the region, and potential for future growth. Additionally, sectors that promoted green and sustainable economic growth were prioritized. Additionally, tourism was an industry that showed significant increase in DeKalb County.

##### Professional and Business Services

As defined in DeKalb County’s targeted industry report, the Professional and Business Services industry represents a range of industries that provide services, ranging from financial institution to law firms to computer programming services. In the Metro Atlanta Region, the industry accounts for nearly 370,000 jobs. The industry is diverse, with employment spread over a range of different sectors, with some overlapping with Information Technology. The following table presents the largest sectors in the industry.2

**Professional & Business Services Industry Overview, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| NAICS | Industry | | 2017 Jobs | | % of All Jobs | Location Quotient | Avg. Annual Wages |
| 551114 | Corporate, Subsidiary, and Regional Managing Offices | | 50,419 | | 14% | 1.48 | $120,82 |
| 541110 | Offices of Lawyers | | 23,623 | | 6% | 1.35 | $95,600 |
| 541511 | Custom Computer Programming Services | | 23,077 | | 6% | 1.60 | $99,220 |
| 541512 | Computer Systems Design Services | | 21,939 | | 6% | 1.39 | $102,923 |
| 524210 | Insurance Agencies and Brokerages | | 21,867 | | 6% | 1.58 | $89,120 |
| 522110 | Commercial Banking | 19,715 | | 5% | | 0.96 | $104,903 |
| 541330 | Engineering Services | 19,129 | | 5% | | 1.19 | $92,021 |
| 541611 | Administrative Management and General Management Consulting Services | 18,628 | | 5% | | 1.72 | $118,665 |

**WDB**Source: JobsEQ 2017Q4

The industry has grown rapidly over the past five years, expanding employment by 16%, adding nearly 51,000 jobs. While employment growth was spread over a range of sectors, the Corporate Managing Offices demonstrated the strongest growth, adding nearly

2 Please note, the acronym NAICS as used in all tables represents the North American Industry Classification System.

12,000 jobs. The fastest growing sectors are summarized in the following table.

**Historic Change in Professional & Business Services Employment, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| NAICS Industry | Employ | ment | 5 | Year | |
| 2012 | 2017 | # | Change | % Change |
| 551114 Corporate, Subsidiary, and Regional Managing Offices | 39,360 | 50,419 | 11,059 | 28% | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |
| 541110 | Offices of Lawyers | 22,066 | 23,623 | 1,557 | 7% |
| 541511 | Custom Computer Programming Services | 20,167 | 23,077 | 2,910 | 14% |
| 541512 | Computer Systems Design Services | 17,624 | 21,939 | 4,315 | 24% |
| 541330 | Engineering Services | 16,240 | 19,129 | 2,889 | 18% |
| Total - Professional & Business Services Industry | | 316,586 | 367,555 | 50,969 | 16% |
| **WDB**Source: JobsEQ 2017Q4 | | | | | |

Growth is projected to continue. Over the next five years, the Professional and Business Services industry is expected to add over 51,000 jobs, expanding employment by 13%, over a range of industries, with the Corporate Managing Offices sector adding the most jobs. Due to a combination of new and replacement demand, the Professional and Business Services industry is expected to require over 38,000 workers annually to fill open positions. Approximately 87% will be due to retirements or other turnover, while 13%, or 14,000 jobs annually, will be due to replacement demand. The following table identifies the sectors expected to add the most jobs over the coming years.

**Projected Change in Professional & Business Services Employment, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| NAICS Industry | 5 Year Proje | ction | Employment Demand | | | |
| # Change | % Change | Avg. Annual | % | New %  Replacement | |
| 551114 Corporate, Subsidiary, and Regional Managing | 11,059 | 22% | 5,112 | 10% | | 90% |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |  |  |
| 524210 | Insurance Agencies and Brokerage | 6,334 | 29% | 2,458 | 11% | 89% |
| 541611 | Administrative Management and General | 5,036 | 27% | 2,132 | 21% | 79% |
| 541512 | Computer Systems Design Services | 4,315 | 20% | 2,195 | 23% | 77% |
| 524126 | Direct Property and Casualty Insurance Carriers | 3,117 | 24% | 1,160 | 0% | 100% |
| 541211 | Offices of Certified Public Accountants | 2,939 | 23% | 1,383 | 11% | 89% |
|  | Total - Professional & Business Services Industry | 50,969 | 14% | 38,090 | 13% | 87% |
| **WDB**Source: JobsEQ 2017Q4 | | | | | | |

##### Life Sciences

The Life Sciences industry overlaps heavily with the Healthcare industry, but also includes sectors related to medical device manufacturing and information technology. In 2017, the industry represented nearly 480,000 jobs in the Metro Atlanta Region. As with the Healthcare industry, General and Surgical Hospitals are the largest employers, accounting for nearly 76,000 jobs.. The table on the following page identifies the largest Life Sciences sectors in the region

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| NAICS | Industry | 2017  Jobs | % of All Jobs | Location Quotient | Avg. Annual Wages |
| 622110 | General Medical and Surgical Hospitals | 75,991 | 16% | .0.83 | $61,068 |
| 621111 | Offices of Physicians (except Mental Health) | 44,740 | 10% | 1.09 | $84,767 |
| 541110 | Offices of Lawyers | 23,623 | 5% | 1.35 | $95,600 |
| 541511 | Custom Computer Programming Services | 23,077 | 5% | 1.60 | $99,220 |
| 624410 | Child Day Care Services | 22,757 | 5% | 1.28 | $22,709 |
| 541512 | Computer Systems Design Services | 21,939 | 5% | 1.39 | $102,923 |

The industry has grown steadily over the past five years, adding over 40,000 jobs, an 10% increase in employment. Other specialized designed services added the most jobs, increasing employment by 69%. The Community Housing sector, though relatively small, grew rapidly between 2012 and 2017, adding nearly 43 jobs, increasing employment by 22%. The following table identifies the Life Sciences sectors that added the most jobs between 2012 and 2017.

**Historic Change in Life Sciences Employment, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| NAICS | Industry | Emplo | yment | 5 | Year | | |
| 2012 | 2017 | # | Change | % | Change |
| 622110 | General Medical and Surgical Hospitals | 273 | 353 | 80 | 29% | | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | |  |  |  |  |
|  | |  |  |  |
|  |  | |  |  |  |  |
| 541490 | Other Specialized Design Services | | 248 | 420 | 172 | 69% |
| 541830 | Media Buying Agencies | | 202 | 293 | 91 | 45% |
| 541340 | Drafting Services | | 201 | 267 | 66 | 33% |
| 624229 | Other | Community Housing Services | 199 | 242 | 43 | 22% |
| Total - Life Sciences Industry | | | 398,967 | 467,084 | 40,013 | 10% |
| **WDB**Source: JobsEQ 2017Q4 | | | | | | |

The Life Sciences industry is expected to continue to grow rapidly over the next five years. By 2022, it is projected to add another 68,000 jobs, expanding employment by over 14%.. The following table identifies the sectors that are projected to add the most jobs.

**Projected Change in Life Sciences Employment, 6 Digit NAICS - Atlanta Region**

|  |  |
| --- | --- |
| NAICS Industry | 5 Year Projection Employment Demand |
| # Change % Change Avg. Annual % New %  Replacement |
| 622110 General Medical and Surgical Hospitals 13,447 18% 6,624 12% 88% | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |
| 621111 Offices of Physicians (except Mental Health) | 7,323 | 16% | 4,640 | 23% | 78% |
| 541611 Administrative Management and General | 5,036 | 27% | 2,132 | 21% | 79% |
| 541512 Computer Systems Design Services | 4,315 | 20% | 2,195 | 23% | 77% |
| Total - Life Sciences Industry | 67,667 | 14% | 50,129 | 17% | 83% |

##### Tourism

The Tourism industry is broad, encompasses retail, hospitality, and other related sectors. In the Metro Atlanta Region, it accounts for over 258,000 jobs. Employment is concentrated most heavily in the restaurant sectors (Full-Service and Limited-Service), which account for 165,000 jobs, combined. Hotels are also a major employer, accounting for 23,057 jobs. The following table identifies the largest Tourism sectors in the region.

**Tourism Industry Overview, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| NAICS |  | Industry | 2017  Jobs | % of All Jobs | Location Quotient | Avg. Annual Wages |
| 722511 | Full-Service Restaurants | 92,211 | | 36% | 1.09 | $21,096 |
| 722513 | Limited-Service Restaurants | | 73,430 | 28% | 1.08 | $15,696 |
| 721110 | Hotels (except Casino Hotels) and Motels | | 23,057 | 9% | 0.91 | $30,355 |
| 722515 | Snack and Nonalcoholic Beverage Bars | | 10,566 | 4% | 0.99 | $20,612 |
| 713940 | Fitness and Recreational Sports Centers | | 9,401 | 4% | 0.87 | $18,929 |
| 722310 | Food Service Contractors | | 8984 | 3% | 1.06 | $27,179 |

The industry has added over 45,000 jobs over the past five years, increasing employment by 22%. Growth was distributed over a range of industry sectors, ranging from hotels to bars to restaurants. The following table identifies the industries that added the most jobs between 2012 and 2017

**Historic Change in Tourism Employment, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| NAICS Industry | Emplo | yment | 5 | Year | | |
| 2012 | 2017 | # | Change | % | Change |
| 722511 Full-Service Restaurants | 77,412 | 92,211 | 14,799 | 19% | | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | |  |  |  |  |
|  | |  |  |  |
|  |  | |  |  |  |  |
| 722513 | Limited-Service Restaurants | | 57,525 | 73,430 | 15,905 | 28% |
| 721110 | Hotels (except Casino Hotels) and Motels | | 19,919 | 23,057 | 3,138 | 16% |
| 722310 | Food Services Contractors | | 9,746 | 8,984 | -762 | -8% |
| 713940 | Fitness and Recreational Sports Centers | | 7,545 | 9,401 | 1,856 | 25% |
| 722515 | Snack and Nonalcoholic Beverage Bars | | 6,855 | 10,566 | 3,711 | 54% |
| 713910 | Golf | Courses and Country Clubs | 5,224 | 4721 | -503 | -10% |
| Total - Tourism Industry | | | 212,888 | 258,823 | 45,935 | 22% |
| **WDB**Source: JobsEQ 2017Q4 | | | | | | |

The Tourism industry is expected to continue to grow over the coming years, but at a lower rate. Between 2017 and 2020, it is projected to add nearly 46,000 jobs, expanding employment by 18%. This demand will primarily be driven by the high rate of turnover within the industry.

**Projected Change in Tourism Employment, 6 Digit NAICS - Atlanta Region**

|  |  |
| --- | --- |
| NAICS Industry | 5 Year Projection Employment Demand |
| # Change % Change Avg. Annual % New %  Replacement |
| 722513 Limited-Service Restaurants 15905 22% 13,351 7% 93% | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |  |  |
| 722511 | Full-Service Restaurants | 14799 | 16% | 16,494 | 6% | 94% |
| 722515 | Snack and Nonalcoholic Beverage Bars | 3,711 | 35% | 1,919 | 7% | 93% |
| 721110 | Hotels (except Casino Hotels) and Motels | 3,138 | 14% | 3,327 | 4% | 96% |
|  | Total - Tourism Industry | 45,935 | 18% | 44,465 | 7% | 93% |
| **WDB**Source: JobsEQ 2017Q4 | | | | | | |

##### Construction and Support Trades

The Construction and Support Trades industry accounts for over 246,000 jobs in the Metro Atlanta Region. Sectors range from homebuilders to infrastructure construction to material wholesalers. In the Metro Atlanta Region, the largest is the Wholesale Trade Agents and Brokers sector, which accounts for over 24,000 jobs, or 10%. The following table identifies the largest sectors in the region.

**Construction and Support Trades Industry Overview, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| NAICS | Industry | 2017  Jobs | % of All Jobs | Location Quotient | Avg. Annual Wages |
| 425120 | Wholesale Trade Agents and Brokers | 24,114 | 10% | 1.77 | $86,900 |
| 238212 | Nonresidential Electrical Contractors & Other Wiring | 11,338 | 5% | 1.18 $61,610 | |
| 236220 | Commercial and Institutional Building Construction | 11,083 | 5% | 1.06 $84,084 | |
| 423430 Computer and Computer Peripheral Equipment and 10,280 | | | 4% | 3.07 $132,164 | |
| 238222 Nonresidential Plumbing, Heating, and 9,667 | | | 4% | 1.13 $63,269 | |

Software Merchant Wholesalers

Air-Conditioning Contractors

Since 2010, the industry has grown steadily, adding over 33,000 jobs, and expanding employment by 16%. Growth was spread over a range of sectors. While overall the industry grew over this period, some sectors, such as Water and Sewer Line Construction and Land Subdivision is contracted. An overview of Construction and Support Trades is provided in the table on the following page.

**Historic Change in Construction and Support Trades Employment, 6 Digit NAICS - Atlanta Region**

|  |  |
| --- | --- |
| NAICS Industry | Employment 5 Year |
| 2012 2017 # Change % Change |
| 425120 Wholesale Trade Agents and Brokers 18,305 24,114 5,809 32% | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | |  | |  | |  | |
|  | |  | |  | |
| 423430 Computer/ Peripheral Equipment & Software Merchant | 11,442 | | 10,280 | | -1,162 | | -10% | |
| 236220 Commercial and Institutional Building Construction | 9,235 | | 11,083 | | 1,848 | | 20% | |
| 238212 Nonresidential Electrical Contractors & Other Wiring Installation Contractors | 8,522 | | 11,338 | | 2,816 | | 33% | |
| 238222 Nonresidential Plumbing, Heating and Air Conditioning | 7,242 | | 9,667 | | 2,425 | | 33% | |
| Total - Construction and Support Trades Industry | | 212,979 | | 246,153 | | 33,174 | | 16% |

**WDB**Source: JobsEQ 2017Q4

Over the next five years, the industry is expected to continue to grow at a similar rate, adding another 33,000 jobs. Again, employment growth will be distributed broadly over a range of construction-related sectors. Nearly every sector in the industry is expected to add jobs over the coming years. Annually, the industry is expected to have over 27,000 job openings over the next five years. Over 90% of these are expected to be related to turnover or retirement. The following table identifies the industries that are expected to add the most jobs over the coming years.

**Projected Change in Construction and Support Trades Employment, 6 Digit NAICS - Atlanta Region**

|  |  |
| --- | --- |
| NAICS Industry | 5 Year Projection Employment Demand |
| # Change % Change Avg. Annual % New %  Replacement |
| 425120 Wholesale Trade Agents and Brokers 5,809 24% 2,870 13% 87% | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
|  |  |  |  |  |
| 238212 | Nonresidential Electrical Contractors and Other Wiring Installation | 2,816 | 25% | 1,365 | 11% | 89% |
| 238222 | Nonresidential Plumbing, Heating, and Air Conditioning | 2,425 | 25% | 1,187 | 16% | 83% |
| 236115 | New Single-Family Housing Construction (except For-Sale Builders) | 1,956 | 34% | 630 | 13% | 87% |
| 236118 | Residential Remodelers | 1,862 | 26% | 774 | 13% | 87% |
| 236220 | Commercial and Institutional Building Construction | 1,848 | 17% | 1,201 | 14% | 86% |
|  | Total - Construction and Support Trades Industry | 33,174 | 13% | 27,754 | 10% | 90% |
| **WDB**Source: JobsEQ 2017Q4 | | | | | | |

##### Advanced Manufacturing

As defined in the DeKalb County Target Sector Strategy, the Advanced Manufacturing industry accounts for over 116,000 jobs in the Metro Atlanta Region. The industry is broad, representing over 100 sectors. The table on the following page identifies the largest sectors in the Advanced Manufacturing industry.

**Advanced Manufacturing Industry Overview, 6 Digit NAICS - Atlanta Region**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| NAICS Industry | 2017  Jobs | % of All Jobs | Location Quotient | Avg. Annual Wages |
| 323111 Commercial Printing (except Screen and Books) | 6,152 | 5% | 1.17 | $50,686 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 36411 | Aircraft Manufacturing | 5,344 | 5% | 1.53 | $119,661 |
| 311930 | Flavoring Syrup and Concentrate Manufacturing | 5,253 | 5% | 28.22 | $539,166 |
| 326199 | All Other Plastics Product Manufacturing | 4,339 | 4% | 0.93 | $50,481 |
| 311812 | Commercial Bakeries | 2,667 | 2% | 1.22 | $45,995 |
| 333415 | Air-Conditioning and Warm Air Heating Equipment | 2,099 | 2% | 1.55 | $56,297 |

The industry has grown at a modest rate, expanding employment by 11%, adding nearly 11,000 jobs. However, a few sectors have had employment decline, including Aircraft Manufacturing, which lost nearly 2,300 jobs. The Plastic Product Manufacturing increased employment by nearly 1,200 jobs, or 42%. The following table identifies that sectors that added the most jobs between 2010-2015.

**Historic Change in Advanced Manufacturing Employment, 6 Digit NAICS - Atlanta Region**

|  |  |
| --- | --- |
| NAICS Industry | Employment 5 Year |
| 2012 2017 # Change % Change |
| 336411 Aircraft manufacturing 7,717 5,344 -2,373 -31% | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 323111 | Commercial Printing (except Screen and Books) | 5,901 | 6,152 | 251 | 4% |
| 311930 | Flavoring Syrup and Concentrate Manufacturing | 4,691 | 5,253 | 562 | 12% |
| 326199 | All Other Plastics Product manufacturing | 3,064 | 4,339 | 1,275 | 42% |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 311615 | Poultry Processing | 2,592 | 1,715 | -877 | -34% |
| Total - Advanced Manufacturing Industry | | 104,743 | 116,591 | 11,849 | 11% |
| **WDB**Source: JobsEQ 2017Q4 | | | | | |

Over the next five years, the Advanced Manufacturing industry is expected to add over 11,000 jobs, increasing by 10%. Despite this decline, it is expected to have nearly 1,200 job openings annually due to retirements and turnover. The table on the following page identifies the sectors that are projected to add jobs over the next five years.

**Projected Change in Advanced Manufacturing Employment, 6 Digit NAICS - Atlanta Region**

|  |  |
| --- | --- |
| NAICS Industry | 5 Year Projection Employment Demand |
| # Change % Change Avg. Annual % New %  Replacement |
| 335122 Commercial, Industrial, & Institutional Electric Lighting Fixture 1,308 90% 148 -2% 103% | |

326199 All Other Plastics Product Manufacturing 1,275 29% 452 -3% 103%

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 312111 | Soft Drink Manufacturing | 1,124 | 54% | 266 | 8% | 91% |
| Total - Advanced Manufacturing Industry | | 11,849 | 10% | 12,090 | -1% | 101% |

**Occupational Analysis.** Over the next five years, Healthcare-related occupations will have the highest growth. Education, professional services, and IT-related occupations are also expected to add a significant number of jobs. Sales and Related Occupations and Office and Administrative Support Occupations are expected to have the highest annual demand for workers due to replacement demand – which accounts for over 99% of the approximately 5,000 annual job openings in these occupations.

The table below summarizes employment trends. Rows highlighted in green are those that are projected to add the most jobs while those in orange are projected to lose the most jobs. The ones in bold are those with the highest annual employment demand.

**Projected Change in Employment, 2 Digit SOC - DeKalb County**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| SOC Occupation | 5 Year Project | tion | Employment | | Demand | |
| # Change % C | hange | Avg. Annual | % New %  Replacement | | |
| **11-0000 Management Occupations** | **1,036** | **5%** | **1,956** | **10%** | | **90%** |

13-0000 Business and Financial Operations Occupations 525 3% 1,942 8% 92%

|  |
| --- |
| 15-0000 Computer and Mathematical Occupations 809 6% 1,008 15% 85% |

17-0000 Architecture and Engineering Occupations 20 1% 324 10% 90%

|  |
| --- |
| 19-0000 Life, Physical, and Social Science Occupations -251 -10% 247 10% 90% |

21-0000 Community and Social Service Occupations 272 5% 768 11% 89%

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 23-0000 | Legal Occupations | -446 | -16% | 186 | 13% | 87% |
| **25-0000** | **Education, Training, and Library Occupations** | **1,747** | **8%** | **2,274** | **13%** | **87%** |
| 27-0000 | Arts, Design, Entertainment, Sports, and Media  Occupations | 211 | 3% | 785 | 6% | 94% |
| **29-0000**  31-0000 | **Healthcare Practitioners and Technical Occupations**  Healthcare Support Occupations | **2,695**  858 | **12%**  10% | **1,556**  1,253 | **20%**  14% | **80%**  86% |

|  |
| --- |
| **35-0000 Food Preparation and Serving Related Occupations 2,807 11% 4,667 4% 96%** |

Occupations

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 33-0000 | Protective Service Occupations | -1,193 | -18% | 715 | 5% | 95% |
|  |  |  |  |  |  |  |
| 37-0000 Building and Grounds Cleaning and Maintenance 425 | | | 4% | 1,337 | 6% | 94% |

|  |
| --- |
| 39-0000 Personal Care and Service Occupations 517 4% 2,041 9% 91% |

**41-0000 Sales and Related Occupations 2,729 8% 4,742 1% 99%**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **43-0000** | **Office and Administrative Support Occupations** | **4,191** | **9%** | **5,482** | **1%** | **99%** |
| 45-0000 | Farming, Fishing, and Forestry Occupations | -36 | -17% | 31 | 0% | 97% |
| 47-0000 | Construction and Extraction Occupations | 750 | 7% | 1,152 | 8% | 92% |

49-0000 Installation, Maintenance, and Repair Occupations 594 5% 1,187 5% 95%

|  |
| --- |
| 51-0000 Production Occupations 428 3% 1,501 -2% 102% |
| 53-00000 Transportation and Material Moving Occupations 3,224 13% 3,233 5% 95% |

Total - All Occupations 21,911 7% 38,431 6% 94%

Bold designates occupations with the highest average annual employment demand Red designates occupations that are projected to lose the most jobs Green designates occupations that are projected to add the most jobs

Another method to assess employment demand is the number of job advertisements

posted by employers. In DeKalb County, the occupations with the most on-line ads are generally related to the Transportation, Healthcare, Tourism, and IT industries. In 2017, over 2,900 on-line job advertisements were posted for Heavy and Tractor-Trailer Truck Drivers and over 2,600 were posted for Registered Nurses.

While analyzing on-line job postings can be an effective method to understand employer demand for workers, some sectors may be underrepresented because employers may fill positions through word of mouth, direct hiring from community colleges, or through unions. Production Occupations and Skilled Trades are examples.

The 15 occupations that had the most on-line job advertisements in 2017 are summarized in the table below.

**Occupations by Number of Job Postings in 2017 - DeKalb County**

|  |  |
| --- | --- |
| O\*NET Occupation  Code | Job  Postings |
| 53-3032.00 Heavy and Tractor-Trailer Truck Drivers | 2,925 |
| 29-1141.00 Registered Nurses | 2,600 |
| 41-2031.00 Retail Salespersons | 824 |
| 43-4051.00 Customer Service Representatives | 816 |
| 41-4012.00 Sales Representatives, Wholesale and Manufacturing | 726 |
| 29-1141.03 Critical Care Nurses | 609 |
| 41-1011.00 First-Line Supervisors of Retail Sales Workers | 607 |
| 111-9111.00 Medical and Health Services Managers | 395 |
| 11-9051.00 Food Service Managers | 381 |
| 35-3021.00 Combined Food Prep and Serving Workers, Including Fast Food | 355 |
| 29-1171.00 Nurse Practitioners | 355 |
| 41-3021.00 Insurance Sales Agents | 287 |
| 53-3031.00 Driver/Sales Workers | 286 |
| 29-2061.00 Licensed Practical & Licensed Vocational Nurse | 286 |

* 1. **Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.**

To update the needs assessment referenced above, the Board leveraged BurningGlass data that analyzed on-line postings for jobs in the county. Through this analysis, it is able to identify the skills and certifications that are most often requested by employers. As presented in the following table, Customer Service Skills was a requirement for 5,600 on- line job advertisements in 2017.

**Top Skills by 2017 Job Postings - DeKalb County**

|  |  |
| --- | --- |
| Skills Job  Postings | |
| Customer Service | 4,872 |
| Sales | 3,433 |
| Scheduling | 2,583 |
| Patient Care | 2,391 |
| Repair | 1,809 |
| Retail Industry Knowledge | 1,791 |
| Customer Contact | 1,491 |
| Budgeting | 1,155 |
| Merchandising | 1,121 |
| Advanced Cardiac Life Support (ACLS) | 1,079 |

The Top Certifications requested are also closely related to the county and region’s targeted industry sectors. The certification that is most often required for applicants is that of a Registered Nurse, followed by a Driver’s License. The top 10 certifications requested by employers in jobs postings are summarized in the following table.

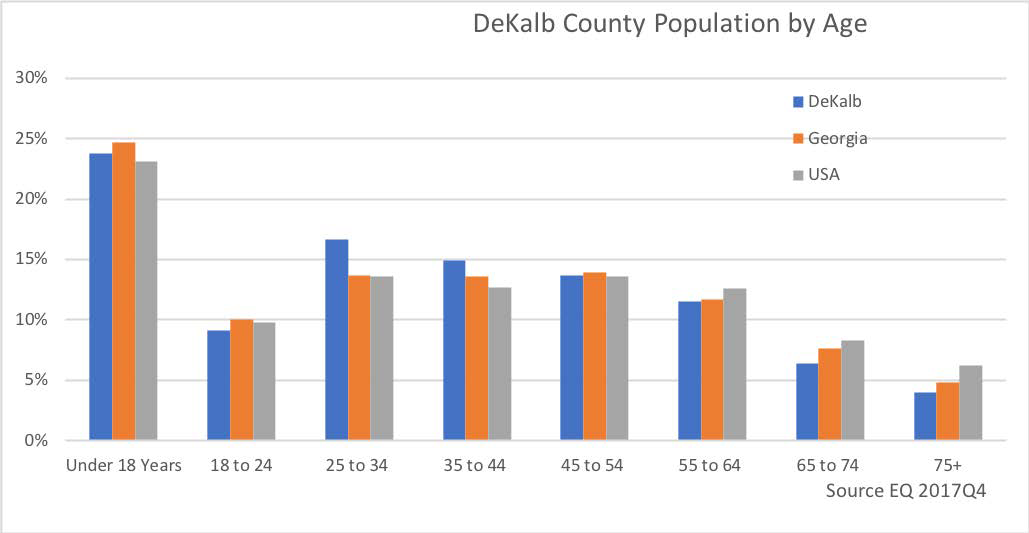
**Top Certifications by 2017 Job Postings - DeKalb County**

|  |  |
| --- | --- |
| Certifications Job  Postings | |
| Registered Nurse | 2,961 |
| Driver's License | 2,697 |
| CDL Class A | 2,443 |
| Advanced Cardiac Life Support (ACLS) Certification | 1,027 |
| Critical Care Registered Nurse (CCRN) | 642 |
| Basic Life Saving (BLS) | 622 |
| First Aid Cpr Aed | 613 |
| Basic Cardiac Life Support Certification | 597 |
| Licensed Practical Nurse (LPN) | 430 |
| American Heart Association Certification | 372 |

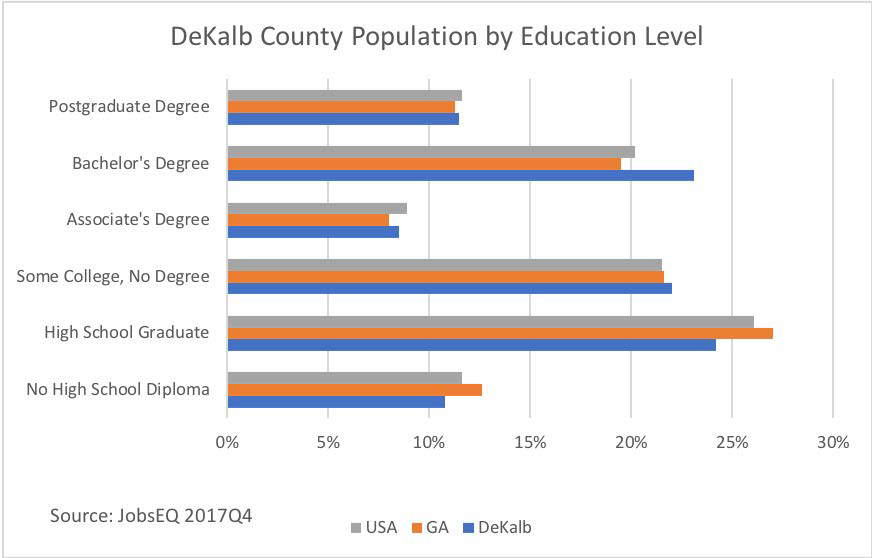
##### Provide an analysis of the workforce in the region, including current labor force employment, unemployment data, information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. List all data sources used to gather this information.

In 2017, the Metro Atlanta Region population was 4 million. .According to the Georgia Department of Labor, DeKalb County has a civilian labor force of 395,383 individuals and a labor force participation rate of 95%.

As shown in the following table, the distribution of the DeKalb County population largely mirrors the Metro Atlanta Region and the state. The county is slightly more concentrated in workers aged 25 to 34 than the region and state and less concentrated than the state in older age groups (55+). Residents aged 55 and older in the county account for nearly 22% of the population.

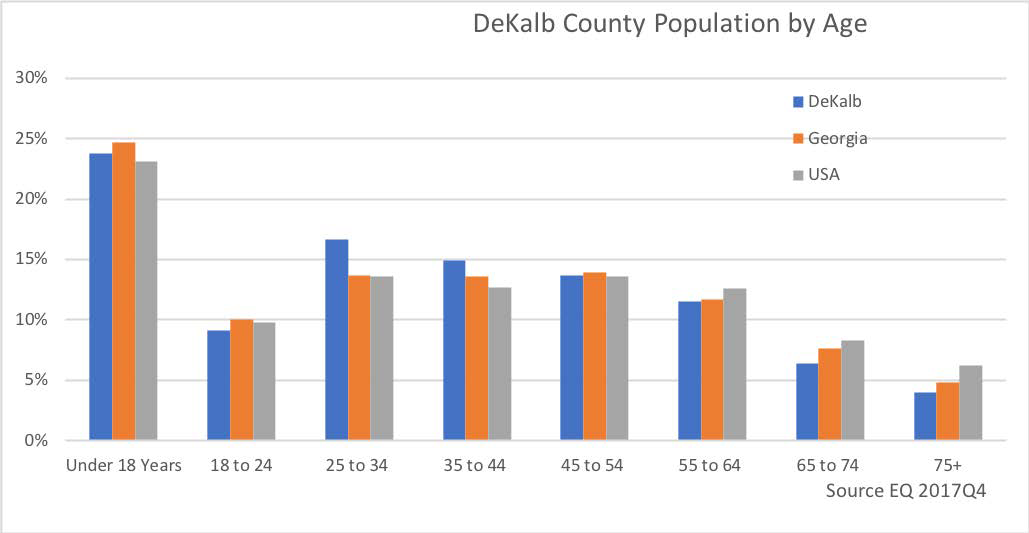


. DeKalb County has fewer residents than the state without a high school diploma or with a high school degree but no further education. There is a larger concentration of DeKalb County residents with Bachelor’s degrees than the USA and the State. An overview is provided in the table on the following page.



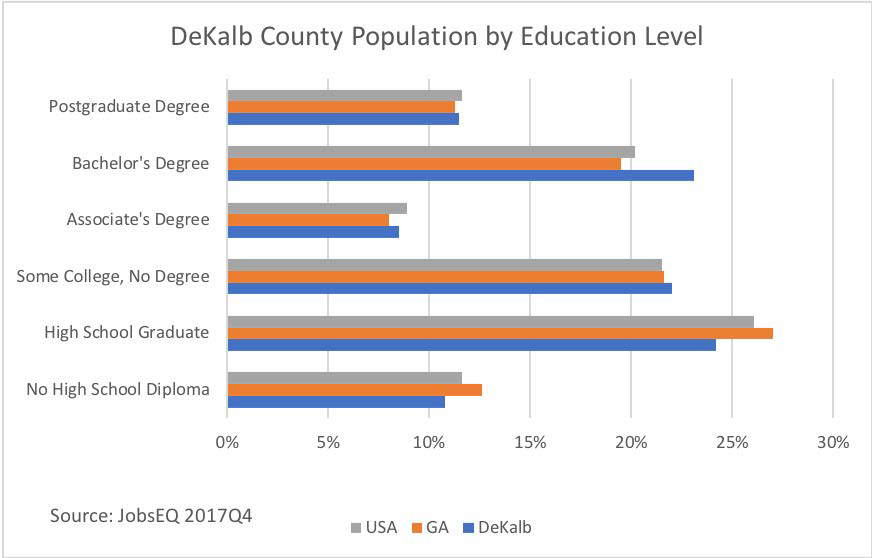
##### Provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths, weaknesses and capacity of such services to address the identified education and skill needs of the workforce, and the employment needs of employers in the region.

According to the Georgia Department of Labor, Area Profile , DeKalb has 13 public higher learning institutions.



Relative to the State of Georgia, a higher portion of DeKalb County and Metro Atlanta Region residents aged 25 to 64 have an advanced degree (Bachelor’s or higher). In DeKalb County, this groups represents approximately 41% of working aged residents.

diploma or with a high school degree but no further education. An overview of the education levels is provided in the table that follows.



##### Provide a description of the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency.

The Board has developed a strategic vision and mission, and identified its core values, guiding principles, and goals for the local workforce system.

**Vision**. To be the leader in innovative and employer-driven workforce solutions for the State of Georgia.

**Mission**. To promote and support a workforce system that creates value and offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

##### Core Values

* *Customer Focused*: Meeting job seekers where they are by creating a knowledge- based economy through broad public–private partnerships and optimizing technology.
* *Industry Driven*: Talent development investments are based on the specific skill needs of key industry sectors.
* *Accountable and Transparent*: Enhance performance metrics and processes that increase the accountability of our employment and training services and help improve customer service to job seekers and employers alike.

##### Guiding Principles

* + Our customers include job seekers, businesses, and all community partners seeking workforce information and/or services;
  + Our customers will define quality service through their feedback;
  + Our staff will provide quality services in a timely and positive manner;
  + The System will include many connected access points utilizing common methods and shared resources with services tailored to meet the needs of individual communities, including a Mobile Career Lab and web-based electronic registration system;
  + To provide services and information to all customers based upon their informed choice and need;
  + To be customer friendly, culturally competent, and to embrace the international and limited English speaking community sufficiently;
  + To be flexible to foster immediate and long-term skills development for job-seekers and businesses requiring assistance.

##### Goals

* + To provide the delivery of training in a way that is accountable and accessible for job- seekers and businesses;
  + To utilize information about quality, occupational trends, business needs and needed skill attainment in our decision-making;
  + To advance the Business Services Division to become the focal point for our services and be the primary means of obtaining and providing information from/to the business community.
  + To partner with the other Local Workforce Development Boards within the Metro Atlanta area to launch cutting edge initiatives that focus on high-demand sector strategies that assist in the obtainment of education, professional certifications and employment.
  + To use the recently conducted comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable time frame in high demand industries such Professional and Business Services, Life Sciences, Tourism, Logistics, Construction and Support Trades, and Advanced Manufacturing, and other emerging industries.

##### Taking into account the analyses described in sections “2. a-e” (above), provide a strategy to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals.

* Engaging local businesses to determine their current and projected workforce needs
* Identifying new or emerging certifications that may be required by businesses or regulatory entities
* Creating appropriate training mechanisms, including work-based learning activities, to fill current and projected job openings
* Identifying career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
* Recruiting job seekers who are interested in careers in the targeted industries
* Developing a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
* Attracting new businesses to the local area by improving the skills and qualifications of the area’s labor force
* Helping existing businesses grow their operations by improving incumbent worker skills and productivity
* Develop regional strategies with the Metro LWDA that are suitable and sustainable.

##### Description of Strategies and Services – Provide a description of the strategies and services that will be used in the local area in order to accomplish the items listed below.

* 1. **How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations?**

The Board knows that employer engagement is an important strategy to help job seekers connect with employment opportunities in the area. The Board has engaged small employers by including them to attend Workforce Wednesday activities. This activity allows small employers and in-demand industry sectors to showcase and interact with jobseekers for direct hires.

Using the information gleaned from these ongoing employer engagement efforts, the Board develops sector-based training programs that prepare qualified workers for careers in the targeted industries. Additionally, working with employer partners, the Board creates registered apprenticeship models that provide apprentices a combination of classroom-based training and paid training at the worksite that leads to permanent employment

As a part of the regional efforts, the five (5) local boards are exploring how to coordinate individual activities to activities to more efficient and effective. A regional business engagement approach to seamless processes and procedures that lessen the impact to employers is one area the five (5) LWDA are working towards.

##### How will the area support a local workforce development system that meets the needs of businesses in the local area? Discuss the area’s workforce services to businesses and how business and organized labor representatives on the Local Workforce Development Board (LWDB) contributed to the development of these strategies. Provide a listing of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.

The full Board, including its business members and labor representatives, have implemented a service delivery strategy for the local area that includes a dedicated Business Services Team.

As part of its outreach efforts, this team actively attends and participates in local business groups such as chambers of commerce, economic development organizations, and

industry associations to cultivate job leads as well as inform potential customers about workforce services. They actively target employers in the region’s high-growth industries and they use the Business Services Toolkit to inform and educate potential business and job seeker customers about the variety of workforce services offered through the One- Stop system.

The Business Services Team members are in contact with employers on a daily basis, finding out about their workforce needs, helping them fill job openings, recruiting workers, providing job matching assistance, screening applicants, referring qualified candidates, and identifying training opportunities. At the employer’s request, the team may provide pre-interviewing, testing, and/or assessment services to help determine candidates’ qualifications for particular job openings.

With respect to workforce planning, the Business Services Team works with businesses to determine their current and future training needs, including the identification of career pathways. As emerging skill requirements are identified, they provide this information to the Board for its consideration in identifying and/or creating new training programs.

Additionally, the Business Services Team is responsible for on-the-job training, customized training, incumbent worker training, and other employer-based training opportunities. They negotiate and establish the training curriculum, reimbursable costs, length of training, and other terms to be included on the employer-based training agreement. They ensure that the training appropriately prepares the customer to function in the identified occupation.

Business Services Team members travel throughout the area, meeting in person with businesses at their offices. They also coordinate their activities with Georgia Department of Labor (GDOL) personnel as well as with other local boards in the Metro Atlanta Region to ensure services are not duplicated.

##### How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies.

The Board has well-established working relationships with its local economic development partners that include DeKalb Chamber of Commerce, Development Authority of DeKalb County (DADC), and Decide DeKalb. It relies on these partners to help develop workforce strategies and to identify the education and training programs that are needed to meet the current and emerging workforce needs in the area. The Board and its economic development partners share information, develop forecasts, communicate projections, promote lifelong learning, develop qualified workers, and identify occupational trends.

The Board is an integral part of the economic development efforts to attract new, as well

as retain existing, businesses in the local area. It provides data on key workforce indicators as well as labor market information. It also promotes the services of the One- Stop system, including recruitment, job matching, screening, and placement services. As needed, it prepares project proposals outlining the specific services it can provide to a new business interested in moving to the area or to an existing one that is expanding.

For example, it is involved with the Aerotropolis Workforce Collective which envisions creating an integrated workforce development plan to better prepare residents for career opportunities in and around the Hartsfield-Jackson Atlanta International Airport. As the world’s most travelled airport, it is a key economic driver that brings opportunities to an area that is struggling financially. The Aerotropolis Workforce Collective will help ensure that local talent is prepared to fill local jobs.

##### How will the area strengthen linkages between the one-stop delivery system and unemployment insurance programs?

The Georgia Department of Labor is co-located in the One-Stop Center. Therefore, individuals who are at the facility conducting job search activities can conveniently meet with UI staff; eliminating the need to travel to another location.

Additionally, the Board is interested in working with GDOL to identify those individuals who are likely to exhaust their UI benefits and attending RESEA orientation by requiring them to utilize the One-Stop partners for job search and training assistance. They would be provided with an orientation of services and given an initial assessment to determine specific needs. Based on their particular circumstances, they may be referred to additional services and resources, including job search workshops, staff-assisted job search activities, partner programs, and/or training services. This change may help unemployed individuals get back to work before their benefits are exhausted.

##### Regional Service Delivery – (Only applies to regions that encompass two or more local areas) Describe how the region will address the items listed below.

* 1. **Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).**

As discussed, the Metro Atlanta Region includes the five local areas representing the City of Atlanta, Cobb County, DeKalb County, Fulton County, and Atlanta Regional. These areas understand that the needs of their local businesses and job seekers do not stop at their individual borders. Therefore, under the Workforce Investment Act (WIA) and other legislation, they have informally worked together to coordinate services on a regional basis.

Now, with the implementation of WIOA, they are seizing the opportunity to formalize these efforts, so they can further expand and improve services. They have already begun meeting to identify shared priorities, needs, and best practices. Moving forward, they will continue these sessions on a scheduled basis to explore the following strategies for regional coordination, as well as the possibility of implementing cooperative service delivery agreements.

• Conducting regional business engagement activities, such as summits, forums, and roundtables for the targeted sectors

• Developing a regional demand occupation list and sharing information about the related career pathways

• Creating pilot projects for training programs in the targeted sectors

• Identifying new and emerging targeted industries for the region

• Instituting a regional approach for economic development efforts to attract new businesses and expand existing businesses

* Coordinating business services on a regional basis, including outreach, recruitment, and applicant referral

• Supporting the business recruitment efforts of State and local economic development agencies by providing workforce analysis, needs assessments and program information

• Initiating regional procurement methodologies, such as issuing joint procurements or using a standard Request for Proposals instrument/evaluation tool

• Developing a regional approach for training activities, including consistent guidelines for Individual Training Accounts (ITAs), on-the-job training, customized training, and incumbent worker training; as well as regional supportive service guidelines

• Building on the current Eligible Training Provider List (ETPL) efforts by Atlanta Regional, DeKalb County, and Fulton County to include the City of Atlanta and Cobb County (see **Performance, ETPL, and Use of Technology, 3.a. below)**

• Encouraging co-location efforts at the each of comprehensive One-Stops in the local areas to increase partner participation; improving customer access to services.

• Promoting standardization across the region, such common formats/tools for WIOA application, on-the-job training contracts, registered apprenticeship templates, assessment instruments, job readiness curricula, and resume writing software

• Pursuing alternative grants and other funding opportunities on a regional basis

• Researching and sharing technologies that improve customer service and increase ability to manage operations across the region, such as Customer Relationship Management (CRM) system for business services

• Sharing best practices (and pitfalls to avoid) with regional counterparts

• Establishing regional performance goals

The LWDB Directors annually review the status of the above regional service delivery strategies. Following is the 2018 Status Report.

##### Describe the plans for coordination of administrative cost arrangements including the pooling of funds for administrative costs (if applicable).

As described in the Regional WIOA Plan, workforce representatives from the five local areas will be working together to identify possible methods to effectively and efficiently coordinate administrative costs. The five (5) LWDA Directors are working together to formalize priorities that will assist with improving services regionally. The following strategies will be reviewed on a continual basis for a regional approach.

As part of the regional coordination efforts described above, workforce representatives from the local boards will be exploring ways to effectively and efficiently coordinate administrative costs. For example, the LWDBs share the cost to administer the regional ITA process, share costs for the required local match for the HDCI-MA grant, and share costs associated with the WorkSource Aerotropolis staff person. Some examples of future activities may include the possibility of issuing common procurements, making bulk purchases together, sharing monitoring responsibilities, and cooperatively pursuing grants and alternative funding sources.

**c. Describe the development and implementation of sector initiatives for in-demand**

**industry sectors or occupations for the region.**

As discussed in the response to **Strategic Elements, Governance and Structure 2.a-f** above and **Sector Strategy Development 5.a-e** below, Healthcare, Information Technology, and Transportation, Distribution, and Logistics as the three in-demand industry sectors continue to be targeted.

**d. Describe the collection and analysis of regional labor market data.**

A variety of research approaches were used in identifying the industries for the regional sector strategies. A substantial amount of data was collected and reviewed including data from Burning Glass, JobsEQ, BLS, and American Community Survey.

**e. Describe the coordination of transportation and other support services, as appropriate,**

**for the region.**

As discussed in the response to **Service Delivery and Training 9** below, the specific supportive services policies for each local area are found in the individual local workforce plans.

**f. Describe the coordination of services with regional economic development services and**

**providers.**

Each local area has its own approach for coordinating economic development activities. These are discussed in the local workforce plans. As discussed in the response to **Strategic Elements, Governance and Structure 3.c.** above, as part of regionalization efforts, the local Bboards are exploring ways they can better coordinate their economic development activities.

ACTION ITEM COMMENTS

|  |  |  |
| --- | --- | --- |
| Conduct regional business engagement activities, such as summits, forums, and roundtables  for the targeted sectors | We have yet to create regional business engagement activities. Likely to develop out of the HDCI-MA grant. | |
| Develop a regional demand occupation list and share information about the related career  pathways | Demand occupation list developed. Will continue to improve annually. | |
| Create pilot projects for training programs in the targeted sectors | | CHAMP exists for healthcare. Construction programs underway. Others will evolve out of HDCI-MA grant. |
| Identify new and emerging targeted industries for the region | 3 targeted industries selected. Will review data annually to track emerging industries. | |
| Institute a regional approach for economic development efforts to attract new businesses and  expand existing businesses | Regional Economic Plan prepared. More workforce involvement should be included. | |
| Coordinate business services on a regional basis, including outreach, recruitment, and  applicant referral | Some initial discussions, but no progress. | |
| Initiate regional procurement methodologies, such as issuing joint procurements or using a  standard Request for Proposals instrument/evaluation tool | No progress on this action item. | |
| Develop a regional approach for training activities, including consistent guidelines for ITA, OJT,  IWT, customized training, and regional supportive service guidelines | Business services staff had initial meeting, but more are needed. State preparing templates. | |
| Build on the current ETPL efforts by Atlanta Regional, DeKalb County, and Fulton County to  include the City of Atlanta and Cobb County | Regional ITA committee includes all five LWDAs. | |
| Encourage co-location efforts at each of comprehensive One-Stops in the local areas to  increase partner participation; improve customer access to services | Local areas have or are working on MOUs and certified one- stops. Efforts underway to be more comprehensive. | |
| Promote standardization across the region, such as common formats/tools for applications,  contracts, templates, assessment instruments, curricula, and software | Career services staff had initial meeting, but more are needed. State preparing templates. | |
| Pursue alternative grants and other funding opportunities on a regional basis | Regional HDCI Sector Strategy grant received. Will continue to look for additional opportunities. | |
| Research and share technologies that improve customer service and increase ability to manage  operations across the region, such as a CRM system for business services | Have reviewed potential technologies. No decision yet on moving forward. GWLA addressing as well. | |
| Share best practices (and pitfalls to avoid) with regional counterparts | Local Directors and program staff meet periodically. Should address best practices more directly. | |
| Establish regional performance goals | Directors discuss regional performance goals with the State. Decided not practical at this point. | |

##### Sector Strategy Development – Provide a description of the current regional sector strategy development for in-demand industry sectors.

1. **Describe the partners that are participating in the sector strategy development.**

As discussed in the response to **Strategic Elements, Governance and Structure 2.a-f above,** the Metro Atlanta Region metro Atlanta region identified Healthcare, Information Technology, and Transportation, Distribution, and Logistics as the three in-demand industry sectors that will be targeted.

The partners that are participating in sector strategy development include the five local boards of the region, along with the One-Stop partners, service providers, community organizations, key employers in each sector, businesses groups, economic development organizations, education and training institutions, and the regional transportation system.

Sector Strategy development for each of the targeted industries is underway and in various stages of implementation. Each of the LWDAs are committed to cooperate with implementation of the regional strategies, with one local area taking the lead on each strategy as follows:

• Healthcare – DeKalb County

• Information Technology – Fulton County

• Transportation, Distribution, and Logistics – Atlanta Regional

##### Of particular note, as they carry out their regional sector strategy efforts continue, the local Bboards are working very closely with Atlanta CareerRise, supporting and building upon their work.

1. **Describe the meetings that have taken place and the strategy by which partners will continue to be engaged.**

As discussed in the response to **Strategic Elements, Governance and Structure 3.a. above,** the Board hosts a variety of business summits, forums, and roundtables each year to gather information and discuss the in-demand industry sectors. For example, this past year it conducted the Construction Business Summit to disseminate information to contractors, job seekers, and training providers about the newest trends, outlook, and high-demand job opportunities in this fast-growing industry. The Board has been engaged with Atlanta Career Rise regional collaborative efforts to ensure the region is addressing the needs of employers throughout the metro area.

1. **Describe the research and the data that was used to identify the sector that was chosen for the sectors strategies training.**

The “DeKalb County Target Industry Report” prepared by Decide DeKalb in 2017, identified the aforementioned industries as the targeted sectors for the local area. The Board also utilized data from the Atlanta Regional Commission on employment to choose industries. The data from the Atlanta Regional Commission was extracted from Burning Glass, JobsEQ and Bureau of Labor Statistics. The industries considered were the Governor’s High Demand Career Initiatives.

1. **Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**
   * 1. **Participating employers;**
     2. **Target occupations;**
     3. **Target Populations.**

The table below uses the “DeKalb County Targeted Industry” report to provide information on the types of employers, fastest growing occupations, training programs, and types of workers for each of the targeted sectors.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sector** | **Types of Employers** | **Fastest Growing Occupations** | **Training Programs** | **Types of Workers3** |
| Professional and Business Services | Finance; Insurance; Professional Services; and Technical Services | Personal Financial Advisors; Software Developers; Actuaries; Architects; Financial Analysts; Computer  Systems Analysts | Most require Bachelor’s degree | Knowledge Technical Innovative  Entrepre- neurship |
| Life Sciences | Hospitals and Facilities; Service Companies; Manufacturing Companies; and Technology  Companies | Diagnostic Medical Sonographers; Physical Therapists; Emergency Medical Technicians and Paramedics; Occupational Therapists; Pharmacists | Broad array – from high school diploma to Bachelor’s degree | Knowledge Technical Innovative |
| Tourism | Travel Services; Attractions; and Accommodation and Food Services | Event Planners; Athletic Trainers; Amusement Machine Repairers; Fitness Instructors; Athletes and Sports  Competitors | Most require only a high school degree | Knowledge Innovative  Semi- Skilled |
| Logistics | Distribution Companies; Warehousing; and Transportation Companies | Cargo and Freight Agents; Logisticians; Commercial Pilots; Heavy Truck Divers; Aircraft Cargo Handling Supervisors | Broad array – from high school diploma to  Bachelor’s degree | Knowledge Technical  Semi- Skilled |
|  |  |  |  |  |
| **Sector** | **Types of Employers** | **Fastest Growing Occupations** | **Training Programs** | **Types of Workers3** |
| Construction and Support Trades | Building Construction; Civil Construction; and Construction Support Trades | Cement Masons and Concrete Finishers; HVAC Mechanics and Installers; Plumbers, Pipefitters, and Steamfitters; Pipe layers; Electricians | Most require only a high school degree along with possible apprenticeship | Knowledge Technical Innovative  Semi- Skilled |
| Advanced Manufacturing | Chemical Manufacturing; Heavy Manufacturing; and Computer and Electrical Equipment  Manufacturing | Structural Metal Fabricators and Fitters; Mechanical Drafters; Machine Setters and Operators; Industrial Production Managers;  Mechanical Engineers | Broad array – from high school diploma to Bachelor’s degree | Technical Innovative  Semi- Skilled |

3 **Knowledge** – Highly skilled with expertise in a particular discipline or business activity

**Technical** – Obtained specialized skills in process-based activities; traditionally thought of as blue-collar **Innovative** – Potential to revolutionizing a particular method of producing/distributing a good or service **Semi-Skilled** – Acquired general competence in a variety of activities, but do not have higher skills **Entrepreneurship** – Owning one’s own business venture

1. **Describe the plans for future strategy development for future sectors. If applicable, discuss the next sectors to be targeted.**

The Entertainment sector, which includes Film, Music, and Television; Arts and Entertainment; and Hospitality has been identified as an emerging industry sector for the Metro Atlanta Region. Therefore, the Board will begin exploring this industry as its future sector strategy development.

Currently, there are WSD Board members that represent the entertainment industry. WSD staff have engaged in working with the board members to introduce customers to the myriad of available positions in the entertainment industry.

By 2020, drone technology will be one of the leading technological industries. WorkSource DeKalb youth are engaged in drone technology through guided career exploration with STE(A)M (Science, Technology, Art and Math) Truck Spark Days activities. The Board has engaged these industries as options for adults and dislocated workers as well.

The Board is working with the other four LWDA’s and Atlanta Career Rise to expand services in the following industries for DeKalb

***Healthcare -*** Participating employers include Anthem, American Medical Response, CVS Health and Emory Healthcare. Opportunities by skill level include:

**Entry Level**

* Environmental Services Technicians
* Food and Nutrition Services Workers
* Administrative/Clerical Support
* Specialized CNAs

**Middle Level**

* Patient Care Technicians
* Sterile Processing Technicians
* EMT/Paramedic
* Medical Assistants
* Medical Coders

**High Level**

* Bachelor of Science in Nursing

The medical industry in DeKalb County is trending upwards and is a viable professional of

Individuals.

##### Description of the One-Stop Delivery System – Provide a description of the one- stop delivery system in the local area that includes the items detailed below.

* 1. **Provide a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers.**

To ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and job seekers, the Board has established performance goals that each provider is required to meet or exceed. More information on monitoring of service providers is found in the response to **Performance, ETPL, and Use of Technology 3.d. below.**

Additionally, the Board connects employers, training providers, job seekers, and other stakeholders through its sector-focused summits and symposiums. Using the information gathered from these events, providers can modify their existing programs and/or create new ones as needed to meet business and job seeker needs.

##### Provide a description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means.

The Board established a physical One-Stop facility located at 774 Jordan Lane in Decatur. It is on the public transportation route and also has ample parking so that customers are able to easily access services. The hours of operation are Monday through Friday from 8:30AM until 5PM.

Additionally, the Board has a Mobile Career Lab that is stationed weekly at local libraries to provide assistance and access to career services throughout the county. The Mobile Career Center will begin engaging youth in areas of high concentration of youth population throughout DeKalb. It has computers with Internet access, along with printer, scanner, and copy services so that customers can conduct job search activities. A fully accessible ADA workstation with movable table and auxiliary equipment is available adjacent to the Wheelchair Lift.

The Board also provides a very good overview of its services, including a calendar of workshops and events as well as the Mobile Career Lab’s schedule, on the website located at [http://workdev.dekalbcountyga.gov.](http://workdev.dekalbcountyga.gov/)

##### Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with programmatic accessibility of facilities, programs and services, technologyand materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.

Serving individuals with disabilities is a part of the Board’s service delivery design. Its One-Stop and Disability Committee meets bi-monthly to address accessibility and other related issues. Both the physical One-Stop and the Mobile Career Lab are compliant with the Americans with Disabilities Act of 1990.

The Board has designated staff members who serve as advocates for customers and act as liaisons with partner agencies, including the Georgia Vocational Rehabilitation Agency (GVRA). We assist individuals with disabilities as follows:

* Conducts ongoing training of staff members and partner personnel regarding services to individuals with disabilities.
* Provides outreach to agencies within the local area that offer services to individuals with disabilities.
* Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.
* Advocates for individuals with disabilities by advising and informing them about resources available within the WorkSource Georgia locations and throughout the local area and coach them on how to apply for needed resources.
* Implemented a Limited English Proficiency policy, including the use of I-Speak international language card and GDOL’s Multilingual Directory to assist customers with language barriers.
* Provides assistive technology items for persons with disabilities, such as adaptive keyboards and adjustable work stations.
* Coordinates staff training on assistive technology and equipment to ensure that staff are fully-trained in usage and application.
* Maintain required Federal and State notices and postings.

##### Provide a comprehensive description of the roles and resource contributions of the one-stop partners.

The chart that is found on the following page provides a description of the programs/roles and services/contributions of each of the One-Stop partners.

|  |  |  |
| --- | --- | --- |
| **Partner** | **Programs/Roles** | **Services/Contributions** |
| WSD | WIOA | Provides WIOA Adult, Dislocated Worker, Youth, and Business Services. |

|  |  |  |
| --- | --- | --- |
| GDOL | Wagner Peyser TAA  Veterans Services | Provides a universal public labor exchange services, Trade Adjustment Act (TAA) activities, and employment assistance to Veterans. |
| Division of Family and Children Services (DFCS) | TANF SNAP | Serves as a resource for individuals applying for and receiving Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Program (SNAP). |
| Georgia Piedmont Technical College (GPTC) | AEL  Carl D. Perkins Act Community College  Training Programs | Provides Adult Education and Literacy services, and on-site General Equivalency Diploma (GED) preparation classes. Offers employers innovative, high-value training and business services focused on increasing the professional and technical skills of the area’s workforce. |
| GVRA | Vocational Rehabilitation Act | Assists individuals with disabilities in finding and securing employment. Provides access to adaptive technologies. |
| AARP | Title V Older Workers | Provides employment assistance, including work experiences, for mature workers. |
| DeKalb Housing Authority | Housing and Urban Development | Provides housing solutions and deliver programs to help clients achieve self-sufficiency and economic independence. |
| Job Corps | Job Corps Program | Offers training and placement services for eligible Out-of-School youth. |
| Decide DeKalb Development Authority | Economic Development | Delivers business recruitment, retention and expansion services. |
| DeKalb Chamber of  Commerce | Business Services | Serves as “the voice of business in DeKalb County”. |

|  |  |  |
| --- | --- | --- |
| **Partner** | **Programs/Roles** | **Services/Contributions** |
| Urban League of Greater Atlanta | Supportive Services | Provides a variety of wrap around services in conjunction with the One-Stop’s workforce services. |
|  |  |  |
| Goodwill |  |  |
| MARTA | Transportation | Provides attractive alternatives to the automobile for all residents and visitors to the area. |

##### Identify the current One-Stop Operator in the local area(s) and describe how the region/local area is preparing for the competitive process for operator selection. Describe how market research, requests for information and conducting a cost and price analysis are being conducted as part of that preparation.

IN THE DOOR,LLC, serves as the One-Stop Operator. Moving forward, the Board will carefully consider all options for One-Stop Operator procurement as outlined in the LWDA Customized Guidance provided by the Technical College System of Georgia, Office of Workforce Development.

The Board may choose to take a regional approach, including working with the other boards in the region to cooperatively interview potential vendors for market research prior to the release of a competitive RFP and/or sharing a common RFP and evaluation tool.

Awarding Sub-grants and Contracts – Provide a description of the competitive process to be used to award the sub-grants and contracts in the local area for activities carried out under this Title I.

The Board uses a competitive RFP procurement process to award sub-grants and contracts in the local area. Invitations to bid are issued through the DeKalb County Purchasing and Contracting Department and in compliance with the applicable procurement standards set forth in the Code of Federal Regulations. The Board complies with the Georgia Security and Immigration Compliance Act of 2006 /OCGA 13-10-90 et seq.), which requires public employers; their contractors and subcontractors to verify newly hired employees' work eligibility.

A complete copy of the Procurement Policy for Contracts and Subcontracts is provided as **Appendix A**.

##### EEO and Grievance Procedures – Briefly describe local procedures and staffing to address grievances and complaint resolution.

The Board has processes that comply with federal and state regulation and policies for handling complaints and Equal Employment Opportunity (EEO) issues. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution.

Michelle Jones

Workforce Manager

Equal Opportunity Officer WorkSource DeKalb

774 Jordan Lane, Building 4

Decatur, Georgia 30033 Email:[jmjonesl@dekalbcountyga.gov](mailto:jmjonesl@dekalbcountyga.gov)

Phone: (404) 687-3400

Upon entry into the process, customers are provided with materials detailing the processes. Customers are requested to convey concerns in writing to provide clear documentation of the issue. However, a customer’s failure to communicate in writing does not prevent him/her from having his/her complaint reviewed.

As a part of its positive customer service strategy, the Board strives to informally resolve most complaints. Typically, it has been the Board’s experience that a front- line Manager and/or the One-Stop Manager are able to resolve most customer concerns.

However, if a complaint is unable to be resolved informally, then the customer will be required to file a written report to initiate the formal process. The WIOA Equal Opportunity Officer will research the complaint to determine an appropriate resolution. This process may include interviewing the customer and key personnel, reviewing written materials, and/or holding a hearing.

If the customer remains dissatisfied with the local determination, then he/she may choose to file a request for review by the WFD. Once all formal local and state procedures have been exhausted, a customer may also request to have his/her complaint investigated by the US Department of Labor.

Copies of the Grievance Policy and its related Grievance Form are provided as

##### Appendices B and C.

### Local Boards and Plan Development

**1.Local Boards – Provide a description of the local board that includes the components listed below.**

* 1. **Describe how local board members are identified and appointed. Include a description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))**

The Board has adopted a set of By-Laws to define and govern its activities. Upon appointment, each Board Member signs and dates the By-Laws and the Conflict of Interest provision which is submitted to WFD. A copy is also retained by the Board.

|  |
| --- |
| The DeKalb Local Workforce Board currently consists of 22 board members: Twelve (12) Business Representatives, Five (5) Workforce Representatives, Two (2) Education and Training Representatives and Three (3) Government and Economic Development Representatives. **Attachment 1** provides a complete listing of the Board’s membership. |

Article IV, Section 1 of the By-Laws relates to the composition and appointment of Board members.

##### Article IV Board Membership

**Section 1 – Board Composition**

1. **BUSINESS REPRESENTATIVES** - A majority [51%] of the members of each local board shall be representatives of business in the local area, who—(i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations. **MINIMUM number of business representatives: Ten (10).**
2. **WORKFORCE REPRESENTATIVES** - (Labor, Community Based Organization and Youth Serving Organizations) - Not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who—(i) shall

|  |
| --- |
| include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees; (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a |

representative of an apprenticeship program in the area, if such a program exists;(iii) may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and (iv) may include representatives of organizations that have demonstrated experience and expertise inaddressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth. **MINIMUM number of workforce representatives: Four (4).**

1. **EDUCATION AND TRAINING REPRESENTATIVES** - Each local board shall include representatives of entities administering education and training activities in the local area, who— (i) shall include a representative of eligible providers administering adult education and literacy activities under title II; (ii) shall include a representative of institutions of higher education providing Workforce Innovation activities (including community colleges); (iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

|  |
| --- |
| If there are multiple eligible providers serving the local area by administering adult education and literacy activities under Title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local board described in clause (i) or (ii) of paragraph (2)(C), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively. Representatives of adult education and higher education institutions shall make recommendation to the board chair, through this recommendation the CLEO appoints to the board. In that DeKalb County has one (1) adult education and literacy institution, which is Georgia Piedmont Technical College (GPTC), a required WIOA partner, the president of GPTC makes recommendation to the Board chair and through this recommendation the CLEO appoints to the Board. |

##### MINIMUM number of education and training representatives: Two (2).

1. **GOVERNMENT AND ECONOMIC DEVELOPMENT REPRESENTATIVES** - Each local board shall include representatives of governmental and economic and community development entities serving the local area, who—(i) shall include a representative of economic and community development entities; (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area; (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and (v) may include representatives of philanthropic organizations serving the local area. **MINIMUM number of government and economic development representatives: Three (3).**
2. **OTHER MEMBERS** - Each local board may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate.
   1. **Describe the area’s new member orientation process for board members.** The Board created and utilized a very detailed PowerPoint presentation to educate and orient new members about the WIOA. Key provisions include:

* Primary principles of the legislation
* Roles of Board members, elected officials, and fiscal agent/administrative entities
* One-Stop system and partner organizations
* Adult, Dislocated Worker, and Youth populations
* Overview of services

It describes the focus on regional economies, the elimination of the previously required sequence of services for job seekers, the importance of business services and outreach approaches, the identification and development of sector strategies and career pathways, the emphasis on Out-of-School youth activities, including work-based learning opportunities, and the new primary indicators of performance.

##### Describe how the local board will coordinate workforce development activities carried out in the local area with regional economic development activities carried out in the region (in which the local area is located or planning region).

The Board plays an active role in the economic development activities carried out in DeKalb County. Its staff assists in efforts to attract new businesses to the community, as well as to retain and expand existing ones.

Its services assist business customers by providing recruiting, candidate assessment, job matching, training, and placement services. The Business Services Unit actively targets employers in the County’s key sectors of Professional and Business Services; Life Sciences; Tourism; Logistics; Construction and Support Trades; and Advanced Manufacturing. The Board is engaged with the Dekalb Chamber and Decide DeKalb to focus on local economic development initiates. The Board also actively participates in economic development initiatives that are carried out in the region. It partners and collaborates with the other four local workforce boards to provide a coordinated and seamless system of services to businesses and industries that are located throughout the Metro Atlanta Workforce Region.

##### Describe how local board members are kept engaged and informed.

Board members are kept engaged and informed through regularly scheduled Board meetings. Agendas, meeting minutes, and meeting calendars are available on the website [http://workdev.dekalbcountyga.gov](http://workdev.dekalbcountyga.gov/) under the Board tab. Typical meetings topics include:

* + Possible changes to legislation and/or regulations that may impact service strategies
  + Program reports that highlight the types of services being provided and the related outcomes achieved
  + Financial reports that identify how monies are being obligated and spent
  + Economic reports that demonstrate the current and emerging workforce needs of area employers
  + Success stories to show how services have helped businesses and job seekers in the area
    - Best practices from other workforce areas to consider replicating in the region

##### 2.Local Board Committees – Provide a description of board committees and their functions.

Article VI, Sections 1-10 of the By-Laws relate to the Board Committees, their appointments, their composition, and their meeting schedules

##### Article VI – Board Committees Section 1 - Standing Committees

The Board or the Executive Committee may designate standing committees in addition to the standing committees specified, as it deems necessary to effectively conduct the business of the Board. All reports and actions taken by the Standing Committees shall be approved by the Board. The term of any Standing Committee will expire at the conclusion of the year in which it is appointed. The Committees for the One-Stop and Individuals with Disabilities may combine as long as two (2) representatives with a vested interest in persons with disabilities are active and present at meetings. Standing committees must

|  |
| --- |
| be chaired by a member of the Local Board, may include other members of the Local Board, and must include other individuals appointed by the Local Board who are not members of the Local Board and who have demonstrated experience and expertise. No Local Board members will serve only on the Youth and or One-Stop/Disabilities |

subcommittee.

##### Section 2 - Executive Committee

The Board shall have an Executive Committee which shall be composed of the Chairperson, Vice-Chairperson, and the Chairs of Standing Committees.

The Executive Committee shall be responsible for coordinating and overseeing the activities of the Board and its other Committees to ensure the satisfactory performance of functions stipulated by the Governor, these bylaws, and all pertinent statutes and regulations. The Executive Committee shall also monitor and guide the administrative management of the Board.

The Executive Committee shall have general supervision of the affairs of the Board in the intervals between Board meetings. The Executive Committee may meet as often as it deems necessary. The Executive Committee shall act on behalf of the Board when quorums are not established at a Board meeting. When the Executive Committee acts on behalf of the Board in the absence of a Board quorum, the acts of the Executive Committee shall be the acts of the Board unless rejected by the Board at the next meeting.

##### Section 3 - Youth Committee

The Board shall have a Youth Committee which shall be composed of members with special interest or expertise in youth policy. The committee will provide information, assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth

##### Section 4 - One-Stop Committee

The Board shall have a One-Stop Committee to provide information and assist with operational and other issues relating to the one-stop delivery system, which may include one-stop partners as representatives.

##### Section 5 - Committee for Individuals w/Disabilities

The local board shall designate a standing committee to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities. Including issues relating to applicable provisions of the Americans with Disabilities Act of 1990 regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system.

##### Section 6 – Finance Committee

The DWB shall have a Finance Committee responsible for reviewing and providing guidance for the organization’s financial matters. The Committee will regularly review the organization's revenues and expenditures, ensure that organizational funds are spent appropriately and approve the annual budget and submit it to the full Board for approval.

##### Section 7 - Ad Hoc Committees

The Chairperson of the Board or the Executive Committee may create Ad Hoc Committees of the Board as deemed necessary to effectively conduct the business of the Board. A simple majority of the Board acting together may create an Ad Hoc Committee for a specified purpose. All reports and actions taken by Ad Hoc Committees shall be approved by the Board. The term of any Ad Hoc Committee shall expire upon the completion of the task for which it was created.

##### Section 8 - Appointment of Committee Chairpersons

The Chairpersons of Standing Committees and Ad Hoc Committees shall be appointed by the Chairperson of the Board.

##### Section 9 - Committee Composition

The Chairperson of the Board shall appoint and may remove members of Standing and Ad Hoc Committees.

##### Section 10 - Committee Meetings

Standing and Ad Hoc Committees shall meet at the direction of the Chairperson of the Board or on the call of the Committee Chairperson.

##### 3.Plan Development – Provide a description of the process by which the plan was developed including the participation of core partners, providers, board members and other community entities. Also describe the process used by the local board to provide a 30-day comment period prior to the submission of the plan including an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, representative of education and input into the development of the local plan.

The Board and its core partners, providers, and other community entities participated in a series of workforce planning meetings and regional strategy sessions during May 2016. Input received from these meetings was included in the Draft Local WIOA Plan that was released for public comment in July 2016.

The Draft was published on the Board’s website at [http://workdev.dekalbcountyga.gov](http://workdev.dekalbcountyga.gov/) and was also directly distributed via email to representatives of businesses, labor organizations, and educational institutions to gather their feedback.

As indicated on **Attachment 3** of this document, no public comments were received.

### Service Delivery and Training

##### 1.Expanding Service to Eligible Individuals – Provide a description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the local board will facilitate the development of career pathways and co- enrollment, as appropriate, in core programs, and how it will improve access to activities leading to a recognized postsecondary credential, academic or industry- recognized.

As the Board continues with its implementation of WIOA, it plans to expand access to employment, training, education, and supportive services for customers by better coordinating workforce partner services and resources.

It has in place basic agreements with its partners; however, it wants to increase their participation in the workforce system and also increase their on-site presence at the One- Stop facility. The Board wants its partners to understand that they share the common goal of helping individuals find, get, and keep good jobs in the local community.

The Board will host quarterly or bi-annual meetings with its partners to begin to identify and develop coordinated outreach approaches, processes for cross-training personnel, and methods for referral and co-enrollment of customers. Its objectives will be to improve services for customers, eliminate duplicative partner efforts, and better leverage funding and other resources in the community.

Additionally, the Board also plans to begin developing sector-strategy initiatives, including the identification of career pathways in County’s targeted industries of Professional and Business Services; Life Sciences; Tourism; Logistics; Construction and Support Trades; and Advanced Manufacturing.

The Board will engage key public and private stakeholders, including its One-Stop partners and local business organizations to gather input and feedback. It will begin to identify and develop career pathways that lead to better jobs. It will also identify any skills gaps for the identified careers. It will work with its training provider partners to develop appropriate programs and curricula to fill these gaps. It will work one-on-one with partners via the Passport Referral Mechanism to share information about common customers. Finally, it will continue to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the DeKalb area.

##### 2.Description of Service to Adults and Dislocated Workers – Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The Board provides career services through its physical One-Stop location and its Mobile Career Lab. Upon entry, an individual is directly referred to the specific service(s) that best meet(s) his/her particular needs. Such referrals may include partner organizations within the WorkSource DeKalb system as well as alternative resources available in the local community.

Adult and Dislocated Worker workforce activities are provided under the broad categories of Basic Career Services, Individualized Career Services, and Training Services. Basic

Career Services are available to any customer, while Individualized Career Services and Training Services are reserved for individuals who meet WIOA eligibility requirements.4

##### Basic Career Services

* + Information about services available through the One-Stop System
  + Eligibility Determinations
  + Referral to appropriate services
  + Initial Skills Assessments
  + Self-directed or staff-assisted job search
  + Workshops, including resume writing, interviewing skills, and job search
  + Information
    - Labor market
    - Training provider
    - Supportive service
    - Unemployment
    - Financial aid
    - Relocation assistance

##### Indiviudalized Career Services

* + Comprehensive assessment
  + Individual Employment Plan (IEP) defining the customer’s specific goals and pathway for achievement
  + Career counseling and planning
  + Short-term prevocational services
  + Internships and work experience
  + Workforce preparation activities
  + Financial literacy services
  + English language programs
  + Work Experience Occupational skills training using an Individual Training Account (ITA)
  + On-the-job training (OJT)
  + Customized training
  + Job readiness training
  + Workplace training/co-op programs
  + Skills upgrading and retraining
  + Entrepreneurial training
  + Pre-apprenticeship / Apprenticeship
  + Transitional jobs
  + Incumbent worker training

**Follow-Up Services**

Follow-up services are required for adult and dislocated workers who are placed in unsubdized employment for 12 months after the first day of employment.

4 Complete WIOA eligibility guidelines for Adult, Dislocated Worker, and Youth customers, including required documentation for personal identification, family size, income, priority of services, training needs, and other related factors is found in the Georgia Workforce Policies and Procedures file located at [http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf.](http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf)

With the implementation of WIOA, the Board eliminated the sequence of services that was previously required under the Workforce Investment Act (core-intensive-training). Therefore, an individual who is determined eligible and suitable for Adult or Dislocated Worker services does not have to participate in any type of career service activity prior to being enrolled into training services.

Regarding training eligibility, the person must meet programmatic eligibility requirements as described above and (1) must be a resident of DeKalb County, (2) must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, (3) need training to obtain or retain self-sufficient employment or higher wages, and (4) has the skills and qualifications to participate in training (i.e., suitability for training).

Training must be directly linked to an in-demand industry sector or occupation, or a sector that has a high potential for sustained demand or growth. Such training may be delivered via an ITA, training contract, or a combination of both. The Board ensures that it uses all alternative funding sources, including Pell and HOPE grants, prior to utilizing WIOA funds.

##### 3.Description of Rapid Response Services – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

**Overview.** Rapid Response activities begins with WFD as the State Dislocated Worker Unit. This team is responsible for receiving all WARN notifications and distributing them to other partners as necessary. The State serves as the convener of these partners and helps coordinate the response activities for all separation events. Additionally, the State records the separation details in the on-line case management system so that dislocated workers can be identified by their specific separation event and tracked as they receive workforce services. This allows the State to quickly identify opportunities for employers looking for specific skill sets or occupations by referencing previous events with individuals who have transferable skills.

While the State is responsible for convening the appropriate partners for each event, the Board plays a pivotal role in responding quickly and effectively. Regardless of how the notice arrives to the state Rapid Response Team, once it has been entered into the case management system, the notice is forwarded to the local Rapid Response representative and the response activities begin.

The state and local coordinators will contact the employer and schedule a time to explain all available workforce services. The state Rapid Response Coordinator will then help convene partners to meet with the employer and create a plan of services to meet both the employers’ and separating employees’ needs. Through discussion with the employer, the State may offer strategies which include:

* + Shared work/short-term compensation
  + Assistance with filing Unemployment Compensation
  + Assistance with filing Trade petitions, if applicable
  + Information on retraining/upskilling opportunities
  + Job search workshops
  + Financial literacy and planning workshops

The team of partners work with the employer throughout the process and provide follow up at the conclusion to determine if any further intervention is necessary.

Most of these services made available to employer are in response to an immediate separation event. Additional opportunities may be discussed with employers when there is adequate time and opportunity for layoff aversion efforts.

The foundation of layoff aversion strategies are activities which gather information and build partnerships. The State focuses on exploring and sharing labor market information which may predict opportunities for intervention in the workforce system. It then utilizes this information to engage in outreach through multiple partners, such as GDOL’s Business Services Unit and WFD, to engage businesses in workforce discussions. These conversations reveal opportunities for the State and the Board to intervene in offering strategies such as incumbent worker training to help businesses upskill workers to become more productive or to learn on new technologies. The State has also had success leveraging upcoming separation events as a talent base to fill job openings with other businesses seeking skilled talent by hosting job fairs and recruitment events in coordination with the employer of separation.

**Rapid Response: Responding to Disasters**. While growing successful partnerships are at the center of Rapid Response’s layoff aversion strategy, these same relationships and connections provide the foundation for a successful response when disaster strikes. Unforeseen and unpredictable, natural disasters can become extraordinarily damaging in the long run if there is no plan in place to respond to the loss of jobs or industry in the affected region. Partnerships and planning are vital to identify how the workforce system can continue to function and provide key resources to the recovery of an affected region.

In the event of natural disasters, the Rapid Response team leverages its flexibility and mobility to assist in recovery efforts. The State prepares for natural disasters by following the direction and warnings of the State’s emergency management officials. The primary threats to Georgia include the potential for hurricanes along the coast, tornadoes and flooding throughout the state, and temporary closures due to adverse winter weather in Georgia’s mountain region.

The Board has operating plans in place to continue activities in the event of natural disasters, including operational plans to function without the use of technology. State partners have similar contingency plans in place to resume normal services as quickly as possible, such as the filing and processing of unemployment compensation. WFD has established relationships with the Regional US Department of Labor (USDOL) office and serves as the designated signatory to complete and file National Dislocated Worker Grants in the event that additional assistance would be required to serve a significant number of dislocated individuals. Finally, WFD can leverage mobile units from other regions of the State to set up temporary offices in the DeKalb local area to provide improved access and services to individuals whose employment has been impacted by natural disasters.

**Rapid Response: Trade Adjustment Assistance**. GDOL works closely with WFD when layoffs and business closings occur, including those with a foreign trade impact, for which Trade petitions are submitted to USDOL. GDOL TAA staff promote a seamless array of activities from the initial phase of a Trade-certified layoff through ongoing servicesprovided to Trade customers. All Trade customers are entitled to Rapid Response and employment services, which are provided consistent with the process for all layoff notifications.

Based on the nature of the layoff, early-intervention services provided by Rapid Response may include discussions with employers about TAA before a petition is filed. Once it is filed, TAA staff notify partners, including the Board and its One-Stop Operator that the petition has been filed. If USDOL certifies the petition, TAA secures an affected worker list from the employer and notifies the workers and partners who provide services to dislocated workers.

TAA coordinates and facilitates worker orientations to inform the workers about the benefits and services they may receive as well as the eligibility requirements associated with each benefit. The worker orientations often include local One-Stop Operator representatives to provide guidance on demand occupations and available training in the local area. GDOL staff assist workers with TAA registration and filing UI claims.

If the number of affected workers is small, or if there are workers who are unable to attend the group orientation, they can visit a nearby DOL Career Center to be served.

All participants are offered Trade case management services and information and access to the full array of Trade services including:

Training, including remediation, occupational, OJT, customized and apprenticeships

* Income Support
* Wage supplements
* Health Coverage Tax Credit (to help pay health insurance premiums)
* Job search assistance
* Relocation allowances
* Comprehensive and specialized skills assessments
* Individual service plans to set employment goals and strategies
* Career Counseling
* Labor market and financial aid information
* Other services customized for harder-to-serve dislocated workers

Participants register in the GDOL on-line registration system, which provides them the opportunity to develop a resume and access thousands of job opportunities listed by employers. Trade services are tracked by GDOL and reported quarterly to USDOL.

##### 4.Description of Youth Services – Provide a description and assessment of the type and availability of youth workforce development activities in the local area, including activities for youth with disabilities. This description and assessment shall include an identification of successful models of such youth workforce development activities.

The Board’s One-Stop Operator, WSD, delivers the majority of Youth Services using the

model approved by the Youth Committee and full Board. Additionally, some youth activities are administered through competitively procured service provider contracts.

WIOA provides year-round services to eligible youth ages 14-24. Overall, the Board allocates at least 20% of funds for work-based elements, such as paid and unpaid work experiences, internships, summer jobs, and permanent employment.

**In-School Services**. With respect to In-School Youth, the Board primarily targets individuals aged 14-21 who are at-risk of dropping out of school. Services include intense tutorial services, peer-to-peer mentorship programs, and close tracking of academic progress. The Board calls upon the public-school systems located within the local area to help provide services to In-School Youth. Typically, program elements are available as part of the regular school services, or as extra-curricular offerings. The Board also uses the existing non-profit and faith-based organizations to provide additional on- going services to Youth and their families. Additionally, it may include a year-round work experience component, but such activities will be in conjunction with services occurring during the school year.

**Out-of-School Services.** The Board allows WSD to enroll Out-of-School Youth aged 16-24 into WIOA Adult programs, (including training using ITAs) concurrently or sequentially with their Youth services, as appropriate for the individual. Under the new WIOA provisions, the Board will ensure that at least 75% of funds are expended on Out-of-School activities.

Additionally, because most Out-of-School Youth require assistance with obtaining a GED, the Board has established a partnership with GPTC to enroll youth into GED. Additionally, it also provides job readiness and employability classes at this same location.

**Youth Services Model**. Under DeKalb’s model, Youth are exposed to various career exploration and leadership development activities. They are provided with tools and information to make informed decisions about their future. Examples include presentations on highway/driving safety, email and texting etiquette, dressing for success, and various job readiness activities.

The Youth service provider(s) is(are) responsible for ensuring that their team remains in ongoing communication with enrolled participants, moving them forward in meeting their individual employment and training goals. Additionally, the provider(s) avoid(s) duplication of services by maintaining contact with any other organizations providing concurrent services that are external to the workforce system.

The Board makes available the 14 WIOA Youth Elements as follows:

##### Tutoring, Study Skills, Instruction, Dropout Prevention/Recovery

The DeKalb County Schools and City of Decatur Schools are the primary providers of tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention. These program elements are available for In-School Youth at the appropriate school.

##### Alternative Secondary School Services or Dropout Recovery

Alternative Schools provide a valuable opportunity for youth who have had difficulty or setbacks with traditional educational setting, a structured opportunity to complete their secondary education. The Board uses Destiny Academy of Excellence, Elizabeth Andrews High School and the Gateway Academy, a charter school offering a second chance for youth that have dropped out of high school. WIOA Youth enrolled in these schools, work with provider staff to access services that aid youth in attaining their career goals.

##### Paid and Unpaid Work Experiences that Include Academic and Occupational Education

Through vocational education opportunities available in the local schools and other worksites, youth are able to participate in paid and unpaid work experience, including internships and job shadowing. The Board’s Out-of-School Youth program offers internships, "train-for-hire,” and employment opportunities. And, as the budget allows, it may provide summer employment opportunities for In-School Youth that link both academic and occupational learning components. It may also provide funding for summer school tuition to eligible youth in-need.

##### Occupational Skills Training

Occupational skiff training is available through local public technical schools and colleges, as well as private institutions that offer training in a variety of in-demand industries. Customers may select programs of interest from Georgia’s Eligible Providers, easily accessible via the internet. The Board may allow ITA to Out-of-School Youth, by categorizing the youth as adults. The accounts may be used to pay for occupational training and qualified related expenses.

##### Leadership Development

Youth hone their oratory, presentation and leadership skills through weekly one-hour workshops. By developing and maturing these skills, youth are better prepared to meet the demands and challenges of today's world. The project focuses on promoting self- sufficiency through business development skills, providing practical exposure to small business management, building youth leadership capacity, and self-esteem.

##### Supportive Services

All youth programs provide linkages to supportive services, such as community services, transportation assistance, childcare; medical services; job attire; and work tools, including eyeglasses, and protective eye gear.

##### Adult Mentoring

The Board collaborates with established mentoring agencies such as Junior Achievement and Big Brothers and Big Sisters of Atlanta to provide training and support to youth mentees.

##### Follow Up Services

The Board requires follow-up services for at least 12 months to all WIOA participants who have completed program requirements.

##### Guidance and Counseling

Coaching, helping, and problem-solving are also provided through relationships with business professionals and other community partners.

##### Transition to Postsecondary Education and Training

WSD staff members help prepare youth for higher education programs and/or occupational skills training. Services include job readiness workshops, career exploration activities, and career counseling.

##### Workforce Preparation Activities for a Specific Occupation or Cluster

WSD develops or procures workshops and other services that prepare youth for careers in the region’s in-demand and/or emerging occupations.

##### Financial Literacy Education

Youth services include instruction and education on how to manage a checking account and how to be wise with money, including maintaining a positive credit rating and avoiding the pitfalls of debt.

##### Entrepreneurial Skills Training

The entrepreneurial skills component includes information about the risks and rewards of self-employment or business ownership. WSD calls upon business community leaders and decision makers to assist it in delivering these services.

##### Labor Market and Employment Information, Including Career Exploration

WSD provides data about in-demand and emerging occupations in the region, along with related education and training requirements. This important component enables each youth to truly learn about occupations and industries they may be interested in pursuing.

##### 5.Implementation of Work-Based Learning Initiatives – Provide a description of how the area will implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries and other business services and strategies designed to meet the needs of employers in the corresponding region in support of the business service strategy.

The Board will increase its focus on providing work-based learning opportunities, including incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways initiatives, and utilization of effective business intermediaries to meet the needs of the employers in the local area. Strategies that will be considered include:

* Targeting high-growth industries for potential work-based learning opportunities.
* Educating employers, including chambers and industry associations, about how work- based training can enhance their businesses by decreasing turnover and improving productivity.
* Assisting businesses by streamlining work-based learning paperwork requirements.
* Assessing job candidates to determine their eligibility and suitability for work-based learning opportunities.
* Identifying career pathways in the targeted sectors that align with work-based learning activities.

Additionally, the Board will include work-based learning as part of its agendas and topics of discussion during the business forums and summits that it holds throughout each program year. It will use these events as opportunities to gather information from businesses. At the same time, it will educate them about training activities.

WSD will support the Board’s efforts by having its Business Services Unit actively promoting work-based learning as key service for local businesses.

##### 6.Provision of ITAs – Provide a description of how training services in WIOA § 134 will be provided through the use of ITAs. If contracts for the training services will be used, describe how the use of such contracts will be coordinated with the use of ITAs and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

The Board may enroll individuals who are determined eligible and suitable for training services into occupational skills training programs utilizing an ITA.5 It has adopted the following policies for the provision of ITAs.

* Training must be in an occupation identified as a growth occupation or within a targeted sector.
* Training must result in an employment wage sufficient to attain self-sufficiency without the aid of public assistance.
* Training must be at least 12 hours per week to accommodate existing Unemployment Insurance requirements. Exceptions to this policy may be approved, in writing, on a case-by-case basis.
* Programs should not exceed 104 weeks (two years). Exceptions to this policy may be approved on a case-by-case basis and requests should include evidence that financial support is available during extended training periods.
* In general, all training programs must be within a reasonable commute of the WIOA local area that may include out-of-the-area and out-of-state training institutions. Out- of-the-area training programs that are not within commuting distance to the WIOA local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States.

5 As discussed in the response to **Service Delivery and Training, 2 above**, the person must meet programmatic eligibility requirements and (1) must be a resident of DeKalb County, (2) must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, (3) need training to obtain or retain self-sufficient employment or higher wages, and (4) has the skills and qualifications to participate in training (i.e., suitability for training).

* All applicants must apply for the Pell Grant and/or HOPE Scholarship program, if eligible. Depending on the need and availability of WIOA funding, Pell funds may be combined with WIOA funds to cover total expenses.
* On a case-by-case basis, WIOA funding may be provided for college level and post baccalaureate instruction. The following conditions must be met:
* The customer must be accepted into a certificate or diploma program, and the course of study must be occupation-specific (i.e., radiologic technician, accounting, teacher certification). No funds shall be provided for general academic programs (i.e. General Studies, Bachelor of Business Administration, Bachelor of Art, etc.).
* Total course of study will take no longer than 104 weeks (2 years) to complete and be a certificate or degree program.
* The customer must demonstrate that he/she has the financial resources to attend long-term training.
* Continuing Education and other similar courses will be approved if the following conditions apply:
* The customer must have a specific occupational goal
* The customer must have a work history or educational background that relates to the occupational goal.
* The customer must present evidence describing how the proposed training will increase his/her employment marketability.
* ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, supplies, tools, uniform pants and shoes, certification, licensing, testing fees, background checks, drug testing for entrance into training, medical requirements for training entrance, etc.
* Customers accepted on a provisional basis receive assistance on a case-by-case basis.
* ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as well as other fines or penalties.
* ITA-funded training may be completed in conjunction with alternative training activities, included on-the-job training, customized training, and internships. Such coordination will be clearly identified in the customer’s IEP.
* Funding is limited to $7,000 for a single year and $3,000 for two years.
* Customers may choose the training provider that best meets their specific needs from any of the organizations included on the Eligible Training Provider List (ETPL). Data and information for each provider is provided to help the customer make an informed choice.

##### 7. Entrepreneurial Skills Training and Microenterprise Services – Provide a description of how the area will coordinate and promote entrepreneurial skills training and microenterprise services.

The Board believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development includes, but are not limited to, the following abilities:

* Taking initiative;
* Creatively seeking out and identifying business opportunities;
* Developing budgets and forecasting resource needs;
* Developing a customer-centered environment;
* Understanding various options for acquiring capital and the tradeoffs associated with each option;
* Communicating effectively and marketing oneself and one’s ideas.

The Board’s approaches to providing entrepreneurial skills training and microenterprise services include, but are not limited to, the following:

* Entrepreneurship education that provides an introduction to the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may also include simulations of business start- up and operation.
* Enterprise development which provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operation and by providing more individualized attention to assist in the development of viable business ideas.

##### 8. Coordination with Education Programs – Provide a description of how the local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.

As outlined in the response to **Service Delivery and Training, 4. above**, the Board’s youth services are organized to coordinate strategies, enhance services, and avoid duplicative efforts with the secondary and postsecondary education programs.

WSD takes primary responsibility for providing customers with relevant information and opportunities for career exploration and research. The LWDA staff assist students with gaining entrance into postsecondary education and training opportunities as well as preparing financial aid applications.

The area’s secondary and postsecondary education programs provide additional assistance with academic and basic skills achievement, including tutoring services, peer- to-peer mentorships, and GED preparation.

|  |
| --- |
| WSD has strong representation from the secondary and post-secondary institution ion the youth committee. As well as WSD is active member on the education committee of the DeKalb County chamber, where the focus is education, jobs, and careers for both Youth and their parents. Curriculums are designed from feedback from these interactions. Purpose of this committee is to bring workforce, education and businesses together to |

plan for today's workforce needs.

|  |
| --- |
| Additionally, WSD partners with the DeKalb Chamber of Commerce, DeKalb County School District, and Georgia Piedmont Technical College to provide DeKalb County School District youth and parents the opportunity to improve their employment seeking skills through various soft skill workshops, subsidized work-based learning projects and |

career pathway development.

|  |
| --- |
| More specifically, these projects include, but are not limited to, The Hank Stewart Foundation Career Expo, Go Build Georgia, Go Digitize DeKalb.. All of which focus on employment opportunities in high demand careers. As it relates to professional development, WSD hosts various workshops that highlight dress for success, post-secondary transitioning, and budgeting |

essentials through our Job Readiness Training.

##### 9. Description of Supportive Services – Provide a description of how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable. Please include the region/local area Supportive Service Policies.

|  |
| --- |
| The Board defines supportive services as those services such as transportation, childcare, dependent care, housing and needs-related payments, that are necessary to enable an individual to participate in WIOA services. Mirroring the State’s Policy at |

<http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-> Dislocated Worker and Youth) per program year.

|  |
| --- |
| At this time, the Metro Atlanta Workforce Region has not adopted a Regional Supportive Services Policy. |

|  |
| --- |
| Procedures-6-7-16.pdf, Section 3.4.4 Supportive Services, the Board limits the total funding for supportive services to no more than 35% per grant funding stream (Adult, |

### Coordination with Core Partners

##### 1. Description of the Workforce System – Provide a description of the workforce development system in the local area that identifies all relevant programs and how the local board will work with the entities to carry out both core and other workforce development programs to deliver well aligned services in support of the strategies identified in the state plan. This should include programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).

The DeKalb workforce system goes beyond the career services provided by WSD at the One-Stop and the Mobile Career Lab. It includes a robust network of partners at locations throughout the community that provide a myriad of workforce development services and activities for job seekers and businesses alike.

Through its relationships with educational institutions and training providers, including those operating under the Carl D. Perkins Career and Technical Education Act of 2006, (e.g., GPTC), it helps individuals gain access to vocational, educational, and occupational training programs so they can obtain skills and certifications they need to secure employment in key sector and emerging occupations.

The system also provides individuals with access to a variety of job search services and assistance, including completion of employment applications, preparation for interviews, and referrals to job openings. At the same time, it provides direct access and referral for supportive services, including assistance with transportation, childcare, clothing, housing, and health services.

The workforce system partners include organizations that specifically target special populations, such as those who are veterans, low-income, dislocated workers, youth, limited English proficiency, individuals with disabilities, older workers, ex-offenders, and/or migrant and seasonal farmworkers, so that they obtain and retain good jobs.

##### 2. Coordination with Wagner-Peyser – Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29

**U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.** Wagner-Peyser services in DeKalb County are delivered through the GDOL. Services include a universal public labor exchange system (i.e., employment services) for all job seekers who are legally entitled to work in the United States as well as for employers who

are attempting to fill job openings.

Currently, GDOL Wagner-Peyser services are offered at WSD One-Stop Center. GDOL Wagner-Peyser staff is co-located with WSD and both teams work to ensure all services are coordinated.

##### 3. Coordination with Adult Education – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232 of the WIOA Law, the review of local applications submitted under title II.

The Board’s provider of AEL activities is GPTC. Its comprehensive program provides basic skills instruction in reading, math, and language; English as a Second Language (ESL) classes; GED test preparation classes; literacy tutors; and leveled classes in math and writing. It also provides individualized study plans, group instruction, one-on-one instruction, technology/computer usage and distance learning instruction to help students make literacy skills progress. It provides GED preparation classes at Clarkston and South DeKalb locations.

As may be required by WIOA, it is planned that the technical college will provide the Board with an outline of the AEL grant application that includes the following: counties/areas served within the grant, how AEL is providing instruction that supports the chosen sector strategies of the region, the partner activities that prepare individuals for careers, AEL and WIOA co-enrollment processes, evidence of a service strategy between the AEL and the Board, and promotion of AEL services in the One-Stop.

##### 4. Coordination with Vocational Rehabilitation – Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the provision of services to individuals with disabilities and to other individuals, cross-train staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.

The Board includes representation from the GVRA. The organization’s primary goal is to help people with disabilities to become fully productive members of society by achieving independence and meaningful employment. It works cooperatively and collaboratively to align its employment and training services along with GVRA to enhance and improve work opportunities for individuals with disabilities.

As discussed in the response to **Coordination with Core Partners, 1. above**, the One- Stop location and Mobile Career Lab are both well-equipped so that individuals with disabilities can easily conduct self-service job search activities. Additionally, as needed, the Board refers customers to the GVRA offices when they have more comprehensive or unique needs that are outside of the WIOA area of expertise. GVRA staff members also travel to the One-Stop location to provide on-site assistance to individuals with disabilities.

Moving forward with WIOA implementation, the Board will explore having GVRA personnel co-located at the One-Stop on a more frequent basis, with a long-term goal of staff co-location. The Board will also require cross-training plans to ensure that WSD and GVRA personnel are knowledgeable about the services provided by each organization.

### Performance, ETPL and Use of Technology

**1. Description of Performance Measures – (*WFD will issue instructions for the completion of local area performance negotiations upon receipt of federal guidance.)* Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to WIOA § 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area.**

The Board negotiated levels of performance with TCSG,OWD staff in early July 2018. The WIOA Primary Indicators of Performance that will be addressed are detailed in **Attachment 2.**

##### 2. One-Stop System Performance and Assessment – Provide a listing of locally/regionally developed one-stop performance standards and describe the criteria used to develop the performance standards. Describe how the one-stop system and regional service delivery is assessed by the local board.

|  |
| --- |
| **One-Stop System and Regional Service Delivery Assessment**. The Board develops an MOU to clearly define the roles and responsibilities of One Stop Partners and assess their performance. The MOU covers funding, infrastructure, methods for referring individuals among partners, methods to support job seekers with barriers, and internal  controls to prevent conflicts of interest and ensure a smooth running One Stop. |

Additionally, in accordance with State policy, the Board submits a Business Plan to the WFD that includes the following items:

* The vision and mission statement
* A diagram and narrative of customer flow through the system
* A description of the clear flow of services between all partners
* An overview of the facility's service delivery structure
* The plan for increased enrollment in various programs and increased use of facilities
* The system for referring individuals to training services and the use of ITAs
* A description of leveraged resources with various funding streams, educational grants, and other financial aid programs
* The community outreach plan
* An overview of the One-Stop partners and the ways in which services are integrated

Region 3 has not developed a unified assessment which will include the criteria described above.

##### 3. ETPL System – Describe the regional Eligible Training Provider System, including the elements listed below.

* 1. **Provide a description of the public notification to prospective providers.** The WorkSource DeKalb Board, along with local workforce boards for Atlanta Regional and Fulton County, utilize a regional approach for the ETPL system.

The five LWDBs utilize a regional approach for the ETPL system. Under a contractual arrangement, the Atlanta Regional Commission (ARC) solicits bids through a public invitation process for the five LWDAs by posting a training provider application on its website.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, DeKalb County and Fulton County also provide notification of the application process via local media and by issuing a public announcement. Additionally, they distribute letters of notice to any agency that has previously requested to be on their individual Potential Bidders’ Lists.

##### Provide a description of how the board(s) evaluates providers and proposed training programs for initial eligibility, based on (at a minimum) criteria of proven effectiveness, local employer/industry demand, accreditation and customer accessibility.

As discussed in the response to **Performance, ETPL, and Use of Technology, 3.a. above**, the Board participates in a regional approach for the ETPL system. Under the contractual arrangement, ARC is responsible for evaluating training provider applications.

ARC conducts pre-award visits, verifies performance information (including Geographic Solutions reporting), and completes employee interviews as well as participant/ student interviews. Additionally, ARC compares State WIOA performance goals, regional goals, and Metro Atlanta Workforce Region goals against provider performance outcomes. In doing so, ARC may use UI Wage Reports to verify employment, employment dates, and wages. Upon completion of the evaluation, ARC prepares summary reports for the Regional ITA Committee’s consideration.

Additionally, as needed, ARC will issue letters to applicants who fail to submit adequate information. If it is determined that fraudulent or faulty information has been submitted, then the application will be denied.

Once a provider is approved, ARC electronically transmits the information to TCSG, OWD for its approval and inclusion on the ETPL.

The Board may choose to use, restrict, or reject an eligible provider based on its local policies.

##### Provide a description of the formal appeals process for aggrieved ITA customers and providers of unapproved training programs.

Aggrieved ITA customers from DeKalb County are required to follow the procedures described the response to **Strategic Elements, Governance, and Structure, 8. above.**

With respect to providers of unapproved training programs, the Board makes every effort (both informally and formally) to resolve the issue at the local level. However, if it remains unresolved, then the provider may make a formal appeal to the State.

As described in Section 4.4 of State Workforce Policies and Procedures located at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-> Procedures-6-7-16.pdf, the provider must make the state-level appeal in writing and submit it within 45 days of the local decision. It must be signed by an authorized individual from the training provider and should include:

1. Name of the training provider
2. Address and phone number of the training provider
3. The specific program which was denied (if applicable)
4. A copy of the Local Board’s decision
5. An explanation of why an appeal is being filed, and
6. If applicable, documentation of any specific factor (e.g., conflict of interest, nepotism, procedural non-adherence, etc.) which put the aggrieved training provider at a competitive disadvantage.

The State will review the appeal and may choose to hold a hearing to gather additional information as it determines necessary. It will issue its decision based on its findings.

##### Provide a description of the ongoing process used to update the data on the eligible providers list (exclusive of the state-conducted continued eligibility process).

As part of its regional approach, the Board has established performance goals that each provider is required to meet or exceed. If the goals are met, the training provider agreement continues without interruption.

However, if the required levels are not met, then the provider is given a 30 -day pending "Hold" status. During this time, the provider must develop a corrective action plan and submit verifiable information regarding performance.

Additionally, a "Limited Slot" requirement is instituted for new providers not meeting performance requirements. Under this restriction, a limited number of job seekers are allowed to attend the provider's training; however, once the number has been reached, no other job seekers may attend training until a review of performance is conducted. Depending on the results of the review, the limited slots requirement may be lifted, or it may continue until performance requirements are met.

If the provider's status has changed, i.e., moved location, termination of business, etc., ARC immediately notifies the other local workforce boards and the TCSG, OWD.

Procedures for review and approval of additional programs and price changes for approved training providers are provided in the Training Provider Agreement. Submittal of program changes/additional programs/price increases are reviewed by the Regional ITA Committee. If approved, they are then transmitted to the TCSG, OWD.

The Board also conducts its own local monitoring that is independent of ARC performance activities. It includes a review of ITA-enrolled customers. Performance outcomes as compared against local requirements are also tracked.

##### Provide a description of any regional policies or agreements for ITAs or training providers.

As outlined in the response to **Service Delivery and Training, 6. above**, the Board has established local policies and procedures related to ITAs. Due to the cooperative efforts of the local boards in the Metro Atlanta Workforce Region, most of the local ITA policies within the region are the same for tuition and support.

Additionally, to further promote regionalization and provide economies of scale, the LWDA’s contract with ARC to carry out the eligible training provider processes related to application and evaluation, reference and performance checks, and monitoring and reporting services. The Board’s One-Stop Operator, WSD, shares in the monitoring process.

Each quarter the boards meet to discuss regional issues. The topic of ITAs and training provider statuses and outcomes is included as a standing agenda item. It is at this time that ARC provides each workforce board with a reporting of performance for all metro area-training providers in addition to providers with local workforce board enrollments. Additionally, policies regarding ITAs are discussed by the group. Potential modifications are presented to the respective boards for adoption.

##### Provide a description of the process to track and manage all ITA activity. The Board uses Geographic Solutions to track programmatic and fiscal activities related to ITAs. Specifically, the system tracks customer enrollments and performance outcomes as well as financial obligations and cost expenditures. Geographic Solutions reports are run each month to determine enrollment levels and performance results.

Additionally, independent of Geographic Solutions tracking, the Board also monitors ITA fiscal activity using detailed ITA expense tracking spreadsheets that are organized by case managers. The finance team reconciles these spreadsheets against actual expenditures monthly. At the same time, ITA case management activity is tracked and managed through the case management system.

##### Provide a description of local board policy on use of statewide eligible training provider list (including financial and duration limits, out-of-area training, service to out-of-area customers, etc.).

The Board has a number of policies related to the use of eligible training providers:

**Financial and Duration Limits**. Training services may not exceed two years for a training, certificate, or degree program. The total cost shall not exceed $10,000 for a training program with a duration of one year or less, or $7,000 for more than one year.

**Out-of-Area Customers**. Priority for WIOA training and support services is given to residents of DeKalb County. Additionally, services are provided to dislocated workers whose place of employment is/was within DeKalb County. The LWDA’s coordinate to discuss individuals that are seeking services out-of-area to ensure duplication has not occurred and funds are not available in their immediate area of residence.

**Providers Not On ETPL**. On a limited, case-by-case basis, the Board may approve funding for an individual to participate in a training program that is offered by a provider that is not on the ETPL.

**Demand Occupations** – Customers are encouraged to choose training programs that lead to employment in a demand occupation.

##### Provide a description of how registered apprenticeship programs are added to the ETPL.

Registered apprenticeship applications are coordinated by the TCSG, OWD. Once the Board receives notification from the OWD regarding a newly approved registered apprenticeship program, it adds this information into the ETPL.

##### 20. Implementation of Technology – Provide a description of the technology used

**to enhance customer (participant and business) experience and any additional data analytics used to enhance planning and measure outcomes beyond mandated performance measures.**

The Board uses the following technologies to enhance customer experience:

* **Social Media**. The Board views social media as an important way to connect with its existing customers, as well as to outreach to potential new customers. Using tools such as LinkedIn, Twitter, and Facebook, its Operator, WSD, keeps job seekers and businesses up-to-date about workshops, hiring events, success stories, “hot jobs”, and labor market trends. Posts are designed to keep customers informed and engaged; encouraging them to participate and succeed.
* **Text Messaging**. WSD actively uses text messaging to connect with customers. For example, it is used to inform groups about scheduled activities such as training, workshops, job clubs, and hiring events. It has found texting is an especially effective tool in gathering case management and follow up information from many customers.
* **Mobile Career Lab**. The Board’s state-of-the art Mobile Career Lab enables its career services to be taken directly to customers. Businesses may use it for recruiting, pre-employment screening, interviewing and training. Individuals can access various job search/career development activities, such as on-line job search, resume and cover letter development, on-line tutorials and individual assessments, and exploration of training eligibility and options.

The Mobile Career Lab operates under generator driven power or through a shore line connection with Internet connection via satellite. Printer, scanner, and copy services are available, and DVD and Blu-Ray units are attached to a large screen Plasma TV that is used for training as well as the smaller TV that is located within the private interview area.

* **On-line Access.** Moving forward, the Board will explore using an on-line orientation that will detail the eligibility requirements and documentation needed for WIOA enrollment so that job seekers are better prepared for their first on-site visit. Additionally, to improve services to businesses, the Board will specifically include the contact information for the Business Services Unit so that employers can easily connect with them.

### State Initiatives and Vision

##### 1. State Branding – Provide a description for how the area will adopt and utilize the state brand.

Currently, The Board is utilizing the “WorkSource” brand unveiled by the WFD which will be known locally as WorkSource DeKalb.

WSD has updated its resources, such as the Board website, facility signage, Mobile Career Lab, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in messaging and outreach. Additionally, the Board’s Operator, IN THE DOOR, LLC., will educate and train One-Stop Center personnel on the proper usage of the new brand, including when answering the telephone and emailing customers.

##### 2. State Initiatives – Describe how the area will coordinate with WFD state initiatives, including: Go Build Georgia, Operation: Workforce, WorkSmart Georgia and the High Demand Career Initiative.

The Board takes advantage of programs offered through WFD. These projects connect with employers, engage them in a dialogue concerning their future workforce needs, and deliver solutions appropriate to those specific needs

**Go Build Georgia**. Go Build Georgia is designed to introduce and prepare aspiring young professionals for employment opportunities in skilled trades, such as construction, transportation, energy, telecommunications and manufacturing. The Board Will continue to explore the initiative for interested individuals.

**Operation: Workforce**. Operation: Workforce serves as an on-line One-Stop for Veteran resources and services in Georgia. It provides resources from various state agencies and private organizations. Veterans are able to utilize these resources to translate their military occupational classifications into civilian occupations that best align with their skill set and training. The Board will ensure that Veteran customers and their spouses utilize this valuable resource as part of their job search activities.

**WorkSmart Georgia.** Georgia WorkSmart is a work-based learning initiative operated by WFD. It promotes apprenticeship programs as a workforce development tool and assists Georgia companies in developing and implementing customized programs to meet their specific hiring and training needs. Using the apprentice model helps businesses grow their own talent and builds a motivated and qualified workforce. Employers use apprentice programs to recruit and train new employees and to upskill their current workforce. The Board plans to work with WFD to implement Georgia WorkSmart in DeKalb County.

**High Demand Career Initiative (HDCI).** The HDCI allows state partners involved in training Georgia’s future workforce – primarily the University System of Georgia (USG) and the Technical College System of Georgia (TCSG) – to hear directly from the private sector about what specific needs they have from a workforce perspective (i.e., degrees/majors, certificates, courses, skillsets, etc.). With decision-makers from each of these entities at one table, the Board will be able to gain a clear picture of what local businesses need from the DeKalb workforce system and pair them with existing assets

and/or collectively tackle any gaps, one by one.

The WSD Board is working with Atlanta CareerRise and the other four LWDA’s to ensure high demand career industries are utilized in DeKalb County. The group has a program list which is divided by between the LWDA’s based on the counties prominent industry.

##### 3. Special Populations – Describe how the area will provide services to the special populations specified in the state plan, to include ex-offenders, veterans, at-risk youth, long-term unemployed, adult learners and individuals with disabilities. If the region has identified additional target groups, please list.

The Board provides WIOA services to a wide population of customers. It has identified the following target groups:

* Low income
* TANF recipients
* Persons with disabilities
* Older workers
* Dislocated Workers
* Out of School Youth

Note: Veterans in each category will be given priority as described in the response to

##### State Initiatives and Vision, 4. Priority of Service below.

|  |
| --- |
| It is important to note the board conducts targeted outreach efforts to attract persons who may not regularly seek WIOA services, including veterans, long term unemployed TANF recipients, adult learners, individuals with disabilities, homeless persons, ex-offenders and out of school youth. WSD has been working with the International Refugee Committee in Park Lake Drive in DeKalb County to address the needs of refugee  population in concentrated areas such as Clarkston. |

|  |
| --- |
| The DeKalb One-Stop Center has staff, including Career Planners, Training Advisors, Disability Advisor, Veteran Advisor, and a Special Programs Advisor (Section 8 Housing  /Low Income Subsidies /TANF /SNAP) that specializes in assisting targeted populations. Personnel are assigned to each priority population and are trained to assist with their unique needs. Based on their specific requirements and assessment results, customers can access the full array of available workforce services, such as career exploration and planning, job readiness workshops, job search and referral activities, and enrollment into training programs, including work-based training opportunities. |

##### 4. Priority of Service – Describe how the region will identify and administer the state’s priority of service policy. Identify if the region will add target populations in addition to ones specified by state and federal policy.

The Board complies with the State’s Policy for priority of services that is found on the website at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-> Procedures-6-7-16.pdf, under Section 3.2.5.

Priority for Adult services will be given to recipients of public assistance or other low-income individuals, with added priority for individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized career services and training services will be given on a priority basis, regardless of funding levels, as follows:

##### Public assistance recipients and other low-income adults;6 and

6 An individual who meets any one of the following criteria satisfies the low-income requirement:

##### Individuals who are basic skills deficient.7

Veterans under WIOA § 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4215 (2)). Veterans and eligible spouses of veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services. Priority must be provided in the following order:

* 1. Veterans and eligible spouses who are also recipients of public assistance, are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members.
  2. Individuals who are not veterans or eligible spouses who meet WIOA priority criteria.
  3. Veterans and eligible spouses who are not included in WIOA’s priority groups.
  4. Individuals outside the groups given priority under WIOA.

While Veterans receive priority through WIOA services, the Board and its service providers will refer and direct Veterans with Significant Barriers to Employment to the Disabled Veterans Outreach Program to ensure the most effect provision of services.

Additionally, in the spirit of reflecting the special needs of DeKalb County, the Board has determined that there is a sizeable group of individuals in the local area that are commonly referred to as the "working poor". They earn just enough to be above the federal poverty guidelines and public assistance requirements; however, they do not earn enough to achieve economic self-sufficiency.

As a result, the Board has established an additional service priority to any WIOA-eligible Adult who is a member of a family with an income level between 100% - 200% of the lower living standard income level (LLSIL) for the past six months.

Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance

1. Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department of Labor (USDOL) 70 percent Lower Living Standard Income Level;
2. Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act;
3. Receives or is eligible to receive a free or reduced-price lunch under the NSLA
4. Is a foster youth, on behalf of whom state or local government payments are made; or
5. Is an individual with a disability whose own income meets WIOA’s income requirements, even if the individual’s family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program.

7 An individual who is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society satisfies the basic skills deficient requirement for WIOA adult services. In assessing basic skills, Boards must use assessment instruments that are valid and appropriate for the target population and must provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities.

**Attachment 1:** Local Workforce Development Board Member Listing

|  |  |  |  |
| --- | --- | --- | --- |
| **Member Name** | **Title** | **Entity** | **Board Category** |
| Sadie Dennard: Chair | External Manager | Dennard Consulting | Business |
| Hope Boldon: Co-Chair | President, Human Development Division | Integral | Business |
| Rhonda Briggins | Senior Director, External Affairs | MARTA | Business |
| Kim Childs | Vice President of | DeKalb Chamber | Business |
| Dia Myrick-Taylor | Human Capital Analyst | Center for Disease Control | Business |
| Timothy Ashmore | Regional Human Resource Manger | CSM Bakery | Business |
| Cathy Hardin | Vice President, Human Resources | DeKalb Medical | Business |
| Bruce Nelson | Director, Customer Service | RICOH | Business |
| Tommy Lester | Managing Director | Startup BFF | Business |
| Michael Romesburg | Lead Manager, Workforce Initiatives | CVS Health | Business |
| T J Elroy | Chief Operating Officer | Zaxby’s | Business |
| Mike Bell | Assistant Business Manager | IBEW Local Union 613 | Labor: Registered Apprenticeship |
| Denise Townsend | Regional Director | United Way of Greater Atlanta | Community Based |
| Ryan Milsap | Business Manager | Blackhall Studios | Business |
| Darien Moore | YouthBuild Manager | YouthBuild | Youth Serving  Organization |
| Hank Stewart |  | Hank Stewart Foundation | Youth Serving organization |
| Jacqueline Echols | Vice President, Adult Education | Georgia Piedmont Technical College | Adult Education |
| Audrey Turner | Business Manager, Office of the President | Emory University | Higher Education |
| Mark Connally | Career Center Manager | Georgia Department of Labor | State Employment  Service |
| Shioney Dunham | Rehabilitation Unit Manager | Georgia Vocational Rehabilitation Agency | Vocational Rehabilitation |
| Ray Gilley | President, Development  Authority of DeKalb | DeKalb County Economic  Development | Economic  Development |
| Mitichell Byrd | Director | Operating Engineers-Labor Organization | Labor |

**Attachment 2:** Local Negotiated Performance

|  |  |  |
| --- | --- | --- |
| **WIOA Performance Measure** | **PY18 Goal** | **PY19 Goal** |
| Adult Q2 Entered Employment | 73% | 73% |
| Adult Q4 Entered Employment | 72% | 75% |
| Adult Median Earnings | $6500 | $6565 |
| Adult Credential Rate | 74% | 75% |
| DW Q2 Entered Employment | 76% | 73% |
| DW Q4 Entered Employment | 75% | 75% |
| DW Median Earnings | $7000 | $7000 |
| DW Credential Rate | 65% | 65% |
| Youth Q2 Placement in Employment or Education | 70% | 71% |
| Youth Q4 Placement in Employment or Education | 77% | 79% |
| Youth Credential Rate | 60% | 62% |

**Attachment 3:**

|  |
| --- |
| **Comment 1** |
| **Originating Entity:** |
| **Comment:** |

|  |
| --- |
| **Comment 2** |
| **Originating Entity:** |
| **Comment:** |

|  |
| --- |
| **Comment 3** |
| **Originating Entity:** |
| **Comment:** |

|  |
| --- |
| **Comment 4** |
| **Originating Entity:** |
| **Comment:** |

DeKalb Workforce Development Board-WIOA Plan for 211111-2020

**Attachment 4:** Signature Page

The undersigned hereby agree to adhere to all applicable federal, State, and local laws, regulations, and policies in performing any duty associated with the funds made available to under the Workforce Innovation and Opportunity Act.

Name: Theresa Austin-Gibbons

Title: Local Workforce Area Director

Entity Representing:

Signature:

Name: Michael L. Thurmond

Title: Chief Local Elected Official

Entity Representing:

Signature:

Name: Sadie Dennard

Title: Local Workforce Development Board Entity Representing:

Signature:

**Appendix A:** Procurement of Contracts and Subcontracts

##### PROCUREMENT OF CONTRACTS AND SUB-CONTRACTS

**Overview**

SECTION I AUTHORITY AND RESPONSIBILITY OF PURCHASING AND CONTRACTING DEPARTMENT AND THE DIRECTOR

The Purchasing and Contracting Department shall serve DeKalb County Government by obtaining required commodities and services in accordance with Georgia law and this Policy. The Director shall, except as otherwise specified herein, be responsible for the administration of all transactions governed by the provisions of this Policy and shall serve as the principal procurement officer of the County. Unless otherwise provided, any duties and powers of the Director may be delegated by him/her to subordinate purchasing staff members and other employees. The Director shall be subject to the authority and supervision of the Executive Assistant/Chief Operating Officer and/or the Chief Executive Officer.

SECTION II PROCUREMENT PROCEDURES

The Director is authorized to establish, implement and enforce written operational procedures relating to acquisitions and dispositions subject to this Policy. Such procedures shall, to the extent consistent with applicable law and this Policy, be based upon generally accepted public purchasing principles and practices and shall become effective upon approval by the Chief Executive Officer. Additionally, these procedures may be revised, as necessary, through the same process used for their initial approval.

SECTION III DISCLAIMER OF RESPONSIBILITY FOR IMPROPER PURCHASING

The Governing Authority may disclaim responsibility and liability for any purchase, expenditure, or agreement for expenditures arising from procurements made in its name, or in the name of any governmental body under its authority, by an unauthorized person or any person acting outside this Policy or the authorization or delegation as provided in this Policy. The expense of any such disclaimed transaction may become the personal liability of the individual who acted improperly.

SECTION IV PURCHASING ADVISORY COMMITTEE (PAC)

A Purchasing Advisory Committee shall be established and comprised

of members (selected from user departments by the County’s Chief Executive Officer, Executive Assistant/Chief Operating Officer, Director

of Finance and the Director) who shall serve for two-year staggered terms. The Committee shall meet periodically (at least annually) to review purchasing procedures and make recommendations for changes; resolve problems regarding the purchasing process; place Persons on the Ineligible Source List, make recommendations for standardization of commodities, scheduled buying, qualified products list, annual contracts, vendor performance and other problems or requirements related to purchasing.

The Director shall make recommendations regarding the placement of a Person on the Ineligible Source List. Prior to the inclusion of a supplier, vendor or contractor on the Ineligible Source List, an informal hearing shall be held before the PAC on the matter. After presentation by both the Director and the supplier, vendor or contractor subject to placement on the Ineligible Source List (or their respective delegates/representatives), the PAC shall deliver its decision in the matter within 30 days of its hearing on the matter. Such decision shall include the basis therefore and, if appropriate, the length of time, not to exceed three years, that such supplier, vendor, or contractors shall remain on the Ineligible Source List.

##### Procurement Methods

SECTION I GENERAL

* 1. A supplier’s contract compliance history with DeKalb County and other contractual parties is a valid element in the decision to award a solicitation.
  2. DeKalb County stipulates that the furtherance of its strategic goals for job creation, stability and growth in the tax base, business retention, and other fiscal and economic development objectives may be considered during the procurement process. The Director is authorized to establish procurement initiatives consistent with the County’s strategic economic development objectives. These procurement practices shall be applied consistently and equitably and shall have a direct relationship to the County’s goals.

SECTION II SUMMARY OF METHODS OF PROCUREMENT

In most cases, this Policy recognizes six methods of procurement and the conditions under which each method shall be used. The Director shall make the determination of the type of procurement.

For competitive procurements, a selection committee is established, and a DeKalb Board member serves on the selection committee. The Selection Committee makes recommendation for the selected procured vendor and/or service provider based on the evaluation criteria. This recommendation is presented to the Board for vote.

1. COMPETITIVE SEALED BIDDING

In most cases the competitive sealed bid is the preferred method of procurement in the public sector and should be used whenever possible as it allows qualified, responsive bidders to compete on the basis of price. Generally, the following conditions must be met:

* 1. Clear and adequate specifications.
  2. Two or more responsible bidders are willing to participate in the process.
  3. Cost of materials, supplies, equipment, services or project is in excess of $50,000.00, and/or
  4. Revenue is in excess of $100,000.00.

Unless otherwise provided herein, formal sealed bids must be obtained for any item or service which is expected to cost or generate revenue in excess of $50,000.00 or $100,000.00 respectively, unless the competitive sealed bid process is either not applicable or is determined by the Director not to be in the best interest of the County as outlined herein. Should the DeKalb County Organizational Act be hereafter amended to increase this bidding threshold so shall the amount in this Policy be changed.

1. COMPETITIVE SEALED PROPOSAL

When use of the competitive sealed bid is either not practical or not advantageous to the County, a contract may be entered into by use of the competitive sealed proposal. Use of the proposal is dependent upon such factors as:

* 1. Whether quality, availability or capability is overriding in relation to price in procurement of technical supplies or technical or professional services.
  2. Whether the initial installation needs to be evaluated together

with subsequent maintenance and service capabilities and

what priorities should be given these requirements in the County’s best interest

* 1. Whether a fixed price or cost type contract is more advantageous.
  2. Whether the market place will respond better to a solicitation permitting not only a range of alternate proposals, but evaluation and discussion of them before making the award.
  3. Cost of equipment, services or project is in excess of

$50,000.00, and/or

* 1. Revenue is in excess of $100,000.00.

Unless otherwise provided herein, formal sealed proposals must be obtained for any item or service which is expected to cost or generate revenue in excess of $50,000.00 or $100,000 respectively and for which the competitive sealed bid process is either not applicable or is determined by the Director not to be in the best interest of the County as outlined herein. Should the DeKalb County Organizational Act be hereafter amended to increase this bidding threshold so shall the amount in this Policy be changed.

1. INFORMAL PURCHASE

The Director is authorized to establish the methods and procedures to be used in handling informal purchases not exceeding $50,000.00. Unless otherwise specifically provided, such purchases will be obtained competitively through telephone quotations or informal written solicitations. In most instances, this may be accomplished through a Purchase Order and does not require a formal, written agreement; however, the Director may, in his discretion, require that certain purchases be accomplished through formal, written agreement.

1. SOLE SOURCE PURCHASE

A sole source procurement may be used when only one supplier is able to fill requirements for the intended use. Sole source may be used for compatibility with equipment for repair purposes, or for compatibility with existing systems. Standardization may require a sole source procurement, depending upon the intended use.

Standardization, which is either established as a result of past procurement(s) or by approval of the Purchasing Advisory Committee, can be a satisfactory justification for a sole source.

All sole source purchases must be authorized by the Director. Prior to authorization, written justification must be signed by the Department Director and submitted to Purchasing and Contracting for evaluation.

1. EMERGENCY PURCHASE

An emergency exists when there is an imminent threat to the health, welfare or safety of people or property, or when there is a material loss of essential government services. The competitive process should be followed whenever possible in an emergency as long as the ability to respond to the emergency is not seriously impaired. The Director decides if a competitive process is required in any given emergency.

All emergency purchases must be authorized by the Director. Emergency purchases of $100,000.00 or greater must be ratified by official action of the Governing Authority at a future Board of Commissioners’ meeting and the reason for the emergency must be contained in the minutes of the meeting.

1. COOPERATIVE PURCHASE

The County may participate in a cooperative purchase for the acquisition of commodities, supplies and services through an authorized contract of any other governmental entity or agency whether federal, state or local, provided a competitive procurement process has been followed and the cooperative purchase is determined by the Director to be in the best interest of the County.

1. STATE OF GEORGIA AND FEDERAL CONTRACTS

Purchases exceeding $50,000.00 may be made without formal sealed solicitations provided the supplier at the time of purchase has an existing contract or schedule with the State of Georgia or federal government and such purchase is determined by the Director to be in the best interest of the County. The purchase must be made pursuant to the price, terms, and conditions of said contract and the County must receive all the benefits of such contract.

##### WorkSource DeKalb

**Workforce Innovation and Opportunity Act Grievance/Complaint Procedures and Equal Opportunity Policy**

**General Policy**

Whenever any person, organization or agency believes that the Governor, or the Governor’s designee, Workforce Innovation and Opportunity Act (WIOA) grant recipient, or other sub recipients (e.g. service providers, contractors) has engaged in conduct that violates the Workforce Innovation and Opportunity Act and has a concern regarding this violation, the problem should first be discussed informally between those involved before a grievance or complaint is filed.

The grievance or complaint process is intended to allow for a resolution of the violation at the most local level. Applicants and participants for WIOA related services through the Workforce Innovation and Opportunity Act (WIOA) Title I will be treated fairly by WorkSource DeKalb (WSD) and Georgia Department of Economic Development, Workforce Division or any of its sub recipients for funds entrusted to the agency and no applicant, participant, employee, service provider or training provider will be intimidated, threatened, coerced or discriminated against because they have made a compliant, testified, assisted or participated in any manner of an investigation, proceeding or hearing.

**Equal Opportunity Policy**

WorkSource DeKalb adheres to the following United States Law: "No individual shall be excluded from participation, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any such program because of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, gender identity), national origin, age, disability, or political affiliation or belief and against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I- financially assisted program or activity. References include WIOA Title 1, Title VI of the Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, The Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and 29 CFR §38.25.

**Complaints of Discrimination**

WorkSource DeKalb is prohibited from discriminating, under Section 188 WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38) Final Rule in the Federal Register, against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program and activities. The complainant has the right to be represented in the complaint process by an attorney or other representative.

Grievances and complaints should be filed as the participant’s right in accordance with the written procedures established by WSD in this subsection for WIOA funded program or activity whether informally or formally signed and in written form. If you think that you have been subjected to discrimination under a WIOA-funded program or activity, you may file a complaint within 120 days from the date of the alleged violation to the WIOA Equal Opportunity Officer at WorkSource DeKalb. If you elect to file your compliant with the Georgia Department of Economic Development, Workforce Division, you must wait until WorkSource DeKalb has issued a decision or until

90 calendar days have passed, whichever is sooner, before filing with the Georgia Department of Economic Development, Workforce Division.

After 60 calendar days of filing your grievance, the Georgia Department of Economic Development, Workforce Division requires WorkSource DeKalb (local WIOA area) to provide a formal decision, if the issue is not resolved informally. If you find the local hearing decision unsatisfactory, or if the local area does not respond to you in the allotted 60 days, you will have the opportunity to file a request for review by the Georgia Department of Economic Development’s Workforce Division by using the WIOA Complaint Information Form via [http://www.georgia.org/wp-](http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf) [content/uploads/2014/06/WFD-Grievance-Form- 110915.pdf.](http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf) Furthermore, the complainant or griever reserves the right to directly file their discrimination-based Complaint with the United States Department of Labor’s Civil Rights Center at: [http://www.dol.gov/oasam/programs/crc/external-enforc- complaints.htm.](http://www.dol.gov/oasam/programs/crc/external-enforc-complaints.htm)

If the complainant is dissatisfied with the resolution of his/her complaint by WorkSource DeKalb or WFD, the complainant may file a new complaint with CRC within thirty (30) days of the date on which the complainant receives the Notice of Final Action. If the State or WorkSource DeKalb fails to issue the Notice within ninety (90) days of the date on which the complaint was filed, the complainant may file a new complaint with CRC within thirty

(30) days of the expiration of the ninety (90) day period (in other words, within one hundred and twenty (120) days of the date on which the original complaint was filed). Additional information regarding grievance and complaint filling, hearing process and timeline are outlined in WorkSource DeKalb’s Policy Manual that can be requested from WorkSource DeKalb’s EEO Officer listed below.

1. Contact Local Area – **WorkSource DeKalb** for inquiry to resolution of alleged grievance or complaint Michelle Jones

Workforce Manager/Equal Opportunity Officer

WorkSource DeKalb

774 Jordan Lane, Building 4

Decatur, Georgia 30033

Email: [jmjones@dekalbcountyga.gov](mailto:sgill@dekalbcountyga.gov)

Phone: (404) 687-3909Fax: (404)687-4099

1. Contact **State WIOA EO Officer** WIOA Title I Equal Opportunity Officer Mr. David Dietrichs

Deputy Counsel

Technical College System of Georgia Office of Workforce Development

131800 Century Place NE

Atlanta, GA 30345

404-679-1370 (voice)

DDietrichs@tcsg.edu

1. If resolution is not sufficient, contact Director, Civil Rights Center (CRC),

U.S. Department of Labor

200 Constitution Ave. NW Room – N4123 Washington, DC 20210

OR

And **Regional Administrator** USDOL/Employment and Training Administration Atlanta Federal Center, Room 6M112

61 Forsyth Street, SW Atlanta, GA 30303

A complainant may file directly with the Director, Civil Rights Center at the address listed above. Or at the website: [http://www.dol.gov/oasam/programs/crc/external-enforc-complaints.htm.](http://www.dol.gov/oasam/programs/crc/external-enforc-complaints.htm)

In case of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Georgia Office of Inspector General, 1-866-435-7644 or email at [inspector.general@oig.ga.gov.](mailto:inspector.general@oig.ga.gov) There is no charge for this call. Complaint Form: [http://oig.georgia.gov/file-Complaint.](http://oig.georgia.gov/file-Complaint) This document can be translated using [www.microsofttranslator.com](http://www.microsofttranslator.com/)

Additionally, as part of DeKalb County Government’s commitment to a “Zero Tolerance” of unethical conduct in the workplace, DeKalb has implemented an EthicsPoint Hotline that is hosted/managed by a third-party provider. This service provides anonymous and confidential reporting of unethical conduct in DeKalb County. Access to the system is available 24/7 via telephone at 855-224-8216 or online at [www.co.dekalb.ethicspoint.com.](http://www.co.dekalb.ethicspoint.com/) Each report will automatically generate a unique 10-digit Report Key to allow the tracking status of reports submitted. All reports are sent electronically to the County’s Internal Auditor for review and investigation. For more information, see DeKalb County Ethics Policy.

I certify that I have received a copy of this policy and procedures.

|  |  |
| --- | --- |
| Applicant Name (signature): | Date: |
|  |  |

**WorkSource DeKalb**

**Workforce Innovation and Opportunity Act Grievance and Complaint Information Form**

**INSTRUCTIONS:** Please fill out Questions 1-5 for a general complaint. If you feel you have been discriminated against, please complete Questions 6-11. This form should be completed and submitted within one hundred twenty (120) days of the date of the alleged discriminatory act. Once you have completed the appropriate questions, please sign and date at the end of this form.

*Pursuant to section 181 of the Workforce Innovation and Opportunity Act (WIOA), WorkSource DeKalb (WSD) shall provide the complainant with an opportunity for a hearing within sixty (60) days of the complainant’s filing, if expressly requested in writing by the complainant, or in the event is not requested, WSD shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act (WIOA) were violated. In the event the complainant is dissatisfied with WSD’s decision, he or she may appeal WSD’s decision to the Georgia Department of Economic Development, Workforce Division.*

**WorkSource DeKalb (WSD)**

ATTN: Michelle Jones, Workforce Manager/Equal Opportunity Officer 774 Jordan Lane, Building 4, Decatur, GA 30033

Phone: (404) 687-3437 Fax: (404) 687-4099

Submissions should be sent to: [sgill@dekalbcountyga.gov](mailto:sgill@dekalbcountyga.gov)

1. Complainant Information:

First Name MI Last Name Home Number

Address Work Number City, State, and Zip Email Are you a WSD Employee? Yes No (circle one)

1. Respondent Information (Agency, Employee, or Employer you are making the complaint against):

Name Telephone Address City State Zip

1. What is the most convenient time and place for us to contact you about this complaint?
2. Briefly describe, as clearly as possible, your compliant. Attach additional sheets if necessary. Also, attach any written materials pertaining to your compliant.
3. Please explain the basis of the complaint.
4. Who was involved? Include witnesses, fellow employees, supervisors, or other. Provide names, addresses and telephone numbers if known.
5. Please list the location and date.
6. Were you offered services? (If applicable) Yes, No NA (circle one)

This is all that is required for a general complaint, please sign and date at the end of this form.

**FOR GRIEVANCES/ DISCRIMINATION ONLY – COMPLETE 6 THROUGH 11**

*Pursuant to 29 C.F.R 38.72, a discriminatory complaint must be filed within one hundred twenty (120) days of the alleged discriminatory act. If (1) the complainant is dissatisfied with WSD’s decision, may file a complainant with the Technical College System of Georgia (TCSG), Office of Workforce Development (OWD). Upon receiving a notice of final action from TCSG, OWD, should the complainant still not satisfied, may file a complaint with the Director of the United States Department of Labor’s Civil Rights Center within thirty (30) days of receiving the Written Notice of Final Action. (38.79 and 38.80)*

1. Do you feel you have been discriminated against? Yes No (Circle one)
2. On what date (s) did the alleged discriminatory action occur?
3. Check all grounds of discrimination that apply and specify the characteristic

|  |  |
| --- | --- |
| Race | Color |
| Religion | National Origin |
| Sex [ ] Male [ ] Female | Age |
| Disability | Sexual Harassment |
| Citizenship | Political Affiliation |
| Reprisal/Retaliation | Other |

1. Explain briefly how you were treated differently. Attach any written material pertaining to your case.
2. Do you have an attorney or other representative for this compliant? Yes No (Circle one) If yes, please provide name, address and phone:

Attorney Name Address Telephone

1. If you have filed a case or complaint with any other government agency or non-federal entity, please list below: Agency Date Filed Case or Docket Number Date of Trial or Hearing Location of agency or court Name of Investigator Status of Case Comments

*I certify that the information furnished above is true and accurately stated to the best of my knowledge. I authorize the disclosure of this information to enforcement agencies for the proper investigation of my complaint. I understand that my identity will be kept confidential to the maximum extent possible consistent with applicable law and a fair determination of my complaint.*

Complainant Signature Date