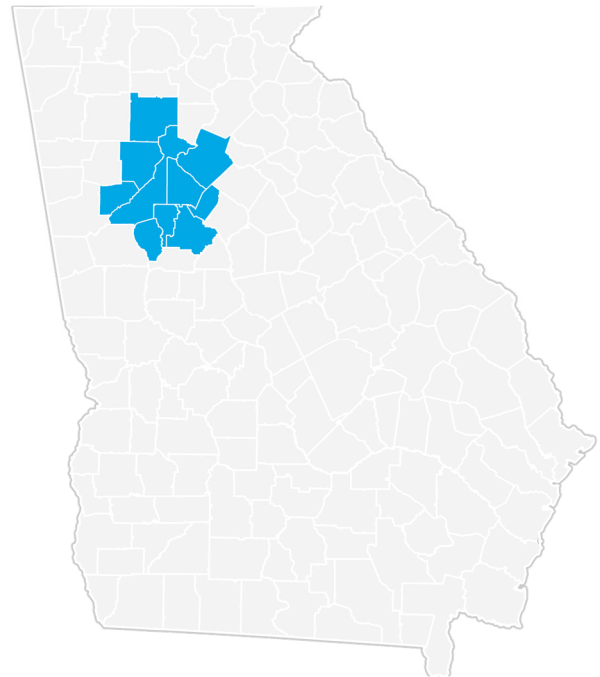


Metro Atlanta Region Workforce Plan

Workforce Innovation and Opportunity Act
2016 to 2020

The Metro Atlanta Region is defined as the following Workforce Areas: City of Atlanta, Area 3; Cobb County, Area 4; DeKalb County, Area 5; Fulton County, Area 6; and Atlanta Regional, Area 7



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- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments and Survey
- 4 – Signature Page

Regional Plan Appendices:

- 1 – Map of Georgia Region 3 Local Workforce Development Areas
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Strategic Elements, Governance and Structure

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

As depicted in the map included as **Appendix 1**, the Georgia Region 3: Metro Atlanta Region is comprised of the following Local Workforce Development Areas:

- City of Atlanta, Area 3
- Cobb County, Area 4
- DeKalb County, Area 5
- Fulton County, Area 6
- Atlanta Regional, Area 7

These five local boards have each prepared Local Workforce Innovation and Opportunity Act (WIOA) Plans that fully support and complement the material and data included in this Regional WIOA Plan. As such, the specific information for each board's fiscal agent is found in its Local WIOA Plan.

- 2. 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.**
 - a. 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. In 2015, the Metro Atlanta Region was home to nearly 2.3 million jobs. Overall, employment has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this five-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This growth rate outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9% and 1.6%, respectively.

The largest industries in 2015 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.

Regional In-Demand Industries. The three targeted in-demand industries were selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. They are as follows:

- Healthcare

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- Information Technology
- Transportation and Logistics

While these three in-demand industries were selected as the targets for the Metro Atlanta Region, some of the local boards have identified additional industries to focus on within their specific areas. These are described in each of the Local WIOA Plans that supplement and complement this Regional Plan.

Healthcare

Healthcare represents a range of sectors, including offices of physicians, hospitals, home health services, and nursing homes. It accounts for 202,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing nearly 70,000 jobs in 2015. Offices of Physicians (except Mental Health Specialists) is another major sector, accounting for over 42,000 jobs. ¹

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
621111	Offices of Physicians (except Mental Health Specialists)	42,133	21%	1.1	\$79,949
621210	Offices of Dentists	14,231	7%	1.0	\$52,720
621610	Home Health Care Services	12,763	6%	0.6	\$33,441
622110	General Medical and Surgical Hospitals	69,626	34%	0.8	\$57,500
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,213	6%	0.5	\$30,783

Source: JobsEQ 2015Q4

Employment in the Healthcare industry continued to grow during the recession, dramatically outpacing overall employment growth in the region over the same period. Since 2010, the industry has added 29,600 jobs, expanding employment by 17%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 8,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 35%, or nearly 3,300 jobs. The Healthcare industry sectors that have added the most jobs over the past five years are summarized in table found on the following page.

¹ Please note, the acronym NAICS as used in all tables represents the North American Industry Classification System.

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Historic Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
621111	Offices of Physicians (except Mental Health Specialists)	34,221	42,133	7,912	23%
621210	Offices of Dentists	12,657	14,231	1,574	12%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,772	4,290	1,518	55%
621610	Home Health Care Services	9,468	12,763	3,295	35%
622110	General Medical and Surgical Hospitals	61,600	69,626	8,026	13%
623312	Assisted Living Facilities for the Elderly	2,554	4,232	1,678	66%
Total - Healthcare Industry		172,406	202,008	29,602	17%

Source: JobsEQ 2015Q4

Employment in the Healthcare industry is expected to continue to grow rapidly, expanding employment by 25%, or over 50,000 new jobs. Annually, the industry is expected to have 18,700 job openings in the region, due to both new demand and replacement demand. Unlike many industries, new demand (jobs created from employment growth) account for more than half of these openings. General and Medical Surgical Hospitals are projected to drive employment growth in the industry, adding over 4,000 jobs and 3,800 jobs, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next five years are summarized in the following table.

Projected Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
621111	Offices of Physicians (except Mental Health Specialists)	10,164	24%	3,841	53%	47%
621210	Offices of Dentists	3,016	21%	1,235	49%	51%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,604	61%	733	71%	29%
621399	Offices of All Other Miscellaneous Health Practitioners	2,506	61%	704	71%	29%
621610	Home Health Care Services	8,051	63%	2,109	76%	24%
622110	General Medical and Surgical Hospitals	6,703	10%	4,075	33%	67%
623312	Assisted Living Facilities for the Elderly	2,156	51%	635	68%	32%
Total - Healthcare Industry		50,712	25%	18,708	54%	46%

Source: JobsEQ 2015Q4

Information Technology

The Information Technology industry is another major employer in the Metro Atlanta Region, accounting for over 96,000 jobs. It is composed of businesses ranging from data centers to software designers and consultants. The largest sectors are Wired Telecommunications Carriers, Custom Computer Programming Services, and Computer

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Systems Design Services. Each accounts for approximately 20,000 - 23,700 jobs.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
511210	Software Publishers	11,761	12%	2.3	\$118,946
517110	Wired Telecommunications Carriers	23,744	25%	2.6	\$92,480
541511	Custom Computer Programming Services	22,621	24%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	22%	1.5	\$100,807

Source: JobsEQ 2015Q4

Between 2010 and 2015, the Information Technology industry added over 13,000 jobs, expanding employment by 16%. This growth was driven by the Computer Systems Design Services and Custom Computer Programming Services sectors, which added 5,700 jobs and 5,000 jobs, respectively. The Information Technology industry sectors that have added the most jobs over the past five years are summarized in the following table.

Historic Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
511210	Software Publishers	9,703	11,761	2,058	21%
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
Total - Information Technology Industry		83,041	96,250	13,209	16%

Source: JobsEQ 2015Q4

Growth in Information Technology is expected to continue over the next five years. The industry is expected to add over 14,500 jobs, expanding employment by 15%. Growth is primarily driven by the Custom Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the Information Technology industry is expected to have over 7,300 job openings. The employment demand will largely be driven by replacement demand, which accounts for 61% of annual employment demand.

Projected Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
511210	Software Publishers	3,422	29%	1,157	59%	41%
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
Total - Information Technology Industry		14,516	15%	7,353	39%	61%

Source: JobsEQ 2015Q4

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Transportation and Logistics

The Transportation and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the Metro Atlanta Region, it represents nearly 132,000 jobs. As shown in the following table, the largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking.

Transportation & Logistics Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
481111	Scheduled Passenger Air Transportation	37,634	29%	6.1	\$83,114
484121	General Freight Trucking, Long-Distance, Truckload	12,982	10%	1.5	\$51,900
484122	General Freight Trucking, Long-Distance, Less Than Truckload	9,506	7%	2.4	\$52,648
485111	Mixed Mode Transit Systems	4,428	3%	2.4	\$72,048
488510	Freight Transportation Arrangement	7,106	5%	2.1	\$55,864
492110	Couriers and Express Delivery Services	15,722	12%	1.8	\$58,929
493110	General Warehousing and Storage	14,467	11%	1.3	\$41,742

Source: JobsEQ 2015Q4

Transportation and Logistics has expanded over the past five years, adding over 16,300 jobs, expanding employment by 14%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. Long distance trucking and support activities have grown the most rapidly, with the Other Support Activities for Road Transportation expanding by over 300%. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

Historic Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
481111	Scheduled Passenger Air Transportation	36,342	37,634	1,292	4%
484121	General Freight Trucking, Long-Distance, Truckload	10,800	12,982	2,182	20%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	7,300	9,506	2,206	30%
488490	Other Support Activities for Road Transportation	449	1,812	1,363	304%
488510	Freight Transportation Arrangement	5,435	7,106	1,671	31%
492110	Couriers and Express Delivery Services	14,079	15,722	1,643	12%
493110	General Warehousing and Storage	12,924	14,467	1,543	12%
Total - Transportation & Logistics Industry		115,486	131,850	16,364	14%

Source: JobsEQ 2015Q4

Growth in the industry is projected to continue, but at a lower rate over the next five years. Specifically, Transportation and Logistics in the Metro Atlanta Region is expected to add

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5,700 jobs, expanding employment by 4%. The sectors that demonstrated strong growth over the past five years are expected to continue on the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next five years are summarized in the following table.

Projected Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	729	2%	2,268	6%	94%
484121	General Freight Trucking, Long-Distance, Truckload	716	6%	651	22%	78%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	518	5%	476	22%	78%
488510	Freight Transportation Arrangement	831	12%	515	32%	68%
493110	General Warehousing and Storage	1,125	8%	987	23%	77%
Total - Transportation & Logistics Industry		5,774	4%	7,746	15%	85%

Source: JobsEQ 2015Q4

Occupational Analysis. Over the next five years, the Metro Atlanta Region is projected to add over 112,000 jobs. In addition to these openings created by new jobs, nearly 60,000 are expected due to replacement needs (retirements and other turnover). Projected employment trends by industry are summarized in the following table.

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Projected Change in Employment, 2 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	17	1%	64	5%	95%
21	Mining, Quarrying, and Oil and Gas Extraction	17	3%	16	21%	79%
22	Utilities	-262	-3%	204	0%	100%
23	Construction	8,743	8%	3,954	44%	56%
31	Manufacturing	-2,348	-2%	2,535	0%	100%
42	Wholesale Trade	5,755	5%	3,957	29%	71%
44	Retail Trade	8,966	4%	9,357	19%	81%
48	Transportation and Warehousing	1,858	1%	4,097	9%	91%
51	Information	1,121	1%	2,155	10%	90%
52	Finance and Insurance	5,067	5%	3,505	29%	71%
53	Real Estate and Rental and Leasing	1,759	4%	1,424	25%	75%
54	Professional, Scientific, and Technical Services	15,842	8%	7,432	43%	57%
55	Management of Companies and Enterprises	1,693	3%	1,409	24%	76%
56	Administrative and Support and Waste Management and Remediation Services	12,072	6%	6,874	35%	65%
61	Educational Services	8,065	5%	5,266	31%	69%
62	Health Care and Social Assistance	26,486	11%	10,216	52%	48%
71	Arts, Entertainment, and Recreation	1,764	5%	1,421	25%	75%
72	Accommodation and Food Services	8,664	4%	9,039	19%	81%
81	Other Services (except Public Administration)	4,324	4%	3,499	25%	75%
92	Public Administration	1,152	1%	2,632	9%	91%
99	Unclassified	466	5%	323	29%	71%
Total - All Industries		112,319	5%	79,152	28%	72%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Source: JobsEQ 2015Q4

With respect to occupations within these industries, those with the highest projected annual employment demand are presented in the table below. Please note, while the occupations in this table have a high demand for new workers, many offer low wages.

Projected Change in Employment, 5 Digit SOC - Atlanta Region (40 Occupations with Greatest Annual Demand)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
41-2031	Retail Salespersons	7,425	10%	3,548	42%	58%
41-2011	Cashiers	2,280	5%	2,401	19%	81%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	5,433	11%	2,286	48%	52%
35-3031	Waiters and Waitresses	2,232	5%	2,270	20%	80%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,240	9%	1,998	42%	58%
43-4051	Customer Service Representatives	5,006	11%	1,769	57%	43%
29-1141	Registered Nurses	6,694	19%	1,522	88%	12%
43-9061	Office Clerks, General	3,132	7%	1,386	45%	55%
11-1021	General and Operations Managers	3,705	11%	1,306	57%	43%
43-5081	Stock Clerks and Order Fillers	2,496	8%	1,300	38%	62%

Source: JobsEQ 2015Q4

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The table below presents the occupations having the highest average annual employment demand along with an average annual wage of at least \$44,600. (This is the living wage for a one-adult/one-child household in the Atlanta MSA, as determined by MIT’s living wage calculator.) As shown, these jobs are generally management and supervisory positions in the office or manufacturing industry, healthcare occupations, professional occupations, information technology occupations, and skilled trades.

Projected Change in Employment, 5 Digit SOC - Atlanta Region (Occupations Paying a Living Wage)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
29-1141	Registered Nurses	6,694	19%	1,522	44%	56%
11-1021	General and Operations Managers	3,705	11%	1,306	28%	72%
13-2011	Accountants and Auditors	4,518	17%	1,259	36%	64%
11-9199	Managers, All Other	2,023	12%	1,255	16%	84%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,197	11%	907	35%	65%
15-1132	Software Developers, Applications	3,875	24%	660	59%	41%
41-3099	Sales Representatives, Services, All Other	1,806	10%	654	28%	72%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,619	11%	640	41%	59%
25-2021	Elementary School Teachers, Except Special Education	1,935	10%	611	32%	68%
13-1111	Management Analysts	2,747	19%	550	50%	50%

Source: JobsEQ 2015Q4

Employer demand for certain occupations can also be assessed by analyzing on-line job postings. In the Metro Atlanta Region, over 30,000 job advertisements were posted on-line in search of Software Developers. Other top occupations were related to the Healthcare, Information Technology, Business Services, and Transportation industries.

The top 15 occupations by the number of job advertisements posted in 2015 are presented in the following table.

Region 3: Metro Atlanta Region – WIOA Plan for 2016-2020

Top Occupations by Number of Job Postings in 2015 - Atlanta Region

O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	30,452
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	23,347
29-1141.00	Registered Nurses	19,644
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	17,945
41-2031.00	Retail Salespersons	14,627
11-9199.00	Managers, All Other	12,884
13-1111.00	Management Analysts	10,161
43-4051.00	Customer Service Representatives	8,902
41-1011.00	First-Line Supervisors of Retail Sales Workers	8,661
15-1199.02	Computer Systems Engineers/Architects	8,252
15-1121.00	Computer Systems Analysts	7,120
13-1071.00	Human Resources Specialists	6,902
15-1199.09	Information Technology Project Managers	6,855
11-2022.00	Sales Managers	6,809
15-1134.00	Web Developers	6,603

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

b. 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.

Through an analysis of 2015 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication, Problem Solving, and Teamwork. Several “hard skills” are also frequently cited, including Microsoft Excel, Microsoft Office, and Computer Skills. The 15 most frequently requested skills are listed in the table on the following page.

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Top Skills by 2015 Job Postings - Atl. Region

Skills	Job Postings
Communication Skills	147,907
Writing	93,484
Customer Service	69,591
Microsoft Excel	64,668
Problem Solving	62,778
Organizational Skills	58,456
Planning	57,783
Team Work/ Collaboration	53,901
Microsoft Office	51,805
Project Management	46,811
Detail-Oriented	45,603
Research	44,112
Building Effective Relationships	39,915
Computer Skills	39,484
Physical Demand	36,941

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

Additionally, this assessment of 2015 job postings data reveals the credentials most frequently requested by employers. The most requested credentials in the Metro Atlanta Region largely reflect the three targeted industries in region: Healthcare, Information Technology, and Transportation and Logistics. They include certifications such as Registered Nurse, Cisco Certified Network Associate, and Certified Driver’s License. The top 10 certifications requested by employers in the region is summarized in the table below.

Top Certifications by 2015 Job Postings - Atl. Region

Certifications	Job Postings
Registered Nurse	18,864
CDL Class A	10,092
Certified Public Accountant	7,508
Project Management Certification (e.g. PMP)	6,139
First Aid CPR AED	5,913
Basic Cardiac Life Support Certification	4,326
Commercial Drivers License	4,290
Certified Information Systems Security Prof. (CISSP)	3,252
CISCO Certified Network Associate	2,179
Certified Information Systems Auditor (CISA)	2,174

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

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- c. 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.

According to Chmura’s JobsEQ, the population of the Metro Atlanta Region in 2014 was 4.375 million. Between 2004 and 2014, it grew at an average annual rate of 1.8% which outpaced the population growth in the state and nation.

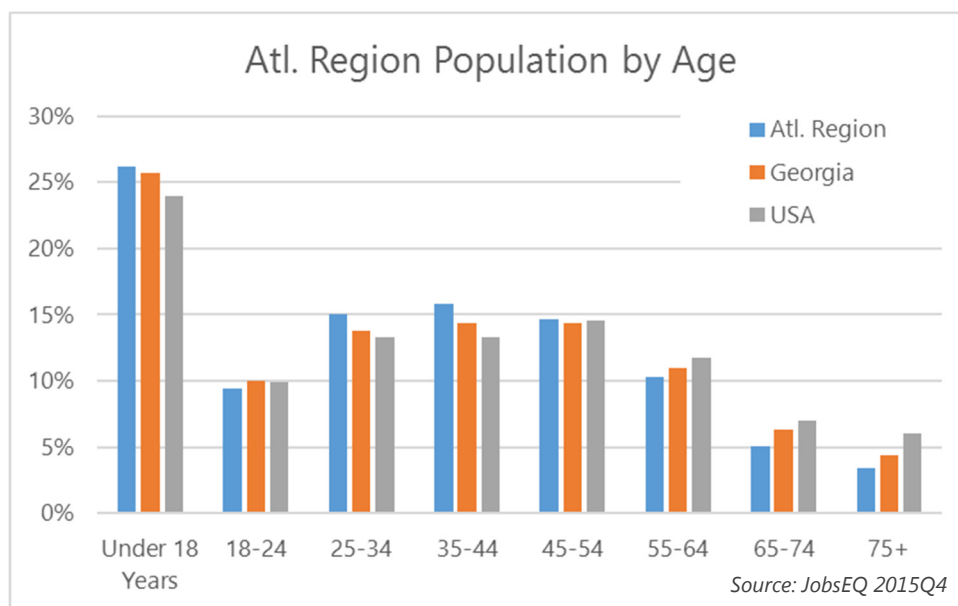
The region has a civilian labor force of 2.25 million people, representing a labor force participation rate of 68.7%. This rate exceeds the participation rates of 62.6% and 63.5% in the state and nation, respectively.

Demographics Overview - Atl. Region

	Atl. Region	GA	USA
Population	4,375,973	10,097,343	318,857,056
Population Avg. Annual Growth	1.8%	1.4%	0.9%
Median Age	34.6	35.3	37.2
Labor Force	2,250,402	4,819,365	157,940,014
Labor Force Participation	68.70%	62.60%	63.50%
Median Household Income	\$57,846	\$49,342	\$53,482

Source: JobsEQ 2015Q4

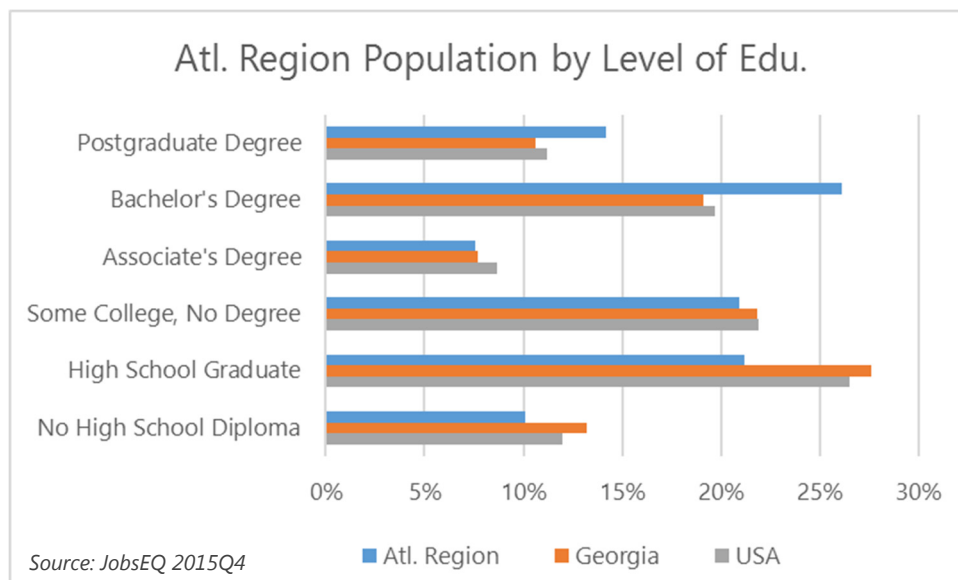
The distribution of the Metro Atlanta Region’s population by age largely mirrors that of the state and nation. It is slightly more concentrated in younger age cohorts, including 25 to 34 year olds and 35 to 44 years olds. Correspondingly, the region’s population is less concentrated in older age cohorts.



The Metro Atlanta Region’s workforce is also highly educated, with 40% having a

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Bachelor’s degree or higher, compared to just 30% of the state and nation. Correspondingly, as compared to Georgia and the US, it has a smaller proportion of individuals who possess only a high school diploma or less. The region also has a slightly smaller proportion of the population with an Associate’s degree.



The Metro Atlanta Region has a large population of Veterans, individuals living below the poverty line, and individuals with disabilities. Approximately 8% of the population (aged 18 and older) are Veterans. Of those, 7% lived below the poverty line in the past 12 months and 21% are individuals with disabilities. As shown on the table on the following page, approximately 11% of the population are individuals with disabilities and 13% live below the poverty line.

Targeted Populations Overview - Atl. Region

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	3,153,908	n/a	249,255	8%
Below Poverty Line in Past 12 Months	417,553	13%	17,494	7%
With Disabilities	344,035	11%	51,955	21%

Source: American Community Survey

The Aspen Institute’s Opportunity Index tracks “disconnected youth” in communities across the country. (The Opportunity Index defines “disconnected youth” as individuals aged 16 to 24 who are neither working nor in school.) These individuals are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. As shown in the table on the following page, the number of disconnected youth in the Metro Atlanta Region has grown from just under 70,000 to nearly 80,000.

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Disconnected Youth - Atl. Region

	2011	2015
Population Aged 16-24	495,101	518,090
Disconnected Youth*	69,415	79,975
% of Youth Disconnected	14.0%	15.4%

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

- d. 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 Supply-Demand Analysis, the Metro Atlanta Region is home to 13 public higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. In the 2013-2014 academic year, there were 52,700 higher educational degrees awarded. Over 20,600 were for Bachelor's degrees, 14,300 were for certificates, and 6,400 were for Associate's degrees, while the remainder were for Master's and Doctorate degrees.

Of the 52,700 academic awards in 2013-2014, over 10,100 were related to Business Management and Marketing. Health-related programs were the second most popular, with nearly 8,500 awards.

The Supply-Demand Assessment also analyzed the number of awards by degree level and compared them to the number of job postings in related occupations. According to this analysis, the Healthcare professions are awarding too many certificates relative to the number of job openings requires certificates of applicants. The Business Management and Marketing and Transportation and Material Moving programs have too few certificates being awarded in the region, relative to the number of job postings requiring those certifications.

At the Associate's degree level, the region has a large gap between the number of degrees related to Healthcare profession and the number of job openings. In 2015, there were over 16,000 job postings for Healthcare professions, while only 5,000 Associate's degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied.

Finally, at the Bachelor's degree level, nearly 10,000 degrees related to Business Management and Marketing Occupations were awarded, while there were nearly 30,000 job postings marketing openings in this occupations. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.

- e. 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**

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self-sufficiency.

Each local board's strategic vision and goals are identified in their individual Local WIOA Plans.

As described in the response to **Strategic Elements, Governance and Structure 4.a. below**, the five local boards are in the initial stages of identifying the region-wide strategic vision and goals for preparing an educated and skilled workforce, as well as the related performance accountability measures, for the Metro Atlanta Region. At this time, following vision and goals are being considered for adoption.

Region 3 Vision:

The Vision of WorkSource Metro Atlanta is to implement a workforce deliver system within the region and among the five local workforce areas to help individuals find good jobs and stay employed, as well as improve employer prospects for success in the global marketplace. We will operate a public workforce system with a comprehensive, integrated, and streamlined approach to provide pathways to prosperity for those it serves and to continuously improve the quality and performance of its services.

Region 3 Goals:

- One-Stops are recognized as a valuable community resource and are known for high quality, comprehensive services for customers.
- The core programs and One-Stop Partners provide seamless, integrated customer service.
- Program performance, labor market, and related data drive policy and strategic decisions and inform customer choice.
- Youth programs reconnect out-of-school youth (OSY) to education and jobs.
- Job seekers access quality career services either online or in person through a “common front door” that connects them to the right services.
- One-Stops facilitate access to high quality, innovative education and training.
- Services to businesses are robust and effective, meeting businesses' workforce needs across the business lifecycle.

f. 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.

The local boards are in the initial stages of identifying their strategies to coordinate core programs and align resources at the regional level. The approaches that are being considered are described in the response to **Strategic Elements, Governance and Structure 4.a. below**.

Additionally, each local board has detailed its specific strategy for coordination of core programs and resources in its Local WIOA Plan.

3. 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.

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

Each local area has its own business outreach and employer engagement approach. These are detailed in the Local WIOA Plans.

As part of regionalization efforts, the five local boards will be exploring how they can coordinate their individual activities, including conducting regional business forums, summits, and roundtables for the targeted sectors. Priority efforts will be made to coordinate a regional approach to business engagement related to the three regional targeted industries.

As a first major step towards regionalizing employer engagement and business services strategies, the Metro Atlanta Region Workforce Boards have adopted shared three shared priority sectors: healthcare, information technology, and transportation and logistics. In addition, several other sectors are also shared by two or more workforce boards, including construction and manufacturing. In addition to shared priority sectors, the Workforce Boards are now developing lists of in-demand occupations regionally. This list will be developed annually and reviewed by the Boards so that services to these in-demand occupations can be better coordinated.

The Workforce Boards are now identifying initiatives, training programs, and strategies that can be elevated from the local level to the regional level. Several successful initiatives have been planned and implemented at the local level, serving as an important pilot for potential regional initiatives. Local initiatives that could be expanded include CHAMP, a training initiative implemented in partnership with Atlanta CareerRise, which focused on training nurses at hospitals in DeKalb County to help them access higher level nursing positions and open up their former positions to new workers. This strategy was considered a major success by employers in the region. Additionally, as Atlanta's TechHire initiative is implemented, there will be many opportunities for workforce boards across the region to participate by recruiting employers, recruiting potential workers and students, and developing programs and initiatives.

In addition to developing new initiatives, the Metro Atlanta Workforce Boards continue to focus on developing, maintaining, and improving collaboration with partners as an essential component of its sector strategy. Key partners for employer engagement, strategy development, and intelligence gathering include (but are not limited to):

- Atlanta CareerRise
- Local and regional chambers of commerce
- Local and regional economic development organizations
- Employer and industry groups
- Society of Human Resource Management (SHRM)
- Local community colleges and universities and other education providers
- Georgia Department of Labor
- Small Business Development Centers

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Additionally, the Boards must leverage the expertise of partners to develop solutions for employers that need assistance hiring, retaining, and training workers. Key partners for developing training initiatives to support employers include (but are not limited to):

- Technical colleges and K-12 education
- Community colleges and universities
- Adult education programs
- Unions
- Industry groups
- Private educational institutions

Finally, the Metro Atlanta Workforce Boards recognize that developing training programs and engaging employers do not remove the challenges facing employers and job seekers. As new initiatives and programs are developed, the Boards will seek to partner with social service providers and organizations serving groups with barrier to employment to recruit job seekers who are most in need. Additionally, these organizations are essential to providing the supportive services that help job seekers complete programs and transition to full-time employment when they may otherwise face barriers.

- b. **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.**

As detailed in the local WIOA Plans, each local area possesses its own business services personnel and menu of business services. On an informal basis, the local business services staff members communicate with one another about regional employer needs and opportunities, and may also conduct coordinated mass recruiting services; however, there is no formalized approach.

Therefore, as part of regionalization efforts, the local areas will be exploring how they can better coordinate business services to improve services to employers, increase economies of scale for local area operations, and eliminate duplicative efforts.

The Metro Atlanta Workforce Boards recognize that the workforce system is complex, with many partners contributing essential services to employers and job seekers. An essential role of the Boards is as a facilitator, bringing together employers and other partners to identify needs and challenges and develop a coordinated response that leverages that resources of multiple partners.

Feedback from partners, including employers, was essential to developing this plan and its strategies, as well as to the regular operation of the Workforce Boards, both at the local and regional level. The Boards hosted an employer focus group to receive feedback from employer as well as a focus group for economic development and chamber representatives, who have close ties to the business community and are able to

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communicate their challenges. Both of these groups emphasized the need for more collaboration regionally, streamlining processes and paperwork, coordinating employer engagement to minimize the number of organizations meeting with an individual employer while maximizing the information shared among partners for these meetings, and developing specific, tailored programs to meet the training needs of employers.

In addition to the strategies and partnerships described in Section 3.A, the Boards have begun implementing an improved communications strategy focused on business services. The local directors meet at least quarterly to discuss new and ongoing business services strategies and identify opportunities to collaborate and share expertise and past experience. In addition, the Boards are developing a regional business services committee that includes a business service representative from each local area. This committee will catalogue the business services operations of each local area, identify overlapping strategies and any duplication of services, and develop recommendations as to how business services can be improved and streamlined across the region. Recommendations may include a customer relationship management system, consolidating required paperwork to become more uniform across the region, and improving the ability to recruit and refer job seekers to various local initiatives.

Services provided to employers varies by local area and can be found in each area's plan.

c. 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.

Each local area has its own approach for coordinating local economic development activities. These are discussed in the Local WIOA Plans. On a regional level, there are a variety of programs and partners engaged in workforce and economic development activities.

Metro Atlanta Workforce Board Directors both serve on the boards of chambers and economic development organizations and invite those representatives to serve on their boards and provide feedback to the workforce system. Key economic development partners include:

- The Metro Atlanta Chamber of Commerce
- Local chambers of commerce and economic development organizations
- Industry and employer trade groups

As discussed in Section 3.B, economic development and chamber representatives provided feedback for the plan during a dedicated focus group. In addition, many responded to a survey about the needs of employers they represent and the services they would like to see workforce boards providing.

On a regional level, a key economic development partner is the Metro Atlanta Chamber of Commerce (MAC). MAC hosts a “Workforce Council” that meets regularly and engages in activities to support workforce needs for regional businesses. Local Workforce Development Area Directors are represented on this council and regularly participate in

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the Council and subcommittee meetings.

The Regional Economic Competitiveness Strategy is prepared by the Atlanta Regional Commission, functioning as the Atlanta Economic Development District. This document serves as the Comprehensive Economic Development Strategy (CEDS) for the 10-county region, which also aligns with Workforce Region 3. The CEDS is intended to serve as a roadmap for Metro Atlanta on issues affecting regional competitiveness, and reflects the economic development objectives and initiatives of local governments throughout the region. LWDA staff participated in the development of this strategy, and continually participates in implementation activities, particularly related to two on-going committees: Prosperous Business and Educated Workforce.

The Aerotropolis Atlanta Workforce Collective is an example of a sub-regional approach to coordinate economic development and workforce issues. It envisions creating an integrated workforce development plan to better prepare residents for career opportunities and support the businesses 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 has lower than average employment and household income numbers. The Aerotropolis Atlanta Workforce Collective will help ensure that local talent is prepared to fill local jobs.

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

As detailed in the Local WIOA Plans, each area has its own approach for strengthening linkages between the One-Stop system and Unemployment Insurance (UI) program. At a regional level, it is evident the workforce system is delivered in a disjointed approach, as depicted on the map in **Appendix 2**. As addressed in the next section, there are several regional strategies to be considered that will improve upon the One-Stop delivery system and coordinate with UI programs.

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

a. 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 regionalization, as well as the possibility of implementing cooperative service delivery agreements.

- Conducting regional business engagement activities, such as summits, forums, and

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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
- 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

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

As part of the regionalization efforts described above, workforce representatives from the local boards will be exploring ways to effectively and efficiently coordinate administrative costs. Some examples include the possibility of issuing common procurements, making bulk purchases together, sharing monitoring responsibilities, and cooperatively pursuing grants and alternative funding sources.

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

a. Describe the partners that are participating in the sector strategy development.

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As discussed in the response to **Strategic Elements, Governance and Structure 2.a-f above**, the Metro Atlanta Region identified Healthcare, Information Technology, and Transportation 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 LWDA's 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 and Logistics – Atlanta Regional

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

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

The local boards understand and appreciate the synergies that are achieved when they come together and pool and align their resources along with others in the community. Therefore, they are actively participating in the Atlanta CareerRise regional collaborative that is bringing together local funding sources around a shared strategic vision for workforce development, including:

- Addressing the needs of both employers and workers
- Convening a broad range of partners with common workforce goals
- Developing and supporting demand-driven partnerships
- Identifying and disseminating best practices that improve results
- Helping low-wage individuals complete training and secure jobs with family-sustaining wages and long-term career pathways

Moving forward, the local boards will continue to participate in these regional workforce initiatives, including funding and/or conducting demonstration projects, providing labor market information, assisting with job placement, and convening stakeholders to further refine and implement the specific sector strategies discussed below.

Healthcare. CHAMP (Career Healthcare Atlanta Mobility Project) is the initiative for the healthcare industry. It has identified occupations that can be accessed with either an educational credential or an associate's degree, providing easy entry into the sector.

CHAMP has partnered with ten Atlanta-area hospitals to provide training for incumbent workers to move up the career ladder, so that new job seekers may move into the

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healthcare field. It analyzes the hospitals' workforce needs along with the aspiration of their current employees to create programs and services that meet the needs of both. Typically, the incumbent worker training includes School at Work™ support, coaching, needs assessment, and on-site occupational skills training.

Through CHAMP, the region is also recruiting job seekers to participate in occupational skills training to secure employment in the entry-level jobs vacated by the incumbent workers. Overall, it is creating pathways for individuals to enter the healthcare sector and then advance further into higher-skilled occupations.

CHAMP has achieved the following results:

- Served over 500 individuals
- Enrolled over 300 job seekers and incumbent employees in training and education
- Provided 357 Industry-recognized credentials
- Placed more than 120 job seekers at average wage of \$12.61 per hour
- Currently working with 50 employers and 30 service partners

Information Technology. Many of the region's electronics manufacturers have indicated a need for workers with credentials for working on warranted devices used in automotive, aviation, and/or medical applications. As a result, the local boards are collaborating to fill these needs through Atlanta CareerRise's Electronics Workforce Alliance (EWA) that targets the information technology sector.

Using WIOA and other funding, unemployed and under-employed individuals are enrolled into a four-week training program that is led by Cardinal Training and Goodwill of North Georgia. Trainees receive instruction in a specialized electronics curriculum along with job readiness and employability skills training. Upon graduation, they receive certificates and credentials that are recognized and valued by area employers. In fact, many EWA graduates receive multiple certifications, increasing the likelihood of higher wages at placement and improved career advancement opportunities.

Current EWA outcomes include:

- Achieved 96% completion rate
- Placed 86% of trainees
- Attained an average placement wage of \$14 per hour for new workers
- Enabled a \$3.85 per hour increase for incumbent workers

Transportation and Logistics. The region's Logistics Workforce Partnership was created in 2014, primarily for employers in airport-based logistics, distribution, and transportation. Along with businesses, it includes training providers, community-based organizations, economic development organizations, and workforce boards. Its goal is to establish a pipeline of qualified workers to fill the need for growth in this sector.

As the Metro Atlanta Region has come together to identify workforce needs and job opportunities, the Logistics Workforce Partnership has identified two segments to serve under demonstration projects: Entry-Level International Trade and Warehouse /

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Distribution.

The Entry-Level International Trade demonstration project seeks fill job openings that have been created due to high turnover. It will train four cohorts of 10-15 individuals to become customs brokers and import administrators. The target wage is \$13 per hour.

The Warehouse Distribution demonstration project will train another four cohorts of 10-15 individuals to become certified logistics technicians earning wages of \$13 per hour. Of key importance, these entry-level positions will provide good employment opportunities for job seekers who have significant barriers to employment, including criminal backgrounds. The project will also fill the large number of job openings at the warehouse/distribution firms in the airport area.

The Logistics Workforce Partnership has achieved the following results to-date:

- Established a 9-day curriculum for data entry clerks to transition to import administrators
- Arranged for import administrator graduates to immediately sit for the Certified Customs Specialist Certification through National Customs Brokers and Forwarders Association of American Educational Institute
- Created a 3-week intensive Warehousing and Distribution Certificate Program for individuals to earn the Certified Logistics Associate and Certified Logistics Technicians credentials
- Trained and certified 75 customers as Certified Logistics Associates or Certified Logistics Technicians.

Additionally, as described in Section 3.c., the Aerotropolis Atlanta Workforce Collective is another example of a collaborative, regional approach to support the Transportation and Logistics industry. The Collective is endeavoring to better prepare residents near the Hartsfield-Jackson Atlanta International Airport for career opportunities and support the businesses in and around the airport.

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

A variety of research approaches were used in identifying the industries for the regional sector strategies, including but not limited to the following:

- A substantial amount of data was reviewed including data from Burning Glass, JobsEQ, and BLS. Some of this data was summarized earlier in this document.
- The Governor's High Demand Career Initiative was considered, with particular emphasis on the industry sector reports.
- The current CEDS for the Atlanta region was referenced. It highlighted the following hubs as targeted sectors for the region:
 - **Knowledge Hub.** This hub includes the targeted industry sector of Information Technology, along with Telecommunications; Corporate and Regional Headquarters; Professional Services; and Corporate and Customer Support Operations.

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- **Logistics Hub.** In addition to the targeted industry sector of Transportation and Logistics, this hub includes Supply Chain Management; Transportation Services; Warehousing and Storage; and Wholesale Trade.
- **Production Hub.** The Production Hub relates primarily to advanced manufacturing sectors, including Paper, Plastics, and Chemicals; Transportation Equipment; Metal and Metal Products; and Computer, Electronic, and Electrical Equipment. Interestingly, it also includes the Bioscience and Medical Technologies sectors which cross into the Healthcare industry sector.
- A regional scan of current sectors targeted by Chambers of Commerce and Economic Development Authorities in the 10-county region was conducted. This scan assessed 36 organizations and found the highest referenced sectors:
 - Logistics and Distribution (25)
 - Healthcare and Bioscience (20)
 - Manufacturing (17)
 - Information Technology (17)
 - Corporate and Regional Headquarters (17)
 - Professional and Business Services hubs (16)
- d. **Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**
 - i. **Participating employers;**
 - ii. **Target occupations;**
 - iii. **Training programs; and**
 - iv. **Target Populations.**

As they move forward with further developing and implementing the initial sector strategies identified in the response to **Strategic Elements, Governance and Structure 5.b. above**, the local boards and key workforce stakeholders will identify the participating employers, target occupations, training programs, and target populations for the Metro Atlanta Region.

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

The Entertainment Hub, which includes Film, Music, and Television; Arts and Entertainment; and Hospitality has been identified as an emerging industry sector to be explored by the region as part of its sector strategy development.

6. 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.

- a. **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.**

A description of how each local board ensures the continuous improvement of eligible providers is found in the individual Local WIOA Plans.

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- b. 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.**

Each of the Local WIOA Plans contains a description of how the local board facilitates access to services provided through the One-Stop system.

- c. 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 Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

As described in the Local WIOA Plans, each board ensures that provides individuals with disabilities with physical and programmatic accessibility of facilities, programs and services, and technology and materials.

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

There is no regional approach to the roles and resource contributions of the One-Stop Partners. Instead, each Local WIOA Plan describes how these activities are carried out in the local area.

- e. 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.**

Each local area's current One-Stop Operator is described in the individual Local Plans. Moving forward, each board will carefully consider all options for One-Stop Operator procurement as outlined in the LWDA Customized Guidance provided by WFD and will determine the methodology that best meets its specific needs.

As part of this process, the local boards may choose to take a regional approach, including cooperatively interviewing potential vendors for market research prior to the release of competitive RFPs at the local level and/or sharing a common RFP and evaluation tool among the areas.

Moreover, some or all of the local boards may choose to work together to competitively procure a single entity or individual that will serve as a Regional One-Stop Operator.

7. 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.

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans. However, as discussed in the response to **Strategic Elements, Governance and Structure 4.b. above**, the local areas are interested in exploring possible ways to coordinate procurement activities on a regional basis.

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

Individual descriptions of the local areas' EEO and Grievance Procedures are found in each of the Local WIOA Plans.

Local Boards and Plan Development

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

a. **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))**

Descriptions for how each local board identifies and appoints its members, including the related nomination processes are found in the individual Local WIOA Plans. Additionally, the Local WIOA Plans include an **Attachment 1** that lists each local board's membership.

b. **Describe the area's new member orientation process for board members.**

This item is not applicable to the Regional Plan. The new member orientation process for each local board is found in its Local WIOA Plan.

c. **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).**

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

d. **Describe how local board members are kept engaged and informed.**

Descriptions for how each local area keeps its board members engaged and informed are included in the Local WIOA Plans.

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

Each local area has described its board committees and their functions in its Local WIOA Plan.

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 five local workforce boards coordinated to prepare an RFP, review the proposals, and select a team of consultants to assist them in preparing the local and regional workforce plans. From this start, staff from the workforce boards have collaborated on a regular basis along with the consultant team in the development of the regional and local workforce plans.

A major engagement activity during this plan development was a three-day series of meetings involving the consultant team, the local workforce boards' staff, and numerous

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local and regional partners, providers, and other community entities. During these meetings, participants engaged in a series of workforce planning meetings and regional strategy sessions during May 2016.

A second round of meetings and strategy sessions was held in July 2016. This three-day series of meetings focused on the consultants meeting with the local workforce staff to discuss regional priorities, along with in-depth discussions at each of the local One-Stop Centers.

Input received from these meetings was included in the Draft Regional WIOA Plan that was released for public comment in July 2016. The Draft was published on the websites of each of the local boards. It was also directly distributed to representatives of businesses, labor organizations, and educational institutions located throughout the region to gather their feedback. Notice of plan availability for review and public comment was also published in the local newspapers.

Additionally, to further encourage public comment, the local boards also forwarded a brief 10-question survey to key stakeholders in July and again in August.

A copy of this survey is included along with the public comment that was received are included in **Attachment 3** of this document.

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.**

Each local area has described how it will expand access to employment, training, education, and supportive services, facilitate the development of career pathways and co-enrollment, and improve access to activities leading to a recognized postsecondary credential in its Local WIOA Plan.

Together, the five local boards have identified the three in-demand industries of Healthcare, Information Technology, Transportation and Logistics to target as a region. Each sector offers entry-level employment opportunities that have long-term career pathways for a wide variety of individuals, including those who may have barriers to employment such as persons with disabilities, returning citizens/rehabilitated offenders, long-term unemployed, pregnant and parenting youth, homeless individuals, persons with substantial language and/or cultural barriers, as well as individuals receiving assistance through Temporary Assistance for Needy Families (TANF) and/or the Supplemental Nutrition Assistance Program (SNAP).

Throughout the region, the One-Stops will provide all customers with core program activities such as job search assistance, referrals to partner and community services, and work readiness workshops. These services will be available at all locations and will be accessible by all customers, regardless of specific programmatic eligibility.

With respect to training activities, the five local boards have similar policies and procedures for postsecondary credentials and other certifications. Moving forward, they will meet to identify regional strategies for these activities, including the possibility of specific set aside percentages for training individuals for employment in the key sectors. Additionally, they will also explore regional strategies to increase access to services through coordinated outreach efforts, use of technology, cross-training of personnel, and co-enrollment of customers between programs. Together, they will further refine their sector-strategy initiatives, including the identification of specific career pathways.

- 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.**

Each local area has described its Adult and Dislocated Worker employment and training activities in its Local WIOA Plan.

- 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.**

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As described in each of the Local WIOA Plans, Rapid Response services are delivered by the affected area's One-Stop system and/or business services team along with partners, working in conjunction with the Georgia Department of Economic Development, Workforce Division (WFD) personnel. When a dislocation impacts multiple areas, the local boards coordinate services together to provide assistance to the business and its impacted workers.

- 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.**

Each local area has its own approach for delivering Youth Services. A full description is found in the individual Local WIOA Plans.

- 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.**

As detailed in the Local WIOA Plans, each area has its own approach to incumbent worker training, on-the-job training, and customized training as well as sector strategies, career pathways, and business intermediaries. As discussed, as part of regionalization efforts the five local boards will explore ways to coordinate these efforts, especially the development of career pathways, sector strategies, and business services to improve customer service, increase economies of scale, and eliminate duplicative efforts.

- 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 specific policies for the provision of ITAs is provided in each of the Local WIOA Plans.

It should be noted that due to the cooperative efforts of the five local boards, most of the ITA policies are the same for tuition and support. Moving forward, they will work together to identify methods to further align their individual ITA policies to promote a more regional approach

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

Each Local WIOA Plan describes how a workforce area will carry out entrepreneurial skills training and microenterprise services.

- 8. Coordination with Education Programs – Provide a description of how the local board will coordinate education and workforce development activities carried**

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out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.

The local boards have detailed how they will coordinate their areas' education and workforce development activities to enhance services and avoid duplication of services in their Local WIOA Plans.

Overall, the Metro Atlanta Region has many outstanding educational providers, including secondary and postsecondary programs as well as numerous technical colleges and universities. As part of the regional strategy, the five local boards will work closely with these partners to ensure there are enough training programs to meet the demands of employers. They will ensure these programs are providing the correct training and credentials as well as ensure that they are easily accessible by customers. As part of this process, the boards will work with their educational partners to specifically identify and address any curricula that may be needed for employment in the region's in-demand industries of Healthcare, Information Technology, and Transportation and Logistics.

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 specific supportive services policies for each local area are found in the individual Local WIOA Plans.

At this time, the Metro Atlanta Workforce Region has not adopted a Regional Supportive Services Policy. However, in an effort to better coordinate services, the five local workforce boards will explore developing regional standards as discussed in the response to **Strategic Elements, Governance and Structure 4.a. above.**

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.).

In its Local WIOA Plan, each local area has described its workforce system and the relevant programs and entities, and how its board will work them them to carryout core and other services, including the Carl D. Perkins Career and Technical Education Act of 2006.

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.

Each local area has described how it will coordinate its services with Wagner-Peyser activities to improve services and avoid duplication in its Local WIOA Plan.

As discussed in the response to **Strategic Elements, Governance and Structure 4.a. above**, on a regional basis, the local areas are interested in exploring how they can better co-locate services with the stand alone Georgia Department of Labor (GDOL) offices that are in some of the counties. A map of the Metro Atlanta Region’s Workforce Resource Centers and Partners is provided as **Appendix 2**. This map depicts the existing One-Stop locations, along with the office locations for each of the core partners. It demonstrates that the current system operates in decentralized manner with ample opportunity for co-location improvement.

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.

Each local board has detailed in its Local WIOA Plan how it will coordinate workforce activities along with the adult education and literacy activities carried out under title II.

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 individual Local WIOA Plans describe the cooperative agreements between Georgia Vocational Rehabilitation and the local board.

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.

At this time, there are no WIOA performance measures established for the region. The negotiated performance levels for each local area will be included in the Local WIOA Plans as **Attachment 2** once performance negotiations have been completed.

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.

Currently, the Metro Atlanta Workforce Region has not adopted any regionally developed One-Stop performance standards. However, this item has been identified as a strategy for possible implementation as discussed in the response to **Strategic Elements, Governance and Structure 4.a. above.**

Some of the measures to be explored on a regional basis include the number of partner meetings conducted, the number of staff trainings completed, the number of educational and/or hiring events held, the number of persons placed into training in the three targeted sectors, the number of enrolled customers who are from priority sectors, and the number of job openings filled in the targeted sectors. Once the specific measures are identified, the local boards will capture data during the first year to establish regional benchmarks that will be used to create goals to track and assess performance on an ongoing basis.

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

- a. **Provide a description of the public notification to prospective providers.**

The local boards for Atlanta Regional, DeKalb County, and Fulton County 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 three boards by posting a training provider application on its website. It also ensures that the WFD website directs interested applicants to this site.

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.

As part of regionalization efforts, these ETPL public notification to prospective providers may be expanded to include the City of Atlanta and Cobb County in the future as noted in the response to **Strategic Elements, Governance and Structure 4.a. above.**

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- b. 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, 3a. above**, the local boards for Atlanta Regional, DeKalb County, and Fulton County participate 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 group'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 WFD for its approval and inclusion on the ETPL.

Each of the local boards may choose to use, restrict, or reject an eligible provider based on its local policies.

As noted, as part of regionalization efforts, these ETPL evaluation activities may be expanded to include the City of Atlanta and Cobb County in the future.

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

On a regional basis, there is no formal appeals process for aggrieved ITA customers. Instead, such customers must follow each local board's policies as described in each of the Local WIOA Plans.

With respect to providers of unapproved training programs, each local 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

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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.

d. 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 a regional approach, the local boards for Atlanta Regional, DeKalb County, and Fulton County have 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 WFD.

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 WFD.

Each board also conducts its own local monitoring that is independent of ARC performance activities, including a review of ITA-enrolled customers. Performance outcomes as compared against local requirements are also tracked.

These ETPL status update activities may be expanded to include the City of Atlanta and Cobb County in the future as noted in the response to **Strategic Elements, Governance and Structure 4.a. above.**

e. 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**, each local board has established its own policies and procedures related to ITAs. However, it is important to note that due to the cooperative efforts of the boards, most of the local policies are the same for tuition and support.

Additionally, as discussed, to further promote regionalization and provide economies of scale, the local boards for Atlanta Regional, DeKalb County, and Fulton County work together to carry out the ETPL processes related to application and evaluation, reference

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and performance checks, and monitoring and reporting services.

Each quarter this group meets 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 participating 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.

Again, these ITA and ETPL activities may be expanded to include the City of Atlanta and Cobb County in the future.

f. Provide a description of the process to track and manage all ITA activity.

Each local area tracks and manages its own ITA activity. A description is found in the Local WIOA Plans.

g. 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.).

A description of the local boards' policies on use of statewide ETPL is found in the Local WIOA Plans.

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

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans.

4. 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.

As described in the Local WIOA Plans, each board uses a wide variety of technologies to enhance customer experience as well as improve strategic planning and performance management.

In the future the implementation and use of technology will be explored jointly by the five local boards to identify best practices/tools, ways to share data, and methods to reduce costs as part of the regionalization strategies identified in the response to **Strategic Elements, Governance and Structure 4.a. above.**

State Initiatives and Vision

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

As described in the Local WIOA Plans, each of the local areas will adopt and utilize the WorkSource Georgia brand and logo. Additionally, when referencing the five local workforce development areas collectively, the brand and logo “WorkSource Metro Atlanta Region” will be used to represent Region 3.

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.

At this time there is no formalized regional approach for the state initiatives for the Metro Atlanta Region. Instead, each of the local areas has described how it will coordinate with WFD regarding Go Build Georgia; Operation: Workforce; WorkSmart Georgia; and the High Demand Career Initiative.

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 Metro Atlanta Region does not currently have an institutionalized regional approach to serving special populations. The individual strategies for the five local areas are found in the Local WIOA Plans.

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 one’s specified by state and federal policy.

As a whole, the region has not identified and added any other target populations in addition to the ones that are specified by state and federal policy. As applicable, each local area has defined additional priority populations within its Local WIOA Plan.

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Attachment 1: Local Workforce Development Board Member Listing

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans.

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Attachment 2: Local Negotiated Performance

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans.

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Attachment 3: Comments

Comment 1

Originating Entity: Jennifer (Nack) Garcia of WellStar Health System Workforce Engineering

Comment: I was researching the workforce development plan for Georgia and I was wondering how I can get involved? I am a clinical nurse leader currently working in the Workforce Engineering department at WellStar Health System. Where can I find more details about the workforce development regional plan?

Response: Representatives from the Atlanta Regional Commission will contact this individual to provide the requested information.

Comment 2

Originating Entity:

Comment:

Comment 3

Originating Entity:

Comment:

Comment 4

Originating Entity:

Comment:

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Atlanta Region Workforce Stakeholder Survey

Atlanta Region Workforce Stakeholder Survey

Please complete this survey to help the workforce boards of the Atlanta region better understand your organization and opportunities for greater regional collaboration and coordination of services. You will have the option to enter your information at the end or complete the survey anonymously.

For the purposes of this survey, the "workforce system" is defined as workforce boards, training/education providers, and other organizations providing supportive services to workers or employers.

Workforce boards in the region offer support to job seekers and employers, primarily at their One Stop centers. To find your local workforce board, please visit: <http://www.ocornis.com/competitiveness/advantages/workforce-division/wia-career-centers/>

Background Information

Please provide brief responses to the following questions.

1. Zip Code of Primary Location (enter multiple, separated by a comma, if applicable)

2. Type of Organization

Mark only one oval.

- Business
- Training Provider
- Service Provider / Community Based Organization
- Community College
- 4-Year College/University
- Economic Development Organization or Chamber of Commerce

3. Type of organization (if not included in list):

4. Primary Industry or Clientele (as applicable)

5. Overview of business or services provided (as applicable)

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Atlanta Region Workforce Stakeholder Survey

Awareness of Workforce Services

6. How familiar are you with the services, resources, and priorities of your local workforce board(s)?

Mark only one oval.

	1	2	3	4	5	
Not familiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very familiar

7. If you are familiar, how did you find out about workforce board services?

8. How could awareness of workforce board services be enhanced? (check all that apply)

Check all that apply.

- Monthly newsletter highlighting services and success stories
- Workforce 101 Training for area organizations to learn about workforce services and for workforce boards to understand the services of local organizations
- Online "decision tree" that helps guide local organizations to make a referral to the appropriate organization
- Pamphlets and marketing materials that summarize workforce services
- Sharing employer and job seeker success stories
- Other: _____

9. Additional Comments

Challenges and Opportunities

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Atlanta Region Workforce Stakeholder Survey

10. What are the biggest obstacles to partnering with the workforce system/workforce boards?
(check all that apply)

Check all that apply.

- Not aware of the workforce board's resources/capabilities
- Unclear where to refer clients
- No systematic process for making referrals
- Regulations/bureaucracy/paperwork
- Don't have the kinds of workers/skills we need
- System moves too slowly
- Not sure how to access the system
- Other: _____

11. How could workforce boards best support your clients or business? (check all that apply)

Check all that apply.

- Job placement
- Job training
- Supportive services (childcare subsidies, transportation subsidies, etc.)
- Employer engagement (to understand future skill/job needs)
- Hosting jobs fairs
- Creating opportunities to promote jobs to local K-12 or post-secondary students
- Creating opportunities for businesses to solve challenges collaboratively
- Other: _____

12. How could the workforce system better support your organization?

13. What could the workforce system do, as a region, to improve services?

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Atlanta Region Workforce Stakeholder Survey

14. Additional Comments

Local and Regional Strategic Plans

15. Have you reviewed the local and/or regional WIOA plans?

Mark only one oval.

- Yes
 No

16. If yes, do you have any additional comments, not covered in previous sections of this survey? If not, please continue to the next section.

Background of Respondent

This section is optional - you can leave this portion blank and simply click "Submit" if you would prefer your answers to remain anonymous.

17. Name of Organization

18. Name of Respondent

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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: Melissa Mullinax, Interim Executive Director

Title: Local Workforce Area Director

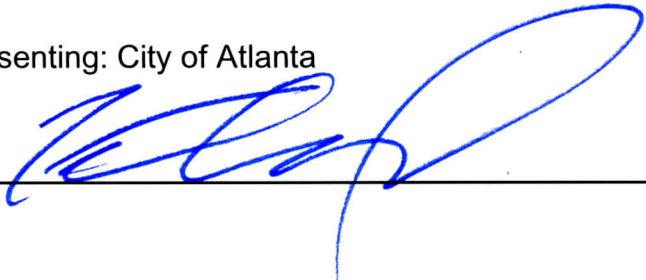
Entity Representing: Atlanta Workforce Development Agency

Signature:  _____

Name: Kasim Reed, Mayor

Title: Chief Local Elected Official

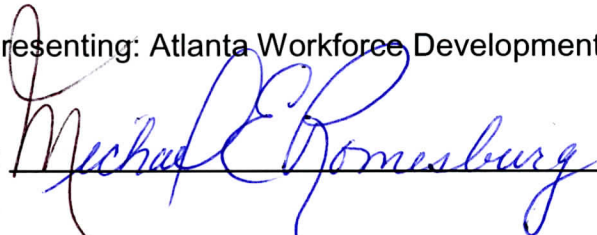
Entity Representing: City of Atlanta

Signature:  _____

Name: Michael E. Romesburg

Title: Local Workforce Development Board

Entity Representing: Atlanta Workforce Development Board

Signature:  _____

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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: Sheryl B. C. Stone

Title: Local Workforce Area Director

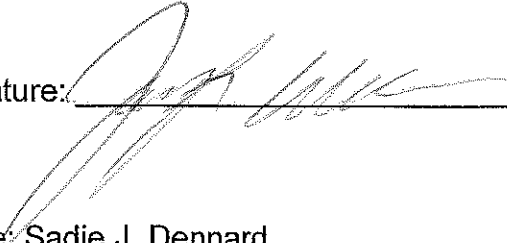
Entity Representing: DeKalb Workforce Development

Signature:  _____

Name: Lee May

Title: Chief Local Elected Official

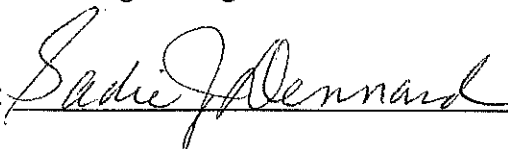
Entity Representing: DeKalb County

Signature:  _____ by DCF

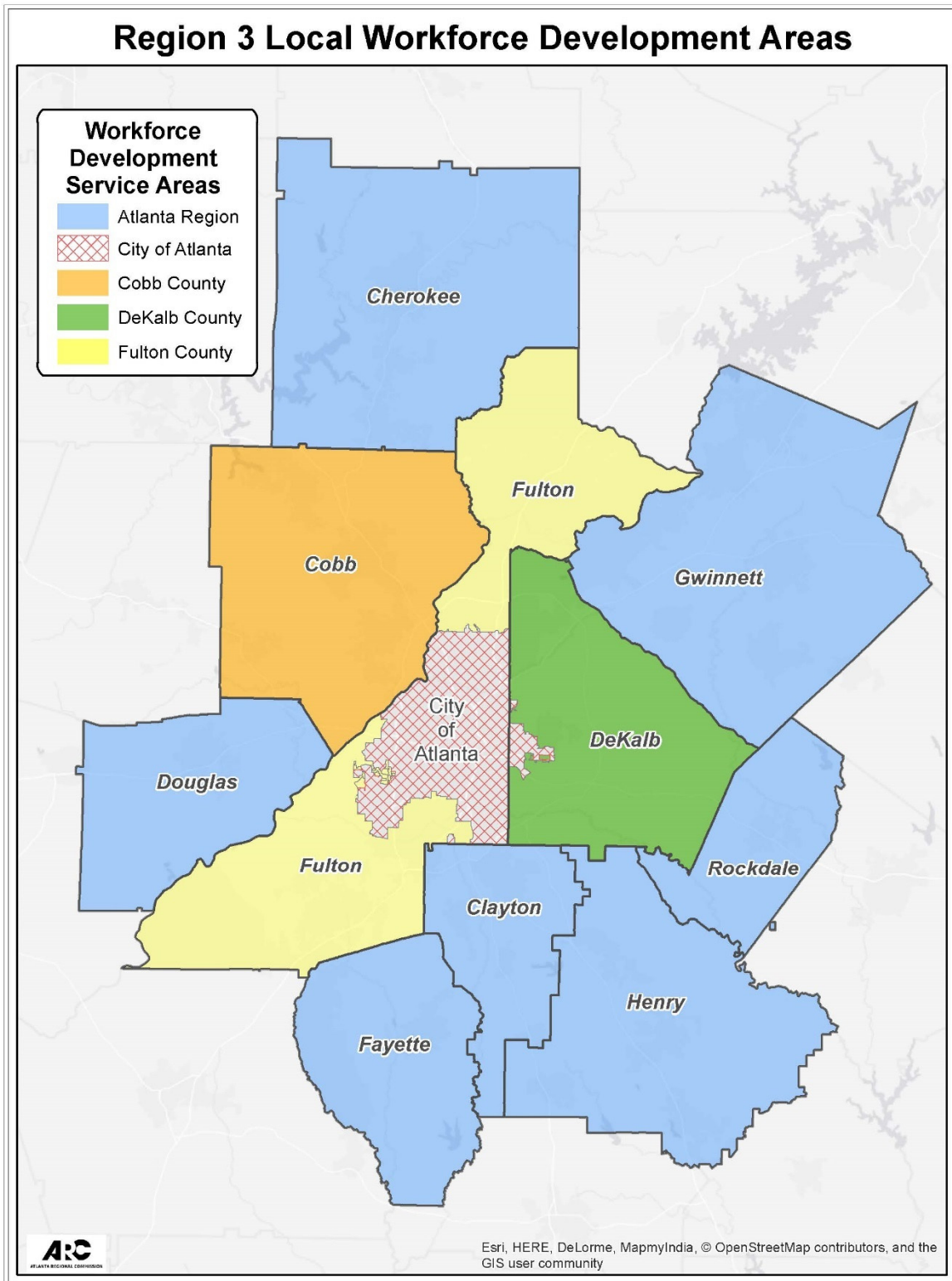
Name: Sadie J. Dennard

Title: Local Workforce Development Board

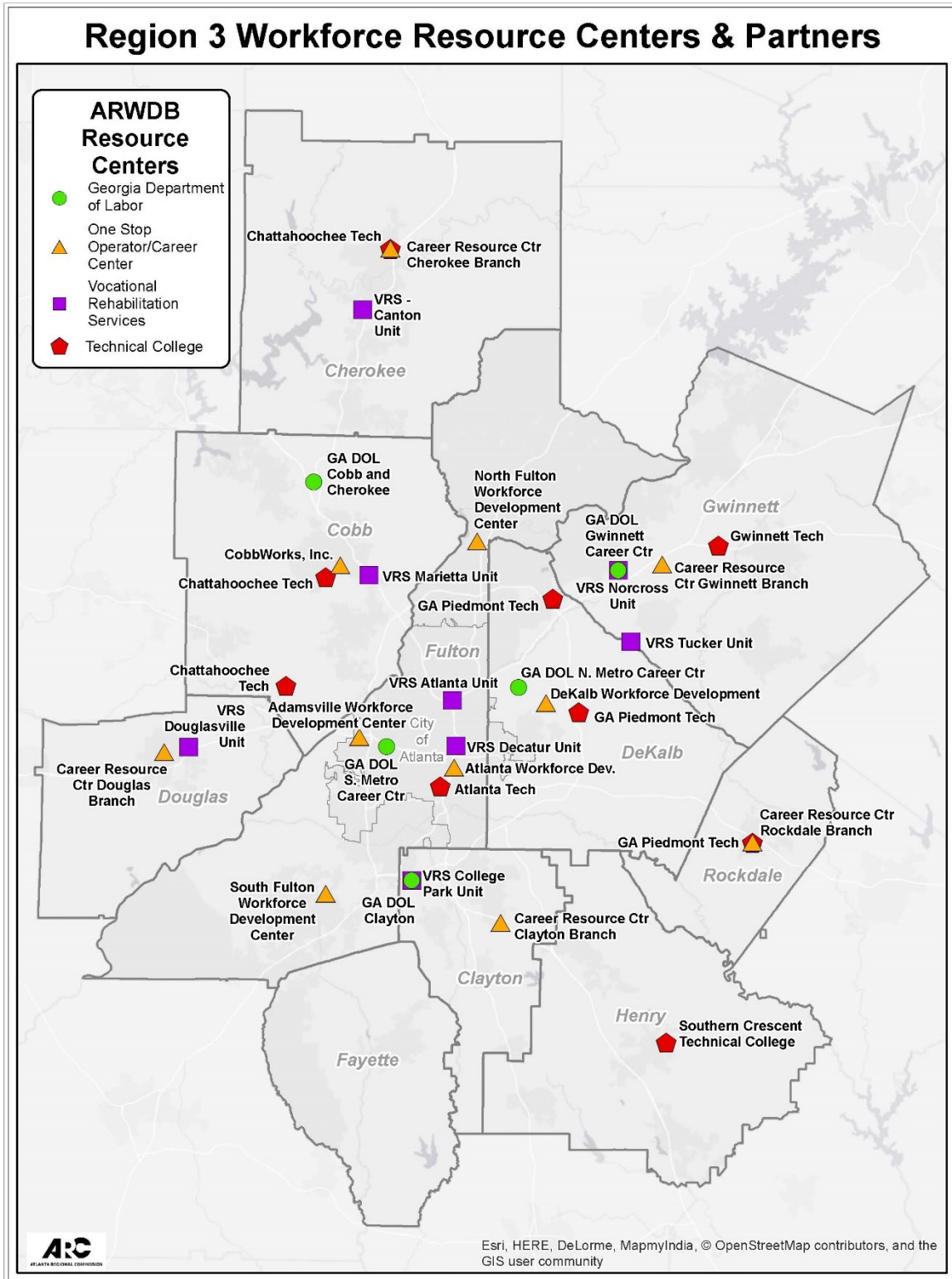
Entity Representing: Georgia Power

Signature:  _____

Appendix 1: Map of Georgia Region 3 Local Workforce Development Areas



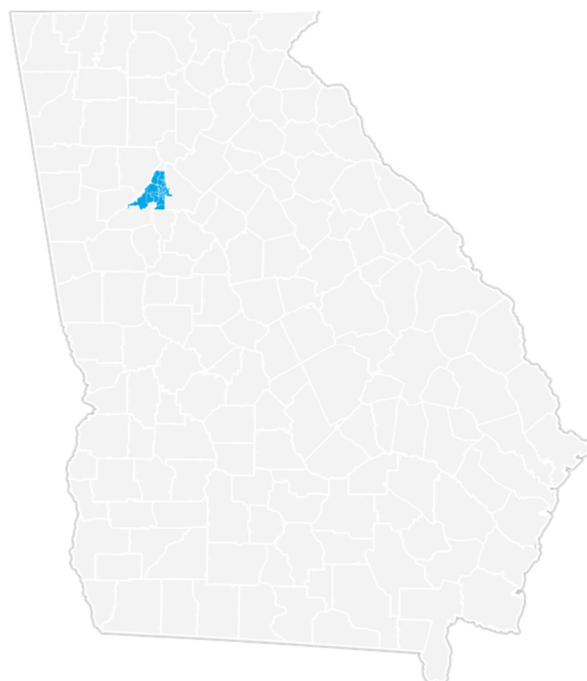
Appendix 2: Map of Georgia Region 3 Workforce Resource Centers and Partners



City of Atlanta Workforce Plan

Workforce Innovation and Opportunity Act
2016 to 2020

The City of Atlanta Local Workforce Area
(Local Area 3) is comprised of the City of
Atlanta, GA, as displayed in the map on the
right





**City of Atlanta, Local Workforce Development Area 3
WIOA Local Plan 2016- 2020**

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ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – One Stop Referral Form
- 4 – Standard Operating Procedures
- 5 – Equal Opportunity Grievance Policy and Procedures
- 6 – Equal Opportunity Grievance Form
- 7 – Comments that Express Disagreement
- 8 – Signature Page

Area 3: City of Atlanta – WIOA Plan 2016-2020

Strategic Elements, Governance and Structure

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

City of Atlanta
55 Trinity Avenue. SW
Atlanta, GA 30315

- 2. 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.**
 - a. 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.**

In 2015, the City of Atlanta is home to nearly 494,000 jobs. Health Care and Social Assistance is the largest industry in the city, accounting for over 63,000 jobs, or 13 percent of total employment. Professional, Scientific, and Technical Services (PST Services) is also a major employer, accounting for 11 percent of city jobs. Employment in this industry is also 80 percent more concentrated in the city than in the US overall. Employment in Public Administration (government services) is also highly concentrated in the in the city.

Average annual wages in City of Atlanta are high (\$67,800), due in part to the size of the PST Services industry, which has an average annual wage of \$98,000.

Area 3: City of Atlanta – WIOA Plan 2016-2020

Industry Overview, 2 Digit NAICS - City of Atlanta

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	113	0%	0.0	\$48,369
21	Mining, Quarrying, and Oil and Gas Extraction	18	0%	0.0	\$226,376
22	Utilities	3,277	1%	1.2	\$106,098
23	Construction	11,970	2%	0.5	\$61,956
31	Manufacturing	13,791	3%	0.3	\$90,747
42	Wholesale Trade	14,914	3%	0.8	\$95,974
44	Retail Trade	32,905	7%	0.6	\$34,773
48	Transportation and Warehousing	25,319	5%	1.3	\$72,626
51	Information	24,021	5%	2.4	\$102,069
52	Finance and Insurance	28,452	6%	1.5	\$128,337
53	Real Estate and Rental and Leasing	14,222	3%	1.7	\$72,110
54	Professional, Scientific, and Technical Services	56,752	11%	1.8	\$98,189
55	Management of Companies and Enterprises	7,553	2%	1.1	\$117,127
56	Administrative and Support and Waste Management and Remediation Services	37,660	8%	1.2	\$47,314
61	Educational Services	32,862	7%	0.8	\$56,434
62	Health Care and Social Assistance	63,215	13%	0.9	\$56,209
71	Arts, Entertainment, and Recreation	10,566	2%	1.1	\$43,054
72	Accommodation and Food Services	46,327	9%	1.1	\$23,081
81	Other Services (except Public Administration)	22,818	5%	1.0	\$33,837
92	Public Administration	44,987	9%	1.9	\$68,124
99	Unclassified	2,010	0%	2.2	\$74,905
Total - All Industries		493,751	100%	N/A	\$67,854

Bold designates the largest industries by number of jobs in 2015

While employment in the City of Atlanta contracted during the recession, it has recovered steadily. Between 2010 and 2015, the city added over 45,000 jobs, increasing employment by 10 percent. The PST Services industries added the most jobs, increasing employment by over 10,500 jobs, or 23 percent. Health Care and Social Assistance also grew rapidly, adding over 7,800 jobs. The Administrative and Support and Waste Management and Remediation Services industry also grew rapidly, adding over 7,500 jobs, expanding employment by 25 percent. This rapid growth in the temporary employment and staffing agencies industry suggests that some employers are using these services instead of hiring permanent employees directly. Over the same period, the Information, Wholesale Trade, and Educational Services lost jobs.

Overall, employment growth in City of Atlanta between 2010 and 2015 outpaced growth in Georgia and the US. While employment in the city grew by 2 percent annually, employment in Georgia and the US grew by 1.9 percent and 1.6 percent, respectively.

Over the next five years, employment in the City of Atlanta is expected to continue to grow, adding nearly 25,000 jobs, increasing employment by 5 percent. Growth is

Area 3: City of Atlanta – WIOA Plan 2016-2020

expected to be driven by the Health Care and Social Assistance industry, which is projected to add nearly 2,500 jobs. The PST Services and Accommodation and Food Services industries are also expected to continue to grow rapidly. The Utilities and Manufacturing industries are expected to contract slightly.

Annually, over 17,000 job openings are expected in City of Atlanta, due to both replacement demand and new demand. Over 70 percent of openings are expected to be created by replacement demand. The PST Services and Health Care and Social Assistance industries are expected to have the highest number of annual openings.

Projected employment trends and annual employment demand are presented in the following table.

Projected Change in Employment, 2 Digit NAICS - City of Atlanta

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	2	2%	4	9%	91%
21	Mining, Quarrying, and Oil and Gas Extraction	1	6%	1	33%	67%
22	Utilities	-107	-3%	82	0%	100%
23	Construction	972	8%	437	45%	55%
31	Manufacturing	-188	-1%	318	0%	100%
42	Wholesale Trade	672	5%	469	29%	71%
44	Retail Trade	1,028	3%	1,236	17%	83%
48	Transportation and Warehousing	358	1%	741	10%	90%
51	Information	467	2%	680	14%	86%
52	Finance and Insurance	1,545	5%	996	31%	69%
53	Real Estate and Rental and Leasing	619	4%	446	28%	72%
54	Professional, Scientific, and Technical Services	4,503	8%	2,111	43%	57%
55	Management of Companies and Enterprises	279	4%	218	26%	74%
56	Administrative and Support and Waste Management and Remediation Services	2,438	6%	1,353	36%	64%
61	Educational Services	1,922	6%	1,088	35%	65%
62	Health Care and Social Assistance	6,410	10%	2,548	50%	50%
71	Arts, Entertainment, and Recreation	533	5%	434	25%	75%
72	Accommodation and Food Services	1,984	4%	2,044	19%	81%
81	Other Services (except Public Administration)	955	4%	772	25%	75%
92	Public Administration	232	1%	1,134	4%	96%
99	Unclassified	101	5%	70	29%	71%
Total - All Industries		24,827	5%	17,256	29%	71%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Regional Perspective

In 2015, the Metro Atlanta Region was home to nearly 2.3 million jobs. The largest industries in 2015 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region.

Overall, employment in the region has grown steadily over the past 10 years, adding over

Area 3: City of Atlanta – WIOA Plan 2016-2020

140,000 jobs despite a dip in employment due to the nationwide recession. Employment growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this 5-year period, the region added over 240,000 jobs, increasing employment by 12 percent, or an average annual rate of 2.3 percent. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9 percent and 1.6 percent, respectively.

Employment in the region is expected to continue to grow, increasing by over 112,000 jobs, or 22,400 new jobs annually. In addition to new jobs, approximately 56,600 jobs are expected to need to be filled due to workers retiring or other turnover (Replacement Demand). Replacement demand accounts for over 70 percent of total annual job demand. Combined, new and replacement demand are expected to account for nearly 80,000 job openings in the Metro Atlanta Region annually.

Regional In-Demand Industries

Regionally, the five Metro Atlanta Workforce Development Boards (City of Atlanta, Cobb County, DeKalb County, Fulton County, and the 7 counties included in the ARWDB) have identified three industries to target. These industries are:

- Healthcare
- Information Technology
- Transportation and Logistics

These industries were selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. While these industries were selected for the Metro Atlanta Region, each workforce board may also elect to select additional industries to focus on within its local area.

Healthcare Industry

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 202,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing nearly 70,000 jobs in 2015. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 42,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
621111	Offices of Physicians (except Mental Health Specialists)	42,133	21%	1.1	\$79,949
621210	Offices of Dentists	14,231	7%	1.0	\$52,720
621610	Home Health Care Services	12,763	6%	0.6	\$33,441
622110	General Medical and Surgical Hospitals	69,626	34%	0.8	\$57,500
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,213	6%	0.5	\$30,783

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Employment in the Healthcare industry continued to grow during the recession, dramatically outpacing overall employment growth in the region over the same period. Since 2010, the industry has added 29,600 jobs, expanding employment by 17 percent. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 8,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 35 percent, or nearly 3,300 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
621111	Offices of Physicians (except Mental Health Specialists)	34,221	42,133	7,912	23%
621210	Offices of Dentists	12,657	14,231	1,574	12%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,772	4,290	1,518	55%
621610	Home Health Care Services	9,468	12,763	3,295	35%
622110	General Medical and Surgical Hospitals	61,600	69,626	8,026	13%
623312	Assisted Living Facilities for the Elderly	2,554	4,232	1,678	66%
Total - Healthcare Industry		172,406	202,008	29,602	17%

Employment in the Healthcare industry is expected to continue to grow rapidly, expanding employment by 25 percent, or over 50,000 new jobs. Annually, the industry is expected to have 18,700 job openings in the region, due to both new demand and replacement demand. Unlike many industries, new demand (jobs created from employment growth) account for more than half of these openings. General and Medical Surgical Hospitals and Offices of Physicians are projected to drive employment demand in the industry have the most employment demand over the coming years, with annuual jobs openings of 4,000 jobs and 3,800 jobs, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

Area 3: City of Atlanta – WIOA Plan 2016-2020

Projected Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
621111	Offices of Physicians (except Mental Health Specialists)	10,164	24%	3,841	53%	47%
621210	Offices of Dentists	3,016	21%	1,235	49%	51%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,604	61%	733	71%	29%
621399	Offices of All Other Miscellaneous Health Practitioners	2,506	61%	704	71%	29%
621610	Home Health Care Services	8,051	63%	2,109	76%	24%
622110	General Medical and Surgical Hospitals	6,703	10%	4,075	33%	67%
623312	Assisted Living Facilities for the Elderly	2,156	51%	635	68%	32%
Total - Healthcare Industry		50,712	25%	18,708	54%	46%

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta Region, accounting for over 96,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, Custom Computer Programming Services, and Computer Systems Design Services, which each account for between 20,000 and 23,700 jobs.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
511210	Software Publishers	11,761	12%	2.3	\$118,946
517110	Wired Telecommunications Carriers	23,744	25%	2.6	\$92,480
541511	Custom Computer Programming Services	22,621	24%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	22%	1.5	\$100,807

Between 2010 and 2015, the Information Technology industry added over 13,000 jobs, expanding employment by 16 percent. This growth was driven by the Computer Systems Design Services and Custom Computer Programming Services sectors, which added 5,700 jobs and 5,000 jobs, respectively. The Information Technology industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
511210	Software Publishers	9,703	11,761	2,058	21%
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
Total - Information Technology Industry		83,041	96,250	13,209	16%

Growth in the Information Technology is expected to continue over the next

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5 years. The industry is expected to add over 14,500 jobs, expanding employment by 15 percent. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 7,300 job openings. The employment demand will largely be driven by replacement demand, which accounts for 61 percent of annual employment.

Projected Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
511210	Software Publishers	3,422	29%	1,157	59%	41%
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
Total - Information Technology Industry		14,516	15%	7,353	39%	61%

Transportation & Logistics Industry

The Transportation and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the Metro Atlanta Region, this industry represents nearly 132,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

Transportation & Logistics Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
481111	Scheduled Passenger Air Transportation	37,634	29%	6.1	\$83,114
484121	General Freight Trucking, Long-Distance, Truckload	12,982	10%	1.5	\$51,900
484122	General Freight Trucking, Long-Distance, Less Than Truckload	9,506	7%	2.4	\$52,648
485111	Mixed Mode Transit Systems	4,428	3%	2.4	\$72,048
488510	Freight Transportation Arrangement	7,106	5%	2.1	\$55,864
492110	Couriers and Express Delivery Services	15,722	12%	1.8	\$58,929
493110	General Warehousing and Storage	14,467	11%	1.3	\$41,742

The Transportation and Logistics industry has expanded employment over the past 5 years, adding over 16,300 jobs since 2010, expanding employment by 14 percent. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. Long distance trucking and support activities have grown the most rapidly, with the Other Support Activities for Road Transportation industry expanding employment by over 300 percent since 2010. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

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Historic Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
481111	Scheduled Passenger Air Transportation	36,342	37,634	1,292	4%
484121	General Freight Trucking, Long-Distance, Truckload	10,800	12,982	2,182	20%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	7,300	9,506	2,206	30%
488490	Other Support Activities for Road Transportation	449	1,812	1,363	304%
488510	Freight Transportation Arrangement	5,435	7,106	1,671	31%
492110	Couriers and Express Delivery Services	14,079	15,722	1,643	12%
493110	General Warehousing and Storage	12,924	14,467	1,543	12%
Total - Transportation & Logistics Industry		115,486	131,850	16,364	14%

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation and Logistics industry in the Metro Atlanta Region is expected to add 5,700 jobs, expanding employment by 4 percent. The sectors that demonstrated strong growth over the past 5 years are expected to continue on that trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

Projected Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	729	2%	2,268	6%	94%
484121	General Freight Trucking, Long-Distance, Truckload	716	6%	651	22%	78%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	518	5%	476	22%	78%
488510	Freight Transportation Arrangement	831	12%	515	32%	68%
493110	General Warehousing and Storage	1,125	8%	987	23%	77%
Total - Transportation & Logistics Industry		5,774	4%	7,746	15%	85%

City of Atlanta Occupational Analysis

The City of Atlanta is home to nearly 494,000 jobs. Office and Administrative Support Occupations account for 18 percent of city jobs. Sales and Related Occupations and Food Preparation and Serving Related Occupations comprise approximately 9 percent of the city's workforce each. The Office and Administrative Support and Sales and Related Occupations are broad and generally represented in most industry clusters. Business and Financial Operations Occupations also represent a significant number of jobs in the City of Atlanta and are 50 percent more concentrated in the city than in the US overall. This occupational group is closely related to the PST Services industry.

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Occupation Overview, 2 Digit SOC - City of Atlanta

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	29,299	6%	1.0	\$124,700
13-0000	Business and Financial Operations Occupations	36,788	7%	1.5	\$80,300
15-0000	Computer and Mathematical Occupations	17,526	4%	1.3	\$90,800
17-0000	Architecture and Engineering Occupations	7,226	1%	0.9	\$86,900
19-0000	Life, Physical, and Social Science Occupations	4,566	1%	1.2	\$72,600
21-0000	Community and Social Service Occupations	8,010	2%	1.0	\$47,100
23-0000	Legal Occupations	9,346	2%	2.4	\$114,200
25-0000	Education, Training, and Library Occupations	22,725	5%	0.8	\$55,000
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	13,355	3%	1.6	\$59,500
29-0000	Healthcare Practitioners and Technical Occupations	30,130	6%	1.1	\$88,900
31-0000	Healthcare Support Occupations	11,759	2%	0.8	\$31,100
33-0000	Protective Service Occupations	14,281	3%	1.5	\$36,600
35-0000	Food Preparation and Serving Related Occupations	42,066	9%	1.0	\$23,100
37-0000	Building and Grounds Cleaning and Maintenance Occupations	16,482	3%	0.9	\$27,300
39-0000	Personal Care and Service Occupations	17,398	4%	0.9	\$27,700
41-0000	Sales and Related Occupations	45,762	9%	0.9	\$49,400
43-0000	Office and Administrative Support Occupations	89,502	18%	1.2	\$40,000
45-0000	Farming, Fishing, and Forestry Occupations	427	0%	0.1	\$33,400
47-0000	Construction and Extraction Occupations	11,581	2%	0.5	\$45,800
49-0000	Installation, Maintenance, and Repair Occupations	17,842	4%	0.9	\$49,800
51-0000	Production Occupations	15,862	3%	0.5	\$37,100
53-0000	Transportation and Material Moving Occupations	31,795	6%	1.0	\$41,200
Total - All Occupations		493,727	100%	1.0	\$55,300

Bold designates the largest occupations by number of jobs in 2015

Since 2010, employment in the City of Atlanta has increased by 12 percent to nearly 834,000 jobs. Office and Administrative Support Occupations accounted for most of the growth, adding over 9,600 jobs, an increase of 12 percent. The Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations have also grown rapidly, increasing employment by 14 percent and 20 percent, respectively. Business and Financial Operations Occupations added nearly 5,000 jobs, an increase of 16 percent.

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2010 and 2015 are projected to continue to grow. The occupational groups associated with the Healthcare industry are again projected to expand the most rapidly, increasing employment by 8 percent and 11 percent, respectively. Management Occupations and Business and Financial Operations Occupations are also expected to continue to grow rapidly.

Annually, the City of Atlanta is expected to have over 17,000 jobs annually. Approximately 73 percent of these openings will be created by replacement demand, while the remainder, approximately 4,600 jobs, will be created by new demand. Office and

Area 3: City of Atlanta – WIOA Plan 2016-2020

Administrative Support Occupations and Food Preparation and Serving Related Occupations are expected to have the most job openings, largely due to retirements and other turnover in those occupational groups. Combined, Healthcare-related occupations are expected to account for approximately 1,600 openings annually, with over 40 percent of those openings driven by new demand.

The following table presents projected employment trends and demand.

Projected Change in Employment, 2 Digit SOC - City of Atlanta

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	1,567	5%	1,196	26%	74%
13-0000	Business and Financial Operations Occupations	2,481	7%	1,325	37%	63%
15-0000	Computer and Mathematical Occupations	1,386	8%	547	51%	49%
17-0000	Architecture and Engineering Occupations	300	4%	234	26%	74%
19-0000	Life, Physical, and Social Science Occupations	242	5%	191	25%	75%
21-0000	Community and Social Service Occupations	423	5%	260	33%	67%
23-0000	Legal Occupations	439	5%	275	32%	68%
25-0000	Education, Training, and Library Occupations	1,462	6%	783	37%	63%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	489	4%	564	17%	83%
29-0000	Healthcare Practitioners and Technical Occupations	2,478	8%	1,160	43%	57%
31-0000	Healthcare Support Occupations	1,262	11%	502	50%	50%
33-0000	Protective Service Occupations	422	3%	392	22%	78%
35-0000	Food Preparation and Serving Related Occupations	1,828	4%	2,049	18%	82%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	813	5%	543	30%	70%
39-0000	Personal Care and Service Occupations	1,219	7%	787	31%	69%
41-0000	Sales and Related Occupations	1,709	4%	1,744	20%	80%
43-0000	Office and Administrative Support Occupations	1,815	2%	2,344	15%	85%
45-0000	Farming, Fishing, and Forestry Occupations	2	0%	15	3%	97%
47-0000	Construction and Extraction Occupations	765	7%	374	41%	59%
49-0000	Installation, Maintenance, and Repair Occupations	564	3%	523	22%	78%
51-0000	Production Occupations	280	2%	482	12%	88%
53-0000	Transportation and Material Moving Occupations	1,189	4%	1,105	22%	78%
Total - All Occupations		23,246	5%	17,418	27%	73%

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

Employment demand can also be assessed by analyzing the number of online job advertisements for various jobs in a region. In 2015, over 260,000 advertisements were posted online for jobs in City of Atlanta. Employers in the city advertised most frequently for openings in IT and computer-related occupations, including Software Developers, Computer Systems Analysts, and Database Administrators. Healthcare and Transportation and Logistics-related jobs were also frequently advertised in the city, reflecting the importance of the region’s three targeted industries. The 15 occupations with the most job advertisements in the region are summarized in the following table.

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Top Occupations by Number of Job Postings in 2015 - City of Atlanta

O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	19,574
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	10,233
29-1141.00	Registered Nurses	9,234
11-9199.00	Managers, All Other	7,970
13-1111.00	Management Analysts	7,159
15-1199.02	Computer Systems Engineers/Architects	5,350
15-1199.09	Information Technology Project Managers	4,682
15-1121.00	Computer Systems Analysts	4,632
11-2022.00	Sales Managers	4,618
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	4,543
15-1134.00	Web Developers	4,362
13-1071.00	Human Resources Specialists	4,250
13-2011.01	Accountants	3,990
11-2021.00	Marketing Managers	3,898
15-1141.00	Database Administrators	3,702

Regional Occupational Analysis

The Metro Atlanta Region accounts for nearly 2.3 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2010 and 2015 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.

Over the next 5 years, the Metro Atlanta Region is projected to add over 112,000 jobs, or nearly 22,500 jobs annually. In addition to these openings created by new jobs, nearly 60,000 openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

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Projected Change in Employment, 5 Digit SOC - Atlanta Region (40 Occupations with Greatest Annual Demand)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
41-2031	Retail Salespersons	7,425	10%	3,548	42%	58%
41-2011	Cashiers	2,280	5%	2,401	19%	81%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	5,433	11%	2,286	48%	52%
35-3031	Waiters and Waitresses	2,232	5%	2,270	20%	80%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,240	9%	1,998	42%	58%
43-4051	Customer Service Representatives	5,006	11%	1,769	57%	43%
29-1141	Registered Nurses	6,694	19%	1,522	88%	12%
43-9061	Office Clerks, General	3,132	7%	1,386	45%	55%
11-1021	General and Operations Managers	3,705	11%	1,306	57%	43%
43-5081	Stock Clerks and Order Fillers	2,496	8%	1,300	38%	62%

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$44,600. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT's living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare-related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.

Projected Change in Employment, 5 Digit SOC - Atlanta Region (Occupations Paying a Living Wage)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
29-1141	Registered Nurses	6,694	19%	1,522	44%	56%
11-1021	General and Operations Managers	3,705	11%	1,306	28%	72%
13-2011	Accountants and Auditors	4,518	17%	1,259	36%	64%
11-9199	Managers, All Other	2,023	12%	1,255	16%	84%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,197	11%	907	35%	65%
15-1132	Software Developers, Applications	3,875	24%	660	59%	41%
41-3099	Sales Representatives, Services, All Other	1,806	10%	654	28%	72%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,619	11%	640	41%	59%
25-2021	Elementary School Teachers, Except Special Education	1,935	10%	611	32%	68%
13-1111	Management Analysts	2,747	19%	550	50%	50%

Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In the Metro Atlanta Region, over 30,000 job advertisements were posted online in search of Software Developers. Other top occupations were related to the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2015 are presented in the

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following table.

Top Occupations by Number of Job Postings in 2015 - Atlanta Region

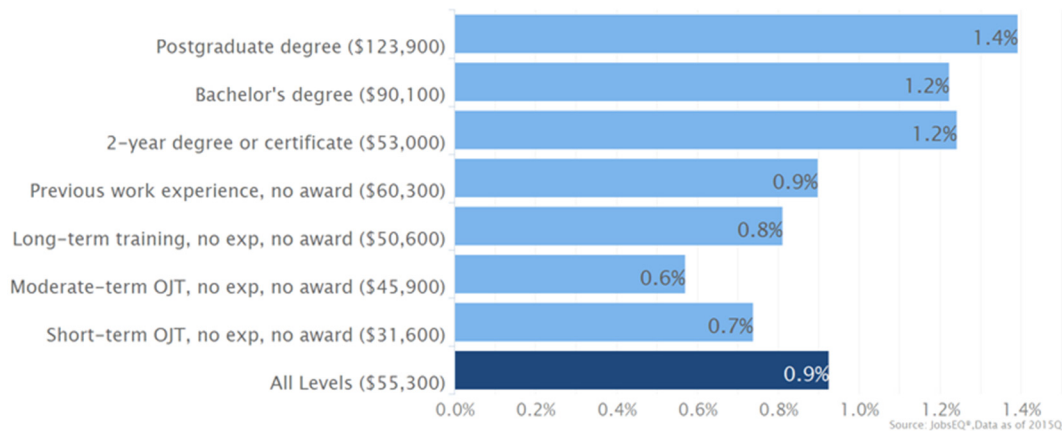
O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	30,452
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	23,347
29-1141.00	Registered Nurses	19,644
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	17,945
41-2031.00	Retail Salespersons	14,627
11-9199.00	Managers, All Other	12,884
13-1111.00	Management Analysts	10,161
43-4051.00	Customer Service Representatives	8,902
41-1011.00	First-Line Supervisors of Retail Sales Workers	8,661
15-1199.02	Computer Systems Engineers/Architects	8,252
15-1121.00	Computer Systems Analysts	7,120
13-1071.00	Human Resources Specialists	6,902
15-1199.09	Information Technology Project Managers	6,855
11-2022.00	Sales Managers	6,809
15-1134.00	Web Developers	6,603

- b. 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.**

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 1.4 percent annually. Jobs requiring a bachelor's degree and those requiring an associate's degree or credential are also expected to have above average growth, increasing by 1.2 percent annually.

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Annual Average Projected Job Growth by Training Required for COA



Through an analysis of 2015 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Problem Solving, and Teamwork. Several “hard skills” are also frequently requested, including Microsoft Excel, Project Management, and Microsoft Office. The 15 skills most requested by employers in the City of Atlanta are presented in following table.

Top Skills by 2015 Job Postings - City of Atlanta

Skills	Job Postings
Communication Skills	80,655
Writing	54,477
Microsoft Excel	37,554
Planning	36,394
Problem Solving	36,162
Team Work/ Collaboration	32,350
Project Management	31,676
Customer Service	30,023
Organizational Skills	29,674
Microsoft Office	29,178
Research	28,970
Detail-Oriented	24,504
Building Effective Relationships	23,728
Troubleshooting	19,152
Creativity	18,894

Additionally, this assessment of 2015 job postings data reveals the credentials most frequently requested by City of Atlanta employers. The most requested credentials in the region largely reflect the three targeted industries in region: healthcare, information technology, and transportation and logistics and include certifications such as Registered

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Nurse, Certified Driver’s License, and Cisco Certified Network Associate. In the city, many of the top certifications are related to the PST Services industry. The top 10 certifications requested by employers in the city are summarized in the following table.

Top Certifications by 2015 Job Postings - City of Atlanta

Certifications	Job Postings
Registered Nurse	8,947
Certified Public Accountant	5,805
Project Management Certification (e.g. PMP)	4,230
Certified Information Systems Security Professional (CISSP)	2,292
Basic Cardiac Life Support Certification	1,937
First Aid CPR AED	1,862
CDL Class A	1,757
Certified Information Systems Auditor (CISA)	1,708
Security Clearance	1,458
Cisco Certified Network Associate	1,276

- c. **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.**

According to Chmura’s JobsEQ, the population of the City of Atlanta in 2010 was over 550,000. The city has a civilian labor force of 317,500 people, representing a labor force participation rate of 66.1 percent. This labor force participation rate exceeds the participation rates of 62.6 percent and 63.5 percent in the state and nation, respectively.

Demographics Overview - City of Atlanta

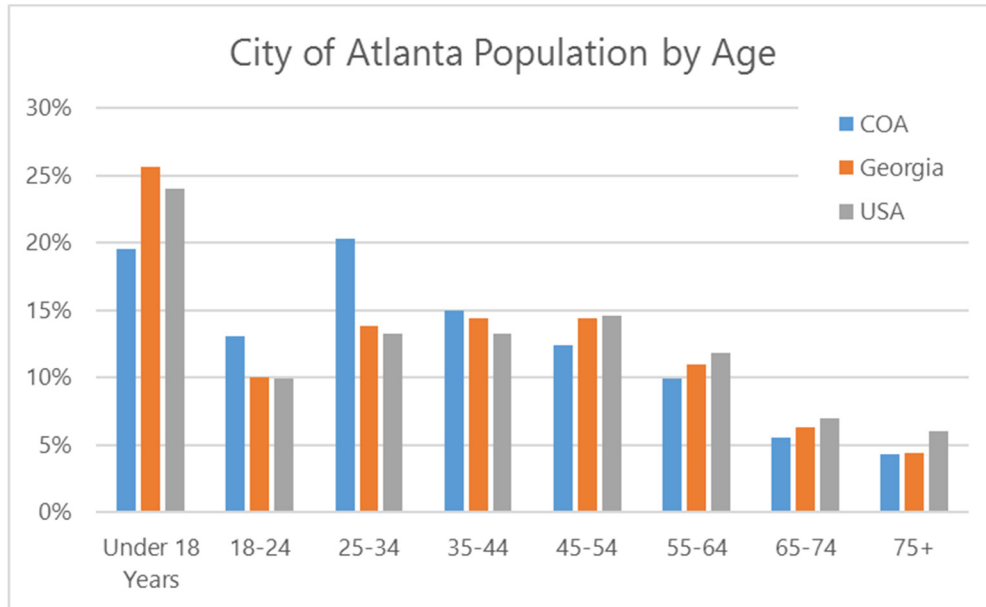
	COA	GA	USA
Population	555,604	10,097,343	318,857,056
Median Age	33.5	35.3	37.2
Labor Force	317,595	4,819,365	157,940,014
Labor Force Participation	66.1%	62.6%	63.5%
Median Household Income	\$57,006	\$49,342	\$53,482

Source: JobsEQ

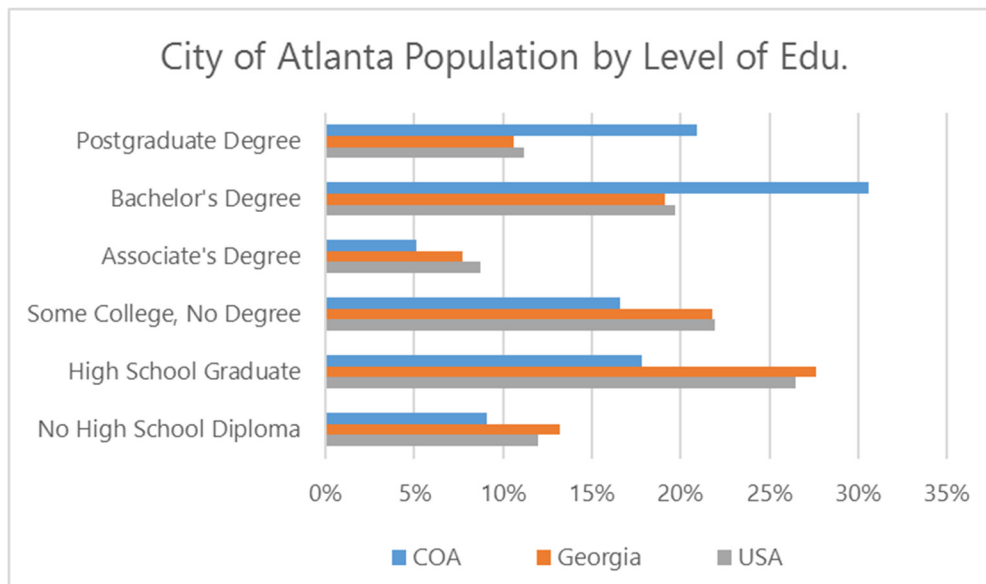
Relative to the state and nation, the City of Atlanta’s population is more concentrated in the 25 to 34 age cohort, which accounts for 20 percent of the city’s population. The city is less concentrated in residents aged 18 years and younger and those aged 55 and

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older.



The population of City of Atlanta is highly educated. Over 50 percent of city residents have a Bachelor’s or Postgraduate degree, compared to approximately 30 percent with this level of educational attainment in the state and nation. Conversely, the city is less concentrated in residents with an Associate’s degree or less.



According to the US Census, 23 percent of Atlanta residents live below the poverty line. This compares to 16 percent in Georgia and 18.6 percent in the US. Approximately 4 percent of the population are veterans and 9 percent have disabilities.

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Targeted Populations Overview - City of Atlanta

	#	%
Pop. Below Poverty Line	123,907	23%
Individuals with Disabilities	34,572	9%
Veterans	16,512	4%

Source: Chmura's JobsEQ

The Aspen Institute's Opportunity Index tracks "disconnected youth" in communities across the country. The Opportunity Index defines "disconnected youth" as individuals aged 16 to 24 who are neither working nor in school. Disconnected youth are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. In Fulton County, the number of disconnected youth has grown slightly since 2011, from 16,100 youth to 16,540.

Disconnected Youth - Fulton County

	2011	2015
Population Aged 16-24	124,000	126,260
Disconnected Youth*	16,120	16,540
% of Youth Disconnected	13.0%	13.1%

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

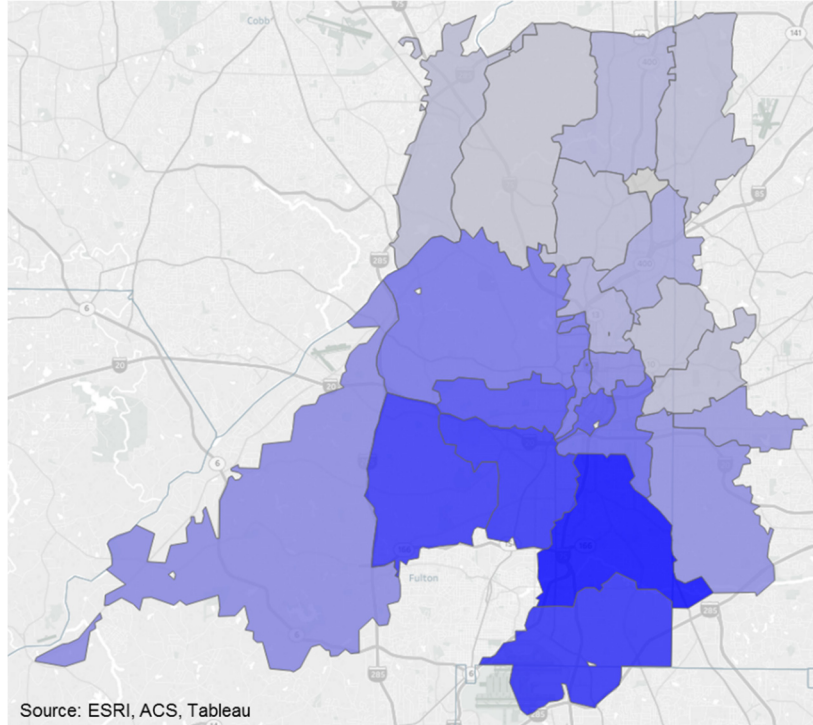
**The Opportunity Index does not offer statistics below the County-level – for this reason, Fulton County was used as the geography.*

By looking at demographic data within the City of Atlanta, it is apparent that economic opportunity varies greatly depending on the portion of the City in which a person resides, as evidenced in the maps on the following pages.

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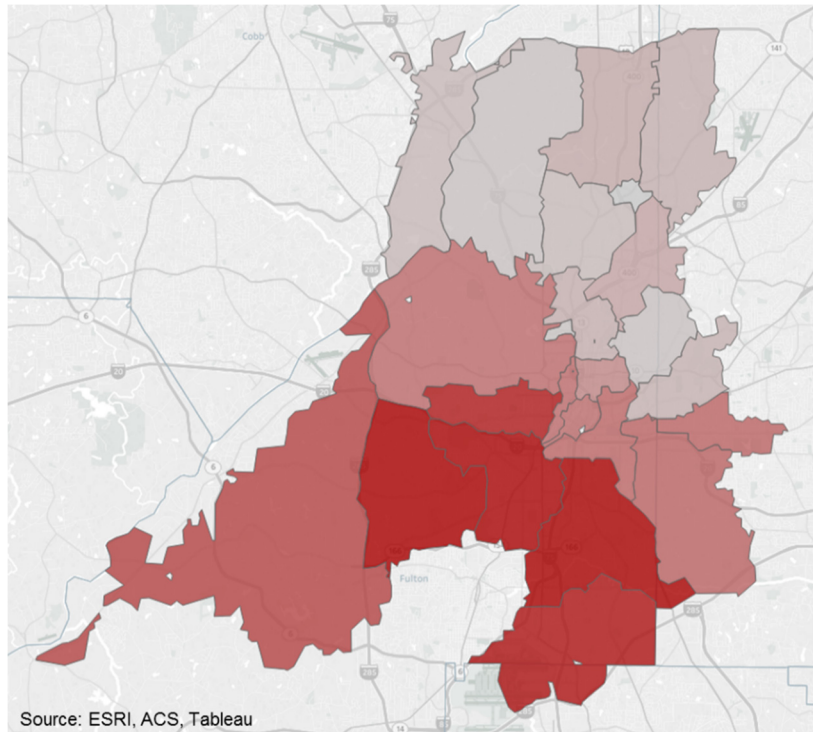
Poverty Rate by Zip Code: City of Atlanta

In the map on the right, the percentage of households below the federal poverty line are displayed in the zip codes that comprise the City of Atlanta. The darker blue represents households with higher levels of poverty, which are generally in the southern end of the City. In the City, poverty rates range from just under four percent in the northern end of the City to over 40 percent in the southern end.



Households Receiving SNAP Payments by Zip Code: City of Atlanta

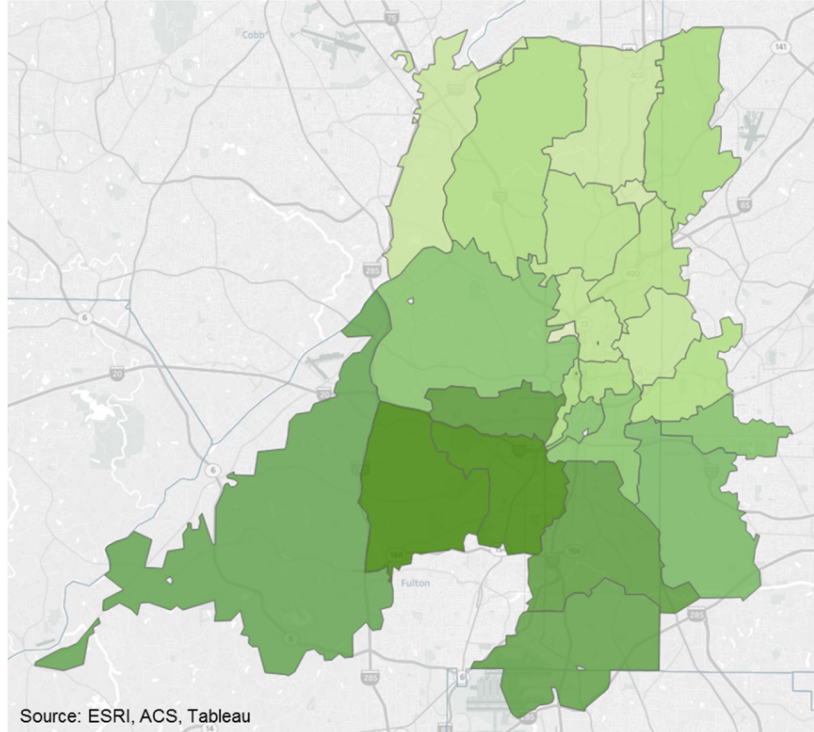
Similarly, the percentage of households receiving Food Stamps/SNAP varies by location, with a higher percentage of households in the southern end of the City receive SNAP payments than in the northern end. Overall, the percentage of households receiving SNAP payments ranges from under one percent to nearly 39 percent.



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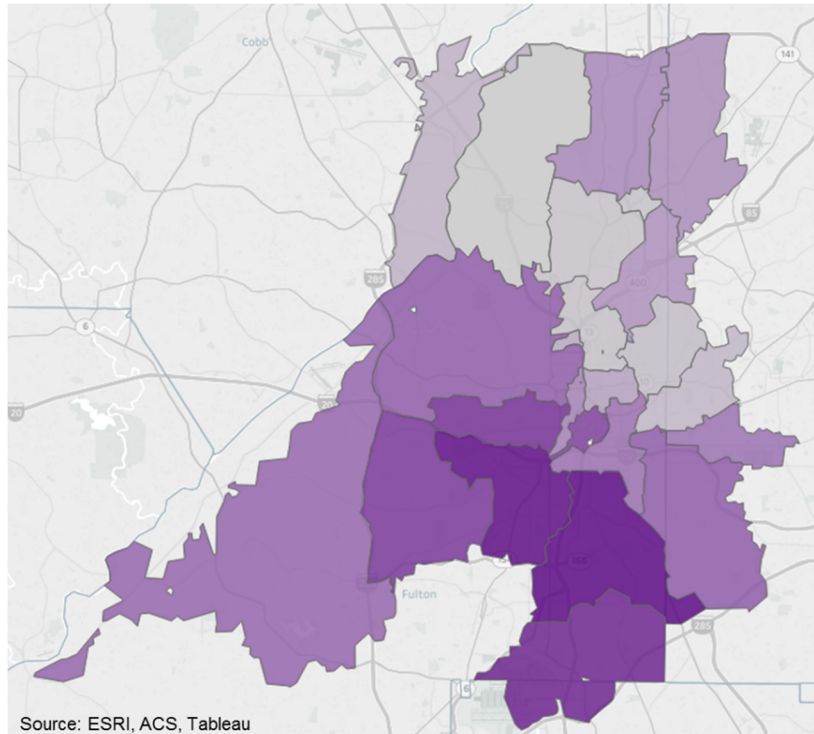
Households with 1+ Members with a Disability by Zip Code: City of Atlanta

Similarly, households with at least one individual with disabilities are also concentrated in the southern end of the City. The percentage of households with an individual with a disability range from just under 6 percent in the northern end of the City to nearly 35 percent in zip codes at the southern end of the City.



Population (25+) without a High School Diploma by Zip Code: City of Atlanta

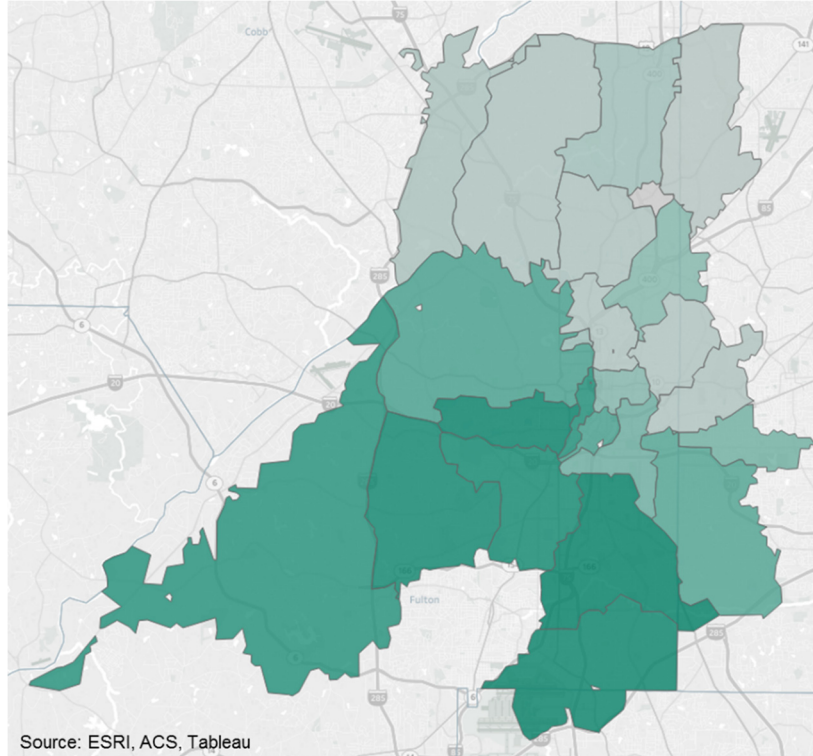
The percentage of residents without a high school diploma is also much higher in the southern end of the City than in the northern end. The rate of individuals without a diploma ranges from approximately 1 percent, represented by light purple, to 24 percent, represented by dark purple.



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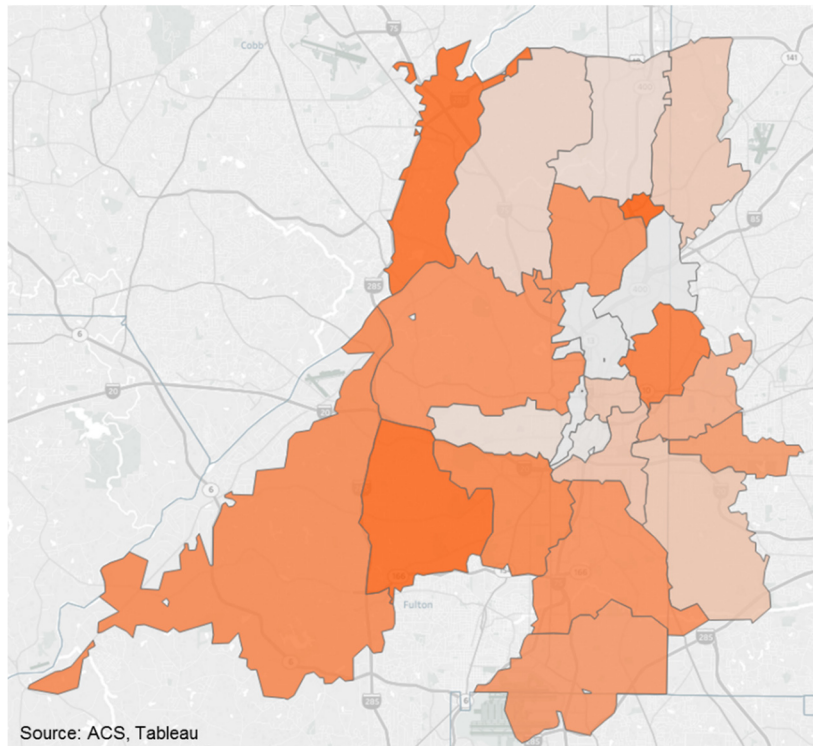
Unemployment Rate by Zip Code: City of Atlanta

The southern end of the City of Atlanta also experiences higher unemployment than the northern areas. Unemployment rates in Atlanta range from a minimum of just over 1 percent to nearly 13 percent. The darker zip codes represent areas with higher unemployment rates.



Disconnected Youth by Zip Code: City of Atlanta

The map on the right shows the percentage of disconnected youth in the City of Atlanta, by zip code. In this case, “disconnected youth” is defined as persons aged 16 to 19 who are neither in school nor working. While overall, disconnected youth are also more concentrated in the southern end of the City, high rates of disconnected youth can be seen across the City, in both the north and the south. The percentage of disconnected youth ranges from under 1 percent (represented by light orange) to over 22 percent (represented by dark orange).



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- d. **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.**

Education & Training Analysis – City of Atlanta

The City of Atlanta is home to over 30 institutions offering academic degrees and credentials. Combined, these institutions awarded 20,500 degrees and certificates in the city in 2014, increasing by nearly 25 percent since 2004. Of these academic awards, nearly 50 percent were for bachelor's degrees, 22 percent were for master's degrees, and approximately 25 percent were for associate's degrees and certificates.

Georgia State University awarded the most degrees awarded in 2014, followed by Georgia State Institute of Technology. For both of these institutions, the vast majority of academic awards were for degrees, not certificates. However, Atlanta Technical College, the third largest institution in terms of number of academic completions, primarily awarded certificates.

1,300 degrees and certificates were awarded in 2014 were related to business administration and management. Several other top programs in the city are related to the PST Services industry, including engineering and accounting. Additionally, the city has a significant number of completions related to IT and computer sciences and healthcare industries.

Education & Training Analysis – Regional Perspective

According to the Supply-Demand Analysis, the Metro Atlanta Region is home to 13 public higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. 52,700 higher educational degrees were awarded in the 2013/2014 academic year. Over 20,600 of these awards were for Bachelor's degrees, 14,300 were for certificates, and 6,400 were for Associate's degrees.

Of the 52,700 academic awards in 2013/2014, over 10,100 were related to Business Management and Marketing. Health-related programs were the second most popular, with nearly 8,500 awards.

The Supply-Demand Assessment also analyzed the number of awards by degree level and compared them to the number of job postings in related occupations. According to this analysis, the Healthcare professions are awarding too many certificates relative to the number of job openings requires certificates of applicants. The Business Management and Marketing and Transportation and Material Moving programs have too few certificates being awarded in the region, relative to the number of job postings requiring those certifications.

At the Associate's degree level, the region has a large gap between the number of

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degrees related to Healthcare profession and the number of job openings. In 2015, there were over 16,000 job postings for Healthcare professions, while only 5,000 Associate's degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied at the Associate's degree level.

Finally, at the Bachelor's degree level, nearly 10,000 degrees related to Business Management and Marketing Occupations were awarded, while there were nearly 30,000 job postings marketing openings in these occupations. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.

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- e. **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 strategic vision of the Atlanta Workforce Development Board (hereinafter referred to as the Board) is to achieve a brighter future for residents of Atlanta, and for the Atlanta Workforce Development Agency (hereinafter referred to as the Agency) that serves them, through Five Pillars of Success:

- 1) To employ a disciplined, dynamic, dedicated and well-trained team of workforce professionals.
- 2) To achieve excellence in customer service.
- 3) To secure long-term financial success and fiscal integrity for delivery of services.
- 4) To maintain a data-driven and performance based system of service.
- 5) To create a network of collaboration among public, private, non-profit and education stakeholders of the local workforce development system.

Specific goals and measurement systems have been created by the Agency for each Pillar to implement the vision of the Board:

- 1) To employ a disciplined, dynamic, dedicated and well-trained team of workforce professionals.
 - Arriving at work on time eager to serve customers every day.
 - Exhibiting professionalism in dress and behaviors.
 - Participating in continuing education and training at least twice during a calendar year.
 - Evaluating employee success based on meeting specific performance goals.
 - Providing a work environment that promotes teamwork, collaboration, and shared learning among staff.
- 2) To achieve excellence in customer service.
 - Serving every customer with courtesy and respect by exhibiting professional behavior and connecting customers to resources that meet their needs, provided with by the Agency or by referral to other service providers.
 - Expanding services and improving outreach into hard-to-serve communities

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and neighborhoods.

- Providing accurate and useful information to customers to ensure that customers have clear expectations about assistance that will be provided.
- Assisting customers in creating their individualized employment plans that provide clear pathways and steps toward achievement of their goals.
- Holding customers accountable, via regular follow up, for actions they have agreed to take in implementing their employment plans.

3) To secure long-term financial success and fiscal integrity for delivery of services.

- Developing an annual operating budget in a timely manner for joint approval by the Workforce Development Board and the Mayor of Atlanta, with final submission to the Georgia Department of Economic Development, Workforce Division.
- Establishing procurement and purchasing policies and procedures to implement Board priorities in compliance with federal, state and local guidelines.
- Effectively communicating financial directives within the Agency and throughout the contractor network.
- Providing staff and contractor training to ensure that all expenditures are made in compliance with laws for each type of expenditure; ensuring that all expenditures meet the test of “necessary and reasonable” and that they are allocated among funding sources properly.
- Developing and maintaining a Cost Allocation Plan (CAP) in conjunction with the annual operating budget; ensuring that the CAP meets federal guidelines for cost sharing in the network of customer service centers.
- Allocating costs on a “benefits received” basis.
- Prioritizing program funding based on performance and return-on-investment (ROI) analysis performed by the Agency and Board.

4) To maintain a data-driven and performance based system of service.

- Focusing on real-time labor market information in the Metro Atlanta region to develop and implement targeted industry sector strategies in partnership with other workforce development boards in the Metro Atlanta region.
- Collecting and analyzing neighborhood-level data for the City of Atlanta to inform how the Agency deploys resources to implement the Board’s Priority of Services policies.
- Creating clear performance metrics for Agency staff and contractors and holding them accountable through quantified goals and performance measures.
- Tracking Workforce Innovation and Opportunity Act (WIOA) performance

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measures and adapting operations as needed to ensure a best-in-class workforce system in the City of Atlanta and regionally in partnership with other workforce areas.

- 5) To create a network of collaboration among public, private, non-profit and education stakeholders of the workforce development system.
 - Partnering with the other five local workforce development boards in the Metro Atlanta region to share strategies and develop a collaborative regional framework for serving all customers of the workforce development system.
 - Identifying best-in-class service providers and outsourcing services to them as appropriate.
 - Establishing a Career Pathways framework to connect public education and employers to create and maintain a regional talent pipeline to meet immediate and future demands.
 - Partnering with the U.S. Conference of Mayors Workforce Development Council and their individual members from other urban areas to develop and implement creative solutions to address urban needs.
 - Developing relationships with employers on an industry sector and regional basis to fully engage employers as partners in building a Career Pathways system.

f. 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.

The plan period of 2016-2020 is a critical period for the workforce development system, both locally and regionally, as the nation has settled into what some describe as “the new normal.” The economy has improved greatly since the recession of the past decade, yet the new normal is characterized by young people and adults struggling to succeed economically and employers continuing to have difficulty finding workers who are qualified for job openings they have. A local workforce development system must deal with both issues simultaneously and engage a broad array of partners and stakeholders in doing so. The system must also balance the relationship between highly localized delivery of services to individuals, often down to the neighborhood level, and economies that are predominantly regional where employers cast a wide net across multiple counties for the talent they desperately need. A recent Urban Institute publication (Understanding Local Workforce Systems, March 2016) stated that “Local leaders encounter many challenges in building and developing their workforces. There is no single source of information for local leaders and other stakeholders to learn what local workforce system is and how it can support local workforce priorities. Nor is there only one model for how a local workforce system should operate.” This plan is the City of Atlanta’s unique approach to rising to the challenges of the next five years, an approach that is built on local strengths, needs, opportunities, and relationships in a complex and dynamic metropolitan region.

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The Atlanta plan is built on leveraging and coordinating the work of multiple partners and funding sources on a foundation that includes:

- *Sector-Based Strategies* to clarify and address employers' needs on a regional basis within the context of a regional plan with other workforce areas in Metro Atlanta;
- *Career Pathways* that begin with literacy and foundational workforce skills followed by multiple on-ramps for youth and adults, aimed at precisely-defined needs of employers;
- *Work-Based Learning* opportunities that engage employers as full participants in training, not just end-users of the products of education and training providers; and
- *System Alignment* of partners within the City of Atlanta and throughout the region to maximize collective impact and present an integrated system to customers that is highly visible, easy to access, and easy to navigate.

The work with core partners will address enhancement at the ground level on a functional basis. The Urban Institute, drawing on the work of the U.S. Department of Labor's Employment and Training Administration and other national thought leaders, has identified seven major functions of a local workforce development system. The following provides strategy elements that will be addressed by core partners within those seven elements to implement the Board's vision and goals:

1. Provide Employment Services

- Provide greater awareness of services under the new brand, WorkSource GA
- Increase the use of technology for labor exchange services
- Integrate local and state staff in comprehensive WorkSource GA centers in collaboration with the state and with regional partners

2. Provide Education & Training

- Create credentials valued by employers tied to sector-based employer engagement
- Fully integrate work-based learning (OJT, internships, other) into career pathways with employers as full partners in training and education
- Incorporate employer-identified workforce skills (soft skills) into occupational training programs

3. Offer Supportive Services

- Provide intensive case management for Priority of Service customers, addressing early warning signs that signal disruptions in

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training/employment plans

- Form strong partnerships with the human services networks of the City of Atlanta
- Support customers in early stages of employment following job placement to ensure that jobs are retained and pathways for wage and skill growth are identified

4. Support Employers' Human Resources Needs

- Work with other workforce development boards in the Metro Atlanta region to identify sector-based needs and training programs to fill them
- Deploy business service services representatives who are sector specialists
- Create customized solutions for individual employers, drawing talent from the WorkSource GA system and the broader network of talent sources (such as colleges and technical school partners)

5. Develop & Coordinate Workforce Strategies & Policies

- Coordinate with other Metro Atlanta areas on common policies, procedures and templates for key program elements (ITAs, OJTs, etc.) to enhance customer service regionally
- Work with City of Atlanta service partners to identify common metrics for success and clarify roles each organization will play in achieving collective success
- Fully incorporate adult education, literacy and English Language Learner (ELL) programs into career pathways, and develop review procedures for Board review of adult education plans of service

6. Provide Funding & Resources to Support the System

- Create higher impact on meeting customers' needs by "blending and braiding" other funding sources with WIOA funds to allow customers to take advantage of the full benefits of all program funds
- Identify targets for private funding sources and utilize Board members, especially high-profile employers, to present proposals for workforce development programs
- Work with regional partners to develop proposals for federal and state government funding on a regional basis, with different workforce development agencies in the region taking the lead role on different proposals as appropriate

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7. Improve Job Quality & Access

- Work closely with economic development organizations in the region to identify and develop training pathways that serve to attract high-quality jobs to the region
- Using the TechHire initiative as a model, develop additional employer-engaged models that create access for WIOA customers to high-quality jobs
- Identify Atlanta employers who demonstrate a commitment to exceptional human resource practices in hiring and employee development, and showcase their achievements by an awards program for best practices in workforce development.

3. **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.**

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

The Atlanta Workforce Development Agency (Agency) is the focal point for coordination and alignment of all workforce system partners for the City of Atlanta. In this role, the Board and the Agency takes the lead in collaboration with businesses, economic development entities and educational institutions to help the City's residents develop skills to attain sustainable employment and ensure that the City's workforce meets the needs of the business community. The approach combines sector-based planning (demand side), career pathways development (supply side), and engagement of employers as part of the solution to skills gap (work-based learning strategies).

The Agency's Business Relations Team (BRT) executes these goals by:

- Providing Atlantans with training opportunities that bridge skills gaps and create a path to sustainable employment;
- Building a workforce that is responsive to the needs of the business community;
- Serving as Atlanta's labor market experts; and
- Collaborating with Invest Atlanta to execute the City of Atlanta's economic development strategy.

The BRT is divided into three functions: recruitment, placement, and labor market.

Labor Market Intelligence

The labor market intelligence team creates products that provide a snapshot of the City's economy, job market, and workforce to educate Atlanta's job seekers on the needs of the business community. The products are used to help job seekers make decisions about their future career plans and inform Agency staff about industries that provide the best career paths.

Recruitment

The recruitment team develops partnerships with employers to:

- Gain knowledge of industries and occupations;
- Build customized solutions that address pressing recruitment and training needs;
- Help job seekers gain relevant skills and experience; and
- Generate resources to support programs.

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Career Specialists

The career specialist team manages programs created by the recruitment team and works with job seekers to ensure successful completion of those programs. Based on the customer's skill level and employment goals, the Business Relations team either places them in work-based learning programs or immediate, full-time employment.

- b. **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 primary function of the Board in overseeing the work of Agency and partner staff is to ensure that employers in the City of Atlanta have a reliable pipeline of talent to meet current and future needs. WIOA charges workforce development boards to lead an even higher level of engagement with their local employers through sector-based planning and labor market information, promotion of work-based learning strategies that involve employers as partners in education, design of career pathways aimed at specific skill gaps, and creation of credentials that have currency with employers when job applicants present them in the application process. WIOA also provides expanded opportunities for incumbent worker training leading to higher skills and higher wages.

Agency and partner staff help employers to develop and maintain a talent pipeline to fill entry-level positions along with assistance in advancing the skills of existing workers in career and skill ladders within local businesses. Business and organized labor representatives on the Board contributed to the development of the Agency's strategies through participation in the Business Relations and Economic Development Committee. Many of the businesses and organized labor representatives are actively engaged in creating strategies to leverage the programs of the one-stop center and the Agency's network of business-serving partners to meet needs in their respective industries and organizations.

Services available to employers are provided in several categories:

Recruitment Support

Agency and partner staff create a talent pipeline to fill entry-level positions by:

- Providing access to qualified candidates;
- Credentialing candidates per employer requirements and then referring them to employers;
- Creating work-based learning strategies that combine classroom training with

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employer-based learning on real jobs; and

- Providing job candidates with requisite literacy and foundational skills to participate in employer-sponsored programs for hiring and advancement.

One-stop center Skills Development Advisors and Career Specialists screen candidates for job readiness and occupationally-specific skills using a series of Prove It exam prior to referral. Career Specialists work with employers to facilitate the interview process and host the employer at the Agency if desired. Career Specialists also organize specific job fairs, hiring events, and workshops as requested by employers, and then invite job seekers who meet the employers' entry standards. In addition, the Agency covers the cost of background checks and drug screenings per employers' specifications. Equipment and materials required for participation in work-based education and training is also available on a case-by-case basis.

Work-Based Learning Programs

Work-based learning programs can take several forms depending on the employer's needs:

- Traditional on-the-job training (OJT) where the agency provides a 50 percent wage/salary reimbursement to offset the cost of training at the employer's site for up to six months;
- Work experience and transitional jobs programs where workers' wages can be paid during a tryout period while providing valuable work experience for job seekers who need to establish credentials in new occupations and/or industries;
- Apprenticeship programs with the Agency working with employer and labor unions partners to provide pre-apprenticeships programs to qualify job seekers for access to the programs.

Customized Training

The Agency offers customized training to groups of employers within industry sectors who have similar skill training needs and a demand for the skills. The Agency is actively marketing the Customized Training program in the business community through its network of employer associations, chambers of commerce, and economic development groups.

Incumbent Worker Training

The Agency works with employers to support career pathways for existing workers, recognizing that continuous learning will be needed to keep pace with increasing skill requirements for jobs in all industry sectors. The Agency offers incumbent worker training to up-skill an employer's workforce, assisting the employer in developing internal policies and procedures to enable training to take place. Agency and partner staff can also work with the employer to backfill positions that have been vacated by employees who

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advance. WIOA provides new opportunities for implementing incumbent worker strategies.

- c. 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 City of Atlanta depends on the vision of City leadership to provide coordination of multiple economic development, education, and workforce development entities to stimulate and deliver high caliber economic development within the context of the total development of a vibrant Metro Atlanta region. The Board, in engaging employers in multiple sectors to define talent needs and deliver solutions, has well-established working relationships with its local economic development partners that include Invest Atlanta, the City's economic development agency, and the Metro Atlanta Chamber, the regional chamber of commerce that coordinates initiatives among multiple local chambers of commerce. Through these partnerships the Board is able to continually engage a wide range of employers 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.

Through its partnership with Invest Atlanta, the Board is able to directly connect and coordinate with key resources and business alliances in Atlanta's diverse and dynamic business community, including:

- Midtown Alliance;
- Central Atlanta Progress;
- Buckhead Community Improvement District;
- Airport Area Chamber of Commerce;
- Startup Atlanta; and
- InternNavigator.

The Metro Atlanta Chamber, in recognizing that the number one question that companies ask when considering a move to Atlanta is whether or not they will be able to find enough workers with the right skills to grow their companies, formed the Workforce Council to work hand-in-hand with the Board and other public sector and non-profit partners who have workforce development as a primary mission. The Council serves as a focal point for the Board in:

- Aligning workforce development efforts with education to support regional growth;
- Creating and advocating for various workforce development policies;
- Keeping the business community informed of available resources to address

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workforce challenges and fill skill gaps; and

- Working with key industry sectors to identify career ladders in each sector that allow entry-level workers to advance to higher skills and wages.

The Board is an integral part of the economic development efforts to attract new businesses, as well as retain existing, businesses, in the City. It provides data on key workforce indicators as well as labor market information. It also promotes the services of the Atlanta Workforce Development Center, 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. In doing so, it also coordinates with its partner workforce development boards in the Metro Atlanta region to provide regional solutions to employers who recruit workers from the broader Metro Atlanta region to meet their needs.

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

An Unemployment Insurance (UI) representative from the Georgia Department of Labor (GDOL) is scheduled to be on-site at the One-Stop Center Resource Library each week to assist with filing unemployment compensation claims. Customers who are at the facility conducting job search activities can meet with GDOL staff when they are on-site, eliminating the need to travel to another location. When the UI representative is not on-site, individuals may access on-line Unemployment Insurance services from any of the computers in the Resource Library. In some cases, customers will be referred to the South Metro location for processing and other customer service issues.

In order to strengthen linkages to the Unemployment Insurance system, the Board is interested in exploring the possibility of having the UI representative on-site on a more frequent basis. The Board is also interested in working with GDOL to identify those individuals who are likely to exhaust their UI benefits and requiring them to come to the One-Stop Center for job search assistance. Customers would be provided with an orientation of services and given an initial assessment to determine specific needs. Based on their particular circumstances, customers 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 return to work before their benefits are depleted.

Both the State 2016 WIOA Unified Plan and the regional workforce development directors of Metro Atlanta have identified integration of core program staff at physical sites as a priority issue for enhanced customer services. The regional workforce development boards will continue to work together and with the GDOL and GDEcDWFD offices to develop state and local policies and practices that move toward that goal.

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

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

The Board and the Agency are committed to increased levels of regional planning and coordination of service delivery strategies to provide increased visibility of services and increased ease of access for employers and job seekers in the Metro Atlanta region. Agency staff actively participates in bi-monthly meetings of workforce directors of the Metro Atlanta region. Recently the region's directors, service/training partners, and key stakeholders met over a 3-day period to develop priorities for the regional plan along with implications for each or the local plans. The regional plan will describe areas of collaboration that will be explored, including key priorities of:

- Marketing of the workforce development system to employers and to job seekers under the new WorkSource GA brand;
- Sharing best practices and resources (materials, curricula, procurement templates, contract templates, evaluation information, etc.);
- Enhancing communications among workforce areas in the region (monthly meetings in the short term, identification of key issues, sharing best practices among staff at both the planning level and operations level);
- Standardizing policies while maintaining local flexibility (regional metrics for performance, common database, evaluation protocols, etc.); and
- Collaboration for Business Outreach and Services (single points of contact for regional employers, decision tree for providing services, industry specialists shared regionally, coordinated education of regional partners and stakeholders).

The Board and the Agency staff recognize the value of excellence in regional planning combined with excellence in local delivery of services and intend to be full participants in implementing regional priorities aimed at advancing customer services. The five local boards of the region will initially focus on coordination of business outreach and employer engagement approaches. The City of Atlanta Workforce Development Board will work collaboratively with the other boards in conducting regional business forums, summits and roundtables for targeted sectors on a regional basis. Priority efforts will be made to coordinate a regional approach for the three regional target industries identified in the Regional Plan. The Regional Plan also identifies priorities for joint action on coordinating services for job seekers, including: building on the current Eligible Training

Provider List (ETPL) structure of neighboring regions to now include the City of Atlanta and Cobb County; working systematically to standardize contract formats and templates; standardizing assessment instruments and job readiness curricula; and developing new technology for sharing data within the region. Coordination under the Regional Plan also provides opportunities for expanded access to programs and services on a region-wide basis. This will be accomplished via collaboration on site selection for full-service centers and the network of access points, and via development of career pathways with education and training partners on a region-wide basis.

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

Representatives from the City of Atlanta, Fulton County, DeKalb County, Cobb County, and Atlanta Regional Commission workforce areas recently met to develop both strategic and operational priorities for the transitional plans leading to full implementation of WIOA, including identification of possible methods to create more efficient uses of administrative and program funding. Currently the workforce area partners are working toward greater efficiencies in a three-stage process: 1. Each local area will work to create more efficient use of funds from local partners via new Resource Sharing Agreements under new state guidelines tied to USDOL final regulations; 2. Regional partners will identify areas where one partner can take the lead on a particular issue or delivery structure and share with the other partners; 3. Regional partners will identify any costs that might be more effectively covered by pooling of administrative and/or program funds to achieve both local and regional goals to the extent that administrative costs are incurred for common objectives that benefit multiple programs administered by regional grantee organizations, or the organization as a whole, and as such are not readily assignable to a particular cost objective funding stream. Such costs may include general management of the grantee organizations, such as strategic planning, board development, accounting, budgeting, personnel, procurement, and legal services.

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

a. Describe the partners that are participating in the sector strategy development.

Within the context of overall economic development with key regional partners described in 3.c. above, the Board and Agency have aggressively pursued sector-based strategies and funding to support them within the conceptual framework of “Metro Atlanta: A Hub for Global Commerce.” Shown below are the major sectors where initiatives have been launched, with key objectives, partners and programs.

Sector Initiative	Overall Objective	Key Partners/Programs
Information Technology	Create an ecosystem that equips Atlantans with the skills to meet the technology needs of the City’s employers	<p>Selection of Atlanta by U.S. Department of Labor for a TechHire Initiative with 15 new cities in U.S. as partners</p> <p>Advisory Board of CTOs & CIOs of employers in IT sector & employers with high demand for IT skills</p> <p>Partnership with Iron Yard & Techsquare Labs to create accelerated training programs</p>

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<p>Construction</p>	<p>Create an ecosystem that connects Atlantans to career pathways in the skilled trades.</p>	<p>In the process of building a partnership with the metro-Atlanta chapter of the Association of General Contractors to convene a sector partnership.</p> <p>In the process of building a partnership with Southface to complete ETPL requirements & convene a group of employers to understand their need for “green construction” skills.</p> <p>Partnership to partially fund apprenticeships in target occupations: electricians, building trades, plumbers, heating/air conditioning mechanics</p>
<p>Hospitality</p>	<p>Address current and emerging skill gaps in the hospitality industry as well as align training programs and workforce resources to bridge the industry’s skill gaps</p>	<p>Partnership with Back of House (BOH) Internship Program to connect students enrolled in Culinary Arts programs to work-based learning experiences with employers</p>
<p>Business Services</p>	<p>Create opportunities for job seekers to receive training and employment in three key occupations: insurance sales representative, administrative assistant, call center customer service representatives</p>	<p>Partnership with Country Financial to scale training for sales representatives in the insurance industry</p> <p>Partnership with All-State to provide work experience & internships leading to full-time employment in sector</p> <p>Working with employers in sector to get introductions to other key employers</p>
<p>Film/Entertainment</p>	<p>Prepare Atlantans for entry level positions with identified career ladders within the growing entertainment</p>	<p>Partnership MOU with Tyler Perry Studios and contractors to fill operations & production occupations at Fort</p>

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	industry	<p>McPherson</p> <p>Partnership with IATSE Local 479, the Mayor’s Office of Film and Entertainment, and the film industry for creation of internships on film sets</p> <p>Creation of 57 work experience placements in below the line occupations on film sets</p>
Health Sciences	Prepare Atlantans for entry level positions with identified career ladders within the health sciences industry	<p>Partnership with Atlanta CareerRise in Healthcare Mobility Project (CHAMP)</p> <p>Connected AWDA customers to CVS to create apprenticeship program for pharmacy technicians</p>

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

A foundational base has been established with key employers and other partners for each sector show above. Meetings and sustainability for engagement for each sector include:

Information Technology (IT): AWDA, Iron Yard, and TechSquare Labs received commitments from employers to train and interview 400 individuals in software development other high growth IT occupations by 2020 as part of Atlanta’s TechHire Initiative. Atlanta’s TechHire Initiative will create an Advisory Board comprised of CTOs and CIOs of major employers of IT talent served to connect government, non-profit, training, education, workforce development, economic development, and industry groups to the successful TechHire application. The group will continue as the sector leadership for implementation of the TechHire grant, identification of ongoing needs of the sector, and advancement of training programs in the sector.

Construction: AWDA is working with the Association of General Contractors to convene a sector partnership that will increase awareness of the workforce system, align education and training efforts with employer needs, and connect individuals to career pathways in the skilled trades. The AWDA is working with Southface to convene an employer group that will identify employer need for “green construction” occupations. In addition, AWDA is engaging the International Union of Painters and Allied Trades to partially fund apprenticeship opportunities for AWDA’s job seekers. AWDA plans to provide partial funding to connect job seekers to apprenticeship opportunities in the skilled trades.

Hospitality: Efforts to date have focused on the Back of House (BOH) Internship program

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to connect students enrolled in the culinary arts programs to real-world internship opportunities via experiences in the restaurant industry in back of house occupations (line cooks, food preparation, and others). Sector initiatives in hospitality will be maintained with regular convenings of the Restaurant Industry Sector Partnership Group to explore needs and align programs. A separate Hotel Industry Partnership Group will also be convened.

Business Services: Meetings have been held with Country Financial and with All-State, and training programs have been set up with Country Financial (using RS Thomas Training Associates, a WIOA-certified training provider) and with All-State (for OJTs leading to licensing). From this base, the Board’s network of business contacts is being used to leverage introductions to leadership with other sector employers (such as AT&T, Blue Cross Blue Shield, Incomm, and others) to identify other needs and bring the pilot efforts to scale in occupations such as sales representatives, customer service representatives, and administrative assistants.

Film/Entertainment: A collaboration between the Mayor’s Office of Film and Entertainment, the International Alliance of Theatrical State Employees Local 479, and the Atlanta Workforce Development Agency created the Below the Line Film Internship Program with 57 work experience placements on film sets. The collaboration will be maintained and additional work will be done to partner with the Georgia Film Academy, as Georgia currently ranks nationally in film and television production with over 75 percent of that occurring in the Metro Atlanta region.

Health Sciences: The Agency is supporting Atlanta CareerRise with the Career in Healthcare Atlanta Mobility Project (CHAMP). Atlanta CareerRise and the Georgia Hospitals Association will serve as co-conveners of a Healthcare Employer Leadership Council that engages the major health systems in the Atlanta area to understand sector needs and address training issues. Atlanta Career Rise will monitor progress and oversee quality assurance for the sector initiative.

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

Five of the sectors were chosen based on analysis of the local labor market using data from Burning Glass for job postings (3/1/14 – 2/28/15) and EMSI Analyst for entry level education required. The sixth sector (Film/Entertainment) was chosen because of its rapidly rising importance in the Metro Atlanta area and in the State of Georgia.

Key data items for each sector include:

Sector/ Job Types	Monthly Job Posting/Wages [H.S. Diploma]	Monthly Job Posting/Wages [2-yr or less cert.]	Monthly Job Posting/Wages [4-yr degree]
Information Tech.: <i>Info & Support Svcs</i>	No high-growth jobs	20 postings/month	463 postings/month

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	at this level	\$18.34-\$31.60 per hr.	\$32.90-\$52.39 per hr.
<i>Network Systems</i>	No high-growth jobs at this level	220 postings/month \$23.25-\$42.20 per hr.	1490 postings/month \$32.90-\$52.39 per hr.
<i>Programming/ Software Devel.</i>	No high-growth jobs at this level	220 posting/month \$27.97-\$40.99 per hr.	1268 postings/month \$35.69-\$55.70 per hr.
Construction: <i>Design & Construction</i>	103 postings/month \$16.06-\$25.41 per hr.	90 postings/month \$16.49-\$35.17 per hr. (incl. Apprenticeships)	228 postings/month \$32.30-\$54.16 per hr.
<i>Maintenance & Operations</i>	32 postings/month \$14.51-\$21.09 per hr.	40 job postings/month \$18.35-\$33.03 per hr.	86 postings/month \$32.95-\$51.79 per hr.
Hospitality & Tourism: <i>Hotels & Recreation</i>	153 postings/month \$9.12-\$16.01 per hr. (includes less than high school)	No high growth jobs at this level	32 postings/month \$19.61-\$30.88 per hr.
<i>Restaurants</i>	299 postings/month \$8.82-\$19.79 per hr. (includes less than high school)	20 postings/month \$14.16-\$31.07 per hr.	No high growth jobs a this level
Business Services: <i>Admin & Info Support</i>	489 postings/month \$13.23-\$20.63 per hr.	No high growth jobs at this level	621 postings/month \$30.92-\$64.43 per hr.
<i>Finance, Insurance & Accounting</i>	222 postings/month (rate not known)	No high growth jobs at this level	888 postings/month \$32.97-\$60.49 per hr.
<i>Human Resources & Legal</i>	58 postings/month \$17.82-\$29.48 per hr.	58 postings/month \$21.29-\$35.26 per hr.	398 postings/month \$26.22-\$45.17 per hr.
<i>Marketing, Sales & Services</i>	1,193 postings/month \$13.71-\$24.62 per hr.	No high growth jobs at this level	901 postings/month \$32.97-\$60.49 per hr.
Health Sciences: <i>Diagnostic Services</i>	26 postings/month \$17.05-\$28.63 per hr.	68 postings/month \$13.23-\$33.04 per hr.	43 postings/month \$21.34-\$40.13 per hr.
<i>Therapeutic Services</i>	28 postings/month	511 postings/month	223 postings/month

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	\$9.46-\$12.88 per hr.	\$13.35-\$37.04 per hr.	\$35.65-\$54.13 per hr.
<i>Health Informatics & Laboratory</i>	80 postings/month \$17.57-\$26.11 per hr.	78 postings/month \$14.76-\$26.11 per hr.	43 postings/month \$31.88-\$63.04 per hr.

d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:

i. Participating employers;

Sector	Key Employers
Information Technology	AT&T, Bank of America, UPS, Comcast, FedEx, Turner Broadcasting Systems, Delta Airlines, Georgia Pacific
Construction	Southface, Construction Labor Unions (electricians, plumbers, HVAC), Association of General Contractors
Hospitality & Tourism	Employer members of partnership groups (Restaurant Industry, Hotel Industry), employers currently participating in Back of House Internship Program
Business Services	County Financial, All-State
Film & Entertainment	Tyler Perry Studios, IATSE Local 479
Health Sciences	CVS, employer members of Georgia Hospitals Association

ii. Target occupations;

Sector	Example Target Occupations
Information Technology	Computer network support specialists, quality software assurance testers, web developers
Construction	Electricians, plumbers, HVAC, building trades
Hospitality & Tourism	Cooks, food preparation, event management, customer service (front desk, concierge)
Business Services	Insurance sales representatives, administrative assistants, customer service representatives
Film & Entertainment	Below the line trades
Health Sciences	Medical assistant, pharmacy tech, phlebotomist, EKG technician, office management

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iii. Training programs; and

Sector	Training Programs
Information Technology	Software development, Quality assurance testers, CompTIA A+ & Network+ certification, OJT with employers
Construction	Apprenticeships program with IUPAT, UA 72, IBEW and IEC; Construction Education Foundation of Georgia.
Hospitality & Tourism	Back of House (BOH) Internship Program, Atlanta Tech Culinary Arts Program
Business Services	RH Thomas training to provide certifications identified by Country Financial as entry requirements
Film & Entertainment	Work experience programs with employers in film industry, Below the Line Film Internship Program
Health Sciences	Atlanta CareerRise Careers in Healthcare Mobility Project (CHAMP), apprenticeship programs in pharmacy tech & management

iv. Target Populations.

Sector	Target Populations
Information Technology	Out-of-school youth, low-income adults, Atlanta Public Schools students
Construction	Atlanta Public Schools students (rising high school seniors), YouthBuild participants, low-income adults
Hospitality & Tourism	In-school & out-of-school youth, low-income adults, students in Atlanta Tech’s Culinary Arts Program
Business Services	In-school & out-of-school youth, low-income adults
Film & Entertainment	In-school & out-of-school youth, low-income adults
Health Sciences	TANF recipients, in-school & out-of-school youth, low-income adults

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

Sector	Goals for 2016
Information Technology	Collaborate with community based organizations (YouthBuild, Families First,

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	<p>others) to recruit trainees for IT in TechHire initiative</p> <p>Convene IT Employer group to identify new occupations and build training programs in IT</p>
Construction	<p>Work with the Association of General Contractors to convene a sector partnership that will increase awareness of the workforce system, align education and training efforts with employer needs, and connect individuals to career pathways in the skilled trades.</p>
Hospitality & Tourism	<p>Work with Thaddeus Keefe to scale Back of House Internship Program to support 10 more trainees</p> <p>Work with industry groups to convene sector partnerships in the restaurant industry and hotel industries</p>
Business Services	<p>Expand & formalize partnership with County Financial & All-State</p> <p>Create new training programs to create industry-recognized licenses and certifications</p> <p>Expand employer membership in industry focus group to include employers such as Blue Cross Blue Shield, AT&T, Cox</p>
Film & Entertainment	<p>Continue to build talent pool for sector by expanding number of internships and work experience opportunities</p> <p>Partner with Georgia Film Academy to meet the needs of Tyler Perry Studios for trained production workers at Fort McPherson</p> <p>Partner with IATSE Local 600 to identify and provide skills for camera professionals</p>
Health Sciences	<p>Support the Georgia Hospital Association and Atlanta CareerRise led CHAMP sector strategy</p>
Transportation, Distribution and Logistics	<p>AWDA will work with employers and employer groups in the transportation, distribution and logistics industries to convene a sector partnership.</p>

6. 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.

a. Provide a description of how the local board will ensure the

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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.

The Board monitors performance of the City's workforce development system using feedback from a variety of sources. The backbone for quality assurance and continuous improvement is Memorandum of Understanding (MOU) structure that creates performance expectations for each service partner. The Agency, as the Board's selected one-stop operator for managing the MOU commitments made by partners, provides ongoing quantitative and qualitative reports to the Board on goal attainment. The Agency also utilizes a Customer Service Survey form with customers of the Atlanta Workforce Development Center, which provides ongoing feedback on service quality and suggestions on how to improve services.

The primary goal of the Board is meeting the needs of the City's employers by providing a one-stop system that recruits, screens, and supplies talent to employers in accord with employer requirements for hiring at multiple skill levels in each major industry sector. The Board acquires feedback from employers through several means:

- Business Relations Team members obtain feedback through one-on-one discussions with employers who are users of the system, including follow-up on job placements coming from the Atlanta Workforce Development Center, the Georgia Department of Labor job matching system, and other partners;
- Sector-based employer groups provide specific insights into the responsiveness of the system in meeting needs of the sector and in filling skill gaps that can serve to inhibit growth;
- The Metro Chamber's Workforce Council is a focal point for convening a wide range of employers to engage with educators and service providers on strengths and weaknesses of the system in meeting employers' needs; and
- Discussions with other workforce development boards in the Metro Atlanta region focus primarily on best practices in meeting the needs of employers and providing service effectiveness and efficiency on a regional basis.

b. 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.

A primary means of providing access to remote and high-priority neighborhoods, employer sites, and other locations is via the Agency's deployment of the Career Coach. The Career Coach is a state-of-the-art mobile career center created to help the Agency to provide access to services for underserved populations in the City of Atlanta. The Career Coach is ADA accessible and features 12 new desktop computers, LED lighting, free Wi-Fi and satellite, and additional meeting room, and exterior 40-inch LED monitors.

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The Agency plans to utilize the Career Coach in its outreach plans by deploying it daily to high unemployment areas where residents also lack transportation. It allows residents who do not have access to the City's workforce development sites to receive basic career services including: eligibility determination, program registration, resume workshops, job placement assistance, career counseling, testing in math and language, classes in computer skills and interviewing.

The Agency also collaborates with core partners to provide access via their other service sites in the City of Atlanta. In addition, sites such as libraries, neighborhood service centers, and faith-based organizations are also engaged to provide outreach and information.

- c. 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 Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

The Board and the Agency rely on key partnerships to reach and to meet the needs of special populations, including persons with disabilities. Through the partnership with the Georgia Vocational Rehabilitation Agency (GVRA) and Ability WORKS, the Agency and core service partners are able to address the needs of customers with disabilities via special services and resources while ensuring that the full range of assistance from all partners is provided. Through designated staff at the Atlanta Workforce Development Center, and through ongoing training of partner staff provided by GVRA for identifying needs and making appropriate referrals, the Center assists individuals with disabilities by:

- Conducting ongoing training of staff members and partner staff regarding services to individuals with disabilities;
- Providing outreach and information to agencies within the local area that offer services to individuals with disabilities;
- Maintaining an updated list of resources available within the local area for use by staff and customers in accessing needed services;
- Advocating for individuals with disabilities by advising and informing them about resources available within the WorkSource GA locations and in the local area and assisting them in applying for programs and services;
- Providing assistive technology items for persons with disabilities, such as adaptive keyboards and adjustable work stations;
- Conducting a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis;
- Coordinating staff training on assistive technology and equipment to ensure that staff

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are fully trained in usage and application;

- Helping individuals with disabilities needing assistance with the registration process; and
- Maintaining required Federal and State notices and postings in highly visible locations.

Serving persons with disabilities is an integral part of the Board’s design for service access and delivery. Physical services access points and the Career Coach mobile lab are fully compliant with the Americans with Disabilities Act of 1990. The Career Coach also enables persons with limited mobility to access services by bringing access to sites in partnership with GVRA.

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

The Board’s Memorandum of Understanding (MOU) with each one-stop partner serves to define the service contributions of each partner. A companion Resource Sharing Agreement defines the financial contributions of the partners in support of the local one-stop system. WIOA has provided an opportunity to perform a thorough review of the commitments and to ensure that resource commitments of the partners enable the delivery of comprehensive one-stop services defined by the law. The Board will work closely with the state to explore new levels of partner integration as service sites. The present list of partners and contributions they bring is shown in this plan in Section 1 under “Coordination with Core Partners.”

The Agency, having been selected by the Board as the one-stop operator, is committed to organizing of the Agency and its partners into functional, integrated service teams that focus on the type of service needed by customers, not the funding source for service. In carrying out the day-to-day operational duties of the one-stop system, the Agency performs the following duties in integrating partners’ resource commitments for high quality customer service in the one-stop setting:

- Coordinate partner resources (WIOA and non-WIOA) and establish joint processes and procedures for providing comprehensive, integrated workforce development and supportive services ;
- Encourage each partner’s business process to provide consistent service delivery throughout the one-stop service system;
- Ensure all job seekers, persons with disabilities, incumbent workers, and future members of the workforce have access to core services of the comprehensive system via sites of partner agencies and affiliate sites of the one-stop system through use of the Partner Referral Form;
- Conduct quarterly meetings with all one-stop partners agency managers to discuss operational issues, including service flow, customer referrals, and service integration;
- Submit monthly statistical and program operations reports, including performance

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toward achievement of annual performance standards, to the Agency for reporting to the Board;

- Host quarterly partner meetings to design operational adjustments as needed;
- Conduct work readiness classes;
- Provide current job search and job placement information;
- Administer and facilitate Georgia Work Ready Assessments;
- Track and analyze data for participant activity levels;
- Manage the commitments made by partners in the MOUs and Resource Sharing Agreements;
- Seek to bring in new partners and resources to expand the range of services available to customers; and
- Report on services and activities of the one-stop system to the Board and the Atlanta City Council.

Core one-stop partners are shown in the grid in Section 1 under Coordination with Core

Partners. All partners bring access to the resources of their respective agencies, with services offered on-site at times identified in the Memorandums of Understanding (MOUs), but with service always accessible to customers via the established referral process. The Partner Referral Form (see Attachment 3) captures job seeker information and the desired employment services from the partner. The form is sent to the appropriate one-stop partner agency contact by case management staff at the center based on the service commitments specified in the MOU. For example, Atlanta Public Schools committed to providing adult literacy services. Thus, a customer requiring GED preparation will be referred to the APS contact for enrollment in the adult literacy program, with the case manager at the one-stop center tracking the customer's progress and arranging for access to other partner resources either concurrently or sequentially as appropriate.

- e. 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.**

The Atlanta Workforce Development Agency currently serves as the one-stop operator for the City of Atlanta. WIOA law and the preliminary USDOL regulations define a procurement process where the Board will competitively procure a one-stop operator using a formal Request-for-Proposals (RFP) process. The Agency would be allowed to compete for the role of one-stop operator and could be selected if the chief local elected

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official (Mayor of Atlanta) and the Governor of Georgia agree to that selection. However, the Board would need to perform the procurement process without the assistance from Agency staff, as it is the intent of the Agency to compete for the one-stop operator role.

The Board intends to work closely with the state following issuance of the final WIOA final regulations to create appropriate separation of roles for the local procurement process. In the process, the Board will consider all viable options to determine the methodology that best meets the City of Atlanta's needs, including competitive procurement, sole source documentation, waiver authority, and any other means. The Board intends to prepare, if needed, a Request for Proposals (RFP) during the fall of 2016, with an anticipated release date of early 2017. This timeframe allows the Board to (1) research the market by requesting information from potential proposers, (2) develop a competitive procurement instrument that clearly identifies our specific service needs, (3) carefully evaluate the responses received, including cost/price analyses, and (4) select an Operator to begin services effective July 1, 2017.

In keeping with the City of Atlanta's efforts to streamline processes and institute a regional approach for workforce services, the Board will work collaboratively with the workforce development board of Cobb County, Fulton County, DeKalb County, and Atlanta Regional Council (ARC) to identify possible methods to minimize the costs related to procurement, such as cooperatively interviewing potential vendors prior to release of the RFP and/or potentially sharing a common RFP and evaluation tool.

The Georgia Department of Economic Development Workforce Division (GDEcDWD) organized work groups for WIOA transition issues. The work group for one-stop operator procurement created multiple recommendations for the procurement process and the requirements for one-stop operator applicants. These recommendations will form the basis for the Board's discussions with the state following the release of final USDOL WIOA regulations. The Board, per state guidance, will set standards for the one-stop operator and evaluation criteria for selection, and will work with other workforce areas in the region to create regional consistency.

7. 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.

Given that the City of Atlanta serves as the fiscal agent and employer of Agency staff, who also serve as staff of the Board, the Agency and its personnel are subject to and follow the specific procedures of the City of Atlanta, including the City of Atlanta Department of Procurement Standard Operating Procedures to award grants and contracts. The Agency also complies with the Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments (2 CFR 200). The Agency also complies with the GDEcDWD procurement guidelines per Section 2.2 of the Department's Policies and Procedures document and with applicable Workforce Implementation Guidance letters. The Board approves all contracts prior to execution by the fiscal agent.

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The City of Atlanta, serving as Fiscal Agent, adheres to the City's Department of Procurement Standard Operating Procedures. A summary of Section 4.4, Guidance for Request for Proposal ("RFP") of those procedures is shown as Attachment 4. The Board receives initial scoring of respective bidders by the Department of Procurement based on responsiveness of bidders to the work plan developed by the Board. The Board selects the most competitive bidder, and the selection is submitted to the City Council for approval and award.

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

The Agency and its service providers will adhere to the policies and procedures described in this section to ensure that all of Atlanta's residents have access to the full range of workforce development resources available to them, and that all potential service providers will be treated fairly in contract solicitation and award processes.

Persons with Disabilities Accessibility to the Building and Services

The Agency staff and all service providers are required to attend training on accommodating customers with disabilities via a web course provided by the ADA Technical Assistance Center. Staff and service providers are trained at the onset of their employment or contract on equal opportunity laws and regulations. The Equal Opportunity Officer provides the training. The Equal Opportunity Officer maintains a schedule to track those attending training. The Agency's facility provides push-button door access into the facility, its restrooms, and ADA accessible workstations. Moreover, the AWDA is working to partner with the Department of Vocational Rehabilitation Services (DVRS) to help eligible persons with disabilities prepare for, start and maintain competitive employment, thus becoming productive and independent citizens in their communities. The Agency will make referrals to DVRS through career counselors and in turn, DVRS has access to the Agency's career placement and job skills training for DVRS clients. The Agency is working to identify a staff representative to meet regularly (not less than quarterly) with to maintain communication and to process referrals.

Customers with Limited English Proficiency

The Agency is partnering with the Mayor's Office of Immigrant Affairs Welcoming Atlanta initiative to address the needs of customers with Limited English Proficiency (LEP). This partnership will also assist the Agency by identifying new hires with bi-lingual capability. The Agency will also explore expanded use of the citywide interpretation service, LanguageLine, an over-the-phone personal interpretation service.

Migrant and Seasonal Farm Workers

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Migrant and seasonal farm workers are not native to this area in terms of service requests. Should the Agency need to provide services to this population, the need would be met by immediately requesting assistance from the Georgia Department of Labor.

Veteran's Priority

The Agency's policy for ensuring veteran priority is to establish the following priorities for all Adult, Dislocated Workers, and Out-of-School Youth programs. These priorities will not be relevant until the availability of funds become limited. At that time, service to clients shall be prioritized according to the limited funds policy.

- An individual meeting both the veterans' and the limited funds criteria shall have the highest priority for service;
- Non-veterans meeting the limited funds criteria shall have priority over eligible veterans not meeting the limited funds criteria; and
- Veterans not meeting the limited funds criteria shall have priority over non-veterans not meeting the limited funds criteria.

The Agency will focus on employment and training opportunities for veterans utilizing the services of GDOL's First Response. Veterans that have other needs, such as vocational rehabilitation, intense counseling, etc., shall be referred to veteran staff at the GDOL South Metro Career Center. This career center shall be responsible for coordinating veteran needs with resources from the Veterans Administration. Disabled Veterans Outreach Program (DVOP) staff will be assigned to the WorkSource GA centers and used as the focal point for outreach to veterans in the community.

Grievance Policy for Potential Service Providers Seeking Contracts

The following appeal procedures have been established by the Agency to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services. The Agency, acting on behalf of the Board, will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factors (e.g. conflict of interest, nepotism) which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected via a properly conducted proposal review and selection process.

If any organization has a complaint against the Agency, informal resolution should be attempted before filing a grievance. If there is not resolution of the complaint, the

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complainant(s) has/have a right to file a grievance by sending a written request for a hearing to:

Atlanta Workforce Development Board
c/o Atlanta Workforce Development Agency
Attn: Kristina Garcia-Bunuel
818 Pollard Boulevard, SW
Atlanta, GA. 30315

After a written request for a formal hearing is received, the complainant(s) will be given written notice of the date, hour, place of the hearing, and of the manner in which the proceeding will be conducted and the issues to be decided upon, based on the complaint or grievance outlined in the written request. The Board will be responsible for conducting the hearing.

Prior to the hearing, the complainant(s) will be given the opportunity to:

- Withdraw the request for a hearing, in writing;
- Request a re-scheduling of the hearing for good cause;
- Bring witnesses and documentary evidence;
- Have records and documents produced; and
- Question any witness or party to the case.

Hearings on any grievance filed shall be conducted within thirty (30) days of such filing. Decisions shall be made not later than sixty (60) days after the filing of a complaint. Attempts at informal resolution may proceed during the 30-day period between the filing and hearing of the grievance and prior to the rendering of a decision on the grievance. If the complainant(s) does not receive a decision from the AWDB within sixty (60) days of the filing of the grievance, complaint, or receives a decision unsatisfactory to the complainant(s), the complainant(s) has/have the right to request a review of the grievance by the Governor. The request for a review should be submitted to:

Deputy Commissioner
Georgia Department of Economic Development
Workforce Division
75 Fifth Street Suite 845
Atlanta, GA 30308

The Deputy Commissioner shall act as the Governor's authorized representative. The request for review shall be filed within sixty (60) days from the date on which the complainant(s) shall have received a decision. The Georgia Department of Economic Development, Workforce Division, will conduct a review of the complaint and issue a decision within sixty (60) days from the date of receipt of the review request.

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The Equal Opportunity Notification and Complaint Procedure and the General Grievance Form of the Agency are attached as Attachments 5 and 6.

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Local Boards and Plan Development

4. **Local Boards** – Provide a description of the local board that includes the components listed below.
 - a. 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 Local Workforce Investment Board (LWIB) for the State of Georgia's Local Workforce Investment Area 3 (City of Atlanta) is the Atlanta Workforce Development Board (the Board). The Board was originally created under the federal Workforce Investment Act of 1998 and was reconfigured to comply with all requirements of the Workforce Innovation and Opportunity Act (WIOA) in 2014. In appointing Board members, and in compliance with WIOA law, nominations are sought from business organizations, labor organizations, and adult education providers (including the Technical College System of Georgia) prior to making appointments. The Board governs the local workforce development system by ensuring that services provided by the Agency and partners are comprehensive, fiscally responsible, integrated, effective, responsive, and participant-focused. The Board is comprised of 29 individuals representing business, adult and secondary education, economic development, housing and urban development, senior community service, vocational rehabilitation, organized labor, and community-based organizations. In accordance with state law, the chief local elected official, the Mayor of Atlanta, appoints members of the Board to serve for two-year terms. The Board is uniquely positioned within the State of Georgia as the only Board governing a workforce area that consists of a singular municipal jurisdiction.

By-laws of the Board, adopted September 22, 2016, contain specific provisions for the Board nomination process as follows:

Nomination process

Business representatives. The Mayor, City staff, Board members, local chambers of commerce or other business associations may recommend business representative candidates for the Board. Candidates considered for nomination shall submit their resumes and/or biographies to the Board's Executive Director, who will review the candidates for compliance with this policy and applicable law. The Executive Director shall forward qualified nominations to the Mayor for his or her consideration for official appointment to the Board.

Labor representatives. The Mayor, City staff, or Board members will request labor organizations to submit nominees for consideration. Candidates considered for nomination shall submit their resumes and/or biographies to the Board's Executive Director, who will review the candidates for compliance with this policy and applicable law. The Executive Director shall forward qualified nominations to the Mayor for his or her consideration for official appointment to the Board.

The Board will comply with all State guidelines on identification, nomination, and appointment of Adult Education and Higher Education representatives, using its

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procedures for Other Representatives, and will modify the Board's by-laws if necessary to incorporate the State's procedures in implementing WIOA requirements.

Per TEGL No. 27-14, WIOA requires that the business representatives be appointed from among individuals nominated by local business organizations and business trade associations and that the representatives from labor organizations be appointed from among individuals who have been nominated from local labor federations. The Board consists of a 51 percent majority of members who are business representatives. These business representatives are representatives of businesses that provide employment opportunities in the local area in in-demand industry sectors or occupations (as defined in WIOA section 3(23)). These representatives are uniquely suited to communicate the emerging workforce needs of employers in high-growth, in-demand sectors to the Board. The Board also consists of members who are representatives of a joint-labor management registered apprenticeship program, and a member of a labor organization. A diverse and integrated board ensures that the Agency and the local workforce development system will be governed effectively and that the Agency is strengthened with partner relationships represented on the Board to increase the access of residents to high quality workforce services.

The Board holds quarterly meetings on the third Wednesday of the second month of each quarter. The Board's Annual Meeting occurs on the second Wednesday of May. These meetings consist of financial, operational, and performance reports from the Agency's senior staff for the Board's review and approval. The Board ensures that the Agency is fiscally responsible, effective, and responsive to the Board in implementing priorities for high-quality customer services for employers and job seekers.

b. Describe the area's new member orientation process for board members.

Once a Board member is appointed, Agency staff provides a packet of background information to the new member, which includes: Board by-laws, minutes of past meetings of the Board, and summaries of presentations made by Agency staff to the Board. New members receive a schedule for quarterly Board meetings for the year. The Agency Board Liaison and the new member meet in person or via phone to introduce the new member to the Board's work and to the Agency as staff for the Board.

c. 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 strong relationship among the Board, the Agency, Invest Atlanta, and the Metro Atlanta Chamber of Commerce described earlier forms the solid local foundation for coordination with other economic development and workforce development organizations in the Metro Atlanta region. The Board actively collaborates with economic development initiatives that are carried out in the region. It partners and collaborates with the other

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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. This relationship will be further strengthened by the new Regional Plan.

A foundation for regional economic development work was laid in 2012 by the Economic Cluster Review (Market Street Services, Inc.) commissioned by the Atlanta Regional Commission (ARC). That report and action plan was the culmination of a nine-month strategic planning process that included stakeholder input, quantitative research, development of recommendations, creation of an implementation plan, and establishment of metrics to measure progress. The plan was built on a conceptual framework of Metro Atlanta: A Hub of Global Commerce and identified four hub industry clusters as Metro Atlanta's core identities:

- Knowledge Hub
- Logistics Hub
- Production Hub
- Entertainment Hub.

Nodes, or subsectors within each hub, reflected more specialized activities in the region. The City of Atlanta plays a prominent role in each of the major hubs and across most of the subsectors in each hub. The sector-focused Strategies of the Board and the Agency will be able to support the regional goals while remaining focused on local priorities.

It's an exciting time for economic development in the entire inter-connected Metro Atlanta region. Metro Atlanta is home to 13 Fortune 500 and 24 Fortune 1000 headquarters, and employers are increasingly choosing the region because of its vibrancy as an international city, its diverse and skilled workforce, its educational institutions that support talent development, and its superior transportation infrastructure that includes the local airport ranked the busiest in the world every year since 2000. To leverage the asset of the airport, the Aerotropolis Atlanta Workforce Collective held a kickoff meeting in May 2016. This mission of the collective of regional economic development and workforce development entities is to "facilitate development and implementation of solutions to bridge Aerotropolis area employers and workforce to increase economic growth and prosperity in the region from within." The action plan that resulted from a 6-month planning process includes:

- Real estate development strategies for identified key corridors and catalytic sites;
- Land use recommendations along key corridors and catalytic sites;
- Identification of key transportation projects to unlock future developments and enhance existing overall mobility;
- Organizational recommendations for the Aerotropolis Atlanta Alliance; and
- Launch of collective focusing on workforce development and economic development.

The regional workforce development boards will work closely with the Aerotropolis initiative to maximize opportunities for connecting employers to regional talent.

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

The Agency's Board Liaison plays an ongoing role in keeping Board members informed of the Agency's work in implementing the Board's plan and subsequent policies. Board members are provided with agendas and supplementary materials and reports prior to quarterly meetings and with meeting minutes following meetings. Board members receive regular communications regarding operations, finance, and policy issues that arise between quarterly meetings, including any actions that are taken by the Executive Committee related to such issues. Information is provided to members via email, phone, DropBox, and at committee meetings as appropriate. The Board Liaison is available for Board member questions between meetings and to assist in setting up meetings with other staff and partner organizations as needed. Board members are also engaged via participation in Board Committees as shown below.

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

The Board has established five committees to address priorities and develop recommendations for action to be reviewed and approved by the full Board. Committees are comprised of Board members and other members of the community as appropriate. The five committees and their functions are as follow:

Executive Committee

To supervise the affairs of Board in the intervals between quarterly Board meetings and to act on behalf of the Board between meetings. The Executive Committee may meet as often as it deems necessary. The Executive Committee shall make recommendations to the full Board. Actions of the Executive Committee shall stand as actions of the full Board unless overturned by the full Board at its next meeting. Said actions of the Executive Committee shall be by majority vote of its members. The Executive Committee may act on behalf of the full board when quorums are not established at a Board meeting.

Business Relations & Economic Development Committee

To identify, develop and secure funding that increases the viability and sustainability of the collective impact of the Agency and its partners under the brand of the one-stop system (WorkSource GA), engaging economic development organizations and business associations to accomplish the mission.

Performance Standards Committee

To ensure that measurement and evaluation structures are in place to ensure that the Agency and its partners in the one-stop system achieve the results of equipping residents with the skills needed to meet and exceed the growing needs of local employers.

Finance Committee

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To oversee budget development and review of the local workforce development system and to ensure that policies, plans and procedures are in place to maintain the fiscal integrity of the local workforce development system.

Youth Committee

To ensure that Atlanta youth have access to resources that enable them to develop the academic, technical, and employability skills necessary for obtaining a high school diploma, post-secondary credentials, and work-based learning, and to provide leadership in the development of policies and procedures for fund development and partnership development to meet the unmet needs of program participants.

The Board, on November 18, 2015, amended its by-laws to provide greater clarity on the composition and duties of its Executive Committee. Specifically, the Board approved the amendment as follows:

The Board shall elect an Executive Committee to consist of the following members, who shall serve for a term of one (1) year:

- *Board Officers (Chair, Vice-Chair, Treasurer, and Secretary);*
- *Three (3) Board Members, two (2) of whom shall be industry/business representatives elected to the Committee by majority vote of the Board.*

The Executive Committee shall have general supervision of the affairs of the Board in the intervals between quarterly Board meetings and shall act on behalf of the Board between regularly scheduled Board meetings. The Executive Committee may meet as often as it deems necessary. The Executive Committee shall make recommendations to the Board and exercise such powers as may be delegated to it by the Board. Actions of the Executive Committee shall be the actions of the Board unless rejected by the Board at its next meeting. Said actions of the Executive Committee shall be by majority vote of its members. The Executive Committee may act on behalf of the Board when quorums are not established at a Board meeting.

Membership of other committees is not specified, but members of each committee must be approved by the Board. Membership of other committees will include Board members and may be supplemented by other community members as appropriate and approved by the Board. The Board may also appoint, as needed, special time-limited task forces for special initiatives of the Board.

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- 6. 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.

Representatives from all Metro Atlanta workforce areas met jointly over a three-day process in May 2016 to develop elements for the local plans within the context of regional planning goals that are captured in the Regional Plan. Participation included core partners, service providers, employers, economic development officials, chamber of commerce representatives, transportation experts, and other community leaders. Input received from these key stakeholders was incorporated into the draft Local WIOA Plan and the draft Regional Plan that were released for public comment in July 2016. The draft of the City of Atlanta’s local plan was made available on the Board’s website and notice of availability of the plan was sent via email to representatives of businesses, labor organizations, educational institutions, and other community contacts to gather their feedback.

Resulting comments were carefully reviewed and, as needed, modifications were made to this final Local WIOA Plan. A listing of public comments received is attached to this document.

Service Delivery and Training

10. 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.

The Board has established a Memorandum of Understanding (MOU) framework that has the flexibility and scope to enable the core program partners to expand services to participants as defined by the Workforce Innovation and Opportunity Act (WIOA). Through the MOU, the partners will define, at a minimum, the following key elements for expansion of access and service provision for individuals who qualify for a single funding source or for multiple funding sources:

- Access points in the newly-branded WorkSource GA delivery system, as each program and funding source will provide access to potential customers via the one-stop delivery system;
- Services to be provided and delivery mechanisms for each service;
- Coordination of services including processes for co-enrollment to meet multiple needs of customers;
- Referral processes and case management responsibilities;
- Tracking and sharing of data for service coordination and documentation of outcomes; and
- Co-location of staff at service sites as needed for the provision of comprehensive services.

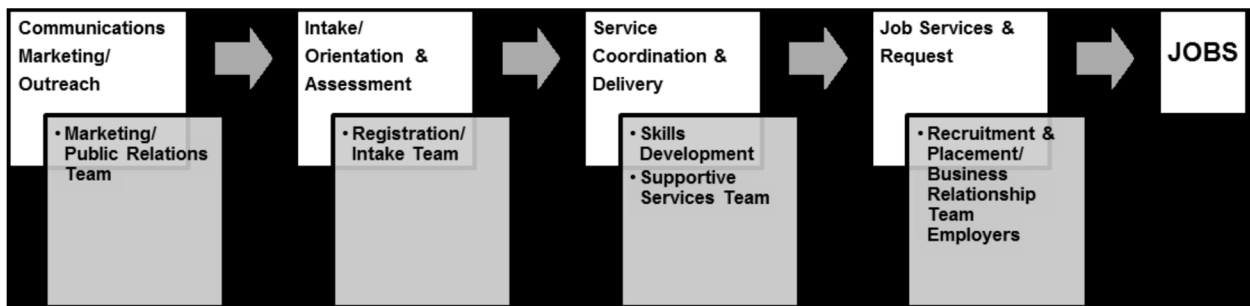
WIOA strengthens the “Priority of Service” requirement to create greater opportunities for low-income and lower-skilled individuals to succeed under WIOA Adult funding in combination with other funding sources such as TANF. In the past, under WIA, priority of service would go into effect only if the local area determined that funding “was limited.” WIOA removes the “limited funding” provision and makes the priority of service automatic for all WIOA Adult funding. The Board and the Agency will strengthen its current relationship with the TANF system in accord with the State WIOA Unified Plan which states that “DHS will incorporate employment and training aspects of the SNAP and TANF programs with the unified workforce system under WIOA through four primary mechanisms: integration across programs, a focus on youth, collaborative performance measures, and strengthened relationships with employers. Moving forward, TANF and SNAP will work to co-locate staff at the one-stop centers for enhanced service delivery and streamlined communication between WIOA partners programs. TANF staff will be increased strategically, starting in the metro areas, then moving where needed, to further provide integrated employment services to Georgia’s citizens.” The Agency will work

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closely with DHS to fully integrate the expanded TANF staff into the local WorkSource GA system.

The Agency is well-positioned to achieve greater integration of core partners in the WorkSource GA system as a result of the Agency’s implementation of a Functional Integrated Service System ((FISS) with its own staff during Program Year 2015 in order to provide seamless results by responding to customer needs quickly and effectively. The initial vision for FISS was to provide access to all system services for all individuals and employers who need them, along with a roadmap for expanding and implementing that vision. This framework will continue to be implemented as the foundation for integrated service delivery in the 2016-2020 Plan as an ongoing process requiring leadership and focus, real buy-in by all partners, attention to detail within a continuous improvement process and, above all, a never-ending focus on identifying and meeting the needs of employer, individual, and internal (Agency and partner employees) of the system. Staff and services will be aligned around Intake, Training and Employment functions rather than providing services through organizational silos and independent program funding sources.

The multi-agency collaborative structure is depicted as:



Key elements in implementing the structure include:

- Clear and effective management structure endorsed by all partners under the direction of a one-stop operator selected via the procurement process defined by WIOA law and final regulations;
- Clear expectations for roles of each functional division and for collaboration with the other divisions;
- Reduction of duplication of services;
- Ongoing communications among partner staff at all levels;
- Tracking customer activity and outcomes to document performance and identify program delivery and policy adjustments to be considered by the Board.

In implementing the FISS structure, the Board and the Agency will use the Career Pathways framework as the “connective tissue” among activities, with a focus on creation of credentials that have two primary characteristics:

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- Immediate currency with regional employers as proof of high-demand skills the employers have identified on a sector-by-sector basis;
- Value carried by the credential in the higher education network for credit toward additional levels of education and training.

Overall, the intent is to constantly work toward creation of a culture of learning with youth, adults and employers in the City of Atlanta.

The 2016 State Unified Plan identifies two primary threats to economic growth in the state, stating that “As Georgia continues to become a destination for employers, businesses and industry growth, the State needs to be proactive about potential threats and challenges as a result of this growth. Many of Georgia’s immediate employer needs and opportunities center on growth within the trade professions and the need for an educated workforce (e.g. high school diploma). With only 35 percent of Georgians obtaining a post-secondary degree, Georgia is developing strategies for increasing its high school graduation rate, as well as connecting out-of-school and older youth with programs to complete degree equivalency programs. . . . Moving forward, the State needs to be more proactive about enabling employers to train and hire workers quickly in order to fill rapidly expanding openings in the trade sector across the state. Appropriate resources and training plans need to be leveraged to help fill the gaps across the state and mitigate the risk of a lower resource pool for in-demand industries.”

The Board will work with the network of workforce development boards in the Metro Atlanta region to identify skill gaps and the certifications that employers value as proof of skills in their hiring and advancement processes. The Agency will, in turn, work with its network of service and training partners on several key priorities:

- High-value micro-credentials aimed at specific skill gaps;
- Increased work-based learning opportunities that provide work context for classroom training and provide income for participants that enable them to participate;
- Training that provides access to “middle skill” jobs, with emphasis on information technology (IT) jobs identified in the TechHire initiative; and
- Completion of college initiatives in the WorkSource GA system to identify customers who can obtain valuable credentials with relatively small investments of public resources.

11. 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.

Overall Framework

The customer service continuum for Adults and Dislocated Workers of the Agency and its partners in the WorkSource GA system is supported by a functional, integrated, service system (FISS) described above. By reorganizing into functional teams, the Agency and

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its partners are able to serve a high volume of customers more efficiently. Because of the functional team organization, customers are not served by program type but by function and activity. This allows the Agency to control quality while increasing compliance. At peak volume periods, a procedure is in place to ensure that customers are seen in a timely manner. This high volume procedure includes a process of queuing customers, realigning staff to increase the rate of customers processed. Customer service outreach activities inform management to implement high volume staffing for peak periods like orientation.

The Board and the Agency are committed to providing services that are: accessible, compliant, responsive and flexible, and recognized.

- *Accessible* – Providing many service access points and methods, with services tailored to meet the needs of individual customers and communities while always providing access to the full range of services that are available to meet needs;
- *Compliant* – Policy, operations, and procedures that support flexibility in local design of service delivery, use of staff, and utilization of facilities, all within the bounds of applicable laws and regulations;
- *Responsive & Flexible* – Providing services and information to all customers based on their informed choices and needs; providing customer feedback mechanisms used by staff to increase the quality of services and inform Agency leadership and the Board; and
- *Recognized* – Services and accomplishments are marketed through the use of the new standard brand (WorkSource GA) and implemented through the local marketing plan in collaboration with regional workforce development board partners and the state agencies.

Career & Training Services

WIOA establishes two levels of employment and training services for adults and dislocated workers, simplifying the earlier “tiers of services” approach under WIA and creating greater responsiveness to customers’ needs as presented to service staff. The two new levels of service are Career Services and Training Services. Career Services incorporate Basic Services, Individualized Services, and Follow-up Services, that are available for all adults and dislocated workers. Training services are provided as appropriate in individual career plans to equip individuals to enter the workforce, retain employment, and advance in skill and wage levels to reach levels of family sustainability and self-sufficiency.

Basic Services

The Agency’s business relations team, customer service team and intake and assessment team currently provide the following basic career services:

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- 1) Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- 2) Outreach, intake (including worker profiling), and orientation on information and services available through the WorkSource GA system;
- 3) Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- 4) Labor exchange services, including:
 - a) Job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on non-traditional employment and in-demand industry sectors and occupations; and
 - b) Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- 5) Provision of referrals to and coordination of activities with other programs and services, including programs and services available outside of the WorkSource GA partners;
- 6) Provision of workforce and labor market employment information, including information relating to local, regional, and national labor market areas;
- 7) Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- 8) Provision of information, in usable and understandable formats and languages, about how the Board and Agency are performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- 9) Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- 10) Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board and the Agency must provide assistance to individuals seeking such assistance; and
- 11) Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA and WorkSource GA partner programs.

Individualized Career Services

The Agency provides individualized career services in the event that the intake and assessment team determines that it is appropriate and necessary for an individual to

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obtain, retain, or advance in employment. These include the following services, which are provided by the skills development team and the business relations team:

- 1) Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers;
- 2) Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
- 3) Group counseling;
- 4) Individual counseling;
- 5) Career planning;
- 6) Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment and/or training;
- 7) Internships and work experience that are linked to careers;
- 8) Workforce preparation activities;
- 9) Financial literacy services as described in WIOA §129(b)(2)(D); and
- 10) Enrollment in English language acquisition program or integrated basic education and occupational training program.

Training Services

WIOA is designed to increase participant access to training and education, particularly courses and programs of study leading to high-value credentials based on labor market needs. Training services are provided to equip individuals to enter jobs, retain employment, and advance in skills in wages. Training is provided by the Agency and its partners in the following ways, either as an independent program element or in combination with other elements, all within the context of the career pathway defined in the participant's career plan:

- 1) Occupational skills training, including training in non-traditional employment opportunities, provided via Individual Training Accounts (ITAs) or other means;
- 2) On-the-job training (OJT), apprenticeships, cooperative education and other work-and-learn opportunities sponsored by employers;
- 3) Incumbent worker training in accordance with WIOA Section 134(d)(4), providing low-wage workers an opportunity to advance to higher skill, higher-wage jobs, and providing opportunities for new entrants to backfill jobs;

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- 4) Employer-sponsored training such as tuition reimbursement programs and up-front training for new hires;
- 5) Entrepreneurship training;
- 6) Transitional jobs for participants who are lacking relevant work experience for jobs they are seeking, in accordance with WIOA Section 134(d)(5);
- 7) Job readiness training emphasizing foundational workforce skills (soft skills) in combination with other training;
- 8) Adult education, literacy, and English language acquisition programs, in combination with occupational skill training whenever feasible; and
- 9) Customized training sponsored by an employer or group of related employers where a commitment to hire is made for successful training completion.

Follow-up Services

Follow-up services are provided by the Agency's skills development team and customer service team to assist newly hired workers and their employers in addressing any issues that could interrupt employment. These services include counseling on workplace standards of behavior and attachment to any support services that may be appropriate to address personal issues. Services will be available during the first 12 months following the first day of unsubsidized employment.

12. 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.

The provision of services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed is led by the Rapid Response Team of the Georgia Department of Labor (GDOL), utilizing funds that have been reserved by the state for Rapid Response activities. Processes and services related to Rapid Response interventions are described in the State WIOA Unified Plan. GDOL works closely with the Georgia Department of Economic Development when layoffs occur, including those with foreign trade impact for which Trade petitions are submitted to the U.S. Department of Labor. GDOL staff work with state-level partners and with the local workforce development area staff to provide the full range of local and state services to impacted workers.

When a TAA petition is filed or a notice is received from the Worker Adjustment and Retraining Notification Act (WARN Notice), State TAA staff and the Georgia Department of Labor notify local partners. At the time of notification, the Agency combines efforts with state staff to ensure that all local and state services are made available to impacted workers, and that sessions for presentation of information are coordinated with the workers and their employers and labor unions, if applicable. If affected workers are unable to attend group sessions or the number of workers is small, the Agency will arrange for workers to be served on an individual basis at WorkSource GA Centers. These group sessions can include presentations from Georgia Department of Labor Unemployment

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Insurance, Georgia Department of Community Affairs HomeSafe Georgia Outreach, and Workforce Innovation and Opportunity Act (WIOA) programs and services available via WorkSource Atlanta. Participants have the opportunity to apply for WIOA programs and services at these sessions.

In accord with the WIOA State Plan, all participants are offered TAA case management services and information on services available to them, including:

- Full range of training: remediation, literacy, English language learning, occupational training, OJT, apprenticeships, and other;
- Income support and wage supplements;
- Health Coverage Tax Credit (assistance in paying health insurance premiums);
- Job search assistance;
- Relocation assistance;
- Comprehensive and specialized skills assessment;
- Individualized career planning and career counseling;
- Information on financial aid and labor market opportunities; and
- Other services customized for the specific occupations and industries impacted.

13. 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 and the Agency are well positioned for using Program Year 2016 to enhance youth services, develop stronger initiatives to connect disengaged youth to employers in sector priorities, and to use a career pathways framework to engage employers and educators as partners in fully integrated career plans for youth. The AWDA strives to serve in-school youth and out-of-school youth by working to provide the 14 required WIOA youth program elements. The AWDA recognizes that there are program elements that are best delivered through the One Stop location. These include:

- Summer employment opportunities for integrated occupational and academic learning;
- Paid and unpaid work experience;
- Occupational skills training;
- Supportive services; and
- Follow-up activities for no less than 12 months after completion of participation.

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For those items that are not covered in the WorkSource GA Atlanta one-stop setting, a plan is in place for ongoing requests-for-proposals to cover the other nine program elements specified by WIOA.

With an increased emphasis under WIOA for services to out-of-school youth, disconnected youth and young adults will be recruited by enhanced referral partnerships.

The Agency recognizes that preparing the disconnected youth for the workplace will require additional work readiness activities. The Agency has partnered with the Society for Human Resource Managers to offer an increased curriculum of work readiness courses. The Agency RFP for Youth Services envisions a program in which all youth in the City of Atlanta have universal access to a comprehensive and integrated set of education and training supports that increase the number of young adults who are productively engaged in the workforce, thereby increasing their self-sufficiency levels and increasing the City's ability to greatly diminish poverty.

The Agency seeks to be a leader in empowering out-of-school youth, ages 16-24, in re-engaging in alternative school services leading to GED attainment, preparing for post-secondary education, and/or connecting them to industry-focused career education and training programs. Respondents to the RFPs will employ best practices and incorporate concepts and approaches of: (1) youth development that meet the psycho/social/emotional needs of young people; (2) education and workforce strategies; and (3) wraparound services with particular focus on employment outcomes. Specifically, programs must:

- Employ proven recruitment strategies to effectively outreach, engage, enroll, and retain out of school youth
- Demonstrate meaningful partnerships with accredited higher education institutions, employers in high growth industries and other relevant organizations and service providers that support job, internships and educational opportunities for youth
- Provide a continuum of service that allows participants to progress along GED/High School diploma attainment, matriculation into post-secondary education/training and placement into employment with a career path
- Employ career pathway models, with structured sequences of activities and multiple entry and exit points that provide adequate supportive services to meet the wide range of barriers of various youth populations
- Demonstrate collaboration with broader youth initiatives and resources
- Provide alternative education programs that allow participants to obtain high school diplomas/GED and offer college/career preparation for students who have been disconnected from secondary educational school settings

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- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction
- Provide early introduction and exposure to post-secondary education and careers (such as dual enrollment strategies) while allowing youth to establish career goals and interests, and to experience improved educational and employment outcomes
- Provide intensive case management and support services, including financial literacy education, to help youth overcome complex barriers and to successfully complete programs, and secure and retain employment
- Incorporate trauma-informed approaches into intensive case management models
- Use life and socio-emotional learning skills to better equip youth with non-cognitive abilities needed for successful employment
- Demonstrate investment in long-term follow-up with participants upon program completion to ensure continued support and success in post-secondary education, training, or employment
- Utilize partnerships and collaborations to ensure a seamless continuum of services.

While attainment of a GED or diploma is a top priority, service strategies must reach beyond the GED or diploma completion to support youth entry into post-secondary education/training, or into employment along a career path that will lead to economic security. Collaboration with employers and/or higher education institutions is strongly encouraged to emphasize career planning and access to post-secondary options for youth. Applicants must demonstrate clear transitional strategies into post-secondary education, occupational skills training, and/or employment for participating youth. Respondents are expected to include components of the post-secondary education/training, youth employment and/or sector-based training models in their program models.

WIOA places a strong emphasis on Career Pathways, defined as “a combination of rigorous and high quality education, training, and other services” that:

- Aligns with the skill needs of industries in the City, regional, or State economy;
- Prepares an individual to be successful in any of a full range of secondary or post-secondary education options;
- Includes counseling to support an individual in achieving the individual’s education and career goals;
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

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- Organizes education, training and other services to meet particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- Enables an individual to attain secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

During Program Year 2016, the Board and Agency will build on existing local partnerships with youth-serving organizations in the City to seize the opportunities offered by WIOA for combining resources of multiple programs to meet the unique needs of young adults while enlisting employers to be part of the solution on a sector-by-sector basis.

14. 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 and Agency will build on existing work experience and work-based learning successes to expand current approaches into new industry sectors as described in the section on sector-based strategies. Strategies will engage employers as partners in the training plans for development of both youth and adults, providing both context for academic learning and wages for participants to enable them to participate. The framework will include:

Types of Work Based Training

	Work Experience	On-the-Job Training	Apprenticeship
Length of Time	12 Weeks	Up to 6 Months	1+ Years
Wages	Full wages paid to customer	Up to 50 percent of wage reimbursement	Varies. Customer may receive an ITA and/or Wages
Type of Employer	Wants to “try out” inexperienced customers before hiring – but may hire once the customer has proven themselves Needs Interns	Willing to train and hire new employees Need workers with specific technical skills	Need a pipeline of skilled workers Need workers with specific technical skills

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Benefit to Employer	Opportunity to determine whether the participant is able to perform the tasks needed and can conform to the employer's culture	Offset initial training costs to fill skilled positions while building organizational productivity as the employee learns job requirements	Ability to build a talent pipeline tailored to the employer's needs
Type of Customer to Refer	Little work history Desires exposure to a new industry Youth	Interest in industry Little to no experience/training in the OJT occupation Strong soft skills but need technical training	Interest in industry Little to no experience/training in the occupation Strong soft skills but need technical training
Benefit to Customer	Exposure to new industry with no experience needed	"Earn and learn" model	"Earn and learn" model combining OJT with classroom instruction.
Employment after Training	Possible, Not Guaranteed	Guaranteed	Guaranteed
Program	IATSE	Computer Aid	CVS Pharmacy Tech Training

The Agency will also work with employers in each sector to build customized training programs as appropriate to meet unique needs of each sector. The customized training program is currently being actively marketed to employers, with new partnerships in Information Technology (IT) connected to the TechHire initiative serving as a model for active employer participation.

The Agency will also offer employers the opportunity to up-skill current employees to higher skill and wage levels through Incumbent Worker Training plans. Such plans will serve to advance workers into self-sufficiency level wages, create environments of lifelong learning with employer workforces, and open new opportunities to backfill positions with new entrants.

Engagement with employers will include emerging data on the return-on-investment (ROI) for employers in actively up-skilling their employees and working in partnership with local colleges, universities, and training programs. Employers have often treated expenditures on education and training as employee benefits, not as an integral part of profitability enhancement and increased productivity. The Board will actively explore research and best practices and share them with local employers.

15. 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

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in the selection of training programs regardless of how the training services are to be provided.

Jobseeker Eligibility

Individual Training Accounts (ITAs) are for individuals without substantial barriers to employment (other than occupational training deficiencies); the Agency will offer ITAs for up to six (6) months, with the possibility for renewal (for up to 2 years) if the participant is making adequate progress toward goals. For individuals with substantial non-training barriers to employment, an extended length of time and financial amount for the ITA will be determined on a case-by-case basis. The Agency shall have sole responsibility for determining whether to pay for training-related costs, including the related costs of books, fees, supplies, and other supportive services. Participants who are eligible to receive assistance from the Agency to obtain an ITA include eligible adults, eligible dislocated workers (including those funded partially by other grants), and older out-of-school youth (who may be co-enrolled in the WIOA Youth Program to maximize services available).

Occupational skills training provided through an ITA shall be restricted to customers who reside within the City of Atlanta workforce area only. Eligibility shall also be extended to eligible Dislocated Workers who have been laid off (or receive a notice of layoff) from an employer located within the City of Atlanta.

Initial Assessment

Before a participant is issued an ITA, an intensive assessment must be performed by the Skills Development Advisor. This assessment must include an Individual Employment Plan (IEP), as well as clear indication that the participant is has a high probability of completing the training program. The IEP must identify the participant's goals, outcome objectives and the required services needed for the participant to achieve those goals.

An ITA may be used only to support the qualified training costs for the individual named on the account. ITAs shall not be transferable. ITAs shall not be established for training that is fully funded by non-WIOA funds.

For any participant who is eligible for an ITA, whether Adult, Dislocated Worker or Youth, the assessment must show that the individual is in need of training services to obtain employment and has the pre-requisite qualifications to successfully complete the selected training program.

Exceptions

Exceptions are mad on a case-by-case basis under the following circumstances:

- Individual Hardship – unanticipated life circumstances that have a negative effect on the ability of the participant to complete training within the established timeframe;

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- Other Circumstances Beyond Control of Participant – increases in cost of extension of time needed to complete the training program as a result of natural disasters, illness, alcohol/drug treatment, housing issues, crimes committed against the participant, or other circumstances.

In the event of an individual hardship, an ITA may be modified to exceed the limits established. However, any exception must be approved in writing by the Executive Director of the Agency and added to the participant's IEP. When an exception is approved, the amount of the participant's ITA may be increased by an amount not to exceed 50 percent of the original value of the ITA (up to an additional \$5,000). The duration of the participant's ITA may be extended by a length of time not to exceed 50 percent of the original training plan (up to an additional 12 months).

If the cost or duration of the participant's training exceeds the limits described in this policy, other sources of funds may be used to make up the difference. Those sources may include:

- Pell Grants
- Scholarships
- Private Foundation Funds.

Request for Approval

Skills Development Advisors will submit a Request for Approval form with the accompanying IEP and the participant's documentation to the Program Manager or Director of Operations for approval. The Request for Approval will include the following information:

- 1) Participant's name, address and telephone number;
- 2) Participant's Social Security Number;
- 3) Training provider's name, address and telephone number;
- 4) Training program; and
- 5) Total training cost.

Documentation

Skills Development Advisors must maintain the following documentation in each participant's file:

- 1) Copy of the voucher, purchase order, invoice, receipts, etc. that support ITA payments;
- 2) Tracking document (e.g. spreadsheet) to ensure funding limits have not exceeded the established limits; and

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- 3) Tracking document to ensure that training, training related, and supportive services payments do not exceed the established amounts the Agency agreed to pay the training provider.

The Skills Development Advisor will keep participants informed of their status through regular meetings and correspondence.

Limits on ITAs

The Agency, in conjunction with guidance provided by WIOA Title I, has established the following overall limits:

- Time Limit - The ITA may be used to pay for training that does not exceed 24 months (or 104 weeks) of training time, measured from the date of the first week of training to the date of the last week of training.
- Cost Limit - The amount of expenses paid through an ITA shall not exceed \$10,000 for any participant and it is expected that no more than \$5,000 in expenses will be paid in any 12-month period.

Individual Participant Limits

Within the maximum amounts and range limits established by the Board, the Agency in cooperation with its Eligible Training Providers (ETPs), shall establish procedures for making necessary and reasonable payments to cover the needs of the participant as identified in the IEP. Prior to spending WIOA funds, the Agency ensures that all other funding and resources are exhausted. Other funds such as the Pell Grants, HOPE Grants or Scholarships, Trade Adjustment Assistance (TAA), TANF or veterans will be spent first before WIOA funds are used.

ITAs for Older Youth

The Agency may provide youth ages 18 to 24 with ITAs through the WIOA Adult program funds, if the youth is eligible and if funds are available. As a result, the Agency may have customers that are 18 to 24 that are registered as WIOA Adult program participants or co-enrolled in WIOA Youth and Adult programs. Co-enrollment will occur when it is determined that a youth customer's needs are best addressed via services from both funding sources.

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

The Kauffman Foundation ranks the Metro Atlanta region as the number four metropolitan area for entrepreneurial activity. The Board and Agency will work to incorporate self-employment and entrepreneurship training into occupational training programs for both youth and adults, as data continues to point to an increasing percentage of the workforce projected to be self-employed during the next decade, either by choice or by necessity.

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The Agency will work to incorporate key elements of the basic strategies for starting and operating a small business into occupational and literacy programs and to leverage partnerships with local entrepreneurship programs to make training available. Examples of skill development elements include, 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 options for acquiring capital and the tradeoffs associated with each option;
- Communicating effectively and marketing ideas;
- Tax and legal implications of self-employment; and
- Acquiring healthcare coverage and retirement plans.

The Board's approaches to providing entrepreneurial skills training and microenterprise services include:

- Entrepreneurship education that introduces the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may include simulations of business start-up and operation.
- Enterprise development that 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.

Partnerships will be explored with local organizations that are active in creating a thriving environment for innovation in the City of Atlanta, including but not limited to:

- *Startup Atlanta*, a non-profit organization developed by Invest Atlanta and founded in partnership with Atlanta Technology Angels, Entrepreneurs' Organization, and the Metro Atlanta Chamber;
- *AT&T Foundry & Drive Center*, a partnership of AT&T, the City of Atlanta, Cisco, and Georgia Tech offering an incubation center for startups with a focus on technology applications and innovations;
- *Atlanta Tech Village*, a center of activity for tech-related companies that builds connections between talent, ideas, and capital;
- *Small Business Development Center*, offering courses and assistance in the decision-making process for starting a new business, along with resources for launching and sustaining a startup;

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- *The Entrepreneurship Center (TEC) of the Urban League*, cultivating and sustaining businesses by providing entrepreneurs with training classes, resources, and one-on-one coaching.
- *Small Business Administration*, offering resources and training for entrepreneurship and contracting.

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17. 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.

The Board and the Agency are addressing WIOA priorities for education coordination in three primary ways: 1. Connecting high-value training and education programs to occupational skill priorities created by sector-based employer groups described earlier; 2. Building career pathways with stack-able credentials that bridge secondary credentials to post-secondary credentials, and industry certifications to degree programs; and 3. Ensuring that education providers incorporate work-based learning as part of career pathways.

As sector-based employer groups identify high-demand occupations and skill gaps, specific recruitment is aimed at filling training slots created to meet demands. In addition, WorkSource GA Atlanta partner staff maintains a list of high-demand occupations in major industry sectors, and job seekers who need skills training for high-quality jobs are advised to seek training in the following occupations in accord with interests and prior education identified in the job seeker's Individual Employment Plan:

High-Demand Occupation List

Business Services

Advertising Sales Agent
Audio and Video Equipment Technician
Bill and Account Collector
Bookkeeping, Accounting, and Auditing Clerk
Claims Adjusters, Examiners, and Investigator
Insurance Claims and Policy Processing Clerk
Insurance Sales Agent
Office Manager
Paralegals and Legal Assistant
Project Manager
Property and Real Estate Manager
Secretaries and Administrative Assistant
Tax Preparer
Telecommunications Equipment Installer

Construction

Carpenter
Electrician
Heating, Air Conditioning, and Refrigeration
Mechanic
Industrial Machinery Mechanic

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Transportation, Distribution, & Logistics

Aircraft Mechanics and Service Technician
Automotive Service Technicians and Mechanic
Logistician
Flight Attendant
Heavy and Tractor-Trailer Truck Driver
Maintenance and Repair Workers, General
Production, Planning, and Expediting Clerk

Health Sciences

Dental Assistant
Dental Hygienist
Emergency Medical Technicians and Paramedic
Licensed Practical and Licensed Vocational Nurse
Medical and Clinical Laboratory Technician
Medical Assistant
Medical Records and Health Information
Technician
Medical Secretary
Nursing Assistant
Pharmacy Technician
Radiologic Technologist
Registered Nurse
Respiratory Therapist
Surgical Technologist

Hospitality and Tourism

Cook, Restaurant/Institution/Fast Food/Chef
Food Service Manager
Retail Store Assistant Manager

Information Technology

Computer Network Support Specialist
Computer User Support Specialist
Web Developer

Public Services

Correctional Officers and Jailer
Firefighter
Police and Sheriff's Patrol Officer
Preschool Teacher
Teacher – STEM subject matter only

The Board recognizes that both secondary and post-secondary achievement levels are vital to the economic success of the City and the region. The Metro Atlanta region is

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fortunate to have over 275,000 students enrolled in colleges and universities. During the past five years, the higher education system in the region has grown research and development expenditures by 46 percent, and Metro Atlanta leads the nation in the growth in enrollment of African American students and continuing education opportunities. Thus, the workforce development system has a wide range of options for providing education and training opportunities for youth and adult customers. The challenge is to align supply and demand, provide affordable and attractive programs to customers, and ensure that students not only have access but also the means to complete programs through assistance from ongoing case management and necessary supportive services.

The Board works hand-in-hand with the Metro Atlanta Workforce Council and the network of workforce partners connected to the Council. Through the partnership, the Council launched a searchable on-line database that allows employers to locate schools and programs in the region that produce graduates with the specific skills they need. The partnership includes local education and workforce development providers and works collaboratively with the Georgia Department of Education, the Technical College System of Georgia, the Georgia Department of Economic Development's Workforce Division, and the University System of Georgia to constantly provide access and information to employer and job seeker customers.

18. 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.

Types of Supportive Services Allowed

Allowable supportive services provided during training include, but are not limited to:

- Transportation;
- Childcare;
- Meals during the training day;
- Emergency auto repair (must ensure repair is necessary for the participant to attend training and the most economical option for the participant's transportation needs); and
- Emergency healthcare and medical services (must ensure that these types of payments are only provided when necessary for the participants to participate in training).
- Emergency or short-term housing assistance.

Allowable supportive services provided after training in order to obtain employment include, but are not limited to:

- Tools, work clothing, and boots/shoes required for employment;

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- Bonding and liability insurance for employment;
- Drug testing required by employer;
- Financial counseling and assistance; and
- Auxiliary aides and services necessary for persons with disabilities to obtain and retain employment.

Unallowable Supportive Services

Payments are not allowed for titled or deeded items or when recovery of the expense is anticipated. Such items include:

- Rent deposits or housing deposits;
- Mortgage payments;
- Car payments;
- Purchase of vehicles; and
- Fines.

Documentation of the Provision for Supportive Services

All supportive service information for participants must be recorded on a Supportive Services Request Form, with all supporting documentation, scanned and uploaded into GWROPP and SalesForce, and entered in GWROPP (type of supportive service, amount, date of service etc.).

All participants' supportive service information is required to be accurate in the GWROPP within 60 days of their exit dates. The amount, type, and timeframe in which the supportive service was given must be accurate and reconciled with the case file and all accounting records. If a participant receives a supportive services increase, whether that is the addition of a new service or the increase in the amount of an existing service, that information must be updated in the GWROPP in real time. No payment can be made to the participant until that amount has been updated in the GWROPP. Supporting documentation of the participant's qualifying WIOA activity, for which the participant is receiving supportive services, should be included in the case file and/or scanned into the participant's GWROPP profile.

Examples of supporting documentation include, but are not limited to:

- In-training participant time sheets signed by instructor/supervisor;
- Documents proving participation in other types of intensive or training services;
- Proof of need (syllabus, course notes, etc.); and
- Proof of cost (invoices, etc.).

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Coordination with Core Partners

5. **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 primary access point for workforce development system services is the Atlanta Workforce Development Center (soon to be WorkSource GA Atlanta) at:

Atlanta Workforce Development Agency
818 Pollard Blvd.
Atlanta, GA 30315
(404) 546-3000

Partners and major services at the site include:

Center Partner	Major Services Provided
Atlanta Workforce Development Agency	<ul style="list-style-type: none"> • One-stop operator • Access to career and training services under WIOA • Eligibility determination & enrollment in WIOA Title I programs for adults, dislocated workers, and youth
Organizations receiving WIOA Title II grant funds from the Technical College System of Georgia	<ul style="list-style-type: none"> • Adult education programs • Literacy and English Language Learner (ELL) programs
Atlanta Public Schools	<ul style="list-style-type: none"> • Adult literacy program • Referrals to additional services
Atlanta Job Corps	<ul style="list-style-type: none"> • Access & eligibility determination for WIOA 1-C Job Corps program
Georgia Department of Labor	<ul style="list-style-type: none"> • WIOA Title III Wagner-Peyser Employment Services (job matching/labor exchange system of State of Georgia) • Trade Adjustment Assistance (TAA) re-employment services for TAA-eligible customers • Unemployment insurance • Employer services include information and assistance with available tax credits for hiring, customized recruitment, access

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	to Federal Bonding Program, information on state employment laws, and dissemination of required information to employees.
YouthBuild	<ul style="list-style-type: none"> Provides out-of-school youth ages 16 to 24 who have not graduated from high school to work towards their educational and career goals. This 10 month program assist participants in obtaining there GED, gaining a Pre-Apprenticeship Certificate from the Home Builders Institute and assistance in gaining employment.
Georgia Vocational Rehabilitation Agency	<ul style="list-style-type: none"> WIOA Title IV Rehabilitation Services for individuals with disabilities
AARP-SCSEP	<ul style="list-style-type: none"> Access to Senior Community Services Employment Program for older workers
Atlanta Technical College & Atlanta Public Schools (CTE Programs)	<ul style="list-style-type: none"> Access to Career & Technical Education (CTE) programs at post-secondary level under Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301)
U.S. Department of Labor Veterans' Employment & Training Services	<ul style="list-style-type: none"> Access to veterans employment & training services for eligible veterans
Georgia Department of Community Affairs & City of Atlanta Office of Housing	<ul style="list-style-type: none"> Access to employment & training services available under the Department of Housing & Urban Development's Community Development Block Grant Program
Division of Family & Children Services (DFCS)	<ul style="list-style-type: none"> Access to employment & training programs available under the Community Services Block Grant Act (42 U.S.C 9901 et seq)
City of Atlanta Department of Corrections	<ul style="list-style-type: none"> Access to services for ex-offenders under Section 212 of the Second Chance Act of 2007 (Community Safety Through Recidivism Prevention

The Board, in accord with guidance provided by the State and in compliance with WIOA and Final Regulations, will enter into an agreement with each core partner specified under WIOA and any additional partners identified to provide additional services via the WorkSource GA Atlanta network.

The Atlanta Workforce Development Center will also serve as the recruitment, screening, and job placement site for implementing the City's "First Source Jobs Program" to promote the hiring of local job seekers on publicly funded construction contracts with a face value greater than \$500,000. The Agency and partners will also identify training

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opportunities that will prepare job seekers for entry into these jobs and assist job seekers in accessing training followed by job placement.

- 6. 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 the City of Atlanta are delivered via 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. Wagner-Peyser staff members are also responsible for providing TAA to eligible participants and employers, and assistance to Veterans.

Currently, Wagner-Peyser services are provided at the Georgia DOL South Metro Career Center, twice-a-month at the Atlanta Workforce Development Agency Center, and online.

State staff based at the GDOL South Metro Career Center work closely with staff based at the Atlanta Workforce Development Agency Center to fully integrate the delivery of workforce development services. WIOA services are referenced in the GDOL re-employment sessions and GDOL services are explained in the WIOA informational sessions.

The State 2016 WIOA Unified Plan states, “The One-Stop Integration working group is addressing many of the key issues related to service integration and is working to develop a clear path to implement solutions regarding integration of workforce programs.” The Board, following guidance issued by the USDOL in the Final Regulations, will work collaboratively to increase both the physical and virtual integration of services in compliance with WIOA and in accord with the State WIOA Unified Plan.

- 7. 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 Technical College System of Georgia is the recipient of WIOA Title II funding and conducts the competitive grant process for local providers to carry out adult education and literacy activities under WIOA Title II. Currently the Board is working to establish a Memorandum of Understanding with Atlanta Public Schools, who will carry out adult education and literacy activities at the WorkSource GA Atlanta Center.

The Board and Agency are waiting on further guidance from the GDEcDWFD regarding cooperative agreements referenced in WIOA Section 107. WIOA calls for a strengthened role by local workforce development boards in reviewing local Adult Education plans in

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order to further integrate WIOA Title I and Title II activities in a Career Pathways framework aimed at meeting the needs of local employers. Moving forward, it is planned that adult education providers for the City of Atlanta will provide the Board with an outline of grant applications that includes: geographic focus areas served by the grant; how adult education is providing instruction that supports the chosen sector strategies of the region and the City of Atlanta; the partner activities that prepare individuals for careers; Adult Education and WIOA co-enrollment processes; and evidence of a service strategy between the Adult Education and the WorkSource GA Atlanta Center that serves to promote integrated services through multiple sites and access points in the City, including on-line service access. By working together in these and other ways, adult education programs and other WIOA partners will create a more efficient and effective education and workforce development system with improved outcomes that meet employers' increased needs for educational attainment.

The Board will follow the lead of the State's Office of Adult Education in emphasizing integration of services in a Career Pathways context. The State 2016 WIOA Integrated Plan commits to this leadership by stating: "OAE will work collaboratively with other core programs and partner agencies to provide comprehensive and wraparound services to program participants. State-level policy and planning bodies provide an opportunity for Adult Education to work with WFD, GDOL, and other key agencies defined in the law. Adult Education will provide resources and services through One-Stop Centers (including intake/orientation for Adult Education services, and transition resources), referral processes, and other joint mechanisms developed through agency partnerships."

8. 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 as a core partner and to ensure that accessibility goals for services are constantly monitored and adjustments made as needed. A primary goal of the Board is to help people with disabilities to become fully productive members of society by achieving independence and meaningful employment. This is best achieved via fully integrated services that ensure that persons with disabilities receive access to the full range of assistance available.

The Board works cooperatively and collaboratively to align WIOA career and training services with GVRA to enhance and improve work opportunities for individuals with disabilities. The Atlanta Workforce Development Center location, along with the mobile unit, is both well equipped so that individuals with disabilities can easily conduct self-service job search activities. Additionally, as needed, customers are referred to the GVRA offices when they have more comprehensive or unique needs that are outside of the expertise of Workforce Center staff. GVRA staff members also travel to our One-Stop location to provide on-site assistance to individuals with disabilities.

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

As noted in the State 2016 WIOA Unified Plan, WIOA places an even greater emphasis than WIA on the integration of Vocational Rehabilitation and WIOA services funded under Title I. The Board and its regional partners will specifically work with GVRA on three priorities identified by the state plan:

- *Partnerships* to integrate GVRA services into multi-agency solutions for job seekers, youths, and employers
- *Marketing* to promote GVRA services to eligible customers while addressing confidentiality issues and preventing stigmatization of customers with disabilities
- *Business Services* that position GVRA services for employers as an integral part of business outreach, focusing on the message that hiring customers with disabilities is “good for business.”

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Performance, ETPL and Use of Technology

5. **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 is awaiting proposed levels of performance from the Governor before it can begin negotiations. The WIOA Primary Indicators of Performance that will be addressed are detailed in the attachments.

6. **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.

A copy of the State and Local Area Negotiated Performance Levels are provided as Attachment 2. The performance standards for the one-stop system operator and core service partners are currently in development by the Agency's Operations and Performance Management Team. These performance standards and measures will be set during the negotiation with core partners during the development of the Memoranda of Understanding (MOU) with the partners.

The Board uses its One-Stop Certification process to assess the local delivery system every two years. At a minimum, it verifies that the workforce system provides universal access to the programs, services and activities described in WIOA, including having at least one physical center located within the local workforce area. In accordance with State policy, the Board submits a Business Plan to the Workforce Development Department that includes the items required.

7. **ETPL System** – Describe the regional Eligible Training Provider System, including the elements listed below.
 - a. Provide a description of the public notification to prospective providers.

Prospective training services providers may access the Eligible Training Provider Application on the Agency's website at <http://www.atlantaga.gov/awda>. Interested training providers must complete the ETP Application and submit it to the Agency for initial processing. The application consists of several components including:

- Responsibilities of providers under the Workforce Innovation and Opportunity Act
- Performance outcome measures
- Responsibilities for employment and follow-up of WIOA customers as outlined in

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the application

Individual Training Account policies and a list of occupations with stable or potential growth projected are included in the application package.

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- b. 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.**

The Board must review all training provider applications. Agency staff, acting on behalf of the Board, conducts employer reference checks, program graduate reference checks, and observation of training to ensure that customers receive quality training. If an application is found to be responsive, the application shall be approved at a regularly scheduled and publicly advertised Board meeting. Once approved by the Board, Agency staff will input provider/program(s) information into the Georgia Work Ready Online Participant Portal (GWROPP) and notify the Georgia Department of Economic Development, Workforce Division (WFD) that provider information is ready for review, approval, and inclusion on the State Eligible Training Provider List (ETPL).

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

The following appeal procedures have been established by the Board in compliance with WIOA to provide recourse for providers who believe they did not receive proper consideration for initial eligibility determination for a program of training services.

Letters of rejection of initial applications shall be sent to the applicant within thirty (30) calendar days of the decision. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factors (e.g. conflict of interest nepotism) which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior the ones selected.

If an organization has a complaint against the Board related to this process, informal resolution should be attempted before filing a formal grievance. If this is not resolution of the complaint, the complainant(s) has the right to file a grievance by sending a written request for a hearing to:

Tammy Lipsey
Director of Operations
Atlanta Workforce Development Agency
818 Pollard Boulevard SW
Atlanta, GA 30315
Or email to: TLipsey@AtlantaGa.gov

After a written request for a formal hearing is received, the complainant(s) will be given written notice of the date, hour, and place of the hearing, and the manner in which the

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proceeding will be conducted. The hearing will specifically address issues as stated in the written request. Hearings on filed grievances shall be conducted within thirty (30) days of filing. Prior to the hearing, the complainant(s) have the opportunity to:

- Withdraw the request for a hearing, in writing
- Request rescheduling of the hearing
- Bring witnesses and documentary evidence
- Have records and documents produced
- Question any witness or party to the case.

Decisions shall be made not later than sixty (60) days after the filing of a complaint. Attempts at informal resolution may proceed during the 30-day period between the filing and the hearing of the grievance and prior to the rendering of a decision on the grievance.

If the complainant(s) does not receive a decision from the Agency within sixty (60) days of the filing of the grievance or receives a decision unsatisfactory to the complainant(s), the complainant(s) has the right to request a review of the grievance by the Governor. Such request for review should be submitted to:

Tammy Lipsey
Director of Operations
Atlanta Workforce Development Agency
818 Pollard Boulevard SW
Atlanta, GA 30315
Or email to: TLipsey@AtlantaGa.gov

The request for review shall be filed within ten (10) calendar days of receipt of the adverse decision of ten (10) calendar days from the date on which the complainant(s) received the decision. The Georgia Department of Economic Development Workforce Division (WFD) will conduct a review of the complaint on behalf of the Governor and issue a decision within thirty (30) days from the date of receipt of the request to review. The decision of the WFD will be final.

- d. 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).**

The process to update the data on the eligible providers list is currently under development by the Agency's Operations and Performance Management Team. During this process, the Team will consult with the WFD on any changes in process that may occur because of USDOL WIOA Final Regulations and in the implementation of the State 2016 WIOA Unified Plan. The Team will also take into consideration the process used by the Atlanta Regional Commission (ARC) for three of the Metro Atlanta workforce areas in order to explore a common process approach under one of the goals of the Regional Plan.

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

One of the goals of the Executive Directors of the Metro Atlanta region, as discussed in the development of priorities for the Regional Plan, is to work regionally to identify procedures, tools, templates, and materials that can be consistent across the five (5) workforce areas of Metro Atlanta. The desired outcome for consistency in approaches is improved efficiency and customer service throughout the region for multiple customers and stakeholders including job seekers, employers, service providers, and training providers. A key area for exploration that affects job seekers and potential training providers is the ITA process. The Agency will continue work with the other workforce areas in the region to determine which policies related to ITAs can be made consistent across the region.

f. Provide a description of the process to track and manage all ITA activity.

Once the Agency's Executive Director and Director of Operations approve the ITA voucher and a job seeker has been enrolled at a training site, the Agency Skills Development Advisors document all pertinent participant and training details in both of the Agency's customer relationship management databases, Salesforce and Georgia Work Ready Online Participant Portal. Once a participant has started a program at an approved training site, Agency staff members begin to conduct monthly follow-up throughout the course of the individual's active participation in the program.

Follow-up with all active participants allows the agency to track and monitor progress made, update participant files, and provide any additional support as needed. In addition, training providers are instructed to keep proper attendance and performance records on all participants on-site throughout the course of the program. The Agency will conduct periodic program monitoring reviews of all training providers to validate participant status and performance information that is maintained on file. The evaluation may be on-site or desktop, and will focus on the extent to which the planned program has been implemented and measurable goals for participants have been achieved.

g. 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.).

Board policy related to the use of the eligible training provider list (ETPL) is provided in Section 6 under Service Delivery & Training. High priority occupations are shown in Section 8 under the same heading. In general, the ETPL shows the programs and providers that are eligible to receive funds in the form of Individual Training Accounts (ITAs) while local counseling provides customers with information and guidance on employer demands emerging from sector planning groups and on high demand occupations that have been identified.

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

Under WIOA, registered apprenticeship programs are automatically eligible for inclusion on the ETPL if the program requests the designation. Those programs that make such request are reviewed by the Board and the Agency to explore coordination with appropriate sector-based planning groups and education/training providers who might be engaged to develop specialized recruitment and/or pre-apprenticeship programs. Information on the apprenticeship program is then passed on to the Georgia Department of Economic Development, Workforce Development Division for inclusion on the statewide ETPL.

8. 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.

To enhance the customer experience and provide additional data analytics, the Agency tracks outcomes and outputs via its internal client relationship management system, Salesforce, and the state's labor exchange system, Georgia Work Ready Online Participant Portal (GWROPP). By registering and enrolling participants in the Salesforce and GWROPP data management systems, the Agency can track real-time measures, activities, services, outcomes, and follow-up activity. The combined use of the two systems also enables timely reporting to the Board's Performance Standards Committee so that and necessary program adjustments can be initiated.

State Initiatives and Vision

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

The Board and the Agency, along with all regional plan partners, are committed to implementing the new statewide brand. Within the City of Atlanta all programs and services will be delivered under the brand of WorkSource Atlanta. When referencing the five local workforce development areas in the regional plan collectively, the brand and logo WorkSource Metro Atlanta Region will be used to represent Region 3.

The Board will begin to systematically update its resources and materials related to its interface with the public, such as websites, facility signage, mobile career center, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in messaging and outreach. Additionally, the Board and the Agency will educate and train one-stop center staff and partner organizations on the proper usage of the new brand, including telephone and email protocols.

6. **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.

Go Build Georgia

The Agency will create a pre-apprenticeship program to encourage youth to pursue careers in the skilled trades and connect them to apprenticeship programs and entry-level occupations upon graduation from the pre-apprenticeship programs.

Operation: Workforce

The Agency and partners will utilize the Operation: Workforce online one-stop to assist veterans in translating military occupational classifications into civilian job requirements that best align with their military training, skills, and work experiences. This resource will help inform the creation of Individual Employment Plans and alignment of skill acquired in military service to the list of high-demand occupations.

WorkSmart Georgia

The Board and the Agency are invested in helping Atlanta's employers solve their pressing recruitment and talent development challenges by creating policies and programs to implement work-based learning programs such as apprenticeships, on-the-job training (OJT), and internships. The Agency identifies the appropriate work-based learning solution, partners with training providers on curriculum development, recruits job seekers to participate, and offers WIOA funds to customize existing work-based learning programs or create new work-based learning programs as appropriate.

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High Demand Career Initiative

The Board has identified seven “career clusters” that include high-demand occupations in the City of Atlanta for which the customers of the WorkSource GA can access training. The career clusters align with the High Demand Career Initiative’s industry sectors of Film /Entertainment, Health Sciences, Transportation/Distribution/Logistics, and Information Technology. The Agency and its partners will work with the GDEcWD, University System of Georgia (USG) and Technical College System of Georgia (TCSG) to provide opportunities for Atlanta’s job seekers to participate in the innovative training programs created through the High Demand Career Initiative.

7. 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 Agency maintains relationships with a wide array of human services organizations, both governmental and non-profit, within the City. Atlanta Workforce Development Center staff members, including Agency staff and partners, have been trained to identify the needs of special populations and engage the staff member who specializes in assisting specific priority populations. Advisors are assigned to each priority population and trained specifically to work with the needs of that target population. While specialists are engaged to ensure that all available resources are made available to specific populations who may qualify for them, care is taken to not move special populations to a “service silo” where they may be stigmatized. All services are guided by the customer and within the context of the customer’s goals and individual service plan. Staff members are trained on the WIOA and state Priority of Service policies shown in the next section. Since WIOA has no succession of services requirement (as the prior WIA law did) special populations can move immediately to the next appropriate level of service following orientation and registration.

Target Population	Partnership
Ex-offenders	<p>Atlanta Treatment ReEntry Initiative (ART) AWDA partners with the Atlanta City Detention Center and their 2nd Chance Act Residential Program to provide work-readiness classes twice a week during an 8 week reentry program to inmates who have co-concurring disorders.</p> <p>Atlanta Municipal Courts, Office of the Public Defender AWDA receives ex-offender referrals from the Municipal Court to link them to training and employment.</p>
Veterans	AWDA will partner with community-based organizations and non-profits to assist veterans in translating military occupational classifications into civilian job requirements

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	that best align with their military training, skills, and work experiences. We will help veterans in the creation of Individual Employment Plans (IEP) which will be aligned to skills acquired in military service to the list of high-demand occupations.
Older Individuals	AARP AWDA partners with AARP’s Age Friendly Initiative that was created to assist with the environmental, social and economic factors that influence the health and well-being of the older adults of the community. Through this partnership, AWDA reaches older individuals that need to re-enter the workforce.
People with Disabilities	Georgia Vocational Rehabilitation Agency GVRA is a core partner of AWDA that helps people with disabilities to become fully productive members of society by achieving independence and sustainable employment.
Long-term unemployed	Atlanta Housing Authority AWDA works with AHA residents through the Housing Choice Voucher Program and the Choice Neighborhood Initiative to connect individuals who are on housing assistance and are long-term unemployed with training and employment.

8. 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.

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 availability levels. Individualized career services and training services will be given in adherence to these priorities per GDEcWFD Policies and Procedures Section 3.2.5, Part II and WIOA Section 134(c)(3)(E) Priority. The Board has directed the Agency and its partners in the WorkSource GA Atlanta network to apply these priorities for service throughout the local area.

The state’s Service Priority for Individualized Services and Training Services is as follows:

Priority for adult services must 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

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career services and training services must be given on a priority basis, regardless of funding levels, to: A. Public assistance recipients and other low-income adults; and B. Individuals who are basic skills deficient. Veterans under WIOA Section 3(63)(A) receive priority service as described in the Jobs for Veterans Act (38 U.S.C.425(2)). Veterans and spouses of veterans who otherwise meet eligibility requirements for adult programs must receive the highest priority for services. TEGL 3-15 references TEGL 10-09 regarding order of priority for veterans and eligible spouses. Priority must be provided in the following order:

- First to 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.
- Second, individuals who are not veterans or eligible spouses who meet WIOA's priority criteria.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to individuals outside the groups given priority under WIOA. While Veterans receive priority through WIAIO services, LWDA's and applicable service providers must have a referral process in place directing Veterans with Significant Barriers to Employment to the Disabled Veterans Outreach Program to ensure the most effective provision of services.

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Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Kevin Amick	Director of Education	International Alliance of Theatrical Stage Employees (IATSE)	Labor
Yendelela Anderson	Executive Director, Senior Legal Counsel	AT&T	Business
Karen Bremer	CEO	Georgia Restaurant Association	Business
Melissa Buckner	Vice President	TBG Residential	Business
Catherine Buell	Chief Operating Officer	Atlanta Housing Authority	One-Stop Partner
Tabatha Burks	Manager	GA Dept. of Labor Career Center	One-Stop Partner
Linda Cannon	Partner	Austin-Cannon Productions	Business
Tamika Conde	Project Director	AARP Foundation SCSEP	One-Stop Partner
Blenda DeBerry	President/COO	Jon'Ric International	Business
Ryan Glover	President	Bounce TV	Business
Daniel Graham	Director	Cox Communications	Business
Ralph Herrera	Realtor	Sotheby's Global Real Estate	Business
Lolita Browning Jackson	Region External Affairs Manager	Georgia Power	Business
Nancy Flake Johnson	President/CEO	Atlanta Urban League, Inc.	Community-Based Organization
Thaddeus Keefe	Founder/Owner	1KEPT Kitchen & Bar	Business
Katie Kirkpatrick	Senior Vice-President	Metro Atlanta Chamber of Commerce	Economic Development

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Eloisa Klementich	President/CEO	Invest Atlanta	Economic Development
Cassandra Lee-Austin	General Manager, Human Resources	Delta Airlines, Inc	Business
Annie Matthews	Director	Atlanta Job Corps	One-Stop Partner
Michael Maze	Director	Atlanta Public Schools, Career, Technical & Agricultural Education	Education (One-Stop Partner)
Alex McKenzie	President/CEO	IFS Securities	Business
Terri Morton	Vice -President, Community Relations	Bank of America	Business
Louis Partain		International Union of Painters and Allied Trades	Labor
Theora Powell	Manager	Georgia Vocational Rehabilitation Agency	One-Stop Partner
Michael Romesburg	Lead Manager, Workforce Development	CVS/Caremark	Business
Scott Selig	VP, Acquisitions & Development	Selig Enterprises	Business
Elmer Stancil	Government Relations and Policy Director	Georgia Department of Economic Development	Economic Development
Kelly Temple	AFL-CIO Community Services Liaison	United Way of Greater Atlanta	Community-Based Organization
Alvetta Thomas	President	Atlanta Technical College	Education (One-Stop Partner)

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Attachment 2: Local Negotiated Performance

Adult Program	GA PY16	GA PY17	AWDA PY16 (Negotiated Levels)	AWDA PY17 (Negotiated Levels)	AWDA PY15 (Actual Performance)
Employment Rate 2 nd Quarter After Exit	73.0	74.0	68.0	70.0	69.7
Employment Rate 4 th Quarter After Exit	72.0	75.0	72.0	74.0	73.9
Median Earnings 2 nd Quarter After Exit	\$5,249	\$5,549	\$4,100	\$4,400	\$4,106
Credential Attainment within 4 Quarters After Exit	69.0	71.0	50.0	53.0	52.7
Dislocated Worker					
Employment Rate 2 nd Quarter After Exit	77.0	79.5	70.0	73.0	73.2
Employment Rate 4 th Quarter After Exit	76.0	79.0	69.0	72.0	71.7
Median Earnings 2 nd Quarter After Exit	\$5,603	\$6,000	\$5,300	\$5,600	\$5,625
Credential Attainment within 4 Quarters After Exit	70.0	72.0	55.0	58.0	57.5
Youth					
Employment Rate 2 nd Quarter After Exit	65.5	67.0	65.5	67.0	66.1
Employment Rate 4 th Quarter After Exit	65.5	66.0	65.5	67.0	67.1
Credential Attainment within 4 Quarters After Exit	70.5	73.5	57.0	60.0	59.6

*AWDA PY15 Actual Performance tracks post-exiter outcomes October 1, 2014 – September 30, 2015



FORM C: ONE STOP REFERRAL FORM

Date Received
Intake Specialist
FOR WSA STAFF USE ONLY <input type="checkbox"/> ELIGIBLE <input type="checkbox"/> NOT ELIGIBLE

Instructions: WorkSource Atlanta staff will fill this form out for jobseekers seeking services outside of Workforce Innovation and Opportunity Act programs and services. This form is intended to expedite the referral process for job seekers to access One-Stop Center partner services.

One-Stop Agency

One-Stop Agency			
Organization	One-Stop Agency Contact Name	Contact Phone	Contact Email
Reason for Referral (Check all that apply) <input type="checkbox"/> YouthBuild <input type="checkbox"/> Adult Literacy <input type="checkbox"/> Job Corps <input type="checkbox"/> Wagner-Peyser	<input type="checkbox"/> Trade Adjustment (TAA) <input type="checkbox"/> Unemployment Insurance <input type="checkbox"/> Veteran Emp. (VETS) <input type="checkbox"/> Vocational Rehabilitation <input type="checkbox"/> Seniors SCSEP <input type="checkbox"/> Career Technical Education	<input type="checkbox"/> CDBG (HUD) <input type="checkbox"/> CSBG (DFCS) <input type="checkbox"/> SCARP (DOC) <input type="checkbox"/> TANF	Shared Documents (Check all that apply) <input type="checkbox"/> Photo ID <input type="checkbox"/> Proof of SSN <input type="checkbox"/> Proof of Residency <input type="checkbox"/> TABE Scores <input type="checkbox"/> Other: _____

Participant Information

First Name	M.I.	Last Name	Date of Birth	
Street Address		City	State	Zip Code
Primary Phone		Phone Type: <input type="checkbox"/> Cell <input type="checkbox"/> Relative's <input type="checkbox"/> Home <input type="checkbox"/> Work <input type="checkbox"/> Home <input type="checkbox"/> Other		
Email				

Demographic Information

Citizenship <input type="checkbox"/> Citizen of U.S. or U.S. Territory <input type="checkbox"/> U.S. Permanent Resident <input type="checkbox"/> Alien/Refugee Lawfully Admitted			
Are you a Veteran? <input type="checkbox"/> Yes <input type="checkbox"/> No		Are you currently employed? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Have you been laid off recently (past 24 months)? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Family Size	Annual family Income \$	School Status (if ages 14 to 24) <input type="checkbox"/> In-School, High School or Less <input type="checkbox"/> In School, Alternative	<input type="checkbox"/> In-School, Post High school <input type="checkbox"/> Not Attending School, High School Dropout <input type="checkbox"/> Not Attending School, High School Graduate

Release of Information Consent /Certification & Acknowledgment

I agree to allow WorkSource Atlanta to share my information with the referral agency so they can contact me about participating in the programs through the One-Stop Center. I understand that this information will remain strictly confidential and that I am under no obligation to participate with the One-Stop agency.

I acknowledge that my Personally Identifying Information will be used for grant purposes only.

Please read carefully, sign and date.

Signature	Date
-----------	------

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Attachment 4:

The City of Atlanta, Department of Procurement STANDARD OPERATING PROCEDURES (Published as of: June 15, 2014)

Summary of Section 4.4 Guidelines for Request for Proposal (“RFP”)

“There is a clear distinction for the in-depth processes that are entailed for a Procurement Professional to successfully manage an RFP. Emphasis is placed on identifying the most responsible Proponent who will provide a specific service or commodity that poses the greatest value for the City spend. Best value means, obtaining a good balance between the service and technical elements of a proposal; in conjunction with overall cost elements. RFPs are typically evaluated based on a variety of evaluation factors to include price, understanding of the scope and objectives, expertise, qualification of team members, experience, technical approach, past performance and other evaluation criteria that may be deemed appropriate by the Agency or Department.

The development of the evaluation criteria takes many factors into consideration. These factors include the nature of the requirements, the ability of the Agency or Department to define the requirements in a concise and clear manner, and the ability of the proponent to respond accordingly. While the Agency or Department is responsible for the development of evaluation criteria, the CPO (“Chief Procurement Officer”) is ultimately responsible for maintaining the integrity of the procurement process. The Procurement Professional assigned to manage the RFP is responsible for collaborating with the Agency or Department, in order to provide support and ensure the needs and objectives of the Agency or Department are outlined appropriately in the final solicitation document.”

Summary of Process Steps:

1. Department of Procurement meets with Department/Agency to determine RFP objectives:
 - Scope of work, special conditions, required certifications, detailed specifications
 - Deadlines, time sensitive objectives
 - Cost analysis to determine realistic budget based on availability of funds
 - Determination of impact on other departments
 - Determination of initial evaluation factors, organization into matrix
 - Identification of evaluators
2. Competitive selection criteria are developed to include:
 - Previous experience demonstrating competence to perform work
 - Past performance in previous contracts for similar work
 - Fee or compensation quoted for work
 - Ability to comply with local, state and federal laws that apply
 - Ability to meet established deadlines
 - Financial ability to furnish necessary bonds, insurance and other requirements
 - Overall financial condition of the proposer
 - Ability to provide qualified staffing for the proposed project
 - Compliance with EEO requirements, and where applicable, Equal Business Opportunity (EBO) programs
3. RFP Process Implemented
 - Issue RFP with requirements and deadlines

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- Establish inquiry process and bidder conference as needed
 - Receive proposals
 - Screen proposals for adherence to RFP requirements
 - Distribute proposals to selected and trained evaluators
 - Score proposals using evaluation matrix with scoring and weighting criteria
 - Present rankings to Department/Agency
 - Host oral interviews with finalists as needed
4. Department/Agency selection for award
- Department/Agency (with involvement from appropriate Boards) makes selection
 - Negotiation with finalist as needed
 - Approvals by City of Atlanta Executive Departments and City Council as needed
 - Contract awarded
5. Follow-up with proposers and maintenance of records of process
- All respondents to RFP notified of results of evaluation process and contract award
 - All submissions and evaluation documentation maintained in contract file for auditing purposes

NOTE on Conflict of Interest:

“No official or employee, including but not limited to those identified in section 2-813(b), shall participate directly or indirectly through decision making, approval, disapproval, recommendation, the preparation of any part of specifications or requests for proposal, influencing the content of any specification or contract standard, rendering advice, investigating, auditing or reviewing of any proceeding or application, request for ruling or other determination, claim or other matter pertaining to any contract or subcontract and any solicitation or proposal therefore or seek to influence the votes or decisions of others with respect thereto when the official or employee knows or with reasonable investigation should know that there is a financial or personal interest possessed by:

1. The official or employee;
2. One or more members of the immediate family of the official or employee;
3. A business other than a public agency in which the official or employee, or a member of the official's or employee's immediate family, serves as an officer, director, stockholder, creditor, trustee, partner or employee; or
4. Any other person or business with whom the official or employee or a member of the official's or employee's immediate family is negotiating or seeking prospective employment or other business or professional relationship.”

Attachment 5

**Equal Opportunity Discrimination Grievance Policy and Procedures
Workforce Innovation and Opportunity Act
For Applicants, Participants, Other Interested or Affected Parties**

Equal Opportunity is the Law.

POLICY

As a recipient of federal financial assistance, WorkSource Atlanta (“WSA”)/WorkSource Atlanta Workforce Development Board (“WSADB”) does not discriminate in any of the following areas: deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

WSA/WSABD adheres to Section 188 of the Workforce Innovation and Opportunity Act of 2014 (“WIOA”) and the implementing regulations at 29 C.F.R. Part 38 such that: 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 as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity.

NOTICE AND COMMUNICATION

WSA provides initial and continuing Equal Opportunity (“EO”) Notice stating that the agency does not discriminate on any prohibited ground to: registrants, applicants, and eligible applicants/registrants; participants; applicants for employment and employees; unions or professional organizations that hold collective bargaining or professional agreements with the recipient; subrecipients that receive WIOA Title I funds from the recipient; and members of the public, including those with impaired vision or hearing.

The full EO Notice reads as follows: **Equal Opportunity Is the Law. It is against the law for WorkSource Atlanta, as a recipient of Federal financial assistance, to discriminate on the following bases: against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I-financially assisted program or activity.**

WSA prominently posts the full EO Notice in reasonable numbers and places; disseminates the EO statement, “equal opportunity employer/program,” on internal memoranda and other written or electronic communications; includes the full EO Notice in handbooks or manuals; and, makes the full EO Notice available to each participant, and made part of each participant's file.

The full EO Notice is provided in appropriate formats to individuals with visual impairments and

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a record that such notice has been is made a part of the participant's file.

In recruitment brochures and other materials that are ordinarily distributed or communicated in written and/or oral form, electronically and/or on paper, to staff, clients, or the public at large, to describe programs financially assisted under Title I of WIOA or the requirements for participation by recipients and participants, WSA includes the statement that the WIOA Title I-financially assisted program or activity is an “equal opportunity employer/program,” and that “auxiliary aids and services are available upon request to individuals with disabilities.” Where such materials indicate that WSA may be reached by telephone, the materials state the telephone number of the TDD/TTY or relay service used by WSA.

Should WSA program information be published or broadcast in the news media, such publications and broadcasts will state that the WSA WIOA Title I-financially assisted program or activity in question is an equal opportunity employer/program (or otherwise indicate that discrimination in the WIOA Title I-financially assisted program or activity is prohibited by Federal law), and indicate that auxiliary aids and services are available upon request to individuals with disabilities.

WSA will not communicate any information that suggests, by text or illustration, that the beneficiaries, registrants, applicants, participants, employees or applicants for employment are treated differently on any prohibited ground, except as such treatment is otherwise permitted under Federal law or this part.

If WSA determines a significant number or proportion of the population eligible to be served, or likely to be directly affected, by a WIOA Title I-financially assisted program or activity may need services or information in a language other than English in order to be effectively informed about, or able to participate in, the program or activity. To make this determination, WSA will consider: (i) the scope of the program or activity; and (ii) the size and concentration of the population that needs services or information in a language other than English; and (iii) based on those considerations, take reasonable steps to provide services and information in appropriate languages. This information must include the full EO Notice and the statement that the WIOA Title I-financially assisted program or activity is an “equal opportunity employer/program,” and that “auxiliary aids and services are available upon request to individuals with disabilities” on all information that is published or broadcast in the news media.

In all other circumstances, WSA shall make reasonable efforts to meet the particular language needs of limited-English-speaking individuals who seek services or information from WSA.

During each presentation to orient new participants, new employees, and/or the general public to its WIOA Title I-financially assisted program or activity, WSA shall include a discussion of rights under the nondiscrimination and equal opportunity provisions of Section 188 of the Workforce Innovation and Opportunity Act of 2014 and the implementing regulations at 29 C.F.R. Part 38, including the right to file a complaint of discrimination with the WSA Equal Opportunity Officer (“EOO”), or its Director.

What To Do If You Believe You Have Experienced Discrimination

Any applicant or participant requesting aid, benefits, services, or training through WorkSource Atlanta; eligible applicants and/or registrants; participants; employees; applicants for employment; service providers; eligible training providers; workforce system staff who believe she/he has been or is being subjected to discrimination prohibited under Section 188 of the

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Workforce Innovation and Opportunity Act of 2014 and the implementing regulations at 29 C.F.R. Part 38.

No applicant, participant, employee, service provider, or training provider will be intimidated, threatened, coerced, or discriminated against because he or she has made a complaint, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing.

If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

WorkSource Atlanta 818 Pollard Boulevard, SW Atlanta, GA 30315 Attn: Kristina Garcia- Buñuel	Georgia Department of Economic Development, Workforce Division 75 Fifth Street, NW Suite 845 Atlanta, GA 30308 Attn: David Dietrichs	Director, Civil Rights Center U. S. Department of Labor 200 Constitution Avenue, NW Suite N-4123 Washington, DC 20210 Attn: Office of External Enforcement
Phone: (404) 546-3041 kgbunuel@atlantaga.gov	Phone: (404) 962-4136 Fax: (404) 876-1181 Email: ddietrichs@georgia.org	Phone: (202) 693-6500 Fax: (202) 693-6505 (Limit 15 Pages) Email: CRCEXternalComplaints@dol.gov
Website: atlantaga.gov/worksource atl	Complaint Form: http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf	Website: https://www.dol.gov/oasam/programs/crc/external-enforc-complaints.htm

Complaints must be submitted in writing and contain the following information:

1. The full name, telephone number (if any), and address of the person making the complaint;
2. The identification of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination);
3. A clear description of the allegations in sufficient detail including the date(s) and timeline that the alleged violation(s) occurred;
4. Relief requested;
5. Signature of complainant or her/his authorized representative.

If you file your complaint with WSA or the Georgia Department of Economic Development, Workforce Division (“WFD”), you must wait either until the recipient issues a written Notice of Final Action (“NFA”), or until 90 days have passed (whichever is sooner), before filing with the U.S. Department of Labor, Civil Rights Center (“CRC”).

If WSA or WFD do not give you a written NFA within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that NFA before filing a complaint with CRC.

However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If WSA or WFD do give you a written NFA on your complaint, but you are dissatisfied with the

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decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the NFA.

Options for resolving the complaint shall include Alternative Dispute Resolution (“ADR”), at the complainant’s election.

How Your Discrimination Complaint Is Processed by WorkSource Atlanta

Within ten (10) days of receipt of the complaint, the WSA Equal Opportunity Officer (“EOO”) will provide you with written acknowledgement of the complaint. This acknowledgement will include the following information:

1. A list of issues raised by your complaint;
2. For each issue, a statement of whether or not the issue is accepted or rejected and the reasons for any rejections of an issue;
3. The options available to you, including Alternative Dispute Resolution (“ADR”) for processing the complaint and the time period in which you can request this option;
4. A statement advising that you must request your preference of ADR within ten (10) days of the receipt of the written acknowledgement of your complaint;

Upon WSA’s determination that, 1) the complaint has merit; 2) is within WIOA jurisdiction; and 3) that you have chosen the manner in which you want the complaint processed, then the WSA EOO will provide you with the following information:

1. Notice to all parties of the specific allegations and responses of those involved;
2. An impartial mediator if ADR is chosen;
3. Notice of the rights of all parties to representation;
4. Notice of the rights of all parties to present evidence;
5. Notice to all parties of the rights to question others who present evidence; and,
6. The right to a decision made strictly on the recorded evidence.

The process is as follows:

Informal Resolution

Upon receipt of your complaint, the EOO will initiate efforts with you and others involved to bring resolution as soon as possible. This will include a meeting of all parties with the hope of reaching a mutually satisfactory resolution.

Alternative Dispute Resolution

Mediation is the recommended ADR and will be conducted by an impartial mediator. Within ten (10) days after receiving the acknowledgement letter from WSA, you must notify the WSA EOO of your choice to process the complaint through ADR. WSA will provide an impartial mediator and will provide you and any interested parties with information regarding the arrangements (date, time, and location).

The period for attempting to resolve the complaint through ADR will be thirty (30) days from the date the complainant chooses mediation.

Upon completion of successful mediation, you and the respondent will both sign a conciliation agreement attesting the complaint has been resolved. A copy of the conciliation agreement will be

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provided to WFD within ten (10) days of the date the conciliation agreement was signed.

In the event of a failed mediation, the complainant has the option of requesting a fact-finding investigation. Complainants may not request mediation after a hearing or fact-finding investigation process has taken place. The request for a fact-finding investigation must be submitted in writing to the WSA EEO within ten (10) days of the failed mediation.

Any party to an agreement reached under ADR may file a complaint in the event the agreement is breached. The non-breaching party may file a complaint within thirty (30) days of the date that party learns of the alleged breach. If the parties do not reach an agreement under ADR, the complainant may file a complaint with the WFD or the CRC.

Notice of Hearing

If your complaint has not been resolved to your satisfaction within thirty (30) days of the date upon which it was received by WSA, the EEO will arrange the appointment of a hearing officer to conduct a hearing for settlement of the complaint to be held within sixty (60) days of the complaint filing.

Conduct of Hearing

In the event the EEO arranges a hearing for settlement of the complaint, you will be given a written notice of: the date, hour, place of the hearing; a statement of the authority and jurisdiction under which the hearing is to be held; a reference to the particular section of WIOA, regulations, sub-grant, or other contract; a notice to all parties of the specific charges involved; a statement of the right of both parties to be represented by legal counsel; an indication of the right of each party to present evidence both written and through witness; and a statement of the right of each party to cross-examination. An impartial hearing officer will be provided by WSA.

Hearings on any complaint filed shall be conducted within thirty (30) days of the failed informal resolution or within sixty (60) days of the date the complaint was filed. Written decisions shall be rendered not later than sixty (60) days after the hearing.

WSA shall issue a written resolution for each complaint received no later than sixty (60) days from the date the complaint is filed. The written resolution shall contain the following:

1. A recitation of the issues alleged in the complaint;
2. A summary of any evidence and witnesses presented by the complainant and the respondent;
3. An analysis of the issues as they relate to the facts; and,
4. A decision addressing each issue alleged in the complaint.

Appeal

If you do not receive a written decision within sixty (60) days of the hearing of the complaint, or if you receive a decision you deem unsatisfactory, you have the right to request a review by attaching WSA's resolution to WFD complaint form found at: <http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf> and directed to: **Georgia Department of Economic Development, Workforce Division, 75 Fifth Street, NW, Suite 845, Atlanta, GA 30308, Attn: David Dietrichs, Phone: (404) 962-4136, Fax: (404) 876-1181, Email: ddietrichs@georgia.org.**

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Once WFD has received the complaint form and the local resolution, WFD shall issue its own resolution on the issue being appealed within sixty (60) days.

If WFD does not respond within the sixty (60) days, or either party wants to appeal the decision, WIOA allows for a formal appeal by certified mail, return receipt requested to: **Secretary, U.S. Department of Labor, 200 Constitution Avenue, NW, Washington, DC 20210, Attention: ASET, Phone: (202) 693-3015.**

The EOO will provide a copy of the appeal simultaneously to the opposing party and the appropriate U.S. Department of Labor, Employment and Training Administration, Regional 3. For complaints made against WFD, you may request a hearing in writing within sixty (60) days of the date the complaint was filed.

DOL will only investigate grievances and complaints arising through the established procedures. WIOA does not allow for federal intervention until and unless the proper, formal procedure has been followed.

Discrimination Complaints Outside WIOA Jurisdiction

If your complaint does not fall within WIOA jurisdiction for processing complaints alleging discrimination under WIOA Section 188 or the equal opportunity and non-discrimination provisions at 29 C.F.R. Part 38, you will be notified in writing within thirty (30) days of receipt of your complaint. The notification shall include the basis of the determination as well as a statement of your right to file with the CRC within thirty (30) days of the determination.

Amending the Complaint: You may amend the complaint at any point prior to the beginning of mediation or the fact-finding investigation. In addition, you may withdraw the complaint at any time.

Lack of Complainant Cooperation: If at any time during the process it is determined that you have failed to cooperate, you shall be given notice the complaint will be administratively closed within ten (10) calendar days, unless good cause is shown.

COMPLAINTS OF FRAUD, ABUSE, OR OTHER ALLEGED CRIMINAL ACTIVITY

In cases of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644 or inspector.general@oig.ga.gov. There is no charge for this call. The complaint form can be found at: <http://oig.georgia.gov/file-Complaint>.

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COMPLAINTS AGAINST PUBLIC SCHOOLS

If the complaint is not resolved informally and it involves public schools of the State of Georgia, the grievance procedure will comply with WIOA and O.C.G.A. 20-2-1160.

I certify that I have received a copy of WorkSource Atlanta’s Equal Opportunity policy and procedures. I have read and understand the above information and acknowledge so with my signature.

Signature

Date

Programs and activities funded or otherwise financially assisted in whole or in part under the Workforce Innovative and Opportunity Act are subject to federal equal opportunity laws and regulations based on the following: Title VI, Civil Rights Act of 1964, Title VII, Civil Rights Act of 1964, Age Discrimination Act of 1975, Rehabilitation Act of 1973, Americans with Disabilities Act of 1990, Title IX Education Amendments Act of 1972, 29 C.F.R. Part 38, State’s Methods of Administration (MOA) and state policy directives, Equal Pay Act, Immigration Reform and Control Act of 1986, Age Discrimination in Employment Act, U.S. Department of Labor Civil Rights Center.

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Attachment 6

**WorkSource Atlanta
Equal Opportunity Grievance Form**

Complainant Information

Name: _____

Address: _____

Phone: _____

Email: _____

Respondent Information (Against which Agency, Employee, or Employer are you making a complaint?)

Name: _____

Address: _____

Phone: _____

Email: _____

On what date(s) did the alleged action occur?

Briefly describe your complaint. Attach additional sheets if necessary. Please specify the number of additional sheets.

Basis of complaint: Which of the following best describes why you believe you were discriminated against (check all those that apply):

<input type="checkbox"/> Age	<input type="checkbox"/>
------------------------------	--------------------------

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Citizenship	
Disability	
Gender Identity	
National Origin	
Political Affiliation/Belief	
Race	
Religion	
Reprisal/Retaliation	
Sex	
Transgender Status	
Pregnancy/Childbirth	
Other	

Who was involved in your complaint? Include witnesses, employees, supervisors, program participants. Provide names and contact information (address, phone, email), if possible.

List location, date, and time that the event(s) occurred.

Relief Requested: Outline what you think should be done to address/correct this issue.

Have you filed a case or complaint with any of the following? (check all those that apply)

Civil Rights Division, U.S. Department of Justice	
U.S. Equal Employment Opportunity Commission	
Federal or State Court	
State or Local Human Relations/Rights Commission	
Georgia Department of Economic Development, Workforce Division	

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For each item checked above, please provide the following information:

Agency	
Date Filed	
Case or Docket No.	
Date of Hearing or Trial	
Location of Agency or Court	
Name of Investigator	
Status of Case	

When is the most convenient time for WorkSource Atlanta to contact you to discuss this complaint?

I certify the information furnished above is true and accurately stated to the best of my knowledge.

I authorize disclosure of this information to enforcement agencies for proper investigation of my complaint.

I understand my identity will be kept confidential to the maximum extent possible consistent with applicable law and a fair determination of my complaint.

Signature of Grievant/Complainant or Grievant/Complainant Representative	
Date	

Signature of WSA Staff Receiving Grievance/Complaint	
Date	

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Attachment 7: Comments that Express Disagreement

Comment 1

Originating Entity: Georgia Department of Labor

Comment: GDOL requests that AWDA revise the Local Plan to mirror the State Unified Plan in regard to GDOL's role in veterans services, Wagner-Peyser, unemployment insurance, and the Trade Adjustment Act.

Response: Additional language has been included under Coordination with Core Partners, Section 1. Description of the Workforce System, to further define.

Comment 2

Originating Entity: Atlanta Workforce Development Agency

Comment: AWDA requests that the AWDA Local Plan revise the demographic and target population data to be disaggregated at the neighborhood level for the tables illustrating: unemployment, poverty, level of education, and disconnected youth.

Response: Data presentation has been expended to include these elements.

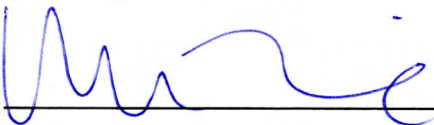
Attachment 4: Signature Page

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: Melissa Mullinax, Interim Executive Director

Title: Local Workforce Area Director

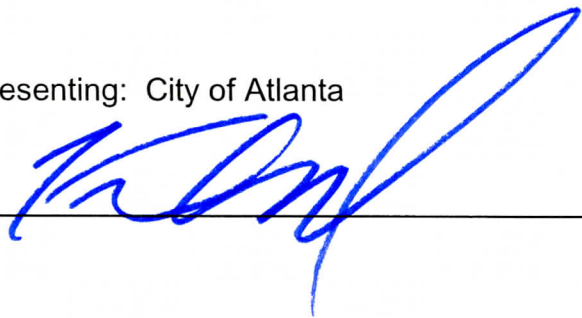
Entity Representing: Atlanta Workforce Development Agency

Signature:  _____

Name: Kasim Reed, Mayor

Title: Chief Local Elected Official

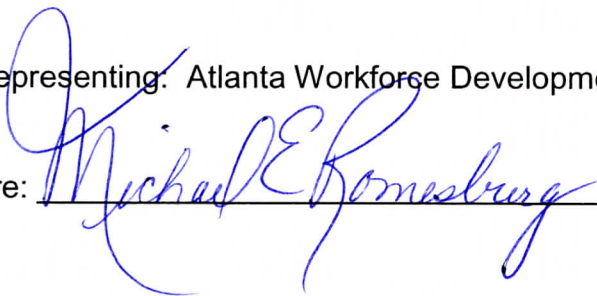
Entity Representing: City of Atlanta

Signature:  _____

Name: Michael E. Romesburg, Chair

Title: Local Workforce Development Board

Entity Representing: Atlanta Workforce Development Board

Signature:  _____

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

Appendix 1: Regional Industry Analysis

City of Atlanta Industry Overview

Industry Overview, 2 Digit NAICS - City of Atlanta

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	113	0%	0.0	\$48,369
21	Mining, Quarrying, and Oil and Gas Extraction	18	0%	0.0	\$226,376
22	Utilities	3,277	1%	1.2	\$106,098
23	Construction	11,970	2%	0.5	\$61,956
31	Manufacturing	13,791	3%	0.3	\$90,747
42	Wholesale Trade	14,914	3%	0.8	\$95,974
44	Retail Trade	32,905	7%	0.6	\$34,773
48	Transportation and Warehousing	25,319	5%	1.3	\$72,626
51	Information	24,021	5%	2.4	\$102,069
52	Finance and Insurance	28,452	6%	1.5	\$128,337
53	Real Estate and Rental and Leasing	14,222	3%	1.7	\$72,110
54	Professional, Scientific, and Technical Services	56,752	11%	1.8	\$98,189
55	Management of Companies and Enterprises	7,553	2%	1.1	\$117,127
56	Administrative and Support and Waste Management and Remediation Services	37,660	8%	1.2	\$47,314
61	Educational Services	32,862	7%	0.8	\$56,434
62	Health Care and Social Assistance	63,215	13%	0.9	\$56,209
71	Arts, Entertainment, and Recreation	10,566	2%	1.1	\$43,054
72	Accommodation and Food Services	46,327	9%	1.1	\$23,081
81	Other Services (except Public Administration)	22,818	5%	1.0	\$33,837
92	Public Administration	44,987	9%	1.9	\$68,124
99	Unclassified	2,010	0%	2.2	\$74,905
Total - All Industries		493,751	100%	N/A	\$67,854

Bold designates the largest industries by number of jobs in 2015

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

City of Atlanta Historic Change in Employment

Historic Change in Employment, 2 Digit NAICS - City of Atlanta

NAICS	Industry	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	172	93	113	20	22%	-59	-34%
21	Mining, Quarrying, and Oil and Gas Extraction	22	43	18	-25	-58%	-4	-18%
22	Utilities	2,171	3,420	3,277	-143	-4%	1,106	51%
23	Construction	14,665	10,935	11,970	1,035	9%	-2,695	-18%
31	Manufacturing	19,370	13,978	13,791	-187	-1%	-5,579	-29%
42	Wholesale Trade	17,148	16,073	14,914	-1,159	-7%	-2,234	-13%
44	Retail Trade	30,135	28,891	32,905	4,014	14%	2,770	9%
48	Transportation and Warehousing	25,952	21,047	25,319	4,272	20%	-633	-2%
51	Information	30,675	25,598	24,021	-1,577	-6%	-6,654	-22%
52	Finance and Insurance	28,989	26,980	28,452	1,472	5%	-537	-2%
53	Real Estate and Rental and Leasing	13,663	11,896	14,222	2,326	20%	559	4%
54	Professional, Scientific, and Technical Services	48,668	46,213	56,752	10,539	23%	8,084	17%
55	Management of Companies and Enterprises	6,560	7,118	7,553	435	6%	993	15%
56	Administrative and Support and Waste Management and Remediation Services	31,950	30,106	37,660	7,554	25%	5,710	18%
61	Educational Services	35,467	34,019	32,862	-1,157	-3%	-2,605	-7%
62	Health Care and Social Assistance	53,423	55,393	63,215	7,822	14%	9,792	18%
71	Arts, Entertainment, and Recreation	7,789	9,039	10,566	1,527	17%	2,777	36%
72	Accommodation and Food Services	42,201	42,302	46,327	4,025	10%	4,126	10%
81	Other Services (except Public Administration)	20,545	21,176	22,818	1,642	8%	2,273	11%
92	Public Administration	43,857	43,139	44,987	1,848	4%	1,130	3%
99	Unclassified	274	716	2,010	1,294	181%	1,736	634%
Total - All Industries		473,695	448,173	493,751	45,578	10%	20,056	4%

Bold designates the largest industries by number of jobs in 2015

Red designates industries that lost the most jobs since 2010

Green designates industries that added the most jobs since 2010

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

City of Atlanta Projected Change in Employment

Projected Change in Employment, 2 Digit NAICS - City of Atlanta

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	2	2%	4	9%	91%
21	Mining, Quarrying, and Oil and Gas Extraction	1	6%	1	33%	67%
22	Utilities	-107	-3%	82	0%	100%
23	Construction	972	8%	437	45%	55%
31	Manufacturing	-188	-1%	318	0%	100%
42	Wholesale Trade	672	5%	469	29%	71%
44	Retail Trade	1,028	3%	1,236	17%	83%
48	Transportation and Warehousing	358	1%	741	10%	90%
51	Information	467	2%	680	14%	86%
52	Finance and Insurance	1,545	5%	996	31%	69%
53	Real Estate and Rental and Leasing	619	4%	446	28%	72%
54	Professional, Scientific, and Technical Services	4,503	8%	2,111	43%	57%
55	Management of Companies and Enterprises	279	4%	218	26%	74%
56	Administrative and Support and Waste Management and Remediation Services	2,438	6%	1,353	36%	64%
61	Educational Services	1,922	6%	1,088	35%	65%
62	Health Care and Social Assistance	6,410	10%	2,548	50%	50%
71	Arts, Entertainment, and Recreation	533	5%	434	25%	75%
72	Accommodation and Food Services	1,984	4%	2,044	19%	81%
81	Other Services (except Public Administration)	955	4%	772	25%	75%
92	Public Administration	232	1%	1,134	4%	96%
99	Unclassified	101	5%	70	29%	71%
Total - All Industries		24,827	5%	17,256	29%	71%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

City of Atlanta Competitiveness Analysis

Competitiveness Analysis, 2 Digit NAICS - City of Atlanta

NAICS	Industry	2010 to 2015 Annual Change			
		COA	Atl. Region	GA	USA
11	Agriculture, Forestry, Fishing and Hunting	3.9%	1.4%	0.5%	1.2%
21	Mining, Quarrying, and Oil and Gas Extraction	-16.0%	3.5%	-0.5%	2.9%
22	Utilities	-0.8%	0.1%	0.4%	0.1%
23	Construction	1.8%	2.3%	1.0%	2.1%
31	Manufacturing	-0.3%	1.5%	1.8%	1.4%
42	Wholesale Trade	-1.5%	1.3%	1.9%	1.4%
44	Retail Trade	2.6%	2.4%	2.1%	1.5%
48	Transportation and Warehousing	3.8%	2.4%	2.0%	2.2%
51	Information	-1.3%	0.8%	0.8%	0.3%
52	Finance and Insurance	1.1%	2.3%	2.1%	0.8%
53	Real Estate and Rental and Leasing	3.6%	2.0%	1.8%	1.2%
54	Professional, Scientific, and Technical Services	4.2%	3.6%	3.4%	2.5%
55	Management of Companies and Enterprises	1.2%	5.5%	4.3%	3.5%
56	Administrative and Support and Waste Management and Remediation Services	4.6%	3.0%	3.5%	3.1%
61	Educational Services	-0.7%	0.0%	-0.4%	0.2%
62	Health Care and Social Assistance	2.7%	3.1%	2.0%	2.2%
71	Arts, Entertainment, and Recreation	3.2%	2.8%	2.7%	1.8%
72	Accommodation and Food Services	1.8%	3.7%	3.5%	3.0%
81	Other Services (except Public Administration)	1.5%	1.7%	1.1%	-0.2%
92	Public Administration	0.8%	-1.1%	-1.0%	-0.8%
99	Unclassified	22.9%	16.8%	12.5%	12.5%
Total - All Industries		2.0%	2.3%	1.9%	1.6%

Bold designates the fastest growing industries (2010 to 2015)

Green designates industries that have grown at least 1.5% faster than the US

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

Appendix 2: Regional Occupational Analysis

City of Atlanta Occupation Overview

Occupation Overview, 2 Digit SOC - City of Atlanta

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	29,299	6%	1.0	\$124,700
13-0000	Business and Financial Operations Occupations	36,788	7%	1.5	\$80,300
15-0000	Computer and Mathematical Occupations	17,526	4%	1.3	\$90,800
17-0000	Architecture and Engineering Occupations	7,226	1%	0.9	\$86,900
19-0000	Life, Physical, and Social Science Occupations	4,566	1%	1.2	\$72,600
21-0000	Community and Social Service Occupations	8,010	2%	1.0	\$47,100
23-0000	Legal Occupations	9,346	2%	2.4	\$114,200
25-0000	Education, Training, and Library Occupations	22,725	5%	0.8	\$55,000
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	13,355	3%	1.6	\$59,500
29-0000	Healthcare Practitioners and Technical Occupations	30,130	6%	1.1	\$88,900
31-0000	Healthcare Support Occupations	11,759	2%	0.8	\$31,100
33-0000	Protective Service Occupations	14,281	3%	1.5	\$36,600
35-0000	Food Preparation and Serving Related Occupations	42,066	9%	1.0	\$23,100
37-0000	Building and Grounds Cleaning and Maintenance Occupations	16,482	3%	0.9	\$27,300
39-0000	Personal Care and Service Occupations	17,398	4%	0.9	\$27,700
41-0000	Sales and Related Occupations	45,762	9%	0.9	\$49,400
43-0000	Office and Administrative Support Occupations	89,502	18%	1.2	\$40,000
45-0000	Farming, Fishing, and Forestry Occupations	427	0%	0.1	\$33,400
47-0000	Construction and Extraction Occupations	11,581	2%	0.5	\$45,800
49-0000	Installation, Maintenance, and Repair Occupations	17,842	4%	0.9	\$49,800
51-0000	Production Occupations	15,862	3%	0.5	\$37,100
53-0000	Transportation and Material Moving Occupations	31,795	6%	1.0	\$41,200
Total - All Occupations		493,727	100%	1.0	\$55,300

Bold designates the largest occupations by number of jobs in 2015

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

City of Atlanta Historic Change in Employment

Historic Change in Employment, 2 Digit SOC - City of Atlanta

SOC	Occupation	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11-0000	Management Occupations	28,058	26,575	29,299	2,724	10%	1,241	4%
13-0000	Business and Financial Operations Occupations	32,750	31,851	36,788	4,937	16%	4,038	12%
15-0000	Computer and Mathematical Occupations	17,064	15,930	17,526	1,596	10%	462	3%
17-0000	Architecture and Engineering Occupations	7,832	6,586	7,226	640	10%	-606	-8%
19-0000	Life, Physical, and Social Science Occupations	4,197	4,126	4,566	440	11%	369	9%
21-0000	Community and Social Service Occupations	7,487	7,650	8,010	360	5%	523	7%
23-0000	Legal Occupations	9,751	9,062	9,346	284	3%	-405	-4%
25-0000	Education, Training, and Library Occupations	23,128	23,132	22,725	-407	-2%	-403	-2%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	13,165	12,187	13,355	1,168	10%	190	1%
29-0000	Healthcare Practitioners and Technical Occupations	26,006	26,339	30,130	3,791	14%	4,124	16%
31-0000	Healthcare Support Occupations	9,960	9,831	11,759	1,928	20%	1,799	18%
33-0000	Protective Service Occupations	14,465	13,947	14,281	334	2%	-184	-1%
35-0000	Food Preparation and Serving Related Occupations	36,461	36,835	42,066	5,231	14%	5,605	15%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	15,702	16,670	16,482	-188	-1%	780	5%
39-0000	Personal Care and Service Occupations	13,622	15,520	17,398	1,878	12%	3,776	28%
41-0000	Sales and Related Occupations	45,300	41,539	45,762	4,223	10%	462	1%
43-0000	Office and Administrative Support Occupations	85,892	79,892	89,502	9,610	12%	3,610	4%
45-0000	Farming, Fishing, and Forestry Occupations	414	376	427	51	14%	13	3%
47-0000	Construction and Extraction Occupations	13,510	10,550	11,581	1,031	10%	-1,929	-14%
49-0000	Installation, Maintenance, and Repair Occupations	18,001	16,802	17,842	1,040	6%	-159	-1%
51-0000	Production Occupations	18,880	14,754	15,862	1,108	8%	-3,018	-16%
53-0000	Transportation and Material Moving Occupations	32,052	28,022	31,795	3,773	13%	-257	-1%
Total - All Occupations		473,697	448,174	493,727	45,553	10%	20,030	4%

Bold designates the largest occupations by number of jobs in 2015

Red designates occupations that lost the most jobs since 2010

Green designates occupations that added the most jobs since 2010

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

City of Atlanta Projected Change in Employment

Projected Change in Employment, 2 Digit SOC - City of Atlanta

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	1,567	5%	1,196	26%	74%
13-0000	Business and Financial Operations Occupations	2,481	7%	1,325	37%	63%
15-0000	Computer and Mathematical Occupations	1,386	8%	547	51%	49%
17-0000	Architecture and Engineering Occupations	300	4%	234	26%	74%
19-0000	Life, Physical, and Social Science Occupations	242	5%	191	25%	75%
21-0000	Community and Social Service Occupations	423	5%	260	33%	67%
23-0000	Legal Occupations	439	5%	275	32%	68%
25-0000	Education, Training, and Library Occupations	1,462	6%	783	37%	63%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	489	4%	564	17%	83%
29-0000	Healthcare Practitioners and Technical Occupations	2,478	8%	1,160	43%	57%
31-0000	Healthcare Support Occupations	1,262	11%	502	50%	50%
33-0000	Protective Service Occupations	422	3%	392	22%	78%
35-0000	Food Preparation and Serving Related Occupations	1,828	4%	2,049	18%	82%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	813	5%	543	30%	70%
39-0000	Personal Care and Service Occupations	1,219	7%	787	31%	69%
41-0000	Sales and Related Occupations	1,709	4%	1,744	20%	80%
43-0000	Office and Administrative Support Occupations	1,815	2%	2,344	15%	85%
45-0000	Farming, Fishing, and Forestry Occupations	2	0%	15	3%	97%
47-0000	Construction and Extraction Occupations	765	7%	374	41%	59%
49-0000	Installation, Maintenance, and Repair Occupations	564	3%	523	22%	78%
51-0000	Production Occupations	280	2%	482	12%	88%
53-0000	Transportation and Material Moving Occupations	1,189	4%	1,105	22%	78%
Total - All Occupations		23,246	5%	17,418	27%	73%

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

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

City of Atlanta Competitiveness Analysis

Competitiveness Analysis, 2 SOC NAICS - City of Atlanta

SOC	Occupation	2010 to 2015 Annual Change		
		COA	ARC	GA
11-0000	Management Occupations	2.0%	1.5%	1.5%
13-0000	Business and Financial Operations Occupations	2.9%	2.4%	2.0%
15-0000	Computer and Mathematical Occupations	1.9%	3.0%	2.9%
17-0000	Architecture and Engineering Occupations	1.9%	1.7%	2.2%
19-0000	Life, Physical, and Social Science Occupations	2.0%	1.1%	0.8%
21-0000	Community and Social Service Occupations	0.9%	1.4%	0.6%
23-0000	Legal Occupations	0.6%	0.9%	0.6%
25-0000	Education, Training, and Library Occupations	-0.4%	0.1%	-0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1.8%	2.4%	2.4%
29-0000	Healthcare Practitioners and Technical Occupations	2.7%	2.8%	2.0%
31-0000	Healthcare Support Occupations	3.6%	3.1%	2.1%
33-0000	Protective Service Occupations	0.5%	0.8%	0.7%
35-0000	Food Preparation and Serving Related Occupations	2.7%	3.7%	3.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	-0.2%	2.1%	1.7%
39-0000	Personal Care and Service Occupations	2.3%	2.2%	1.7%
41-0000	Sales and Related Occupations	2.0%	2.1%	1.9%
43-0000	Office and Administrative Support Occupations	2.3%	2.3%	2.0%
45-0000	Farming, Fishing, and Forestry Occupations	2.6%	2.1%	0.8%
47-0000	Construction and Extraction Occupations	1.9%	2.1%	1.0%
49-0000	Installation, Maintenance, and Repair Occupations	1.2%	1.9%	1.6%
51-0000	Production Occupations	1.5%	2.3%	2.3%
53-0000	Transportation and Material Moving Occupations	2.6%	2.6%	2.4%
Total - All Occupations		2.0%	2.3%	1.9%

Bold designates the fastest growing occupations (2010 to 2015)

Green designates occupations that have grown at least 1% faster than the US

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

Competitiveness Analysis, 2 Digit SOC - Fulton County

SOC	Occupation	2010 to 2015 Annual Change		
		Fulton County	GA	USA
11-0000	Management Occupations	1.9%	2.1%	1.5%
13-0000	Business and Financial Operations Occupations	2.5%	2.4%	2.0%
15-0000	Computer and Mathematical Occupations	3.2%	3.0%	2.9%
17-0000	Architecture and Engineering Occupations	2.1%	1.7%	2.2%
19-0000	Life, Physical, and Social Science Occupations	2.5%	1.1%	0.8%
21-0000	Community and Social Service Occupations	1.3%	1.4%	0.6%
23-0000	Legal Occupations	1.0%	0.9%	0.6%
25-0000	Education, Training, and Library Occupations	0.9%	0.1%	-0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2.7%	2.4%	2.4%
29-0000	Healthcare Practitioners and Technical Occupations	3.2%	2.8%	2.0%
31-0000	Healthcare Support Occupations	3.8%	3.1%	2.1%
33-0000	Protective Service Occupations	0.2%	0.8%	0.7%
35-0000	Food Preparation and Serving Related Occupations	3.8%	3.7%	3.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1.9%	2.1%	1.7%
39-0000	Personal Care and Service Occupations	2.3%	2.2%	1.7%
41-0000	Sales and Related Occupations	2.3%	2.1%	1.9%
43-0000	Office and Administrative Support Occupations	2.0%	2.3%	2.0%
45-0000	Farming, Fishing, and Forestry Occupations	2.6%	2.1%	0.8%
47-0000	Construction and Extraction Occupations	1.8%	2.1%	1.0%
49-0000	Installation, Maintenance, and Repair Occupations	1.2%	1.9%	1.6%
51-0000	Production Occupations	2.4%	2.3%	2.3%
53-0000	Transportation and Material Moving Occupations	1.8%	2.6%	2.4%
Total - All Occupations		2.2%	2.3%	1.9%

Bold designates the fastest growing occupations (2010 to 2015)

Green designates occupations that have grown at least 1% faster than the US

Atlanta Regional Workforce Plan

Workforce Innovation and Opportunity Act
2016 to 2020

The Atlanta Regional Workforce Development Board (Local Area 7) is comprised of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale Counties, as displayed on the map on the right.

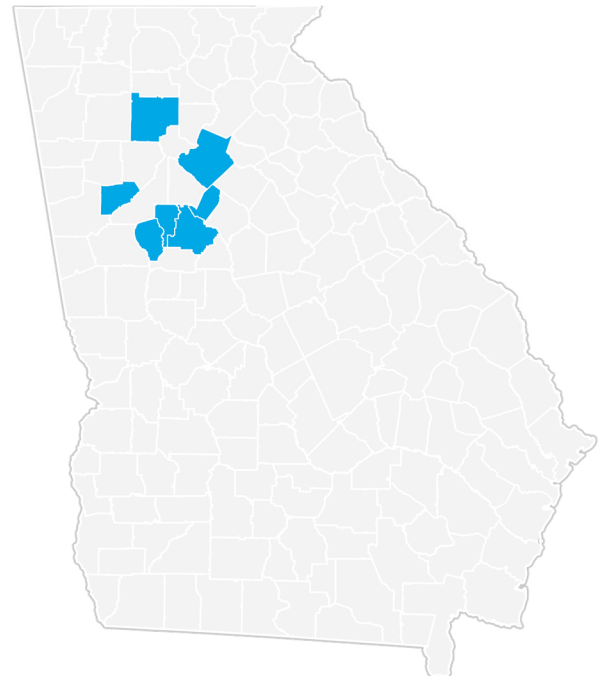


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- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments that Express Disagreement
- 4 – Signature Page

Strategic Elements, Governance and Structure

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

Local Workforce Development Area 7 is comprised of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties. In accordance with the Workforce Innovation and Opportunity Act, the Local Elected Officials have named the Atlanta Regional Workforce Development Board (ARWDB) as the local board for the area. The current One-Stop Operators include CorVel Corporation (Career Resource Centers Douglas Branch, Rockdale Branch, Gwinnett Branch), Clayton State University (Clayton Branch), Chattahoochee Technical College (Cherokee Branch), and Gwinnett Technical College (Gwinnett Tech Branch).

And, as designated in the Local Elected Official-Fiscal Agent Agreement, the Fiscal Agent is as follows:

Atlanta Regional Commission
Doug Hooker, Executive Director
40 Courtland Street
Atlanta, GA 30303

- 2. 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.**
 - a. 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.**

Atlanta Regional Workforce Development Board Industry Analysis

The Atlanta Regional Workforce Development Board (ARWDB) encompasses the following 7 counties in the Metro Atlanta Region: Cherokee County, Clayton County, Douglas County, Fayette County, Gwinnett County, Henry County, and Rockdale County. Combined, these counties account for 756,000 jobs. The largest industries are Retail Trade, with over 100,000 jobs, Accommodation and Food Services, and Healthcare and Social Assistance. The ARWDB industries are summarized in the following table, with the largest industries highlighted in bold. The Retail Trade and Accommodation and Food Service industries have below average wages.

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

Industry Overview, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	1,182	0%	0.1	\$26,273
21	Mining, Quarrying, and Oil and Gas Extraction	249	0%	0.1	\$64,565
22	Utilities	2,520	0%	0.6	\$77,618
23	Construction	49,796	7%	1.2	\$48,830
31	Manufacturing	50,983	7%	0.8	\$61,753
42	Wholesale Trade	47,163	6%	1.6	\$65,659
44	Retail Trade	100,019	13%	1.2	\$29,155
48	Transportation and Warehousing	63,778	8%	2.1	\$63,139
51	Information	14,987	2%	1.0	\$74,994
52	Finance and Insurance	25,215	3%	0.8	\$63,850
53	Real Estate and Rental and Leasing	12,090	2%	0.9	\$48,174
54	Professional, Scientific, and Technical Services	44,659	6%	0.9	\$63,584
55	Management of Companies and Enterprises	10,140	1%	0.9	\$109,499
56	Administrative and Support and Waste Management and Remediation Services	63,572	8%	1.3	\$30,916
61	Educational Services	60,936	8%	1.0	\$38,358
62	Health Care and Social Assistance	68,368	9%	0.6	\$44,080
71	Arts, Entertainment, and Recreation	8,794	1%	0.6	\$20,020
72	Accommodation and Food Services	70,020	9%	1.1	\$16,307
81	Other Services (except Public Administration)	37,271	5%	1.1	\$26,903
92	Public Administration	22,849	3%	0.6	\$46,629
99	Unclassified	3,365	0%	2.4	\$43,711
Total - All Industries		757,955	100%	N/A	\$44,899

Bold designates the largest industries by number of jobs in 2015

Source: JobsEQ 2015Q4

The region suffered during the recent recession, with employment contracting by 20,000 jobs between 2005 and 2010. Overall, the region has recovered, adding over 86,000 jobs between 2010 and 2015, expanding employment by 13%. Between 2010 and 2015, the Accommodation and Food Services, Transportation and Warehousing, and Retail Trade industries added the most jobs. The Educational Services industry contracted slightly over this period.

Overall, employment growth in the region between 2010 and 2015 outpaced growth in Georgia and the US. The Information industry expanded employment more rapidly than Georgia and the US, growing by 3.6% annually while Georgia grew by 0.8% and the nation grew by 0.3%.

Over the next 5 years, the region is expected to continue to grow, adding over 42,000 jobs, expanding employment by 6%. This growth will be driven by the Healthcare and Social Assistance industry, which is expected to add over 8,600 jobs, and the Retail Trade

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

industry. The Manufacturing industry is expected to shed nearly 1,000 jobs over this period.

Annually, over 27,000 jobs openings will need to be filled in this region. This employment demand will primarily be driven by replacement demand, which is expected to account for nearly 70% of openings. The Accommodation and Food Services and Healthcare and Social Assistance industries are expected to have the highest annual employment demand.

Projected employment trends and annual employment demand are presented in the following table.

Projected Change in Employment, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	10	1%	44	5%	95%
21	Mining, Quarrying, and Oil and Gas Extraction	12	5%	9	28%	72%
22	Utilities	-45	-2%	64	0%	100%
23	Construction	4,580	9%	1,929	47%	53%
31	Manufacturing	-997	-2%	1,174	0%	100%
42	Wholesale Trade	2,585	5%	1,581	33%	67%
44	Retail Trade	5,155	5%	4,193	25%	75%
48	Transportation and Warehousing	1,154	2%	1,921	12%	88%
51	Information	413	3%	450	18%	82%
52	Finance and Insurance	1,346	5%	878	31%	69%
53	Real Estate and Rental and Leasing	454	4%	364	25%	75%
54	Professional, Scientific, and Technical Services	4,114	9%	1,781	46%	54%
55	Management of Companies and Enterprises	482	5%	316	31%	69%
56	Administrative and Support and Waste Management and Remediation Services	4,413	7%	2,347	38%	62%
61	Educational Services	2,293	4%	1,750	26%	74%
62	Health Care and Social Assistance	8,613	13%	3,106	55%	45%
71	Arts, Entertainment, and Recreation	541	6%	382	28%	72%
72	Accommodation and Food Services	3,578	5%	3,215	22%	78%
81	Other Services (except Public Administration)	2,008	5%	1,356	30%	70%
92	Public Administration	865	4%	734	24%	76%
99	Unclassified	196	6%	123	32%	68%
Total - All Industries		42,211	6%	27,355	31%	69%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Source: JobsEQ 2015Q4

Regional Perspective

In 2015, the Metro Atlanta region was home to nearly 2.3 million jobs. The largest industries in 2015 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region.

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Overall, employment in the region has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Employment growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this 5-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9% and 1.6%, respectively.

Employment in the region is expected to continue to grow, increasing by over 112,000 jobs, or 22,400 new jobs annually. In addition to new jobs, approximately 56,600 jobs are expected to need to be filled due to workers retiring or other turnover (Replacement Demand). Replacement demand accounts for over 70% of total annual job demand. Combined, new and replacement demand are expected to account for nearly 80,000 job openings in the Metro Atlanta Region annually.

Regional In-Demand Industries

Regionally, the five Metro Atlanta Workforce Development Boards (City of Atlanta, Cobb County, DeKalb County, Fulton County, and the 7 counties included in the ARC Region) have identified three industries to target. These industries are:

- Healthcare
- Information Technology
- Transportation and Logistics

These industries were selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. While these industries were selected for the Metro Atlanta region, each workforce board may also elect to select additional industries to focus on within its local area.

Healthcare Industry

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 202,000 jobs in the Metro Atlanta region. General and Medical Surgical Hospitals account for over a third of industry employment, representing nearly 70,000 jobs in 2015. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 42,000 jobs in the region.

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Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
621111	Offices of Physicians (except Mental Health Specialists)	42,133	21%	1.1	\$79,949
621210	Offices of Dentists	14,231	7%	1.0	\$52,720
621610	Home Health Care Services	12,763	6%	0.6	\$33,441
622110	General Medical and Surgical Hospitals	69,626	34%	0.8	\$57,500
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,213	6%	0.5	\$30,783

Source: JobsEQ 2015Q4

Employment in the Healthcare industry continued to grow during the recession, dramatically outpacing overall employment growth in the region over the same period. Since 2010, the industry has added 29,600 jobs, expanding employment by 17%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 8,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 35%, or nearly 3,300 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
621111	Offices of Physicians (except Mental Health Specialists)	34,221	42,133	7,912	23%
621210	Offices of Dentists	12,657	14,231	1,574	12%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,772	4,290	1,518	55%
621610	Home Health Care Services	9,468	12,763	3,295	35%
622110	General Medical and Surgical Hospitals	61,600	69,626	8,026	13%
623312	Assisted Living Facilities for the Elderly	2,554	4,232	1,678	66%
Total - Healthcare Industry		172,406	202,008	29,602	17%

Source: JobsEQ 2015Q4

Employment in the Healthcare industry is expected to continue to grow, expanding employment by 25%, or over 50,000 new jobs. Annually, the industry is expected to have 18,700 job openings in the region, due to both new demand and replacement demand. Unlike many industries, new demand (jobs created from employment growth) account for more than half of these openings. General and Medical Surgical Hospitals are projected to drive employment growth in the industry, adding over 4,000 jobs and 3,800 jobs, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

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Projected Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
621111	Offices of Physicians (except Mental Health Specialists)	10,164	24%	3,841	53%	47%
621210	Offices of Dentists	3,016	21%	1,235	49%	51%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,604	61%	733	71%	29%
621399	Offices of All Other Miscellaneous Health Practitioners	2,506	61%	704	71%	29%
621610	Home Health Care Services	8,051	63%	2,109	76%	24%
622110	General Medical and Surgical Hospitals	6,703	10%	4,075	33%	67%
623312	Assisted Living Facilities for the Elderly	2,156	51%	635	68%	32%
Total - Healthcare Industry		50,712	25%	18,708	54%	46%

Source: JobsEQ 2015Q4

Information Technology Industry

The Information Technology industry is also a major employer in the Metro Atlanta region, accounting for over 96,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, Custom Computer Programming Services, and Computer Systems Design Services, which each account for between 20,000 and 23,700 jobs.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
511210	Software Publishers	11,761	12%	2.3	\$118,946
517110	Wired Telecommunications Carriers	23,744	25%	2.6	\$92,480
541511	Custom Computer Programming Services	22,621	24%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	22%	1.5	\$100,807

Source: JobsEQ 2015Q4

Between 2010 and 2015, the Information Technology industry added over 13,000 jobs, expanding employment by 16%. This growth was driven by the Computer Systems Design Services and Custom Computer Programming Services sectors, which added 5,700 jobs and 5,000 jobs, respectively. The Information Technology industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

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Historic Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
511210	Software Publishers	9,703	11,761	2,058	21%
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
Total - Information Technology Industry		83,041	96,250	13,209	16%

Source: JobsEQ 2015Q4

Growth in Information Technology is expected to continue over the next 5 years. The industry is expected to add over 14,500 jobs, expanding employment by 15%. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 7,300 job openings. The employment demand will largely be driven by replacement demand, which accounts for 61% of annual employment.

Projected Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
511210	Software Publishers	3,422	29%	1,157	59%	41%
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
Total - Information Technology Industry		14,516	15%	7,353	39%	61%

Source: JobsEQ 2015Q4

Transportation & Logistics Industry

The Transportation and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the Metro Atlanta region, this industry represents nearly 132,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

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Transportation & Logistics Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
481111	Scheduled Passenger Air Transportation	37,634	29%	6.1	\$83,114
484121	General Freight Trucking, Long-Distance, Truckload	12,982	10%	1.5	\$51,900
484122	General Freight Trucking, Long-Distance, Less Than Truckload	9,506	7%	2.4	\$52,648
485111	Mixed Mode Transit Systems	4,428	3%	2.4	\$72,048
488510	Freight Transportation Arrangement	7,106	5%	2.1	\$55,864
492110	Couriers and Express Delivery Services	15,722	12%	1.8	\$58,929
493110	General Warehousing and Storage	14,467	11%	1.3	\$41,742

Source: JobsEQ 2015Q4

The Transportation and Logistics industry has expanded employment over the past 5 years, adding over 16,300 jobs since 2010, expanding employment by 14%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. Long distance trucking and support activities have grown the most rapidly, with the Other Support Activities for Road Transportation industry expanding employment by over 300% since 2010. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

Historic Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
481111	Scheduled Passenger Air Transportation	36,342	37,634	1,292	4%
484121	General Freight Trucking, Long-Distance, Truckload	10,800	12,982	2,182	20%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	7,300	9,506	2,206	30%
488490	Other Support Activities for Road Transportation	449	1,812	1,363	304%
488510	Freight Transportation Arrangement	5,435	7,106	1,671	31%
492110	Couriers and Express Delivery Services	14,079	15,722	1,643	12%
493110	General Warehousing and Storage	12,924	14,467	1,543	12%
Total - Transportation & Logistics Industry		115,486	131,850	16,364	14%

Source: JobsEQ 2015Q4

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation and Logistics industry in the Metro Atlanta region is expected to add 5,700 jobs, expanding employment by 4%. The sectors that demonstrated strong growth over the past 5 years are expected to continue on the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

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Projected Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	729	2%	2,268	6%	94%
484121	General Freight Trucking, Long-Distance, Truckload	716	6%	651	22%	78%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	518	5%	476	22%	78%
488510	Freight Transportation Arrangement	831	12%	515	32%	68%
493110	General Warehousing and Storage	1,125	8%	987	23%	77%
Total - Transportation & Logistics Industry		5,774	4%	7,746	15%	85%

Source: JobsEQ 2015Q4

Atlanta Regional Workforce Development Board Occupational Analysis

The Atlanta Regional Workforce Development Board region accounts for 758,000 jobs. The distribution of jobs across various occupational groups largely mirrors the distribution of employment in the nation overall. The largest occupational group is Office and Administration Support Occupations, followed by Sales and Related Occupations. The jobs represented by these occupational groups are typically present across most industries and not specific to one industry group. The third largest occupational groups, Transportation and Material Moving Occupations, mirrors the strength of the Transportation and Logistics industry in the region. The following table provides an overview of key occupations in the region. The largest occupations are highlighted in bold.

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Industry Overview, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	41,498	5%	0.9	\$105,400
13-0000	Business and Financial Operations Occupations	33,003	4%	0.9	\$65,700
15-0000	Computer and Mathematical Occupations	20,704	3%	1.0	\$76,200
17-0000	Architecture and Engineering Occupations	10,410	1%	0.8	\$73,100
19-0000	Life, Physical, and Social Science Occupations	3,261	0%	0.5	\$59,600
21-0000	Community and Social Service Occupations	8,221	1%	0.7	\$41,000
23-0000	Legal Occupations	4,058	1%	0.7	\$92,500
25-0000	Education, Training, and Library Occupations	45,866	6%	1.1	\$42,100
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	11,794	2%	0.9	\$46,800
29-0000	Healthcare Practitioners and Technical Occupations	29,629	4%	0.7	\$73,600
31-0000	Healthcare Support Occupations	14,881	2%	0.7	\$26,800
33-0000	Protective Service Occupations	10,369	1%	0.7	\$29,500
35-0000	Food Preparation and Serving Related Occupations	69,737	9%	1.1	\$18,800
37-0000	Building and Grounds Cleaning and Maintenance Occupations	30,237	4%	1.1	\$23,500
39-0000	Personal Care and Service Occupations	25,023	3%	0.8	\$22,700
41-0000	Sales and Related Occupations	94,464	12%	1.2	\$35,600
43-0000	Office and Administrative Support Occupations	118,228	16%	1.0	\$32,800
45-0000	Farming, Fishing, and Forestry Occupations	858	0%	0.2	\$24,600
47-0000	Construction and Extraction Occupations	37,664	5%	1.1	\$38,000
49-0000	Installation, Maintenance, and Repair Occupations	33,337	4%	1.2	\$41,400
51-0000	Production Occupations	42,632	6%	0.9	\$30,800
53-0000	Transportation and Material Moving Occupations	72,082	10%	1.4	\$38,300
Total - All Occupations		757,955	100%	1.0	\$41,800

Bold designates the largest occupations by number of jobs in 2015

Source: JobsEQ 2015Q4

Since 2010, employment in the ARWDB region has increased by 13%, adding over 86,000 jobs. Office and Administrative Support Occupations accounted for most of the growth, followed by Food Preparation and Serving Related Occupations and Transportation and Material Moving Occupations. Production Occupations also expanded rapidly, increasing employment by 16%, despite a dip during the recession. These occupations are closely associated with the Manufacturing industry.

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2010 and 2015 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 11% and 14%, respectively.

Annually, nearly 29,000 job openings are expected in the region. Sales and Related Occupations and Office and Administrative Support Occupations are expected to have

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the highest number of annual openings. For most occupations, openings will be driven primarily by replacement demand, due to retirement and turnover. For Healthcare-related occupations, however, a slightly higher proportion of openings will be due to new demand than replacement demand.

The following table presents projected employment trends and demand.

Projected Change in Employment, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	2,330	6%	1,777	26%	74%
13-0000	Business and Financial Operations Occupations	2,412	7%	1,251	39%	61%
15-0000	Computer and Mathematical Occupations	1,876	9%	695	54%	46%
17-0000	Architecture and Engineering Occupations	444	4%	353	25%	75%
19-0000	Life, Physical, and Social Science Occupations	242	7%	151	32%	68%
21-0000	Community and Social Service Occupations	569	7%	296	38%	62%
23-0000	Legal Occupations	289	7%	140	41%	59%
25-0000	Education, Training, and Library Occupations	2,111	5%	1,445	29%	71%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	536	5%	542	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,403	11%	1,337	51%	49%
31-0000	Healthcare Support Occupations	2,113	14%	745	57%	43%
33-0000	Protective Service Occupations	495	5%	348	28%	72%
35-0000	Food Preparation and Serving Related Occupations	3,685	5%	3,437	21%	79%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,686	6%	1,029	33%	67%
39-0000	Personal Care and Service Occupations	2,044	8%	1,239	33%	67%
41-0000	Sales and Related Occupations	4,923	5%	4,041	24%	76%
43-0000	Office and Administrative Support Occupations	4,047	3%	3,535	23%	77%
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	3,318	9%	1,383	48%	52%
49-0000	Installation, Maintenance, and Repair Occupations	1,833	5%	1,195	31%	69%
51-0000	Production Occupations	548	1%	1,254	9%	91%
53-0000	Transportation and Material Moving Occupations	3,106	4%	2,615	24%	76%
Total - All Occupations		42,238	6%	28,880	29%	71%

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

Source: JobsEQ 2015Q4

Employment demand can also be assessed by analyzing the number of online job advertisements for various jobs in a region. In 2015, over 100,000 advertisements were posted online for jobs in the ARWDB region. Among the jobs that had the most advertisements were Heavy and Tractor-Trailer Truck Drivers and Registered Nurses, mirroring the targeted industries for the region. The 15 occupations with the most job advertisements in the region are summarized in the following table.

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Top Occupations by Number of Job Postings in 2015 - ARWDB

O*NET Code	Occupation	Job Postings
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	8,933
41-2031.00	Retail Salespersons	5,804
29-1141.00	Registered Nurses	4,384
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,190
15-1132.00	Software Developers, Applications	3,142
41-1011.00	First-Line Supervisors of Retail Sales Workers	3,062
43-4051.00	Customer Service Representatives	2,860
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	1,793
11-9199.00	Managers, All Other	1,752
49-9071.00	Maintenance and Repair Workers, General	1,465
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	1,243
15-1199.02	Computer Systems Engineers/Architects	1,169
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	1,011
13-1111.00	Management Analysts	982
13-1071.00	Human Resources Specialists	978

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

Regional Occupational Analysis

The Metro Atlanta region accounts for nearly 2.3 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2010 and 2015 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region’s overall average.

Over the next 5 years, the Metro Atlanta region is projected to add over 112,000 jobs, or nearly 22,500 jobs annually. In addition to these openings created by new jobs, nearly 60,000 openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

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Projected Change in Employment, 5 Digit SOC - Atlanta Region (40 Occupations with Greatest Annual Demand)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
41-2031	Retail Salespersons	7,425	10%	3,548	42%	58%
41-2011	Cashiers	2,280	5%	2,401	19%	81%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	5,433	11%	2,286	48%	52%
35-3031	Waiters and Waitresses	2,232	5%	2,270	20%	80%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,240	9%	1,998	42%	58%
43-4051	Customer Service Representatives	5,006	11%	1,769	57%	43%
29-1141	Registered Nurses	6,694	19%	1,522	88%	12%
43-9061	Office Clerks, General	3,132	7%	1,386	45%	55%
11-1021	General and Operations Managers	3,705	11%	1,306	57%	43%
43-5081	Stock Clerks and Order Fillers	2,496	8%	1,300	38%	62%

Source: JobsEQ 2015Q4

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$44,600. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT's living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.

Projected Change in Employment, 5 Digit SOC - Atlanta Region (Occupations Paying a Living Wage)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
29-1141	Registered Nurses	6,694	19%	1,522	44%	56%
11-1021	General and Operations Managers	3,705	11%	1,306	28%	72%
13-2011	Accountants and Auditors	4,518	17%	1,259	36%	64%
11-9199	Managers, All Other	2,023	12%	1,255	16%	84%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,197	11%	907	35%	65%
15-1132	Software Developers, Applications	3,875	24%	660	59%	41%
41-3099	Sales Representatives, Services, All Other	1,806	10%	654	28%	72%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,619	11%	640	41%	59%
25-2021	Elementary School Teachers, Except Special Education	1,935	10%	611	32%	68%
13-1111	Management Analysts	2,747	19%	550	50%	50%

Source: JobsEQ 2015Q4

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Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In the Metro Atlanta region, over 30,000 job advertisements were posted online in search of Software Developers. Other top occupations were related to the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2015 are presented in the following table.

Top Occupations by Number of Job Postings in 2015 - Atlanta Region

O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	30,452
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	23,347
29-1141.00	Registered Nurses	19,644
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	17,945
41-2031.00	Retail Salespersons	14,627
11-9199.00	Managers, All Other	12,884
13-1111.00	Management Analysts	10,161
43-4051.00	Customer Service Representatives	8,902
41-1011.00	First-Line Supervisors of Retail Sales Workers	8,661
15-1199.02	Computer Systems Engineers/Architects	8,252
15-1121.00	Computer Systems Analysts	7,120
13-1071.00	Human Resources Specialists	6,902
15-1199.09	Information Technology Project Managers	6,855
11-2022.00	Sales Managers	6,809
15-1134.00	Web Developers	6,603

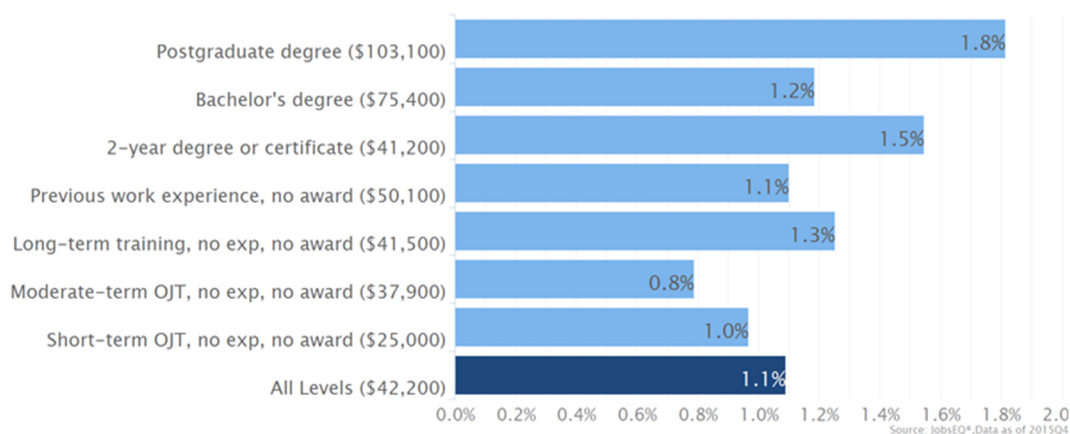
Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

- b. 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.**

As presented in the following chart, jobs requiring a postgraduate degree are expected to growth the most rapidly over the next 10 years, increasing by 1.8% annually. Jobs typically requiring an Associate’s degree are also expected to grow rapidly, increasing employment by 1.5% annually.

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Annual Average Projected Job Growth by Training Required for Other 7 Counties WFD



Through an analysis of 2015 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Problem Solving, and Teamwork. Several “hard skills” are also frequently requested, including Microsoft Excel, Microsoft Office, and Computer Skills. The 15 skills most requested by employer in the ARWDB region are presented in following table.

Top Skills by 2015 Job Postings - ARWDB

Skills	Job Postings
Communication Skills	27,505
Customer Service	17,235
Writing	15,850
Organizational Skills	12,372
Microsoft Excel	11,050
Problem Solving	10,683
Physical Demand	10,168
Microsoft Office	9,595
Computer Skills	9,511
Detail-Oriented	9,063
Planning	8,520
Team Work/ Collaboration	8,227
Supervisory Skills	6,734
Multi-Tasking	6,197
Building Effective Relationships	6,173

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

Additionally, this assessment of 2015 job postings data reveals the credentials most frequently requested by ARWDB employers. The most requested credentials in the region

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largely reflect the three targeted industries in the region: healthcare, information technology, and transportation and logistics and include certifications such as Registered Nurse, Certified Driver’s License, and Cisco Certified Network Associate. The top 10 certifications requested by employers in the region is summarized in the following table.

Top Certifications by 2015 Job Postings - ARWDB

Certifications	Job Postings
Registered Nurse	4,213
CDL Class A	4,034
First Aid CPR AED	2,055
Commercial Drivers License	1,635
Basic Cardiac Life Support Certification	817
Automotive Service Excellence Certification	769
Certified Public Accountant	669
Forklift Operator Certification	608
Project Management Certification (e.g. PMP)	592
Cisco Certified Network Associate	495

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

- c. 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.**

According to Chmura’s JobsEQ, the population of the ARWDB region in 2014 was nearly 2 million. Between 2004 and 2014, the region’s population grew at an average annual rate of 2.1%. This rate of growth outpaced population growth in the state and nation. The region has a civilian labor force of 958,500 people, representing a labor force participation rate of 68.2%. This labor force participation rate exceeds the participation rates of 62.6% and 63.5% in the state and nation, respectively.

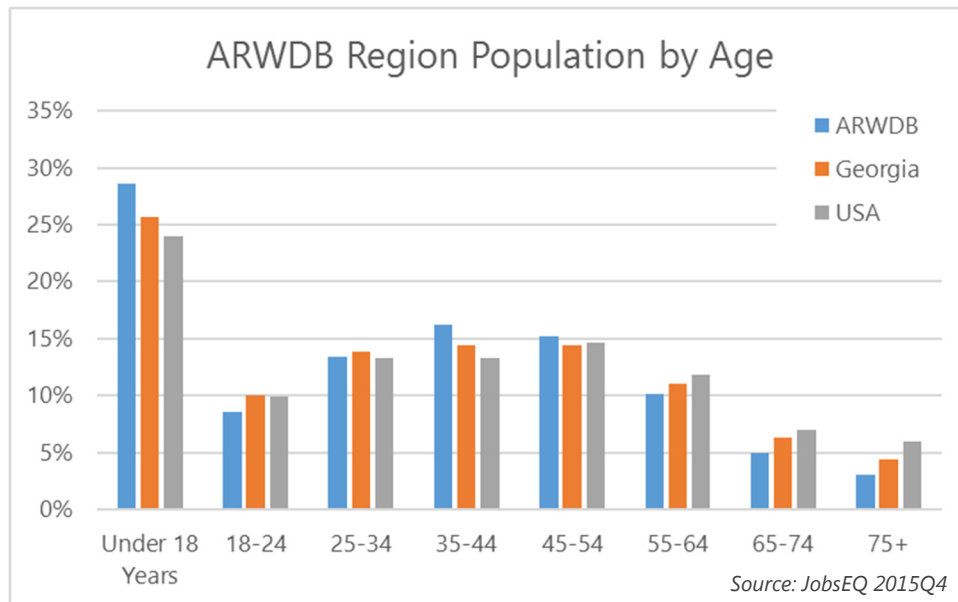
Demographics Overview - ARWDB

	ARWDB	GA	USA
Population	1,926,512	10,097,343	318,857,056
Population Avg. Annual Growth	2.1%	1.4%	0.9%
Median Age	34.6	35.3	37.2
Labor Force	958,566	4,819,365	157,940,014
Labor Force Participation	68.2%	62.6%	63.5%
Median Household Income	\$58,662	\$49,342	\$53,482

Source: JobsEQ

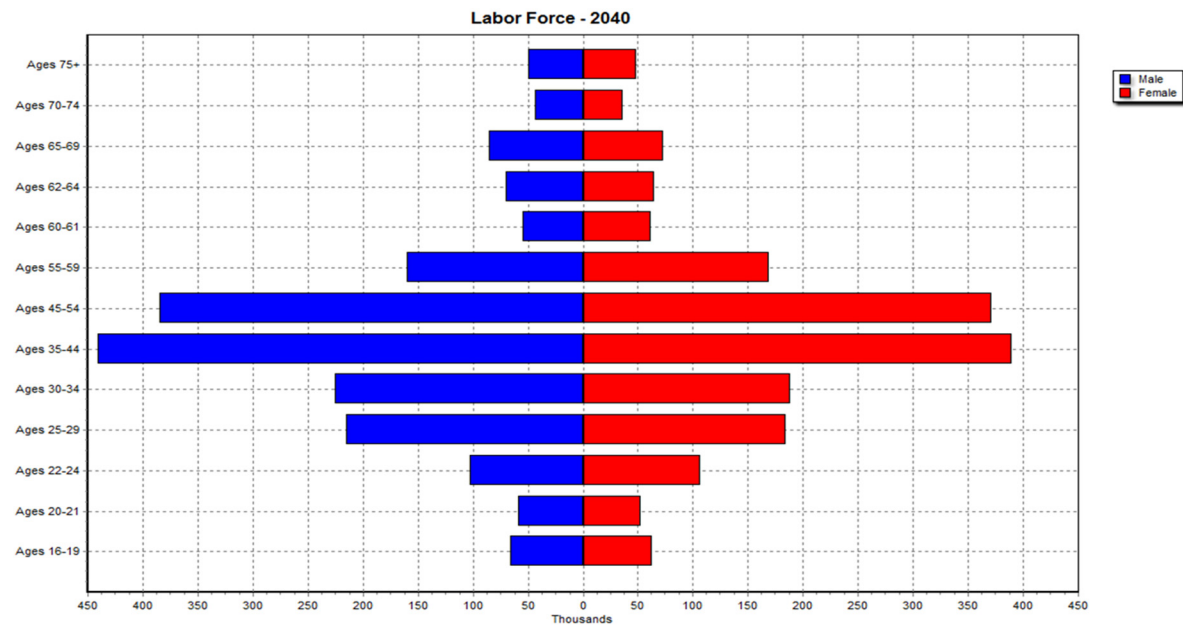
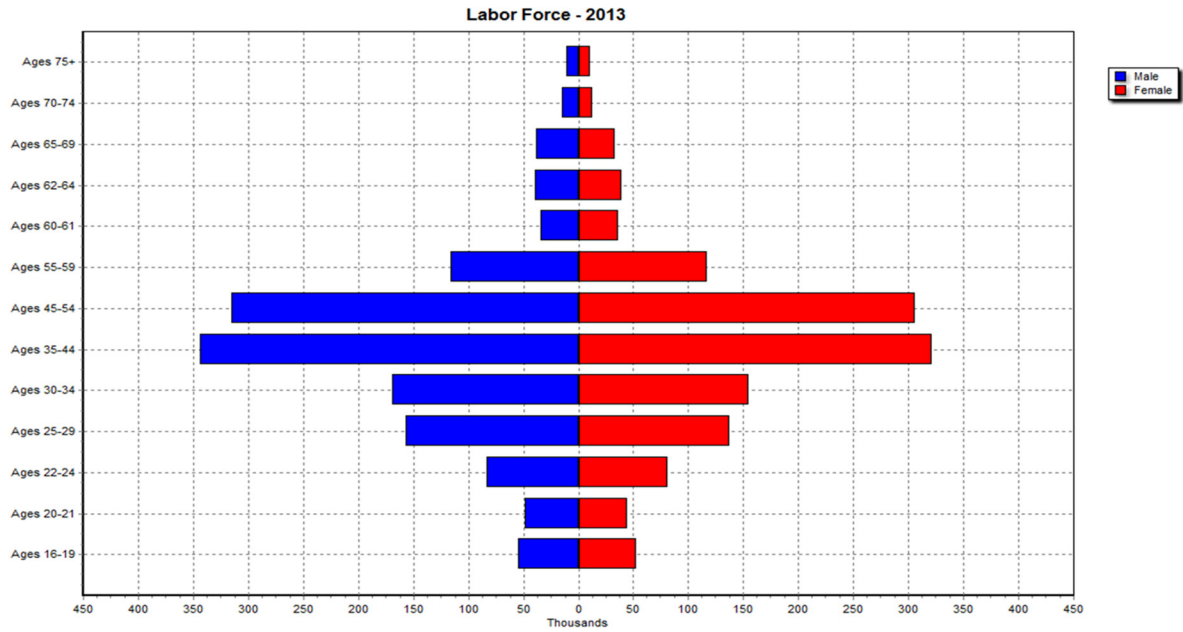
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The distribution of the ARWDB region’s population by age largely mirrors that of Georgia and nation. The region is slightly more concentrated in middle age cohorts, including 35 to 44 year olds, than the state and nation. The region is also relatively highly concentrated in residents under the age of 18, which accounts for nearly 30% of the population. Correspondingly, the region’s population is less concentrated in older age cohorts.



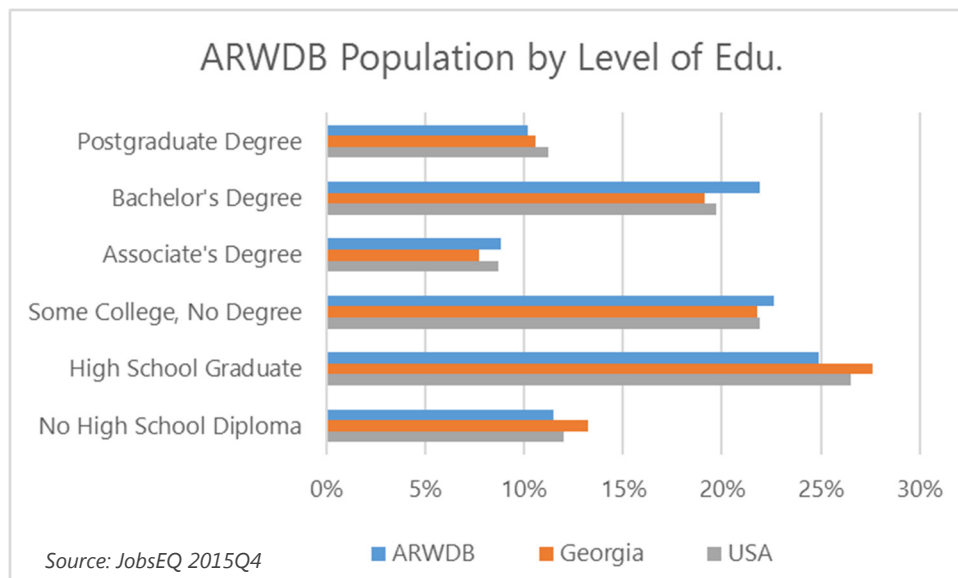
The Atlanta region's workforce like its population is growing older. Labor Force participation rates for the 65+ population have been steadily rising and are projected to reach record levels by 2040. Older people are staying in the workforce for a variety of reasons - they are healthier than previous generations and with the growing dominance of the service sector their work is less physically taxing than the works of their parents and grandparents. Many older individuals need additional income to support a retirement that is likely to extend 2 and possibly 3 decades. Lastly many employers want to retain their older skilled laborers and are creating incentives for them to stay. These older workers contribute to important economic indicators for the metro region including personal income and GDP.

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The educational attainment of the ARWDB region’s population largely mirrors the state and nation. The region is slightly more concentrated in residents with a Bachelor’s degree but less concentrated in residents with a postgraduate degree. The region also has a smaller proportion of residents with only a high school diploma or less and a higher proportion of the population with some college but no degree or an Associate’s degree.

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Of the approximately 1.3 million residents in the ARWDB region aged 18 and over, approximately 12% live below the poverty line and 11% have disabilities. Approximately 9% of ARWDB residents are veterans. Of the veterans in the region, 6% live below the poverty line and 19% have a disability.

Targeted Populations Overview - ARWDB Region

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	1,345,372	n/a	117,786	9%
Below Poverty Line in Past 12 Months	161,956	12%	7,532	6%
With Disabilities	147,316	11%	22,929	19%

Source: American Community Survey

The Aspen Institute’s Opportunity Index tracks “disconnected youth” in communities across the country. The Opportunity Index defines “disconnected youth” as individuals aged 16 to 24 who are neither working nor in school. Disconnected youth are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. In the ARWDB region, the number of disconnected youth has grown since 2011, from just under 30,000 youth to nearly 37,500.

Disconnected Youth - ARWDB Region

	2011	2015
Population Aged 16-24	199,005	221,896
Disconnected Youth*	29,870	37,590
% of Youth Disconnected	15.0%	16.9%

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

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- d. **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.**

Education & Training Analysis – ARWDB

The ARWDB region has nearly 20 institutions offering academic degrees and certificates. Gwinnett Technical College issued over 3,000 academic awards and certificates, the highest number of awards in region. Of these academic awards, 2,400 were for certificates while the remainder were Associate's degree.

Regionally, most academic awards (58%) were for certificates. Approximately a quarter of awards were for Bachelor's degrees while 10.5% were for Associate's degrees.

Over 400 degrees and certificates were awarded in programs related to cosmetology. The region also produces a large number of awards related to the healthcare industry, including over 350 awards related to Medical/Clinical Assistants, 340 related to Nursing Assistants, and 214 related to registered nurses. The region also offers a range of programs related to business, accounting, and administration.

Education & Training Analysis – Regional Perspective

According to the Supply-Demand Analysis, the Metro Atlanta region is home to 13 public higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. 52,700 higher educational degrees were awarded in the 2013/2014 academic year. Over 20,600 of these awards were for Bachelor's degrees, 14,300 were for certificates, and 6,400 were for Associate's degrees.

Of the 52,700 academic awards in 2013/2014, over 10,100 were related to Business Management and Marketing. Health-related programs were the second most popular, with nearly 8,500 awards.

The Supply-Demand Assessment also analyzed the number of awards by degree level and compared them to the number of job postings in related occupations. According to this analysis, the Healthcare professions are awarding too many certificates relative to the number of job openings requires certificates of applicants. The Business Management and Marketing and Transportation and Material Moving programs have too few certificates being awarded in the region, relative to the number of job postings requiring those certifications.

At the Associate's degree level, the region has a large gap between the number of degrees related to Healthcare profession and the number of job openings. In 2015, there were over 16,000 job postings for Healthcare professions, while only 5,000 Associate's degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied at the Associate's

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degree level.

Finally, at the Bachelor's degree level, nearly 10,000 degrees related to Business Management and Marketing Occupations were awarded, while there were nearly 30,000 job postings marketing openings in this occupations. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.

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ARWDB Region Occupation Overview

Industry Overview, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	1,182	0%	0.1	\$26,273
21	Mining, Quarrying, and Oil and Gas Extraction	249	0%	0.1	\$64,565
22	Utilities	2,520	0%	0.6	\$77,618
23	Construction	49,796	7%	1.2	\$48,830
31	Manufacturing	50,983	7%	0.8	\$61,753
42	Wholesale Trade	47,163	6%	1.6	\$65,659
44	Retail Trade	100,019	13%	1.2	\$29,155
48	Transportation and Warehousing	63,778	8%	2.1	\$63,139
51	Information	14,987	2%	1.0	\$74,994
52	Finance and Insurance	25,215	3%	0.8	\$63,850
53	Real Estate and Rental and Leasing	12,090	2%	0.9	\$48,174
54	Professional, Scientific, and Technical Services	44,659	6%	0.9	\$63,584
55	Management of Companies and Enterprises	10,140	1%	0.9	\$109,499
56	Administrative and Support and Waste Management and Remediation Services	63,572	8%	1.3	\$30,916
61	Educational Services	60,936	8%	1.0	\$38,358
62	Health Care and Social Assistance	68,368	9%	0.6	\$44,080
71	Arts, Entertainment, and Recreation	8,794	1%	0.6	\$20,020
72	Accommodation and Food Services	70,020	9%	1.1	\$16,307
81	Other Services (except Public Administration)	37,271	5%	1.1	\$26,903
92	Public Administration	22,849	3%	0.6	\$46,629
99	Unclassified	3,365	0%	2.4	\$43,711
Total - All Industries		757,955	100%	N/A	\$44,899

Bold designates the largest industries by number of jobs in 2015

Source: JobsEQ 2015Q4

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ARWDB Region Historic Change in Employment

Historic Change in Employment, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	1,474	1,114	1,182	68	6%	-292	-20%
21	Mining, Quarrying, and Oil and Gas Extraction	517	154	249	95	62%	-268	-52%
22	Utilities	2,436	2,384	2,520	136	6%	84	3%
23	Construction	60,419	44,182	49,796	5,614	13%	-10,623	-18%
31	Manufacturing	53,723	43,454	50,983	7,529	17%	-2,740	-5%
42	Wholesale Trade	46,208	42,824	47,163	4,339	10%	955	2%
44	Retail Trade	94,083	90,380	100,019	9,639	11%	5,936	6%
48	Transportation and Warehousing	48,817	54,060	63,778	9,718	18%	14,961	31%
51	Information	16,271	12,534	14,987	2,453	20%	-1,284	-8%
52	Finance and Insurance	24,442	22,340	25,215	2,875	13%	773	3%
53	Real Estate and Rental and Leasing	13,671	11,351	12,090	739	7%	-1,581	-12%
54	Professional, Scientific, and Technical Services	36,890	38,340	44,659	6,319	16%	7,769	21%
55	Management of Companies and Enterprises	8,165	7,409	10,140	2,731	37%	1,975	24%
56	Administrative and Support and Waste Management and Remediation Services	59,342	55,234	63,572	8,338	15%	4,230	7%
61	Educational Services	53,898	61,897	60,936	-961	-2%	7,038	13%
62	Health Care and Social Assistance	51,410	59,587	68,368	8,781	15%	16,958	33%
71	Arts, Entertainment, and Recreation	7,549	8,628	8,794	166	2%	1,245	16%
72	Accommodation and Food Services	58,667	57,847	70,020	12,173	21%	11,353	19%
81	Other Services (except Public Administration)	33,881	33,656	37,271	3,615	11%	3,390	10%
92	Public Administration	19,482	22,759	22,849	90	0%	3,367	17%
99	Unclassified	525	1,572	3,365	1,793	114%	2,840	541%
Total - All Industries		691,868	671,703	757,955	86,252	13%	66,087	10%

Bold designates the largest industries by number of jobs in 2015

Red designates industries that lost the most jobs since 2010

Green designates industries that added the most jobs since 2010

Source: JobsEQ 2015Q4

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

ARWDB Region Projected Change in Employment

Projected Change in Employment, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	10	1%	44	5%	95%
21	Mining, Quarrying, and Oil and Gas Extraction	12	5%	9	28%	72%
22	Utilities	-45	-2%	64	0%	100%
23	Construction	4,580	9%	1,929	47%	53%
31	Manufacturing	-997	-2%	1,174	0%	100%
42	Wholesale Trade	2,585	5%	1,581	33%	67%
44	Retail Trade	5,155	5%	4,193	25%	75%
48	Transportation and Warehousing	1,154	2%	1,921	12%	88%
51	Information	413	3%	450	18%	82%
52	Finance and Insurance	1,346	5%	878	31%	69%
53	Real Estate and Rental and Leasing	454	4%	364	25%	75%
54	Professional, Scientific, and Technical Services	4,114	9%	1,781	46%	54%
55	Management of Companies and Enterprises	482	5%	316	31%	69%
56	Administrative and Support and Waste Management and Remediation Services	4,413	7%	2,347	38%	62%
61	Educational Services	2,293	4%	1,750	26%	74%
62	Health Care and Social Assistance	8,613	13%	3,106	55%	45%
71	Arts, Entertainment, and Recreation	541	6%	382	28%	72%
72	Accommodation and Food Services	3,578	5%	3,215	22%	78%
81	Other Services (except Public Administration)	2,008	5%	1,356	30%	70%
92	Public Administration	865	4%	734	24%	76%
99	Unclassified	196	6%	123	32%	68%
Total - All Industries		42,211	6%	27,355	31%	69%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Source: JobsEQ 2015Q4

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

ARWDB Region Competitiveness Analysis

Competitiveness Analysis, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2010 to 2015 Annual Change			
		Atl. Reg. WDB	Atl. Region	GA	USA
11	Agriculture, Forestry, Fishing and Hunting	1.2%	1.4%	0.5%	1.2%
21	Mining, Quarrying, and Oil and Gas Extraction	10.0%	3.5%	-0.5%	2.9%
22	Utilities	1.1%	0.1%	0.4%	0.1%
23	Construction	2.4%	2.3%	1.0%	2.1%
31	Manufacturing	3.2%	1.5%	1.8%	1.4%
42	Wholesale Trade	1.9%	1.3%	1.9%	1.4%
44	Retail Trade	2.0%	2.4%	2.1%	1.5%
48	Transportation and Warehousing	3.4%	2.4%	2.0%	2.2%
51	Information	3.6%	0.8%	0.8%	0.3%
52	Finance and Insurance	2.5%	2.3%	2.1%	0.8%
53	Real Estate and Rental and Leasing	1.3%	2.0%	1.8%	1.2%
54	Professional, Scientific, and Technical Services	3.1%	3.6%	3.4%	2.5%
55	Management of Companies and Enterprises	6.5%	5.5%	4.3%	3.5%
56	Administrative and Support and Waste Management and Remediation Services	2.9%	3.0%	3.5%	3.1%
61	Educational Services	-0.3%	0.0%	-0.4%	0.2%
62	Health Care and Social Assistance	2.8%	3.1%	2.0%	2.2%
71	Arts, Entertainment, and Recreation	0.4%	2.8%	2.7%	1.8%
72	Accommodation and Food Services	3.9%	3.7%	3.5%	3.0%
81	Other Services (except Public Administration)	2.1%	1.7%	1.1%	-0.2%
92	Public Administration	0.1%	-1.1%	-1.0%	-0.8%
99	Unclassified	16.5%	16.8%	12.5%	12.5%
Total - All Industries		2.4%	2.3%	1.9%	1.6%

Bold designates the fastest growing industries (2010 to 2015)

Green designates industries that have grown at least 1% faster than the US

Source: JobsEQ 2015Q4

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

ARWDB Region Occupation Overview

Industry Overview, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	41,498	5%	0.9	\$105,400
13-0000	Business and Financial Operations Occupations	33,003	4%	0.9	\$65,700
15-0000	Computer and Mathematical Occupations	20,704	3%	1.0	\$76,200
17-0000	Architecture and Engineering Occupations	10,410	1%	0.8	\$73,100
19-0000	Life, Physical, and Social Science Occupations	3,261	0%	0.5	\$59,600
21-0000	Community and Social Service Occupations	8,221	1%	0.7	\$41,000
23-0000	Legal Occupations	4,058	1%	0.7	\$92,500
25-0000	Education, Training, and Library Occupations	45,866	6%	1.1	\$42,100
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	11,794	2%	0.9	\$46,800
29-0000	Healthcare Practitioners and Technical Occupations	29,629	4%	0.7	\$73,600
31-0000	Healthcare Support Occupations	14,881	2%	0.7	\$26,800
33-0000	Protective Service Occupations	10,369	1%	0.7	\$29,500
35-0000	Food Preparation and Serving Related Occupations	69,737	9%	1.1	\$18,800
37-0000	Building and Grounds Cleaning and Maintenance Occupations	30,237	4%	1.1	\$23,500
39-0000	Personal Care and Service Occupations	25,023	3%	0.8	\$22,700
41-0000	Sales and Related Occupations	94,464	12%	1.2	\$35,600
43-0000	Office and Administrative Support Occupations	118,228	16%	1.0	\$32,800
45-0000	Farming, Fishing, and Forestry Occupations	858	0%	0.2	\$24,600
47-0000	Construction and Extraction Occupations	37,664	5%	1.1	\$38,000
49-0000	Installation, Maintenance, and Repair Occupations	33,337	4%	1.2	\$41,400
51-0000	Production Occupations	42,632	6%	0.9	\$30,800
53-0000	Transportation and Material Moving Occupations	72,082	10%	1.4	\$38,300
Total - All Occupations		757,955	100%	1.0	\$41,800

Bold designates the largest occupations by number of jobs in 2015

Source: JobsEQ 2015Q4

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

ARWDB Region Historic Change in Employment

Historic Change in Employment, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11-0000	Management Occupations	39,139	37,279	41,498	4,219	11%	2,359	6%
13-0000	Business and Financial Operations Occupations	29,536	28,629	33,003	4,374	15%	3,467	12%
15-0000	Computer and Mathematical Occupations	18,871	17,910	20,704	2,794	16%	1,833	10%
17-0000	Architecture and Engineering Occupations	10,480	9,430	10,410	980	10%	-70	-1%
19-0000	Life, Physical, and Social Science Occupations	2,786	2,939	3,261	322	11%	475	17%
21-0000	Community and Social Service Occupations	7,382	7,623	8,221	598	8%	839	11%
23-0000	Legal Occupations	4,013	3,702	4,058	356	10%	45	1%
25-0000	Education, Training, and Library Occupations	41,293	46,743	45,866	-877	-2%	4,573	11%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	10,834	10,828	11,794	966	9%	960	9%
29-0000	Healthcare Practitioners and Technical Occupations	23,903	26,404	29,629	3,225	12%	5,726	24%
31-0000	Healthcare Support Occupations	10,934	12,620	14,881	2,261	18%	3,947	36%
33-0000	Protective Service Occupations	8,174	9,470	10,369	899	9%	2,195	27%
35-0000	Food Preparation and Serving Related Occupations	58,800	58,231	69,737	11,506	20%	10,937	19%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	24,696	26,196	30,237	4,041	15%	5,541	22%
39-0000	Personal Care and Service Occupations	19,923	22,585	25,023	2,438	11%	5,100	26%
41-0000	Sales and Related Occupations	90,181	85,704	94,464	8,760	10%	4,283	5%
43-0000	Office and Administrative Support Occupations	107,934	103,120	118,228	15,108	15%	10,294	10%
45-0000	Farming, Fishing, and Forestry Occupations	891	752	858	106	14%	-33	-4%
47-0000	Construction and Extraction Occupations	44,433	33,629	37,664	4,035	12%	-6,769	-15%
49-0000	Installation, Maintenance, and Repair Occupations	31,473	28,961	33,337	4,376	15%	1,864	6%
51-0000	Production Occupations	43,096	36,596	42,632	6,036	16%	-464	-1%
53-0000	Transportation and Material Moving Occupations	63,098	62,352	72,082	9,730	16%	8,984	14%
Total - All Occupations		691,868	671,703	757,955	86,252	13%	66,087	10%

Bold designates the largest occupations by number of jobs in 2015

Red designates occupations that lost the most jobs since 2010

Green designates occupations that added the most jobs since 2010

Source: JobsEQ 2015Q4

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

ARWDB Region Projected Change in Employment

Projected Change in Employment, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	2,330	6%	1,777	26%	74%
13-0000	Business and Financial Operations Occupations	2,412	7%	1,251	39%	61%
15-0000	Computer and Mathematical Occupations	1,876	9%	695	54%	46%
17-0000	Architecture and Engineering Occupations	444	4%	353	25%	75%
19-0000	Life, Physical, and Social Science Occupations	242	7%	151	32%	68%
21-0000	Community and Social Service Occupations	569	7%	296	38%	62%
23-0000	Legal Occupations	289	7%	140	41%	59%
25-0000	Education, Training, and Library Occupations	2,111	5%	1,445	29%	71%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	536	5%	542	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,403	11%	1,337	51%	49%
31-0000	Healthcare Support Occupations	2,113	14%	745	57%	43%
33-0000	Protective Service Occupations	495	5%	348	28%	72%
35-0000	Food Preparation and Serving Related Occupations	3,685	5%	3,437	21%	79%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,686	6%	1,029	33%	67%
39-0000	Personal Care and Service Occupations	2,044	8%	1,239	33%	67%
41-0000	Sales and Related Occupations	4,923	5%	4,041	24%	76%
43-0000	Office and Administrative Support Occupations	4,047	3%	3,535	23%	77%
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	3,318	9%	1,383	48%	52%
49-0000	Installation, Maintenance, and Repair Occupations	1,833	5%	1,195	31%	69%
51-0000	Production Occupations	548	1%	1,254	9%	91%
53-0000	Transportation and Material Moving Occupations	3,106	4%	2,615	24%	76%
Total - All Occupations		42,238	6%	28,880	29%	71%

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

Source: JobsEQ 2015Q4

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

ARWDB Region Competitiveness Analysis

Competitiveness Analysis, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	2010 to 2015 Annual Change		
		Atl. Reg. WDB	GA	USA
11-0000	Management Occupations	2.2%	2.1%	1.5%
13-0000	Business and Financial Operations Occupations	2.9%	2.4%	2.0%
15-0000	Computer and Mathematical Occupations	2.9%	3.0%	2.9%
17-0000	Architecture and Engineering Occupations	2.0%	1.7%	2.2%
19-0000	Life, Physical, and Social Science Occupations	2.1%	1.1%	0.8%
21-0000	Community and Social Service Occupations	1.5%	1.4%	0.6%
23-0000	Legal Occupations	1.9%	0.9%	0.6%
25-0000	Education, Training, and Library Occupations	-0.4%	0.1%	-0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1.7%	2.4%	2.4%
29-0000	Healthcare Practitioners and Technical Occupations	2.3%	2.8%	2.0%
31-0000	Healthcare Support Occupations	3.4%	3.1%	2.1%
33-0000	Protective Service Occupations	1.8%	0.8%	0.7%
35-0000	Food Preparation and Serving Related Occupations	3.7%	3.7%	3.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2.9%	2.1%	1.7%
39-0000	Personal Care and Service Occupations	2.1%	2.2%	1.7%
41-0000	Sales and Related Occupations	2.0%	2.1%	1.9%
43-0000	Office and Administrative Support Occupations	2.8%	2.3%	2.0%
45-0000	Farming, Fishing, and Forestry Occupations	2.7%	2.1%	0.8%
47-0000	Construction and Extraction Occupations	2.3%	2.1%	1.0%
49-0000	Installation, Maintenance, and Repair Occupations	2.9%	1.9%	1.6%
51-0000	Production Occupations	3.1%	2.3%	2.3%
53-0000	Transportation and Material Moving Occupations	2.9%	2.6%	2.4%
Total - All Occupations		2.4%	2.3%	1.9%

Bold designates the fastest growing occupations (2010 to 2015)

Green designates occupations that have grown at least 1% faster than the US

Source: JobsEQ 2015Q4

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- e. **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 mission of the Atlanta Regional Workforce Development Board (ARWDB) is to ensure competitive advantage FOR EMPLOYERS through quality people and FOR PEOPLE through quality Jobs.

The vision of the ARWDB is to serve as a local partnership of business, education, labor, and community leaders that achieves excellence by providing high-quality services that meet labor market needs of employers and residents.

The **goals** of the ARWDB include the following:

Ensure Atlanta region employers have a trained workforce and labor market services to make us more competitive in the global economy, and to maximize economic development opportunities for the Atlanta region.

Ensure Atlanta region residents access to high-quality labor market information, quality training and employment services to facilitate finding jobs or obtaining better jobs in the local economy.

Ensure Atlanta region residents will have access to literacy, basic education, and basic workplace skills necessary for educational and career advancement.

Be recognized by customers and stakeholders as a responsive and effective workforce system.

The guiding beliefs and commitments for the ARWDB are:

- Our overarching commitment is to provide quality information and services to meet and maximize employment and economic development opportunities in the Atlanta region.
- The employers of the Atlanta region are the primary customers for workforce services. The workforce needs of local residents can best be met by first identifying and meeting employer needs.
- The Atlanta Regional Workforce Development Board operates on the belief that true competitive advantage lies in the ability of people to think, to identify and analyze problems, and to work cooperatively to solve them. Accordingly, we will make investments in education and training to endow the Atlanta regions’ residents with such qualities and therefore provide employers with more productive and more competitive workers.

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- An integrated local workforce system driven by the needs of the Atlanta region employers and residents will be the most efficient and effective approach. Therefore, the ARWDB is committed to operating a system that runs primarily on economic considerations.
 - Our goals can best be achieved through strategic alliances with our customers and stakeholders.
 - We recognize that success depends upon the employees of the system directly involved in serving the customer. We will advance the success of employees of the Atlanta Regional Workforce Development Board by encouraging individual initiative, innovation, and learning, seeking excellence in performance and basing performance upon results.
- f. 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.**

As discussed further in the response to Strategic Elements, Governance and Structure, below, ARWDB, in cooperation and collaboration with other ARC initiatives, anticipates hosting business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, in cooperation with Metro Atlanta region, ARWDB will expand these efforts to convene businesses, community partners, and other key workforce stakeholders on strategies to coordinate core programs to align the resources available in the local area. Examples of the strategies to be explored include:

- 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

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- Helping existing businesses grow their operations by improving incumbent worker skills and productivity
- 3. 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.**
- a. How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations?**

The ARWDB will use a variety of strategies to identify and engage employers in workforce development programs including small employers and employers in in-demand industry sectors and occupations. These strategies will include but not limited to an aggressive Industry Sector strategy, an effective Business Services strategy through the Career Centers, and collaboration with county, regional, state and national economic development partners, trade associations, organized labor and other stakeholder organizations. Other parts of this plan delineate specific strategies and examples related to these areas.

- b. 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.**

ARWDB provides a menu of business services to support existing and new businesses in the region. These services include:

- General information for businesses include: orientation to the one-stop system for businesses; labor market information; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing
- Small business development materials are available at each one-stop. Information on self-employment and entrepreneurial development is included in the materials
- Employee recruitment services including: job fairs; interview space and application processing.
- Employee recruitment/retention services: screening (no-fee or fee, pre-hire testing, credential verification, referral of "best" candidates); positive recruitment, job development; assistance in providing appropriate accommodations for employees with disabilities; Employee skills information and

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services; information on skill certification;

- Downsizing/lay-off services: rapid response; outplacement assistance
 - One-stop system training services: one-stop access to partner and WIOA training; pre-and post-employment skills training; workplace training combined with related skills instruction; workplace literacy; pre and post-hire job readiness training; and pre-employment vocational training.
 - A variety of work-based learning programs are available to meet business needs including On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, and Apprenticeships. The ARWDB adopted revisions to these programs at their meeting in June 2016 to meet WIOA regulations and state guidance. These work-based learning programs will continue to be adjusted as needed to meet business and job seeker needs.
- c. 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 Atlanta Regional Commission's Workforce Solutions Division and the ARWDB are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives and developing and implementing talent development strategies that support economic growth in regional economies. State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

ARWDB staff work closely with the chambers of commerce, economic development authorities, and other organizations involved in economic development in the region. For example, ARWDB staff is working with the Metro Atlanta Chamber of Commerce (MAC) Workforce Council (<http://www.metroatlantachamber.com/business/workforce-development>) . The goals of the Council include:

- Aligning workforce development efforts with education
- Creating and advocating for various workforce development policies
- Keeping the business community informed of available resources to help with workforce challenges
- Identify and address workforce challenges for the Chamber's target industries and at various skill levels.

The Council is completing its work through three subcommittees, with ARWDB staff an active participant on the Workforce Council and the Awareness subcommittee.

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The ARWDB and ARC are working closely with many organizations, including Atlanta Career Wise, Metro Atlanta Chamber and other key stakeholders to continue to refine the critical factors for labor market success. These three organization jointly purchase Burning Glass data and produce regular reports to monitor and analyze labor market data. ARC also serves as the Economic Development District for the region. As such, ARC staff is responsible for preparing the required CEDS. ARWDB staff is intimately involved in the development and implementation of the CEDS, known as the Atlanta Regional Economic Competitiveness Strategy. This strategy is built on extensive input from stakeholders across the region, and supported by the leadership of work group and steering committee members. This strategy is intended to serve as a roadmap for Metro Atlanta on issues affecting regional competitiveness, and reflects the economic development objectives and initiatives of local governments throughout the region. The Competitiveness Strategy is being implemented through the work of four sub-committees that represent the key elements of the plan: Livable Communities, Innovative Entrepreneurs, Prosperous Business, and Education Workers.

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

The ARWDB and the Career Centers work closely to re-employ individuals as quickly as possible as it fits their career plan. ARWDB staff have held meeting with the core one-stop partners and actively communicated to initiate the co-location and integration of services as required by WIOA. The ARWDB expects to comply with the state and federal mandates and have fully integrated one-stop(s) offices by July 1, 2017. The ARWDB realizes the system is currently dispersed through the region with little integration. To date the Core Partners have completed 2 meetings and will continue to meet regularly to ensure an integrated one-stop system by July 1, 2017.

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

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

The ARWDB is committed to exploring, developing, and establishing regional service delivery strategies, including the use of cooperative service delivery agreements, to better assist the businesses and job seekers of the Metro Atlanta Workforce Region. The Board was an active participant in the preparation of the Regional WIOA Plan that complements the ARWDB Local Plan. Regional services are detailed in the Regional Plan document.

b. 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 ARWDB,

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the City of Atlanta, DeKalb County, Cobb County, and Fulton County are working together to identify possible methods to effectively and efficiently coordinate administrative and other costs.

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

Three sectors are identified as regional priorities – healthcare, transportation & logistics, and information technology. These sectors and the strategies to address them are detailed in the Regional Plan component.

In addition to the regional sectors, the ARWDB identified four sectors that are significant to the seven county service area – Film, Television & Digital Media; Manufacturing; Financial Services; Construction.

Priority effort will initially focus on the three regional sectors. As these strategies are developed and begin implementation, additional focus will be given to the local sector priorities, with a focus on Film, Television & Digital Media and Manufacturing. Full sector strategies will be developed around these two sectors.

- Film, Television, & Digital Media is a statewide priority and rapidly growing sector in the state and Atlanta region. The Atlanta region is home to a number of film and production studios, including Pinewood Studios located in Fayette County. Furthermore, Clayton State University and Gwinnett Tech, recently began offering film programs with associated credentials.
- Manufacturing has long been a strong foundational sector in the state and region. Although this sector has lost some jobs recently, it remains a vital component of the economy and pathway for workers in the region.

While Financial Services and Construction are important industries for the region, ARWDB staff does not intend to develop full sector strategies for them. Financial Services enjoys strong attention from the many colleges and universities in the region with significant investment in producing trained workers in this field. ARWDB will support work-based learning and other programs to support this industry, but a full sector strategy is not warranted at this time.

Likewise, Construction has long been a significant employment sector for the Atlanta region. Construction is a “bellwether” industry with increased activity in this area signifying an upturn in the economy; likewise, significant decreases in this area may indicate a coming downturn. While ARWDB does not intend to develop a full sector strategy for Construction, staff will work to replicate recent success supporting workforce in the construction field as seen with Go Build Cobb and Westside Works.

a. Describe the partners that are participating in the sector strategy

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development.

In determining the sector strategies, several key factors were considered including labor market data, state priorities through the High Demand Career Initiative, the Atlanta Regional Economic Competitiveness Strategy, and industry sector focus areas from chambers of commerce and development authorities throughout the region.

The ARWDB is fortunate to be part of the Atlanta Regional Commission (ARC). As part of the ARC, the ARWDB and Workforce Solutions division are privy to a great deal of research and related initiatives that are the foundation for sector development. This could include areas such as land use, environment, transportation, local government or aging resources. Additionally, the ARC and ARWDB also utilize, among other research basis, the information provided by the Georgia Competitiveness Initiative as well as those of the counties throughout the Atlanta Metro region. ARC, as of the lead for the Regional Economic Competitiveness Strategy, work with all the county Chambers and Economic Development entities to compile a listing of focus centers across the region. These ongoing and updated results can be found at <http://www.atlantaregional.com/local-government/economic-competitiveness>.

There are multiple organizations and local governments throughout the region involved in economic development and targeting industry sectors for business activities. A scan of 36 organizations in the 10 county region found over 60 different industry targets by these various organizations. The ten most frequently targeted industries (with the frequency noted in parentheses) are:

- Logistics/Distribution (25)
- Healthcare and Bioscience (20)
- Advanced Manufacturing (17)
- Information Technology (17)
- Corporate & Regional Headquarters (17)
- Professional and Business Services (16)
- Life Sciences (12)
- Tourism/Hospitality (12)
- Aerospace/Aviation (10)
- Film/Entertainment (9)

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

The ARWDB, through relationships with key stakeholders aligned with the seven sectors listed above, serve as a convener and catalyst to address the sectoral needs of the ARWDB and surrounding region. For example, due to the relationships and partnerships

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built during the GEM Work Ready Grant activities, ARWDB staff are serving as part of the leadership team with the Georgia Department of Economic Development to attract companies to the region as part of the Digital Entertainment and Media Sector. Partly due to this effort, Clayton State University is underway with building a film school in Peachtree City.

Similarly, with the Supply Chain/Logistics sector, the ARWDB is also working with Atlanta CareerRise on a Logistics/Supply Chain work program to assist employers and potential employees with employment opportunities in the Atlanta Region's Southern Crescent (Clayton, South Fulton, Henry and Fayette) counties.

For the advanced manufacturing, health care, health care IT, life science (bio-science technology) and information technology sectors, and construction sectors, the ARWDB and ARC will be aligning appropriate companies and will be meeting to develop these sectors over the life of the plan.

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

In determining the sector strategies, several key factors were considered including labor market data, state priorities through the High Demand Career Initiative, the Atlanta Regional Economic Competitiveness Strategy, and industry sector focus areas from chambers of commerce and development authorities throughout the region.

One of the key drivers of sector growth, not just in the Logistics and Transportation sector but many other related sectors, is the impact of Georgia's two ports on the Atlanta region.

The shipping Port of Savannah and the Hartsfield-Jackson Atlanta International Airport are significant economic drivers for the Atlanta Region, the State of Georgia, and the Southeast United States. The Port of Savannah has started on a channel deepening projects to accommodate larger container ships coming through the Panama Canal. This will result in more freight traffic entering the state, much of which will pass through the Metro Atlanta region by rail or truck. In addition, the HJAIA is the world's busiest airport for passenger boardings, and includes a significant amount of freight activity. Development plans at the airport include major improvements to cargo facilities and other shipping options. This increase in international commerce through the Atlanta region will provide significant opportunities to track job growth not only in as it reflects Transportation and Logistics but the impact on other sectors such as advanced manufacturing, information technology and construction to name a few.

As part of the ARC, the ARWDB and Workforce Solutions division are privy to a great deal of research and related initiatives that are the foundation for sector development. This could include areas such as land use, environment, transportation, local government or aging resources. Additionally, the ARC and ARWDB utilize, among other research basis, the information provided by the Georgia Competitiveness Initiative as well as those of the counties throughout the Atlanta Metro region. ARC, as the lead for the Regional

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Economic Competitiveness Strategy, work with all the county Chambers and Economic Development entities to compile a listing of focus centers across the region. These ongoing and updated results can be found at <http://www.atlantaregional.com/local-government/economic-competitiveness>.

d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:

i. Participating employers;

Key stakeholders are continually identified as essential leadership for each of the sectors identified. In all cases, the critical initial implementation is formed through having employers at the head and center of the table in formation, implementation and sustainability of each identified sector.

For example, in the Advanced Manufacturing sector, ARC/ARWDB is working with the Georgia Department of Economic Development (GDEcD) and Chambers of Commerce to attract employers through workforce training opportunities in both Supply Chain/Logistics and Advanced Manufacturing. ARC/ARWDB's most recent examples in advanced manufacturing are partnerships with NAECO LLC, Tara Materials Inc., and Gerresheimer working with ARC/ARWDB in OJT or in OJT contract negotiations.

ii. Target occupations;

Target occupations will vary by specific skills needs as identified by specific sectors. However, at times the skill needs will also overlap to serve multiple sectors. Of the seven sectors identified by ARWDB, examples exist in several sectors.

Within the Supply Chain/Logistics sector, the Coca-Cola Refreshment Project offers a focus on three critical job areas. In July 2013, The ARWDB was selected by the Coca-Cola Refreshments Company and the United States Department of Labor (USDOL) to participate in a pilot-project to provide talent assessment to three critical job areas Warehouse/Order Builder, Merchandiser and Commercial Truck Driver (Route Sales) that are challenging to fill.

iii. Training programs; and

Training programs represent responses to demands from industry and employers that are part of the sector and are key responses by education and other providers to the specific needs of the sector. Several examples exist to demonstrate the responsiveness of the public workforce and education communities to sectoral needs.

iv. Target Populations.

One of the advantages of sector strategies is to align industry dedicated resources for demand occupations for target populations that can most benefit from these opportunities.

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Examples exist throughout the priority sectors of the ARWDB.

A typical example involves the Digital Entertainment and Media Sector. With the lure of the sector, several ARC/ARWDB youth programs have aligned activities and are partnering with institutions involved in training and work experiences for the digital entertainment and media sector workforce preparation. Hearts to Nourish Hope, Prevention Plus and the Clayton County Public Schools are all using Continuing Education opportunities at Clayton State University for sector preparation. CTAE Career Pathways in Clayton County Public Schools is developing connections with the sector to be supported by youth program work experiences.

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

Using the pattern already developed, the partnership with ARC and linkages with many industry-based organizations and educational institutions, the ARWDB will continue to convene key stakeholders throughout the ARWDB and Metro Atlanta region to align the existing and emerging sectors. This will help the ARWDB maintain current and responsive positions with the demand based labor market throughout the Metro Atlanta region. Key anticipated sectors over the next few years include the Finance and Construction industries. As the three key regional sectors and the ARC specific sectors are developed, these two sectors will be reviewed and engaged by the ARWDB at that time.

6. 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.

a. 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.

The ARWDB has developed an umbrella Memorandum of Understanding (MOU) with the regional WIOA partners. The MOU specifies minimum services to be provided in the ARWDB's one-stop system. Separate Resource Sharing Agreements are in place for the one-stops/affiliate sites located in Clayton County, Cherokee County, Douglas County, Rockdale County, and an agreement that serves the four centers in Gwinnett County, including Gwinnett Technical College, the Career Resource Center, Gwinnett Branch, and Gwinnett County Corrections. Each Resource Sharing Agreement includes a section on Resource Contributions and includes each partner's contribution. The RSA includes the establishment of a local Career Resource Center Management Team with representatives from each partner agency as well as representatives from the business community. ARC provides the facilities management for most of the one-stops and works closely with each Center to provide efficient and effectiveness customer service, including assistance with computer systems, technology and disability enhancements, and workforce resources.

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The system partners include the following:

Mandated WIOA Partner	State or Local Agency
Title I Workforce Investment Act programs	ARWDB Contractor(s)
Welfare-to-Work activities	Division of Family and Human Services
Title IIA Workforce Investment Act adult education and Literacy activities	Technical College System of Georgia
Carl Perkins post-secondary vocational education activities	Technical College System of Georgia
Title IVocational Rehabilitation Act programs	Georgia Vocational Rehabilitation Agency
Title V Older Americans Act activities	Atlanta Regional Commission and contractor(s)
Title II Trade Act activities	Georgia Department of Labor
Wagner-Peyser Act programs	Georgia Department of Labor
State Unemployment Insurance compensation laws	Georgia Department of Labor
Veterans employment and outreach activities	Georgia Department of Labor
Job Corps	Atlanta Job Corps Center
Housing and Urban Development employment and training activities	Jonesboro Housing Authority
Community Services Block Grant employment and training activities	Partnership for Community Action

This will continue to be updated as partners become more engaged and participate in the One Stop system.

b. 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.

ARWDB established and maintains a series of collaborations to utilize the ARWDB Mobile Unit at area libraries and other community organization/agencies in counties lacking public transportation or areas to which a need has been identified. The mobile unit is staffed with professional job coaches who provide resume and interview assistance, job search assistance, coaching, and referral to free or WIOA training opportunities. ARWDB Mobile Unit supports various local county activities such as job fairs, community business expos, school career days, and rapid respond needs. The mobile unit is outfitted with a wheelchair lift and equipped with assistive technology to ensure all individuals are able to be served.

The collaborations exist in all seven ARWDB counties. In program year 2015, over 1,170 individuals were served on the mobile unit with 218 visits to the following locations:

- Clayton Library, Riverdale Branch
- Clayton Library, Headquarters, Jonesboro Branch

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- Fayette County Library, Fayetteville
- Peachtree City Library, Fayetteville
- Cochran County Public Library, Stockbridge
- J.P. Carr Services Center, Conyers
- R.T. Jones Library, Canton
- Douglas County Library, Lithia Springs Branch
- Douglas County Library, Dog River Branch
- Grayson Library, Grayson Branch
- Gwinnett Library, Lawrenceville Branch, Lawrenceville

The ARWDB will continue to assess the use of the mobile unit and adjust the use schedule and location as community demand dictates.

- c. 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 Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

All ARWDB approved and utilized facilities, including the One Stop locations, are accessible and in accordance with the Americans with Disabilities Act of 1990 including physical and programmatic accessibility of all facilities, programs and services, technology and materials for individuals with disabilities. This also includes the provision of staff training and support in addressing needs of individuals with disabilities.

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

The ARWDB operates 6 One-Stop centers (2 full-service centers and 4 affiliate centers) throughout the ARWDB region. The chart below depicts the roles and resource contributions of the One-Stop Partners.

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Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					Other
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	
Career Resource Center Clayton Branch One Stop Operator Clayton State University	Clayton State Univ	X	X			X	Education Services
	Clayton Co Bd of Educ - Adult Education Pgms						Adult Education, GED Prep, ESL
	GDOL Clayton Career Center	X	X		X	X	
	Vocational Rehabilitation Services			X			
	Clayton Co Dept of Family & Children Services						Support Services, child care, TANF, Food stamps
	Atlanta Regional Commission	X	X			X	Title V Emp Svcs, Aging Svcs WIOA Services
	Job Corps	X	X			X	
	Jonesboro Housing Authority						Housing Services
	CorVel						Customer Support Service Payments
	Clayton Co Bd of Education		X	X		X	WIOA Youth Pgms, services for disabled
	Clayton Co Dept of Economic Development						LMI, Economic Development
	Clayton Co Chamber of Commerce						Economic Dev, LMI, Business Services
	Clayton Co Collaborative						Resources & Networking Opportunities
	Prevention Plus	X	X			X	WIOA Youth Pgms, alternative high school, YouthBuild
	AVPRIDE (Association of Village Pride)	X	X			X	WIOA youth dev program
Hearts to Nourish Hope	X	X			X	WIOA youth pgm, Juvenile Justice Reporting Center	

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Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services UI	Employment Services	Other	
Career Resource Center Gwinnett Branch One Stop Operator CorVel Corporation	CorVel Corporation	X	X			X	WIOA Youth Pgms, youth GED Classes at the center
	GDOL, Gwinnett Career Center	X	X		X	X	
	Gwinnett County Dept of Family Services	X					TANF, Food Stamps, Child Care Support
	Atlanta Reg Commission	X	X			X	Title V Emp Svcs, Aging Svcs WIOA Services
Gwinnett Career Center Georgia Dept of Labor Gwinnett Technical Coll One Stop Operator Gwinnett Technical Coll		X			X	X	Work Readiness Workshops
		X	X			X	GED ESL and other edu services
Gwinnett County Correctional Services (Special Prison Pop)	Gwinnett Co Correctional Services	X	X			X	GED and literacy work preparedness classes
	Georgia Dept of Labor TOPSTEP					X	
	(GAP) Gwinnett Adv Pgm, Gwinnett Technical College	X	X			X	WIOA Youth Dev program
	Gwinnett Co Youth Project (CorVel)	X	X			X	WIOA youth dev program
	BPSOS	X	X			X	WIOA youth dev program
	Center for Pan Asian Community Services (CPACS)	X	X			X	WIOA youth dev program

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Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Cherokee Branch One Stop Operator Chattahoochee Tech Coll	GDOL Cobb/Cherokee Career Center	X	X		X	X	
	Vocational Rehabilitation Services			X			
	Cherokee Co Dept of Family & Children Services						TANF, Food Stamps, child care support
	Cherokee Co Chamber of Commerce						Economic Development, LMI, Business Services
	Chattahoochee Tech College	X	X				GED, ESL
	Atlanta Regional Commission	X	X			X	Title V, older worker pgms, WIOA services
	Cherokee Youth Works/ Cherokee FOCUS	X	X			X	WIOA Youth Development Program

Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Douglas Branch One Stop Operator CorVel Corporation	Atlanta Regional Commission	X	X			X	Title V, older worker pgms, WIOA services
	Douglas Co Dept of Family and Children Services	X					TANF, Food Stamps, child care support
	GDOL South Metro Career Center	X	X			X	
	Vocational Rehabilitation Services			X			
	Douglas Co Board of Commissioners						Free space & utilities at center
	CorVel Corporation	X	X			X	
	PEPP	X	X			X	WIOA Youth Development Pgm

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Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Rockdale Branch One Stop Operator CorVel Corporation	Atlanta Regional Commission	X	X			X	Title V, older worker pgms, WIOA services
	Vocational Rehabilitation Services			X			
	GDOL Career Center	X	X		X	X	
	CorVel	X	X			X	
	Rockdale Emergency Relief						Housing, food emerg aid, free space for center
	Rockdale Co Dept of Family & Children Services						TANF, Food Stamps, Child Care Support
	Ceek to Fulfill	X	X			X	WIOA Youth Development Pgm

These partners and their roles represent the most recent (February 2014) review. These charts will be updated as the partners grow and change with the implementation of WIOA.

- e. 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.**

The current One-Stop Operators in the ARWDB region include:

- CorVel Corporation (Career Resource Centers Douglas Branch, Rockdale Branch, Gwinnett Branch)
- Clayton State University (Clayton Branch)
- Chattahoochee Technical College (Cherokee Branch).
- Gwinnett Technical College (Gwinnett Tech Branch).

As part of the ARC, the ARWDB utilizes the extensive and complete “Purchasing, Contracting and Procurement Policy” that governs and identifies the appropriate processes for a complete competitive bidding procedure. This document provides a template for how market research, requests for information, and conducting cost and price analyses are best conducted as part of the procurement effort.

The ARWDB is also aware of the “One Stop Funding and Procurement Working Group Recommendations for One-Stop Operator Procurement” as well as the pending WIOA Final Regulations regarding this issue may have an impact on final decisions in this regard.

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Upon final or complete enough guidance, the ARWDB will proceed with the procurement and competitive bid process in accordance with conditions of the funder(s) and ARC procurement policies.

7. 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 ARWDB, as part of the ARC, maintains and follows the Purchasing, Contracting, and Procurement Policy of the Atlanta Regional Commission. This extensive and complete 37-page document provides a comprehensive outline for all procurement and purchases completed under the auspices of ARC.

Unless otherwise noted as a condition of the funder related to WIOA funds, these procedures will be followed as part of the purchasing at ARC. This procurement process complies with federal requirements set forth in 2 CFR § 200.

The ARWDB passed a resolution directing staff to prepare an RFP to competitively procure services for Career Services, Youth Services, and a One-Stop Operator. The resolution further directed staff to provide Business Services in-house, and authorized staff to fill any gaps in Career or Youth Services as needed.

ARC staff prepared a single RFP with a menu of options, allowing for respondents to propose on one or all of the One-Stop Operator, Career Services, and Youth Services in any combination of the 7 counties in the ARWDB service area. The RFP included the review criteria and scoring percentages that staff and ARWDB members will use during the selection process.

ARC staff will comprise an internal committee to review and rate each proposal. In addition, the ARWDB Youth Committee will select several members to review and provide recommendations on the Youth Services proposals. The staff recommendations and Youth Committee recommendations will be presented to the ARWDB Executive Committee for review, discussion, and final selection.

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

Procedures for anyone wishing to file a grievance or complaint are available on the

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ARWDB website regarding “Grievance/Complaint Procedures and Equal Opportunity Policy for Applicants and Participants WIOA Adult and Dislocated Worker Programs” and Youth Applicants and Participants” at <http://www.atlantaregional.com/workforce-solutions>.

From the general policy, “If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Applicants and Participants for services through the Workforce Innovation and Opportunity Act paid for by the Atlanta Regional Commission (ARC) and/or the Atlanta Regional Workforce Board (ARWDB) will be treated fairly.”

A summary of the ARWDB EEO and Grievance Procedure is provided below:

All staff are trained on grievance policies and procedures to ensure the required documents are properly explained to each applicant for required signature. Once the document has been signed by applicant a copy is given to the applicant and a copy is placed in applicant/participant’s file.

- a. ARWDB grievance policies and procedures are directed to three groups:
 - 1) Adult and Dislocated Worker Applicants/Participants, 2) Youth Applicants/Participants and 3) WIOA Program Staff, One Stop Staff and Service Providers. Each document contains pertinent information on the process in to file a grievance/complaint.
- b. Grievances/Complaints are handled by Anna Thompson at ARC. When notified of a complaint it is immediately logged to include but not limited to date, name, contact information and comments on complaint and next steps. The form for filing a grievance with all of the information required for the grievance to be considered is a part of the grievance procedures which has been given to each applicant/participant. When the Equal Opportunity Officer is contacted, the complainant is offered the choice of an electronic copy of the form which can be completed on the computer and emailed or filling out the form they received earlier.
 - i. The first step in the process is a meeting of all parties with the hope of achieving mutually satisfactory resolution.
 - ii. Complainant my request a hearing in writing within 60 days of the date of the complaint.
 - iii. Informal attempts to achieve resolution can take place once the grievance is filed.
 - iv. If mutually satisfactory resolution is not achieved at the first meeting, a Hearing is scheduled by the Equal Opportunity Officer within 30 days.
 - v. Meeting notes and a recording of the first meeting are provided to each person who attends

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In addition to general complaints, the ARWDB procedures include the process for filing complaints of discrimination, complaints of fraud, abuse or other alleged criminal activity and complaints against public schools.

Local Boards and Plan Development

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

Membership recruiting is accomplished through the county Chambers of Commerce as well as the County Chief Elected Official. The Technical Colleges nominate a potential member from the Technical College who is appointed to represent Adult Education and the Technical College. The local area is provided a list of State Labor Union Representatives within the area who can serve as a labor representative. When vacancies occur, the pertinent Chamber or agency is notified and the recruitment process begins. Additionally, the current members of the board are asked to be involved in recruiting for vacancies.

- b. **Describe the area's new member orientation process for board members.**

New Board member orientation currently encompasses a meeting with the new member to review and discuss the roles and responsibilities of the Board, an orientation to the role of workforce development in the regional economy, and an opportunity for questions and answers related to the member's business related background. The ARWDB is planning and is in the process of developing a more formal orientation package in concert with the implementation of WIOA.

- c. **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 Atlanta Regional Commission's Workforce Solutions Division and the ARWDB are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives and developing and implementing talent development strategies that support economic growth in regional economies. State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

During the past several years, the ARWDB has taken steps to align with economic development goals and expand the scope of the Board's activities in relation to regional competitiveness. The Atlanta Region's Plan is ARC's comprehensive plan undertaken pursuant to Georgia Department of Community Affairs (DCA) rules. ARC undertakes economic strategies through its Regional Commission authority as outlined in Georgia law.

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Traditional economic development resources and activities undertaken by the Georgia Department of Economic Development, the Chambers of Commerce, Development Authorities, and public utilities, such as Georgia Power, are the main drivers behind businesses locating in Georgia. The myriad of research universities and incubators in the metro Atlanta contribute significantly to economic growth in some sectors.

Research undertaken by ARC indicates substantial regional resources among state government, Chambers of Commerce, Development Authorities, and public utilities to undertake traditional economic development activities, such as global recruitment of business and tax incentives. While ARC supports economic development activities, duplicating or seeking to supplement traditional economic development activities is not ARC's role. Through its core responsibilities of transportation, land use and water planning, as well as workforce development, ARC supports the larger economic needs of the region.

ARC's primary role under workforce as it relates to economic development is the implementation of regional industry strategies to address workforce needs of employers as well as development of workforce pipelines of trained individuals, and preparing in-school and out-of-school youth as the emerging workforce. Identification of workforce skills, workforce needs, training and coordination with broad partners including educational institutions are a focus for ARC/ARWDB.

Atlanta Regional Economic Competitiveness Strategy:

ARC serves as the Economic Development District authorized by the US Economic Development Administration. In this role, ARC prepares a Comprehensive Economic Development Strategy, known locally as the Atlanta Regional Economic Competitiveness Strategy. ARWDB staff was involved in the development, update, and implementation of this strategy.

In 2012, ARC facilitated the development of a Regional Economic Competitiveness Strategy for Metro Atlanta by engaging over 100 regional business, education, nonprofit, government, and economic development leaders in a nine-month strategic planning process. This strategy is built on extensive input from stakeholders across the region, and supported by the leadership of work group and steering committee members. This strategy is intended to serve as a roadmap for Metro Atlanta on issues affecting regional competitiveness, and reflects the economic development objectives and initiatives of local governments throughout the region.

Implementation of the strategy is being carried out by over 350 volunteers organized in four committees, each devoted to one of the four goals identified by the region's stakeholders during the planning process: Developing an Educated Workforce, Growing Prosperous Businesses, Supporting Innovative Entrepreneurs, and Developing Livable Communities. ARWDB staff are actively engaged in the Educated Workforce and

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Prosperous Businesses committees.

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

The ARWDB meets 5 times per year where Board members are regularly updated on status and progress of activities. ARWDB staff update the ARWDB web page making this information regularly available and also update via email or other methods on specific topics should the need arise.

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

Per the most recent by-laws, the ARWDB currently has two standing committees, the Executive Committee and the Youth Committee. The ARWDB anticipates adding a Business Services Standing Committee. Additional Standing or Special Committees may be established as deemed appropriate by the ARWDB Co-Chairs.

Executive Committee

ARWDB shall have an Executive Committee which shall be composed of the Co-Chairman, Vice-Chairman, and four (4) members to be elected from the ARWDB. The Executive Committee may have such authority as may be designated by the LWDB. The Executive Committee shall be responsible for coordinating and overseeing the activities of the board and committees to ensure the satisfactory performance of functions stipulated by the Governor, the Bylaws and all pertinent statues and regulations. The Executive Committee shall also 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 make recommendations to the board and exercise such powers as may be delegated to it by the board. The Executive Committee shall act on behalf of the board between regularly scheduled board meetings. Actions of the Executive Committee shall be the actions of the board unless rejected by the board at its next meeting.

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.

Youth Committee

The ARWDB shall have a standing Youth Committee to provide information and to assist with planning, operational, oversight and other issues relating to the provision of services to youth. The Youth Committee members shall include: a member of the ARWDB who

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chairs the committee, members of community based organizations with a demonstrated record of success in serving eligible youth and other individuals with appropriate expertise and experience who are not members of the ARWDB. The Youth Committee shall reflect the needs of the local area. Members may represent agencies such as education, training, health, mental health, housing, public assistance, and justice or be representatives of philanthropic or economic and community development organizations and employers. The Youth Committee may also include parents, participants and youth. (WIOA sec. 129 (c)(3)(C). The Youth Committee members may be voting members of the committee but non-voting members of the ARWDB. The ARWDB may designate the existing Youth Council if it fulfills the requirements above.

The purpose of the ARWDB Youth Committee is to provide expertise in youth policy and assist the ARWDB in developing and recommending youth employment and training policy, broadening the youth employment and training focus in the community to incorporate a youth development perspective; establishing linkages with other organizations serving youth in the local area and taking into account a range of issues that can have an impact on the success of youth the in labor market. The Youth Committee is responsible for providing policy guidance for and exercising oversight with respect to, a local workforce investment youth system conducted under the WIOA in partnership with the Chief Elected Officials.

As noted earlier, a business services committee is being established as a standing to committee to actively advise and assist staff in engaging business in the workforce system.

Additional Standing or Special Committees

The Co-Chairman shall have the authority to appoint standing or special committees for any legitimate purpose, at his/her discretion. A legitimate purpose is defined as one needed to achieve the stated and approved objectives of the ARWDB. The term of any special committee shall expire upon the completion of the task for which it was created.

- 9. 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.**

For the WIOA plan, the ARWDB completed several public meetings with stakeholders, including core partners and businesses, in cooperation with the five metro Atlanta workforce development areas in mid-May 2016. Additional survey and follow up interviews with various organizations also occurred. While the WIOA plan is being written and during the 30-day public notice, additional solicitation and comment will be sought to ensure broad and complete opportunity for comment. The ARWDB, through the larger

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ARC will ensure maximum contact and solicitation for comment from throughout the complete area and region.

Staff provided a local and regional workforce plan overview presentation to the full ARWDB at their meeting in June 2016. Due to time constraints, the Executive Committee will take action to open the plan for public comment, then take additional action to accept changes based on public comment and transmit the local and regional workforce plan for review to the state Workforce Office. The full ARWDB will review and approve the final local and regional plan after state comments are received and final revisions are made in the Fall of 2016.

Service Delivery and Training

- 19. Expanding 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 ARWDB 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.

The Board has in place basic agreements with its partners; however, it wants to increase their participation in the workforce system and increase their on-site presence at the One-Stop facility. The ARWDB 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 may 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 will expand and further develop sector-strategy initiatives, including the identification of career pathways in ARWDB targeted industries.

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 skills gaps for the identified careers. It will work with its training provider partners to develop appropriate programs and curricula to fill these gaps. Finally, it will continue to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the ARWDB area.

The ARWDB has been working with the core programs extensively for over 20 years. ARWDB will continue to research and identify effective practices to help increase the number of persons with barriers/disabilities that are served and co-enrolled. An effective practice to be considered includes the efforts that has been underway to increase the number of recognized credentials is to work with training providers to review their program design and build in incremental industry related credential attainment versus waiting until the attainment of the ultimate credential, i.e. diploma or associate degree. This effort will be continued and expanded.

Working regionally, as noted in the regional plan, the five local boards have identified the

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three in-demand industries of Healthcare, Information Technology, Transportation and Logistics to target as a region. Each sector offers entry-level employment opportunities that have long-term career pathways for a wide variety of individuals, including those who may have barriers to employment such as persons with disabilities, returning citizens/rehabilitated offenders, long-term unemployed, pregnant and parenting youth, homeless individuals, persons with substantial language and/or cultural barriers, as well as individuals receiving assistance through Temporary Assistance for Needy Families (TANF) and/or the Supplemental Nutrition Assistance Program (SNAP). Using this sector approach, the local boards will regionally coordinate services to those with barriers to employment including those with disabilities.

Also, to promote regionalization, the five Metro Atlanta boards will share best practices of these efforts, especially those related to the career pathways of the targeted industries.

20. 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.

Career, Individualized Career Services and Training services may be provided by any partner agency with funding from non-WIOA grant sources. Career Resource Centers provide services to adults and dislocated workers through the delivery system and shall at a minimum, include:

A. Basic Career Services

- determination of eligibility to receive assistance
- outreach, intake, orientation and other services available through the Career Resource Center
- initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- local labor market, job search and placement assistance, and where appropriate, career counseling
- referral to other services/resource as appropriate
- follow-up services for participants in WIOA activities not less than 12 months after the first day of unsubsidized employment, as appropriate

B. Individualized Career Services

These services are for individuals:

- who are unemployed and are unable to obtain employment through basic career services
- who have been assessed and determined to be in need of more than basic services to obtain employment or,

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- who are employed, but are determined to be in need of additional services retain employment that allows for self sufficiency

Such individualized career services shall be provided:

- directly through the Career Resource Center
- through contracts with public, private-for-profit and private-non-profit service providers approved by the ARWDB

Such individualized career services may include:

- evaluation of skill levels and service needs by administering comprehensive, specialized diagnostic and/or other assessments
- provide in depth interviewing and evaluation to complete an individual employment plan (IEP) to determine employment barriers and document appropriate employment goals
- group counseling, individual counseling and career planning
- case management for participants seeking training services
- short term prevocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training
- for those who lack occupational credential/certification and require short-term continuing education in order to acquire certification/credentialing for required for success in growing occupations, customers can be enrolled into short-term preparation, review and occupational training courses

C. Training Services

These services are for individuals (Adults, Dislocated Workers and Older Youth) who has met the eligibility requirements for individual career services and who are unable to obtain or retain employment through such services. Training services may be made available to employed and unemployed individual who:

- after an interview, evaluation, or assessment, and case management, have been determined by Career Resource Center Staff or partner, as appropriate, to be in need of training services and to obtain skills and qualifications to successfully participate in training services
- are in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment
- who are determined to be eligible in accordance with the priority system established by the ARWDB

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Youth program-aged individuals may be served directly by the Career Resource Center if occupational training is requested and approved. Typically, however, youth without a high school diploma/GED are asked to become part of the most available youth project, funded by WIOA Youth dollars.

Additional qualifications include but not limited to:

- Individuals have selected a training program that is directly linked to employment opportunities in the planning region or in another area to which they are willing to commute or even relocate
- Are unable to obtain grant assistance from other sources to pay the costs of training to include HOPE, Pell, and TAA or require WIOA assistance in addition to the other sources of grant assistance.

The Career Resource Centers will make the State list of approved eligible training providers (ETPL) available to all individuals seeking training information. The ETPL includes eligible program descriptions and information identifying training providers.

Performance and cost information relating to providers is also available.

Training Services may include:

- occupational skills training, including training for nontraditional employment
- on-the-job training
- programs that combine workplace training with related instruction which may include cooperative education programs
- training programs operated by the private sector
- skill upgrading and retraining
- entrepreneurial training
- job readiness training (an intensive service)
- adult education and literacy activities provided in combination with services described above, and
- customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services. Each applicant is required to conduct program research on a minimum of three training providers, assessing the type of training, method of training, length of training, location, etc. A decision is made based on all these

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factors so that the customer will have more likelihood of training success.

Training services shall be provided to eligible adults and dislocated workers through the use of Individual Training Accounts (ITAs), through which a participant chooses among qualified training providers with the exception of on-the-job training, customized training or where the ARWDB determines there is an insufficient number of eligible providers of training services in the local area involved to accomplish the purposes of a system of individual training accounts, or the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment . See Attachment H for the ARWDB ITA Policies.

A customer determined eligible for WIOA training services may select a provider from the State-approved Eligible Training Provider Listing (ETPL) either during the application process or through consultation with a WIOA career advisor. Access to the ETPL is provided through the one-stop system, through GDEcD/WD's website and through ARC's website. Customers are encouraged to review on-line information as well as handouts including web addresses and on-line resources during Rapid Response sessions as well as during Orientation or visits to the Career Resource Centers. In 2011, ARWDB went to a web based application process, with all the information needed by an applicant readily available on the ARC website. This process has cut down waiting time for orientation and self-motivated and informed customers can self-assess with information provided. For others needing more assistance, orientations to services are provided at each center.

During periods of sufficient funding, the criteria for adult services is that the customer is 18 years of age and unemployed. During periods of low or limited funding, priority for intensive and training services will be given to individuals who have met the minimum eligibility, but have one or more characteristics that often act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment. If an individual can be trained for a quality job more quickly and economically by building on existing skills first, that may take precedence over training the individual for an entirely new occupation, unless the occupation has undergone substantial change. The customer's interests, the demands of the labor market and limited training dollars are considered.

Criteria for determining "in need of training": "In need of training" will be the summary result of the assessment information, labor market analysis, and review of the desired training course to establish that the customer's likelihood of securing and/or maintaining regular full-time employment will be significantly improved with additional skills obtained from training. Customers applying for training services with recent training or attainment of a recognized technical school certificate, college degree or diploma (2 years or less) may not be considered "most in need" of training services. This is particularly relevant for customers with recent training or education in areas considered to be "in-demand". Career pathways in healthcare may be approved on a case-by-case basis.

Demonstrate ability to successfully participate in training: An individual may demonstrate ability to successfully participate in training by meeting all entry level criteria for a specified

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training program; being accepted by the school and/or program without conditions; having a training plan that indicates the individual has a reasonable likelihood of successfully attending and completing desired training and securing training-related employment upon completion of training. At a minimum, the training plan should address issues that affect the individual's ability to attend/complete training such as: availability to attend classes offered (time and/or location of training); need and likelihood of part-time or interim employment while attending training; other financial support mechanisms (how is the individual going to live while in training?) such as unemployment benefits, public assistance, severance pay, employment income of another family member; and an indication that assessment results indicate a match between the individual's interests and aptitudes for the training area and training related occupations.

The training plan must also address other occupational or industry related criteria that may preclude an individual from securing employment. Some examples may include: driving record for individuals interested in commercial truck driver training; felony conviction or patterns of arrest or conviction for some positions with education or health care institutions; clean criminal background check for positions with education, information technology, financial institutions, etc.

Customers may be required to demonstrate that current job openings exist, and/or are projected in the region for occupational clusters that have been the target of major layoffs or pending announced layoffs. Customers may be required to assist with researching employment options related to their desired training and provide reasonable verifiable information concerning job openings and/or documentation that the customer has a bona fide job offer pending the completion of specific training activities. Due to large recent layoffs, training requests would need to indicate that viable job openings are available and that the customers have the necessary experience to compliment the proposed training to qualify for the available openings.

Documentation of efforts to obtain other financial assistance: Individuals must demonstrate that they have applied for federal and state financial aid with schools or organizations that received federal or state financial aid. A copy of the application or notification of financial aid must be presented or verified electronically. Individuals who have recently applied for assistance, but have not received an award of notice, may be approved to begin training with WIOA funding.

It is the policy of the ARWCB to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if eligible. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available under these grant assistance programs. Customers should apply as soon as a school is selected. Customers may begin training while these applications are in process. This policy applies to those customers who are seeking assistance for funding for schools that provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. If Pell and HOPE funding is denied, documentation of the denial must be included in the customer's file. ARWDB has incurred WIOA additional training

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costs due to the changes in HOPE as well as the movement of the technical college system to the semester calendar.

Currently, TRADE Act funding is available for those affected by TRADE layoffs. If funds were not available, the ARWDB will equally share costs of training and related approved expenses for Trade Act programs.

Staff also will encourage customers to review funding assistance listed on the Georgia Career Information System and on the ARC website. ARC maintains a current listing of Financial Aid/Scholarships websites.

21. 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.

ARC staff coordinate Rapid Response employer and employee layoff meetings and participate in the strategic planning of activities. In cases of mass layoffs, ARC staff, one-stop staff or a combination of agencies join the Rapid Response team in on-site visits to employers/employees. In cases where employer/employee meetings are not conducted, information will be mailed to the employer, if appropriate, or directly to the employees, if their addresses are available.

Special services are generally provided for layoffs that involve 100 or more employees. Specific training programs also may be designed to meet the needs of a mass layoff or closing. One-stop staff are available to provide core and intensive services both for satellite access points and for larger layoffs.

Teams, involving one-stop staff, GDL Career Center staff, and Rapid Response staff, may be assembled to assist with large layoffs to provide on-site services either at layoff sites or at another local setting. Training providers also may assist with large layoffs in order to quickly process appropriate candidates for training. Dislocated Worker funding is utilized for core, intensive and training services, with the majority of training services accomplished through the individual training account system. ARWDB's web based customer information and intake system gives customers the required and necessary information for WIOA training or retraining. Customers take the first step and complete their application with all necessary backup submitted to the Career Resource Centers. Customers who are self-motivated and who already have a career plan in mind may be "fast tracked" into training. Phone and email hot lines are available for answering specific concerns by potential customers with response within 24 hours.

During Rapid Responses employee meetings, information regarding Registered Apprenticeship programs is disseminated and discussed. Several apprenticeship programs now appear on the Statewide Eligible Provider Listing.

When an employee/employer is designated as affected by the Trade Act, one-stop staff complete the assessment for training suitability and process the submittal to receive

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Reemployment Benefits.

22. 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.

Program Design: Youth service providers are independent community-based organizations selected through a competitive procurement process issued via Request for Proposal (RFP) by the Youth Committee and recommended to the ARWDB for approval. ARC contracts with the selected organizations, whose contracts may be extended up to three years. In addition to WIOA youth service requirements, RFPs address target groups and seek certain types of service organizations, as determined prior to the issuance by the Youth Committee.

The Youth Committee emphasizes service to out-of-school youth (primarily dropouts) and selected contractors whose ability and experience in services to that population are appropriate. For in-school youth, the emphasis has been on transition to work/real world activities, and services focus almost exclusively on youth who are no younger than high school rising juniors, with a strong emphasis on rising seniors.

Youth must be ages 14-24, low income, and meet at least one of six specific barriers to employment. An elaborate definition of "needs additional assistance" has been defined by the ARWDB Youth Committee. Five percent may be non-low income if they have one or more specified barriers to school completion or employment. At least 75 percent of the funds must be spent on out-of-school youth. Services include school, work and community-based learning, summer youth activities, job shadowing, mentoring and work readiness skills training. Continual case management and follow-up activities which last for at least twelve (12) months include a career plan, preparation for post-secondary opportunities and linkages to employers in the area.

The fourteen program elements of the WIOA are included in the ARWDB strategic plan for youth services, and are part of all youth provider contracts. The ARWDB may negotiate with all providers for State of Georgia selected targets (and desired activities). Youth service provider contracts considers their ability to provide "occupational skills training," or "GED instruction," integration of youth projects with area One-Stops, a Business focus (developing the emerging workforce), business community connections and employment placement, the possibility of community youth resource development activity beyond WIOA funding, leading to additional youth funding for communities.

Youth activities will:

- 1) provide to eligible youth seeking assistance in achieving academic and employment success, effective and comprehensive activities, which shall

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- include a variety of options for improving educational and skill competencies and provide effective connections to employers
- 2) ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities
 - 3) provide opportunities for training to eligible youth
 - 4) provide continued supportive services for eligible youth
 - 5) provide incentives for recognition and achievement to eligible youth, and
 - 6) provide opportunities for eligible youth in activities related to leadership, development, decision making, citizenship, and community service

Program designs for eligible youth will:

1. provide an objective assessment of the academic levels, skill levels, and service needs of each participant which assessment shall include a review of basic skills, occupational skills, prior work experience, employability interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant, except that a new assessment of a participant is not required if the provider carrying out such program determines it appropriate to use a recent assessment of the participant conducted pursuant to another education or training program
2. develop service strategies for each participant that shall identify an employment goal (including in appropriate circumstances nontraditional employment), appropriate achievement objectives, and appropriate services for the participant taking into account the objective assessment conducted, except that a new service strategy for a participant is not required if the provider carrying out such program determines it is appropriate to use a recent service strategy developed for the participant under another education or training program
3. provide preparation for postsecondary educational opportunities in appropriate cases
4. provide strong linkages between academic and occupational learning
5. provide preparation for unsubsidized employment opportunities in appropriate cases
6. provide effective connections to intermediaries with strong links to the job market and local and regional employers
7. provide job search and job placement assistance

Program elements for eligible youth will consist of the fourteen required WIOA elements:

Training / Education

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<ol style="list-style-type: none"> 1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential; 2. Alternative secondary school services, or dropout recovery services, as appropriate; 3. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in- 8 demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123; 4. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; 5. Activities that help youth prepare for and transition to post-secondary education and training;
<p>Employment / Economic Development</p>
<ol style="list-style-type: none"> 6. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences: (a) summer employment opportunities and other employment opportunities available throughout the school year; (b) pre-apprenticeship programs; (c) internships and job shadowing; and (d) on-the-job training opportunities; 7. Entrepreneurial skills training; 8. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;
<p>Personal / Community Development</p>
<ol style="list-style-type: none"> 9. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors; 10. Supportive services; 11. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation; 12. Follow-up services for not less than 12 months after the completion of participation;

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13. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
14. Financial literacy education

Current active providers of all or some of the fourteen WIOA youth program elements are funded by WIOA, through the competitive process employed by an RFP in April 2013. Contracts from these RFPs have been funded for and extendable based on acceptable performance. All elements are provided directly by each ARC/ARWDB contract, or through referrals to a combination of programs and services which are part of the area's workforce system. Future WIOA contracts will be expected to fill needs and gaps, or will target services to specific youth populations. Eligible youth participants are provided information on the various applicable or appropriate services that are available through contract providers or Career Resource Center partners. Participants receive referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

The ARWDB continues to build partnerships with community agencies and local school systems to provide adequate and career enhancing programs. Partnerships also assist in the development of academic standards in successfully preparing students for careers and job placement. Employers working with this partnership will have access to well-trained, competent and motivated workers. Several key Board and Youth Council members are already involved in integrating services within respective counties. +

The Job Corps serves as an alternative learning program for disadvantaged youth ages 16-24. This program gives youth the opportunity to advance in their academic and vocational training beyond local school systems. With training, individuals are given the opportunity to work in entry-level positions, join the military, and attend classes for GED preparation. Job Corps also provides continual community outreach and teaches their students citizenship skills by working on community projects. Referrals to the Job Corps are frequently provided based on individualized assessment. Job Corps staff are members of the ARWDB Youth Committee.

Efforts to work with foster youth have increased. Staff has participated in meetings and a retreat for Independent Living Program staff. Local ILP coordinators are having initial or update meeting with ARWDB provider staff, to further strengthen their working relationships, and to possibly increase the number of foster youth served by the ARWDB. A special project to serve foster youth has been implemented.

The Youth Challenge Academy in Georgia provides "at-risk" youth academic and life skill training to improve employment opportunities and leadership skills. Youth participants are introduced to military life, GED preparation, and post-secondary instruction. Participants are given the opportunity to enroll into college-level courses and identify their work skills and job search abilities through job shadowing with local employers in the area. Referrals to this resource will occur as a regular part of providing services that meets the needs of

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the youth. Hearts to Nourish Hope, an ARWDB WIOA provider, actively engages youth from the Youth Challenge Academy in Augusta and at Fort Stewart south of Savannah, as a local entity supporting their return to metro Atlanta, often connecting them to employers or local mentors.

CTAE – Career Academies or specialized occupational-focused high schools in Gwinnett (currently being reformed and expanded), Rockdale, Henry, and most recently, in Douglas and Fayette (in the planning stages) counties are strong partners, and WIOA youth activities orient to offer any service gap coverage.

Youth Apprenticeship programs are sponsored by local employer and labor groups to combine on-the-job training and classroom instruction for highly skilled occupations. ARWDB continues to work with local employers and labor groups in placing 16 to 24 years old in these activities. Efforts continue to be made to bring this youth resource into the system mix, with some significant success through the efforts of with the IBEW

Based on the availability of funds, ITA-age youth 18-24, who meet the eligibility criteria for training are provided ITA funding through the youth as well as adult funding stream. Using this funding approach, there may be participants who are 18-24 who are WIOA-registered as Adults-only, or co-enroll as both Adults and Youth. For co-enrollment, the youth must meet the respective program eligibility requirements to participate in the adult and youth programs concurrently. Youth must be eligible under either the youth or adult eligibility criteria applicable to WIOA program enrollment. Co-enrollment will require prior approval from both the Youth and Adult Program Coordinators to ensure there is an individualized assessment tool in place to determine and guide the appropriateness of services as well as to prevent duplication of services. Because services are concurrent, funding allocation will be tracked by the Program Coordinators and the Finance Manager to ensure costs for services provided are allocated to the appropriate funding stream.

When adult funds are not available, the ARWDB requests that the State waiver will be employed (currently, which funds to use are optional). For the Youth ITA Waiver the Area, these guidelines will be followed:

- The parameters for the Youth ITAs would be the same as those for Adult ITAs regarding training length, allowable funding, demand occupations, etc., as found elsewhere in the Plan.
- ITAs for youth will be deemed appropriate on an individual basis, following full assessment and career exploration with each affected Youth ITAs will be used only in conjunction with WIOA youth programs, which will assist the youth in making well-guided career decisions. These same programs will be responsible for counseling and support services, placement and follow-up services, to assure that youth benefit from the ITA training.
- This program option for youth will not supplant the availability and use of the

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fourteen required WIOA youth elements.

23. 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.

Business Services for the area are being implemented with updated policies for On-The-Job Training, Incumbent Worker Training, Customized Training and Workplace Fundamentals. Input from business representatives and organized labor representatives on the ARWDB will continue as the menu of business services is developed.

- General information for businesses include: orientation to the one-stop system for businesses; labor market information; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing.
- Small business development materials are available at each one-stop. Information on self-employment and entrepreneurial development is available. In addition, ARC is logical host for the business engagement activities such as forums, summits, and roundtables for the targeted sectors. Natural partners and business intermediaries for Entrepreneurial Skills Training and Microenterprise Services include the Small Business Administration, and their SBDC Center Network which is operated by the University of Georgia. Other Universities have Tech focused entrepreneurial programs and resources which may fit well with sector strategies.
- Employee recruitment services including: job fairs; interview space and application processing are provided.
- Employee recruitment/retention services (including screening, pre-hire testing, credential verification, and referral of "best" candidates) are coordinated through the one-stop centers, as are job development, employee skills information, and information on skill certification.
- Downsizing/lay-off services: rapid response; outplacement assistance are offered whenever ARWDB is notified of a layoff. Services and information are usually provided in coordination with the Georgia Department of Labor.
- A variety of work-based learning programs are available to meet business needs including OJT, IWT, Customized Training, and Workplace Fundamentals. The ARWDB adopted revisions to these programs at their meeting in June 2016 to meet WIOA regulations and state guidance. These work-based learning

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programs will continue to be adjusted as needed to meet business and job seeker needs. Following is a brief summary of each work based learning program:

On the Job training

- On-the-Job Training (OJT) as training that is provided by an employer in the public, private non-profit, or private sector to a paid participant while engaged in productive work. It provides knowledge or skills essential to the full and adequate performance of the job. OJT provides reimbursement for the employer of up to 50% of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training. It is limited in duration for the occupation, taking into account the content of the training and prior work experience of the participant. OJT may be provided to eligible WIOA participants who, after assessment, are found to be in need of and suitable for training services in order to obtain or retain employment that leads to self-sufficiency.

Incumbent Worker Training

- IWT is designed to improve the skills of employees and the competitiveness of an employer. It is intended to retain skilled employees or avert a potential layoff. IWT may be offered to employers who, after assessment, are found to be in need of training for existing employees in order to remain competitive. IWT must be between employees and employers with an established relationship in which all individuals receiving training have been employed by the company for at least six months at the time of training. It must improve the skills of the existing workforce, and it is encouraged that this training lead to an industry-recognized credential. In addition, it must mitigate the impact of a layoff if utilized as a part of a layoff aversion strategy.

Customized Training

- Customized Training designed to meet the special requirements of an employer (or group of employers) by allowing them to tailor and design work-based skills training. It is conducted with a commitment by the employer to employ an individual upon successful completion of the training. Employers may be reimbursed by the WIOA program for not more than 50% of the costs incurred in providing the training including staff/instructor time or training materials. Customized Training may be provided for an employer or group of employers when the employee is not earning a self-sufficient wage, and the customized training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes.

Workplace Fundamentals

- Workplace Fundamentals is a program that is designed in partnership with an employer or group of employers, ARC, and local training providers to offer WIOA-eligible participants opportunities to learn basic and personal skills

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needed for an entry-level position. It is intended to be a recruitment training series for employers who endorse the program by guaranteeing interviews to those participants that successfully complete the program. Workplace Fundamentals may be offered to employers who have open, full-time positions and have not been able to find qualified job candidates.

Apprenticeships and internships will also be pursued as an options for work-based learning. Add more about apprenticeships being automatically part of the ETPL.

Finally, the ARWDB, business organizations and the employer community have been integrally involved in strategic planning. A majority of the ARWDB members are business representatives, including those relating to targeted industries an organized labor (the International Brotherhood of Electrical Workers and the Sheet Metal Workers).

24. 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.

- A customer may access the array of services and program information available on the statewide ETPL and may choose from a variety of Eligible Training Providers. There is no guarantee that a customer will enroll in a specific course or program of study after referral. It is the responsibility of the customer and the career adviser to develop a career plan. A customer may be determined WIOA eligible during WIOA career services. If it appears that the customer is eligible and suitable for provider training, they will be approved for enrollment by LWDA staff. Once approved for enrollment, LWDA staff will provide written authorization to both the customer and the training organization through an Individual Training Account (ITA).
- Services that LWDAs are responsible for providing for adults and dislocated workers under WIOA. Career services may include initial assessment of skill levels, job search and placement assistance, provision of information on in-demand sectors and occupations, information on nontraditional employment, labor market information, provision of information about the performance and cost of education and training providers in the area, career counseling, information about filing unemployment compensation claims, information relating to the availability of supportive services such as child care and transportation, specialized assessments of individual skill levels and service needs, individual or group counseling and career planning, development of an individual employment plan, short-term job-readiness activities, literacy activities related to basic workforce readiness, etc.

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

ARC/ARWDB is a logical host for the business engagement activities such as forums, summits, and roundtables for the targeted sectors., For Entrepreneurial Skills Training and Microenterprise Services natural partners for this include the Small Business Administration, and their SBDC Center Network which is operated by the University of Georgia. We will coordinate with other university-based entrepreneurial programs and other resources which may fit well with sector strategies.

The ARWDB believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, 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.

As the demand demonstrates, the ARWDB will partner with other Metro Atlanta Workforce Areas and/or work closely with other partners to identify and establish appropriate services and training in this area. Special emphasis will be placed on those areas that complement the priority industry and sector preferences.

Business Services also provides information on self-employment and entrepreneurial development.

26. 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.

The ARWDB and ARC have completed the Regional Competitiveness strategy noted previously. This effort is anchored by four committees with one being the Educated Workforce Committee. This very active committee includes educational partners from Pre-K through college with significant participation by ARC and ARWDB staff.

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Additionally, the ARWDB membership includes adult education and higher education officials from Gwinnett Tech and Clayton State University. Clayton State University is also a One Stop Operator. Gwinnett Tech has an affiliate site on campus focused on Adult Education. Chattahoochee Technical College also has a physical presence on their campus with an affiliate site. The ARWDB and ARC will continue to pursue, enhance and expand these already robust relationships as WIOA is implemented.

The ARWDB will work with the Title II and Perkins providers in the region. Their 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.

As may be required by WIOA, it is planned that the technical colleges 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.

Overall, the Metro Atlanta region has many outstanding educational providers, including secondary and postsecondary programs as well as numerous technical colleges and universities. As part of both the local and regional strategies, the five local boards will work closely with these partners to ensure there are enough training programs to meet the demands of employers. They will ensure these programs are providing the correct training and credentials as well as ensure that they are easily accessible by customers. As part of this process, the boards will work with their educational partners to specifically identify and address any curricula that may be needed for employment in the region's in-demand industries of Healthcare, Information Technology, and Transportation and Logistics.

27. 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.

ARWDB supportive services costs are in accordance with GDEcD, Workforce Division policies and procedures. By maintaining this coordination, the ARWDB supportive services program will continue to be cost effective in providing customer supportive services.

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- Supportive services are available only for WIOA eligible participants actively enrolled in ITA based training activities or pre-vocational training activities.
- Documentation of eligibility will be determined for adults, dislocated workers and youth based on ARWDB policy and using the priority of service plan, (if implemented due to funds shortages).
- Eligibility and determination of need information will be entered into the participant's case file and/or the VOS system- including uploading attachments verifying eligibility.

Determination of Need

- Financial/Physical Need: _There must be documentation in the participant's case file and/or the VOS system that participants are incapable of providing these services for themselves.

Documentation may consist of:

- Low income verification
- Receipt of federal or state public assistance
- Receipt of UI benefits
- Lack of employment or underemployment (UI records or separation notice)
- Documentation of skill upgrading that would lead to employment in a local or state in-demand occupation Birth certificates of children receiving childcare

ARWDB does not offer the following Support Services at this time:

- Out-of-Area Job Search Assistance Relocation Assistance
- Needs-based payments

Staff will discuss supportive services requirements at a regional level to consider a consistent delivery of these services across the LWDAs in the region.

Coordination with Core Partners

- 9. 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 ARWDB has developed an umbrella Memorandum of Understanding (MOU) with the regional WIOA partners. The MOU specifies minimum services to be provided in the ARWDB's one-stop system. Separate Resource Sharing Agreements are in place for the one-stops/affiliate sites located in Clayton County, Cherokee County, Douglas County, Rockdale County, and an agreement that serves the four centers in Gwinnett County, including Gwinnett Technical College, the Career Resource Center, Gwinnett Branch, and Gwinnett County Corrections. Each Resource Sharing Agreement includes a section on Resource Contributions and includes each partner's contribution. The RSA includes the establishment of a local Career Resource Center Management Team with representatives from each partner agency as well as representatives from the business community. ARC provides the facilities management for most of the one-stops and works closely with each Center to provide efficient and effectiveness customer service, including assistance with computer systems, technology and disability enhancements, and workforce resources.

Local Career Resource Center staff participate in partner meetings in their service area and have resource referral processes in place. These meetings offer an opportunity to share agency service information and provide customer referrals for services not available at the center. Partner agencies provide information on programs/ services to Career Resource Centers for publication in the center and distribution to all customers.

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., Gwinnett Tech), it helps individuals gain access to vocational, educational, and occupational training programs so they can get the skills and certifications they need to secure employment in key sector and emerging occupations

- 10. 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.**

The ARWDB and ARC staff have met with the Georgia Department of Labor (GDOL) staff,

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specifically the Wagner-Peyser related and funded staff as suggested by the Georgia Department of Commerce Workforce Development. This initial meeting was productive. The Wagner-Peyser staff also met with the Camoin Associates consultant team in May, 2016, (the team hired to complete the local and regional WIOA plans) to discuss opportunities and next steps in merging and integrating the offices.

The Metro Area Georgia Department of Labor (GDOL) Career Centers struggle with space availability, staff cuts and vacancies, therefore, it is difficult to fully integrate WIOA and Wagner-Peyser services. When the Career Centers were built, the vision was space for one staff per one-stop partner. In the metro area, that vision is not sufficient to serve customers at either the Gwinnett or the Clayton Career Center which are located in the ARWDB Service area. Currently it is difficult to maintain a DOL staff presence at the Gwinnett and Clayton ARWDB sites on a full time basis. GDOL staff are on location one day a week. Referrals are made between the Gwinnett, Cobb-Cherokee, Clayton, Covington, and South Metro GDOL Career Centers and ARWDB Career Resource Centers. ARWDB One-stop staff are located at the Gwinnett GDOL Career Center and the Cobb-Cherokee GDOL Career Center and ARWDB provides weekly orientation presentations at the Clayton Career Center.

11. 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 ARWDB recognizes the value of adult education and its critical role in the success of individuals in the labor force. Toward that end, ARWDB has extensive engagement of the Title II Adult Education providers at the Career Centers including Gwinnett Technical College and Chattahoochee Technical College. These services will continue to be reviewed and further integrated as part of the One Stop development under WIOA.

In addition, the ARWDB Board currently has adult education well represented on the ARWDB including Gwinnett and Chattahoochee Technical Colleges. These institutions and their adult education representatives will be involved in the policy development and direction to better integrate Adult Education in the public workforce system.

12. 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.

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All ARWDB Career Resource Centers delivering WIOA services provide full accessibility to sites and services. Staff have received training and written instructions regarding assistive technology in resource rooms. Consideration is given to any additional assistive devices (under \$200) which may be requested by an individual with disability to enhance their utilization of resources in the career resource center.

Vocational Rehabilitation Services is the primary community rehabilitation provider with whom ARWDB partners for training and mutual referrals. An ARC/ARWDB staff member work with the ARC Human Services Transportation Team, which has been heavily involved in planning for and providing additional transit-related resources for individuals with disabilities, older individuals, and low income individuals

With the award of a sub grant several years ago, ARWDB increased access to services for individuals with disabilities and developed additional in-service training for all staff in disability awareness and resource development. Centers have specific workstations with adaptive technology and software, plus additional adaptive equipment for individual use within the center and a resource services manual.

Updating of all centers' supportive technology is currently being undertaken as well as an ADA accessibility survey.

Performance, ETPL and Use of Technology

9. **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 ARCWD has new standards under WIOA, however, specific targets have yet to be negotiated. Once this negotiation and further guidance is received, the ARWDB will then implement the programs with the appropriate measure engaged.

The Board is awaiting proposed levels of performance from the Governor before it can begin negotiations. The following lists the WIOA Primary Indicators of Performance to be addressed:

Adults and Dislocated Workers	
Percentage of Participants in Unsubsidized Employment During the 2 nd Quarter After Exit	TBD
Percentage of Participants in Unsubsidized Employment During the 4 th Quarter After Exit	TBD
Median Earnings of Program Participants in Unsubsidized Employment During the 2 nd Quarter After Exit	TBD
Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit	TBD
Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment	TBD
Effectiveness in Serving Employers	TBD

Youth	
Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 2 nd Quarter After Exit	TBD
Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 4 th Quarter After Exit	TBD
Median Earnings of Program Participants in Unsubsidized Employment During the 2 nd Quarter After Exit	TBD

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Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit	TBD
Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment	TBD
Effectiveness in Serving Employers	TBD

10. 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.

Locally/Regionally Developed One-Stop Performance Standards. At this time the Board has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Metro Atlanta Workforce Region.

Each partner agency is responsible for ensuring that its legislated programs, services, and activities are provided at the CRC in accordance with the goals, objectives and performance measures of the ARWDB and the WIOA. Each partner agrees to work to support the achievement of the CRC performance measures, which include applicable WIOA measures. The ARWDB performance measures are attached as part of the One Stop Business Plan and all one-stop operators understand the relationship between performance at each center/site and the overall performance of the ARWDB.

In concert with the Regional Plan, some of the measures to be explored on a regional basis include the number of partner meetings conducted, the number of staff trainings completed, the number of educational and/or hiring events held, the number of persons placed into training in the three targeted sectors, the number of enrolled customers who are from priority sectors, and the number of job openings filled in the targeted sectors. Once the specific measures are identified, the local boards will capture data during the first year to establish regional benchmarks that will be used to create goals to track and assess performance on an ongoing basis.

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

a. Provide a description of the public notification to prospective providers.

ARC, as agent for the ARWDB, with input from three participating LWDBs, solicits bids through a public invitation process by posting of a training provider application on the ARC website. Letters of notice of application are forwarded to any agency that requests to be placed on a bidders list. The solicitation is an open solicitation.

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- Prospective providers can access the training provider application via the ARWDB website.
 - This solicitation seeks applications for funding in a variety of skills training areas. A list of occupational training options in the metropolitan region is included in the application. The list includes a variety of occupations from lower skill to higher skill levels, each customer will be provided with wage rates of specific occupations. Training in areas not listed may be considered, if the institution can demonstrate an employer need for trainees (e.g. employer references).
 - ARWDB accepts and evaluates applications for the following counties of Clayton, Cherokee, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale.
 - The tentative schedule for evaluations is January 31, April 30, July 31, and October 31.
 - The deadline for application submission is January 1, April 1, July 1, and October 1. Applications received after the deadline will be held for the next quarterly evaluation date.
- b. 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.**

A quarterly desk review of each eligible provider determines performance outcome measures compared to ARWDB plan performance outcomes. Criteria are outlined in the Training Provider Agreement. ARC requires that each provider's performance meet and/or exceed established ARC performance measure goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, they are placed on hold for receipt of new enrollees until the minimum standard is obtained. For new providers a "limited slot" requirement is instituted. Under this restriction, a limited number of customers are allowed to attend the provider's training. Once the number has been reached, no other customers may attend training until a review of performance is conducted.

Depending on the results of the review, the limited slots requirement is lifted or continues until performance is met. If the review determines that the provider's status has changed, i.e., moved location, termination business, etc., an immediate notification is provided to GDEcD/WD.

- A Regional ITA Committee reviews all responsive provider applications for recommendation. If responsive, staff may conduct employer reference checks, program graduate reference checks, and a training observation to ensure that customers receive quality services.
- For providers seeking initial eligibility, verifiable program specific performance information must be provided. Applicants must provide the following:

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1. A detailed description of each training program to be considered
2. Performance information for each training program will include (See Required Performance Information below)
 - a. Median earnings
 - b. Average wage at placement
 - c. Attainment of Post-Secondary Credential
 - d. Completion rate
 - e. Employment rate
 - f. Training Related Employment Rate
3. Describe in detail provider partnerships with business
4. Describe the recognized post-secondary credential attained after training completion
5. Describe how the training program(s) aligns with in demand industries and occupations
6. A provider must also comply with the following to be considered for inclusion on the ETPL:
 - a. In business for at least 6 months prior to the initial application and have a current business license or proof of active compliance with the Secretary of State Corporations Division.
 - b. Training must be available to the general public, have published catalog price structures and each program must have completed and placed in training related employment at least 10 students per program.
 - c. Current of all federal and state taxes (Must supply certification from accounting/tax firm of current tax standing regarding federal and state taxes, including Unemployment Insurance taxes).
 - d. In statutory compliance with the laws of the state related to the operation as a training of education institution. Proprietary colleges or schools operating in Georgia are required by the Nonpublic Post-Secondary Educational Institution Act of 1990 to have a certificate of authorization from the NPEC before beginning operation of advertising in the state.
 - e. Provide documentation of current accreditation/authorization.
 - f. In good standing with the Better Business Bureau with no outstanding complaints.
 - g. Not be found in fault in criminal, civil or administrative proceeding related to its performance as a training or educational institution. Must disclose any pending criminal, civil or administrative proceeding as either a defendant or a respondent.
 - h. Disclose any and all conflicts of interest with state or local LWDB staff or Board members, including but not limited to family ties (spouse, child, parent), fiduciary roles, and employment or ownerships interests in common.
 - i. Include a current federal tax identification number.

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

- The Regional ITA Committee recommended providers will be forwarded to the Georgia Dept. of Economic Development, Workforce Division (WFD) for review, acceptance and inclusion on the State Approved Eligible Training Provider Listing (ETPL). If the application is accepted by the WFD, a completed provider agreement may be processed and submitted to the provider for signature.
 - Each individual LWDB will be responsible for local provider policies, processes and agreements. Depending on Local WFB policy, new providers may be limited to fifteen (15) referrals until satisfactory performance outcomes are obtained.
- c. Provide a description of the formal appeals process for aggrieved ITA customers and providers of unapproved training programs.**

If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Regional ITA Committee in the appeals process. Any appeals based on local policies will be handled by the individual LWDB.

The ARWDB Appeals Process is included in the ITA application for providers who think that they did not receive proper consideration for a program of training services. The ARWDB Grievance/Complaint Procedures for WIOA applicants and participants can be found on the website.

- The following appeal procedures as required in Section 122 (c) of the Workforce Innovation and Opportunity Act have been established by the Regional ITA Committee to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services. The Atlanta Regional Commission, acting as an agent for the Regional ITA Committee, will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as, the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factor (e.g. conflict of interest, nepotism), which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected.
- If any organization has a complaint against the Regional ITA Committee, informal resolution should be attempted before filing a grievance. If there is not resolution of the complaint, the complainant (s) has/have a right to file a grievance by sending a written request for a hearing.
- If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Applicants and Participants for services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by the Atlanta Regional Commission (ARC) and/or the Atlanta Regional Workforce Development Board (ARWDB) will be

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

treated fairly. Grievance/complaints should be filed in accordance with the written procedures established by Workforce Solutions of the Atlanta Regional Commission. Signed and dated grievance forms with accurate contact information are included in all participant case files.

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

Procedures for review and approval of additional programs and price changes for approved training providers are in the Training Provider Agreement. Submittal of program changes/additional programs/price changes are reviewed by the ITA Committee and if approved, transmitted to GDEcD/WD.

- Approved Training Providers for WIOA services are required to submit progress reports on WIOA customers enrolled in training programs. The reports are used to record information and forward to the customer's assigned Career Advisor.
 - i. The WIOA Customer Activity form is completed and forwarded to the Career Advisor when a customer's training status has changed.
 - ii. The WIOA Customer Employment/End of Service Form is completed by the provider when a customer finds employment, earns a credential and/or ends training services and forwarded to the assigned Career Advisor. Employment information will be verified before reported on
- Approved Training Providers may request to add additional programs to the Eligible Training Provider List, or to make changes to current approved programs.
 - i. All Program Change requests and Additional Program requests must be submitted on the ITA Program Request Form.
 - ii. All program changes are subject to the ITA Committee review. Notification of committee recommendations will be provided in writing following the meeting.

e. Provide a description of the process to track and manage all ITA activity.

Receipt, logging of applications and evaluation of responsiveness occur upon application transmittal to ARC. Applications are reviewed for responsiveness and letter/electronic notification of non-responsiveness is forwarded to training providers denoting reasons for non-responsiveness and information needed to resolve to resubmit the application. Training provider applications are reviewed and evaluated by staff. The evaluation includes the application evaluation elements in the evaluation criteria, such as accreditation, accessibility, credentials, employer advisory committees, etc. Also included are pre-award visits to new providers, verification of performance information (through VOS), employee interviews, participant/student interviews, etc. State WIOA performance goals, regional goals and ARC goals are reviewed against provider performance outcome goals. UI Wage Reports may be used to verify employment, employment dates, and

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

wages, when available. Letters/electronic responses are forwarded to training providers who fail to submit adequate information and applications may be reviewed upon submittal of additional information. If fraudulent or faulty information is received, the application is denied and if an appeal ensues, the Regional ITA Committee hears the appeal.

ARC prepares summary reports on evaluation of training provider applications and submits to the Regional ITA Committee for approval. Information is transmitted electronically to the GDEcD/WD for approval. Following state approval and listing of eligible providers on the state list, LWIBs are responsible for rejecting/restricting use through local policies and parameters. ARC provides letter notification to state-approved training providers.

- Providers will be evaluated bi-annually by ARC based on meeting or exceeding the above mentioned performance measures.
 - The evaluation may be on-site, desktop or a combination of methods. The Provider will agree to cooperate in any and all components of the evaluation and will make records available to the monitors in a timely manner.
 - Bi-annual review results are posted on the ARC website.
- f. 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 ARWDB will utilize the state list of approved eligible training providers as the master list of available training for all individuals seeking training information. Since the ETPL includes eligible training program descriptions and information identifying training providers, performance and cost information, this will be a critical tool in helping individuals make an informed choice. Access to the ETPL will be done through the one-stop system through GDEcD/WD's website and through ARC's website.

It is the policy of the ARWDB to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if eligible. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available under these grant assistance programs. Customers should apply as soon as a school is selected. Customers may begin training while these applications are in process. This policy applies to those customers who are seeking assistance for funding for schools that provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. If Pell and HOPE funding is denied, documentation of the denial must be included in the customer's file. ARWDB has incurred WIOA additional training costs due to the changes in HOPE as well as the movement of the technical college system to the semester calendar. Staff also will encourage customers to review funding assistance listed on the Georgia Career Information System and on the ARC website. ARC maintains a current listing of Financial Aid/Scholarships websites.

Area 7: Atlanta Regional Workforce Development – WIOA Plan for 2016-2020

The ARWDB works closely with their regional partner local workforce development areas in the Greater Metro Atlanta region. Toward that end, should an individual from an adjoining local workforce development area request services in an ARWDB county/area, they will be referred to that home county to determine availability of funding. Every effort will be made to coordinate services accordingly.

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

In accordance with WIOA, all Registered Apprenticeship programs will be automatically placed on the Eligible Training Provider List and not go through the ARCWB committee process. ARCWB looks forward to working with, orienting, and integrating Registered Apprenticeship programs into the WIOA public workforce system and as an option for our job seekers and businesses. This will be addressed appropriately across all programs including Adult, Dislocated Worker and Youth (including pre-apprenticeship).

12. 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.

An application for WIOA services is available on the ARWDB web site. A customer can complete the application online, review eligibility criteria, print and submit it along with the required documentation. The website explains the entire process for completing career services and entering training. Links appear on the web site to the Georgia Workforce Online Participant Portal where a customer completes a personal profile and accesses link to the ETPL. ARWDB is working with ARC Communications Department is preparing an online orientation video and plans to update the Facebook page along with ARC web site. The new Workforce Solutions page will include the new WorkSource Georgia statewide brand. Career advisors use email blasts to communicate with their caseloads.

ARWDB has a mobile career lab equipped with computers visits area libraries on a regular schedule. It is also available for other activities such as rapid response, job fairs and other workforce development events.

Digital translation services in multiple languages are used to serve ESL customers for documents and email.

State Initiatives and Vision

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

The ARWDB applauds the State in their efforts to bring consistency to the WIOA public workforce system across Georgia. The ARWDB looks forward to being a full partner in rolling this system out across the ARWDB local area, Metro Atlanta region and the State.

The Board will begin to systematically update its resources and materials related to its interface with the public, such as websites, facility signage, mobile career center, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in messaging and outreach. Additionally, the Board and the Agency will educate and train one-stop center staff and partner organizations on the proper usage of the new brand, including telephone and email protocols.

10. **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 ARWDB has been and will continue to be a strong partner in implementing the state workforce initiatives.

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 ARWDB will work closely with all partners involved in this grant to better serve those targeted by the program. This program will work well with the regional and local development of sectors. Recognizing the success of Go Build Cobb, ARWDB anticipates working closely with the same organization to expand Go Build Georgia to the ARWDB counties and local workforce area.

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. ARWDB 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. ARWDB plans to work with WFD to implement Georgia

Atlanta Regional Workforce Development Area 7 – WIOA Plan for 2016-2020

WorkSmart in ARWDB counties.

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 ARWDB have used this list and information when preparing our local and regional sector strategies in these areas.

The ARWDB and ARC will utilize Atlanta Regional Work Source Georgia consistently in all publications, announcements and collateral materials related to any activity of the public workforce system.

11. 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 ARWDB has extensive experience in working with individuals from special populations. In addition to and in complement of the priority of service policy below, the ARWDB has several programs focused on special populations.

An existing program with the Gwinnett Corrections Office has been successful to date. ARWDB will continue to work with this program and look for opportunities to expand this program to other counties and their correctional facilities.

ARWDB also currently has a program through incentive funds to focus on Long Term Unemployed. This program, with ARC leading and in cooperation with Cobb, Fulton and DeKalb counties, concentrates on those that have completed Information Technology training but have not yet been able to local a job offer over the past year. The program assesses the individuals to determine the salient issues and then apply those remedies (e.g., job search, additional training, etc.). This program then assesses the success and makes appropriate adjustments to the services. This will then be used to complete and roll out additional services relevant to Long Term Unemployed.

The ARWDB will continue to pursue these types of special services and initiatives to address the needs of special populations not necessarily served through existing mix of local and community resources.

12. 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 one’s specified by state and federal policy.

Priority for individualized career services, training and support services will be given to

Atlanta Regional Workforce Development Area 7 – WIOA Plan for 2016-2020

residents of the ARWDB service area for adult, youth and dislocated worker applicants. Services for dislocated workers will also be given to employees of companies whose place of employment is/was within the metropolitan Atlanta service area. Informational, core and intensive services will be available to all eligible applicants. When funds are sufficient, residents of other service areas may be served by the ARWDB or referred to apply for training services with the other WDB offices if more convenient and feasible.

Veterans priority implementation is in place at the ARWDB Career Resource Centers. Veterans are provided the complete compliment of Core and Intensive Services prior to entering training. Services to Veterans are coordinated with the Georgia Department of Labor and the Veterans Administration liaison. A link to the USDOL veterans' services web site appears on the Atlanta Regional Commission web site. One-Stops identify Veterans as quickly as possible whenever they seek One-Stop services. ARWDB continues to advertise in the Employment Guide regularly and in their special Veteran Issues.

- WIOA establishes a priority requirement with respect to funds allocated for Adult employment and training activities; this priority will be given to individuals who have met minimum eligibility requirements.
- Priority of service must be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient: those with reading, math, and language scores below 9th grade level and youth or adults unable to compute or solve problems, read, write or speak English at a level necessary to function on the job, in their family or in society.
- Veterans and eligible spouses receive priority of service.
- Priority for WIOA Adult career services must be provided in the following order to specific groups:
 - i. First, Veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
 - ii. Second, Individuals who are not veterans or eligible spouses who are included in the groups given priority for WIOA formula funds. This includes public assistance recipients and low income individuals who meet income guidelines in the chart below and those determined basic skills deficient.
 - iii. Third, veterans and eligible spouses who are not included in WIOA priority groups.
 - iv. Last, to persons outside the groups given priority under WIOA.

ARWDB target groups include Individuals that have one or more of the following characteristics that act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment. These include:

- TANF, SNAP
- Unemployed, Underemployed, or Discouraged Worker

Atlanta Regional Workforce Development Area 7 – WIOA Plan for 2016-2020

- Offender
- Disabled
- Older Worker
- Dislocated Workers who also meet low-income eligibility
- Lacks a high school diploma or GED
- Poor employability skills
- Poor work history
- Poor basic skills
- Limited English proficiency
- Lacks self-sufficiency (working poor)

Atlanta Regional Workforce Development Area 7 – WIOA Plan for 2016-2020

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Mandy Chapman	CEO	Roytec Industries, LLC	Manufacturing, Small Business
Aundra Walthall	CEO	Infrastructure and Communication Solutions	IT, Small Business
Steven Wilson	General Manager	Haralson Metals	Manufacturing and Production
Eric Dial	President	Dial Strategic Consulting, Inc	Consulting, Small Business
Randy Hayes	President	Hayes Development Corp	Real Estate Development
Andrew Greenberg	Executive Director	Georgia Game Developers Assoc.	Digital Media
Eddie Ausband	Managing Partner	Revanta Financial Group	Financial Services
Lisa Phillips	HR Manager	Dart Container Corporation	Manufacturing and Production
Mark Rowe	Director of Recruitment	Kaiser Permanente	Health Care
Rodney Leonard	Sr. Director, Manufacturing Quality	Newell Rubbermaid	Logistics
Sonia Carruthers	Executive Director	Cherokee FOCUS	Non-Profit CBO, Youth Services
Lindsay Martin	Director, Existing Industry & Regional Recruitment	Ga Dept of Economic Dev.	Economic Development
Karen LaMarsh	Director of Professional Development & Training	Clayton State University	Higher Education
James Jackson, III	Organizer	Sheet Metals Workers Local 85	Organized Labor
Robert Duffield	Business Manager	Iron Workers Local 387	Organized Labor
Chuck Little	HR Director	Atlanta Electrical Contractors	Apprenticeships, Construction
Stephanie Rooks	Dean, Adult Education	Gwinnett Technical College	Adult Education
Lee Hunter	Regional Economic Coordinator	Ga Department of Labor	DOL
Debbie Slaton	Unit Manager	GVR Rehabilitation Services	Vocational Rehabilitation

Atlanta Regional Workforce Development Area 7 – WIOA Plan for 2016-2020

Attachment 2: Local Negotiated Performance

Atlanta Regional WDB Local Performance		
Adult Program	PY 16	PY 17
Employment Rate 2nd Quarter After Exit	83.00%	84.00%
Employment Rate 4th Quarter After Exit	76.00%	79.00%
Median Earnings 2nd Quarter After Exit	\$6,150	\$6,400
Credential Attainment within 4 Quarters After Exit	71.00%	73.00%
Dislocated Worker		
Employment Rate 2nd Quarter After Exit	86.00%	87.00%
Employment Rate 4th Quarter After Exit	82.00%	86.00%
Median Earnings 2nd Quarter After Exit	\$7,400	\$7,600
Credential Attainment within 4 Quarters After Exit	76.00%	79.00%
Youth		
Employment Rate 2nd Quarter After Exit	69.00%	71.00%
Employment Rate 4th Quarter After Exit	67.00%	69.00%
Credential Attainment within 4 Quarters After Exit	70.50%	73.50%

Atlanta Regional Workforce Development Area 7 – WIOA Plan for 2016-2020

Attachment 3: Comments that Express Disagreement

No comments were received

Atlanta Regional Workforce Development Area 7 – WIOA Plan for 2016-2020

Attachment 4: Signature Page

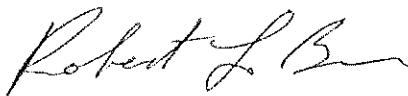
The undersigned hereby agree to adhere to all applicable federal, State, and local laws, regulations, and policies in performing any duty associated with the funds made available to under the Workforce Innovation and Opportunity Act.

Name: Robert LeBeau

Title: Local Workforce Area Director

Entity Representing: Atlanta Regional Workforce Development Area 7

Signature:



Name: Chairman Charlotte Nash

Title: Chief Local Elected Official

Entity Representing: Atlanta Regional Workforce Development Area 7

Signature:

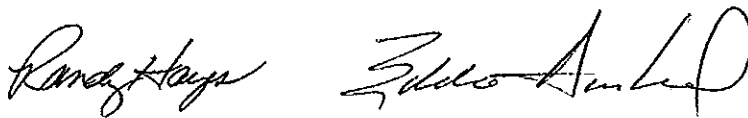


Name: Randy Hayes, Eddie Ausband ARWDB Co-Chairs

Title: Local Workforce Development Board

Entity Representing: Atlanta Regional Workforce Development Area 7

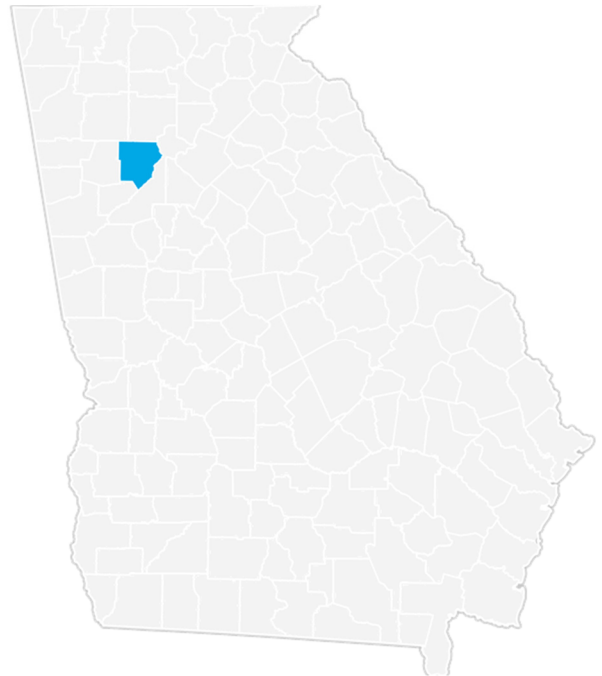
Signature:



Cobb County Workforce Plan

Workforce Innovation and Opportunity Act
2016 to 2020

The Cobb County Local Workforce Area
(Local Area 4) is comprised of Cobb County,
GA, as displayed in the map on the right



**Cobb County, Local Workforce Development Area 4
WIOA Local Plan 2016- 2020**

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- 2 – Local Negotiated Performance
- 3 – Organizational Chart
- 4 – Grievance Policy
- 5 – Grievance Form
- 6 – ETPL Procedures
- 7 – Comments that Express Disagreement
- 8 – Signature Page

Strategic Elements, Governance and Structure

9. 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.

Cobb County Board of Commissioners
The Honorable Tim Lee, Chairman

Administrative Contact: Michael H.S. Hughes, AICP
Director
Cobb County Office of Economic Development
100 Cherokee Street, Suite 450
Marietta, GA 30090
Office: 770-528-1510

Local Workforce Development Area 4 is a single-county workforce area established by the State of Georgia to serve the residents and employers of Cobb County. In accordance with the Workforce Innovation and Opportunity Act (WIOA), the chairman of the Cobb County Board of Commissioners, as Chief Local Elected Official under WIOA, has appointed the Cobb County Workforce Development Board (hereinafter referred to as the Board) to perform all duties required of workforce development boards under WIOA and state laws and regulations. CobbWorks Inc., a non-profit entity recognized by the State of Georgia, administers the WIOA grant funds on behalf of Cobb County Government and the Board under a sub-recipient agreement. Although CobbWorks Inc. is not a Cobb County Government department, it receives administrative and physical support from multiple local government divisions including Finance, Property Management, Economic Development, and Purchasing. This cooperative relationship between Cobb County Government and CobbWorks Inc. serves to maximize the use of WIOA resources to serve the largest number of individuals and employers in the most efficient manner. Staff are employees of CobbWorks Inc. and provide support to the Board. One-Stop operator functions are provided by the CobbWorks One-Stop Operator Consortium of WIOA mandated partners. Staffed by a Center Manager, the Consortium has responsibility for the day-to-day operations of the facility and scheduling of partner staff under the provisions of the Resource Sharing Agreements (RSAs) and the Memorandum of Understanding (MOU) for the workforce area.

10. 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.

- a. 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.

Cobb County Industry Analysis

In 2015, Cobb County had nearly 366,000 jobs. The largest industry, Retail Trade, represents nearly 42,000 jobs in the county, or 11% of employment. Health Care and Social Assistance is the second largest employer, accounting for nearly 38,000 jobs.

Average annual wages in the county are \$53,500.

Industry Overview, 2 Digit NAICS - Cobb County

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	146	0%	0.0	\$24,757
21	Mining, Quarrying, and Oil and Gas Extraction	83	0%	0.0	\$58,731
22	Utilities	1,105	0%	0.6	\$79,432
23	Construction	26,548	7%	1.4	\$56,549
31	Manufacturing	18,892	5%	0.6	\$71,475
42	Wholesale Trade	23,864	7%	1.6	\$82,490
44	Retail Trade	41,995	11%	1.1	\$32,560
48	Transportation and Warehousing	13,015	4%	0.9	\$46,084
51	Information	8,611	2%	1.2	\$83,092
52	Finance and Insurance	15,490	4%	1.1	\$79,507
53	Real Estate and Rental and Leasing	7,639	2%	1.2	\$59,884
54	Professional, Scientific, and Technical Services	33,363	9%	1.4	\$82,953
55	Management of Companies and Enterprises	12,946	4%	2.4	\$117,691
56	Administrative and Support and Waste Management and Remediation Services	32,214	9%	1.4	\$37,641
61	Educational Services	26,538	7%	0.9	\$42,007
62	Health Care and Social Assistance	37,832	10%	0.7	\$51,027
71	Arts, Entertainment, and Recreation	5,610	2%	0.8	\$21,596
72	Accommodation and Food Services	32,484	9%	1.0	\$18,340
81	Other Services (except Public Administration)	16,288	4%	1.0	\$29,199
92	Public Administration	9,656	3%	0.6	\$49,602
99	Unclassified	1,447	0%	2.2	\$68,603
Total - All Industries		365,765	100%	N/A	\$53,567

Bold designates the largest industries by number of jobs in 2015

While employment in the county contracted during the recession, it has recovered rapidly. Between 2010 and 2015, the county added over 49,000 jobs, increasing employment by 16%. The Accommodation and Food Services industry added the most jobs, increasing employment by 6,500 jobs, or 25%. Retail Trade is also expected to add a large number of jobs, increasing employment by over 6,000 jobs. While these industries are growing rapidly, they generally offer low wages, with average annual wages significantly below the county's average. Professional, Scientific, and Technical Services (PST Services) and HealthCare and Social Assistance industries also grew considerably adding over 5,500

jobs each. These industries closely correlate to the Healthcare and IT regional targeted industries.

Over the same period, the Manufacturing and Educational Services industries contracted slightly.

Overall, employment growth in Cobb County between 2010 and 2015 outpaced growth in Georgia and the US. While employment in Cobb County grew by 2.9% annually, employment in Georgia and the US grew by 1.9% and 1.6%, respectively.

Over the next 5 years, employment in Cobb County is expected to continue to grow, increasing by 17,300 jobs, a 5% expansion in employment. Over this period, Health Care and Social Assistance is expected to add the most jobs, increasing employment by 4,200 jobs, or 11%. PST Services and Administrative and Support and Waste Management and Remediation Services (which primarily represents employment at staffing and temporary employment agencies) is also expected to grow significantly, adding 2,400 jobs and 1,800 jobs, respectively.

Annually, over 12,500 job openings are expected in Cobb County, due to both replacement demand and new demand. Of the 12,500 openings, 72% are expected to be created by replacement demand while the remaining 3,465 jobs are expected due to new demand. The Health Care and Social Assistance and Retail Trade industries are expected to have the largest number of annual openings.

Projected employment trends and annual employment demand are presented in the following table.

Projected Change in Employment, 2 Digit NAICS - Cobb County

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	1	1%	5	4%	96%
21	Mining, Quarrying, and Oil and Gas Extraction	1	1%	2	9%	91%
22	Utilities	-50	-5%	28	0%	100%
23	Construction	1,828	7%	900	41%	59%
31	Manufacturing	-451	-2%	434	0%	100%
42	Wholesale Trade	968	4%	728	27%	73%
44	Retail Trade	1,413	3%	1,599	18%	82%
48	Transportation and Warehousing	70	1%	357	4%	96%
51	Information	-9	0%	208	0%	100%
52	Finance and Insurance	839	5%	542	31%	69%
53	Real Estate and Rental and Leasing	243	3%	221	22%	78%
54	Professional, Scientific, and Technical Services	2,406	7%	1,191	40%	60%
55	Management of Companies and Enterprises	378	3%	353	21%	79%
56	Administrative and Support and Waste Management and Remediation Services	1,794	6%	1,096	33%	67%
61	Educational Services	1,207	5%	806	30%	70%
62	Health Care and Social Assistance	4,267	11%	1,615	53%	47%
71	Arts, Entertainment, and Recreation	266	5%	227	23%	77%
72	Accommodation and Food Services	1,153	4%	1,382	17%	83%
81	Other Services (except Public Administration)	581	4%	530	22%	78%
92	Public Administration	172	2%	269	13%	87%
99	Unclassified	69	5%	50	28%	72%
Total - All Industries		17,327	5%	12,558	28%	72%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Regional Perspective

In 2015, the Metro Atlanta Region was home to nearly 2.3 million jobs. The largest industries in 2015 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region.

Overall, employment in the region has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Employment growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this 5-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9% and 1.6%, respectively.

Employment in the region is expected to continue to grow, increasing by over 112,000 jobs, or 22,400 new jobs annually. In addition to new jobs, approximately 56,600 jobs are expected to need to be filled due to workers retiring or other turnover (Replacement

Demand). Replacement demand accounts for over 70% of total annual job demand. Combined, new and replacement demand are expected to account for nearly 80,000 job openings in the Metro Atlanta Region annually.

Regional In-Demand Industries

Regionally, the five Metro Atlanta Workforce Development Boards (City of Atlanta, Cobb County, DeKalb County, Fulton County, and the 7 counties included in the ARWDB) have identified three industries to target. These industries are:

- Healthcare
- Information Technology
- Transportation and Logistics

These industries were selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. While these industries were selected for the Metro Atlanta Region, each workforce board may also elect to select additional industries to focus on within its local area. Through its partnership with the Cobb Chamber of Commerce and local educational institutions, the Cobb Workforce Development Board co-leads the “Cobb Workforce Partnership through which five sector partnerships, two overlapping and three unique from regional priorities, have been targeted for development:

- 1) Construction and skilled trades
- 2) Healthcare and Bioscience
- 3) Information Technology
- 4) Professional and Business Services
- 5) Small Business and Entrepreneurship

Industry

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 202,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing nearly 70,000 jobs in 2015. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 42,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
621111	Offices of Physicians (except Mental Health Specialists)	42,133	21%	1.1	\$79,949
621210	Offices of Dentists	14,231	7%	1.0	\$52,720
621610	Home Health Care Services	12,763	6%	0.6	\$33,441
622110	General Medical and Surgical Hospitals	69,626	34%	0.8	\$57,500
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,213	6%	0.5	\$30,783

Employment in the Healthcare industry continued to grow during the recession, dramatically outpacing overall employment growth in the region over the same period. Since 2010, the industry has added 29,600 jobs, expanding employment by 17%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 8,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 35%, or nearly 3,300 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
621111	Offices of Physicians (except Mental Health Specialists)	34,221	42,133	7,912	23%
621210	Offices of Dentists	12,657	14,231	1,574	12%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,772	4,290	1,518	55%
621610	Home Health Care Services	9,468	12,763	3,295	35%
622110	General Medical and Surgical Hospitals	61,600	69,626	8,026	13%
623312	Assisted Living Facilities for the Elderly	2,554	4,232	1,678	66%
Total - Healthcare Industry		172,406	202,008	29,602	17%

Employment in the Healthcare industry is expected to continue to grow rapidly, expanding employment by 25%, or over 50,000 new jobs. Annually, the industry is expected to have 18,700 job openings in the region, due to both new demand and replacement demand. Unlike many industries, new demand (jobs created from employment growth) account for more than half of these openings. General and Medical Surgical Hospitals and Offices of Physicians are projected to drive employment demand in the industry have the most employment demand over the coming years, with annual jobs openings of 4,000 jobs and 3,800 jobs, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

Projected Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
621111	Offices of Physicians (except Mental Health Specialists)	10,164	24%	3,841	53%	47%
621210	Offices of Dentists	3,016	21%	1,235	49%	51%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,604	61%	733	71%	29%
621399	Offices of All Other Miscellaneous Health Practitioners	2,506	61%	704	71%	29%
621610	Home Health Care Services	8,051	63%	2,109	76%	24%
622110	General Medical and Surgical Hospitals	6,703	10%	4,075	33%	67%
623312	Assisted Living Facilities for the Elderly	2,156	51%	635	68%	32%
Total - Healthcare Industry		50,712	25%	18,708	54%	46%

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta Region, accounting for over 96,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, Custom Computer Programming Services, and Computer Systems Design Services, which each account for between 20,000 and 23,700 jobs.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
511210	Software Publishers	11,761	12%	2.3	\$118,946
517110	Wired Telecommunications Carriers	23,744	25%	2.6	\$92,480
541511	Custom Computer Programming Services	22,621	24%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	22%	1.5	\$100,807

Between 2010 and 2015, the Information Technology industry added over 13,000 jobs, expanding employment by 16%. This growth was driven by the Computer Systems Design Services and Custom Computer Programming Services sectors, which added 5,700 jobs and 5,000 jobs, respectively. The Information Technology industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
511210	Software Publishers	9,703	11,761	2,058	21%
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
Total - Information Technology Industry		83,041	96,250	13,209	16%

Growth in the Information Technology is expected to continue over the next 5 years. The industry is expected to add over 14,500 jobs, expanding employment by 15%. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 7,300 job openings. The employment demand will largely be driven by replacement demand, which accounts for 61% of annual employment.

Projected Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
511210	Software Publishers	3,422	29%	1,157	59%	41%
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
Total - Information Technology Industry		14,516	15%	7,353	39%	61%

Transportation & Logistics Industry

The Transportation and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the Metro Atlanta Region, this industry represents nearly 132,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

Transportation & Logistics Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
481111	Scheduled Passenger Air Transportation	37,634	29%	6.1	\$83,114
484121	General Freight Trucking, Long-Distance, Truckload	12,982	10%	1.5	\$51,900
484122	General Freight Trucking, Long-Distance, Less Than Truckload	9,506	7%	2.4	\$52,648
485111	Mixed Mode Transit Systems	4,428	3%	2.4	\$72,048
488510	Freight Transportation Arrangement	7,106	5%	2.1	\$55,864
492110	Couriers and Express Delivery Services	15,722	12%	1.8	\$58,929
493110	General Warehousing and Storage	14,467	11%	1.3	\$41,742

The Transportation and Logistics industry has expanded employment over the past 5 years, adding over 16,300 jobs since 2010, expanding employment by 14%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. Long distance trucking and support activities have grown the most rapidly, with the Other Support Activities for Road Transportation industry expanding employment by over 300% since 2010. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

Historic Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
481111	Scheduled Passenger Air Transportation	36,342	37,634	1,292	4%
484121	General Freight Trucking, Long-Distance, Truckload	10,800	12,982	2,182	20%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	7,300	9,506	2,206	30%
488490	Other Support Activities for Road Transportation	449	1,812	1,363	304%
488510	Freight Transportation Arrangement	5,435	7,106	1,671	31%
492110	Couriers and Express Delivery Services	14,079	15,722	1,643	12%
493110	General Warehousing and Storage	12,924	14,467	1,543	12%
Total - Transportation & Logistics Industry		115,486	131,850	16,364	14%

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation and Logistics industry in the Metro Atlanta Region is expected to add 5,700 jobs, expanding employment by 4%. The sectors that demonstrated strong growth over the past 5 years are expected to continue on that trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

Projected Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	729	2%	2,268	6%	94%
484121	General Freight Trucking, Long-Distance, Truckload	716	6%	651	22%	78%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	518	5%	476	22%	78%
488510	Freight Transportation Arrangement	831	12%	515	32%	68%
493110	General Warehousing and Storage	1,125	8%	987	23%	77%
Total - Transportation & Logistics Industry		5,774	4%	7,746	15%	85%

Cobb County Occupational Analysis

Cobb County is home to nearly 366,000 jobs. Office and Administrative Support Occupations are the largest group in the county, representing over 58,000 jobs, or 16% of employment. Sales and Related Occupation is the second largest group, accounting for nearly 45,000 jobs, or 12% of employment. While these are major occupational groups in the region, both offer average annual wages lower than the region’s overall average.

Combined, the Healthcare Practitioners and Technical and Healthcare Support Occupational groups account for nearly 25,000 jobs. These occupational groups are closely tied to the Healthcare industry, a regional targeted industry. The Transportation and Material Moving Occupations group accounts for over 25,000 jobs, representing 7% of county employment. This occupational group is closely tied to the Transportation and Logistics regional targeted industry.

Occupation Overview, 2 Digit SOC - Cobb County

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	22,168	6%	1.0	\$113,800
13-0000	Business and Financial Operations Occupations	19,878	5%	1.1	\$70,300
15-0000	Computer and Mathematical Occupations	13,202	4%	1.3	\$80,600
17-0000	Architecture and Engineering Occupations	7,417	2%	1.2	\$79,100
19-0000	Life, Physical, and Social Science Occupations	2,179	1%	0.7	\$64,200
21-0000	Community and Social Service Occupations	4,103	1%	0.7	\$44,300
23-0000	Legal Occupations	2,725	1%	0.9	\$99,900
25-0000	Education, Training, and Library Occupations	19,060	5%	0.9	\$46,700
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	7,684	2%	1.2	\$51,300
29-0000	Healthcare Practitioners and Technical Occupations	17,162	5%	0.8	\$79,000
31-0000	Healthcare Support Occupations	7,795	2%	0.7	\$28,700
33-0000	Protective Service Occupations	6,047	2%	0.9	\$30,500
35-0000	Food Preparation and Serving Related Occupations	32,176	9%	1.0	\$20,200
37-0000	Building and Grounds Cleaning and Maintenance Occupations	12,688	3%	1.0	\$24,900
39-0000	Personal Care and Service Occupations	10,850	3%	0.8	\$24,400
41-0000	Sales and Related Occupations	44,941	12%	1.2	\$40,400
43-0000	Office and Administrative Support Occupations	58,603	16%	1.1	\$34,900
45-0000	Farming, Fishing, and Forestry Occupations	270	0%	0.1	\$27,300
47-0000	Construction and Extraction Occupations	19,657	5%	1.2	\$40,500
49-0000	Installation, Maintenance, and Repair Occupations	14,929	4%	1.1	\$43,400
51-0000	Production Occupations	17,116	5%	0.8	\$33,500
53-0000	Transportation and Material Moving Occupations	25,117	7%	1.0	\$31,400
Total - All Occupations		365,765	100%	1.0	\$46,700

Bold designates the largest occupations by number of jobs in 2015

Since 2010, employment in Cobb County has increased by 16% to nearly 366,000 jobs. Office and Administrative Support Occupations accounted for most of the growth, adding nearly 7,900 jobs, while Arts, Design, Entertainment, Sports, and Media Occupations grew at the highest rate, increasing employment by 27%, or 1,600 jobs. The Computer and Mathematical Occupations group, which is closely tied to the IT industry, also grew rapidly.

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2010 and 2015 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 10% and 13%, respectively.

Annually, Cobb County is expected to have nearly 13,000 jobs annually. Approximately 73% of these openings will be created by replacement demand. Sales and Related, Office and Administrative Support, and Food Preparation and Serving Related Occupations are expected to have the most job openings, largely due to retirements and other turnover in those occupational groups. In Healthcare and IT-related occupational groups, a higher proportion of job openings are expected to be due to new demand than the overall average for the region.

The following table presents projected employment trends and demand.

Projected Change in Employment, 2 Digit SOC - Cobb County

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	1,080	5%	892	24%	76%
13-0000	Business and Financial Operations Occupations	1,205	6%	688	35%	65%
15-0000	Computer and Mathematical Occupations	1,053	8%	414	51%	49%
17-0000	Architecture and Engineering Occupations	287	4%	246	23%	77%
19-0000	Life, Physical, and Social Science Occupations	143	7%	97	30%	70%
21-0000	Community and Social Service Occupations	261	6%	143	37%	63%
23-0000	Legal Occupations	146	5%	84	35%	65%
25-0000	Education, Training, and Library Occupations	1,004	5%	620	32%	68%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	271	4%	328	17%	83%
29-0000	Healthcare Practitioners and Technical Occupations	1,752	10%	726	48%	52%
31-0000	Healthcare Support Occupations	979	13%	362	54%	46%
33-0000	Protective Service Occupations	223	4%	172	26%	74%
35-0000	Food Preparation and Serving Related Occupations	1,218	4%	1,497	16%	84%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	537	4%	398	27%	73%
39-0000	Personal Care and Service Occupations	745	7%	497	30%	70%
41-0000	Sales and Related Occupations	1,672	4%	1,745	19%	81%
43-0000	Office and Administrative Support Occupations	1,661	3%	1,612	21%	79%
45-0000	Farming, Fishing, and Forestry Occupations	0	0%	10	0%	100%
47-0000	Construction and Extraction Occupations	1,351	7%	633	43%	57%
49-0000	Installation, Maintenance, and Repair Occupations	592	4%	478	25%	75%
51-0000	Production Occupations	162	1%	484	7%	93%
53-0000	Transportation and Material Moving Occupations	895	4%	850	21%	79%
Total - All Occupations		17,328	5%	12,993	27%	73%

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

Employment demand can also be assessed by analyzing the number of online job advertisements for various jobs in a region. In 2015, over 46,600 advertisements were posted online for jobs in Cobb County. Employers in the county advertised most frequently for openings in Healthcare and Transportation and Logistics-related occupations, including Registered Nurses, Heavy and Tractor-Trailer Truck Drivers, and Laborers and Freight, Stock, and Material Movers. Occupations related to the Retail

Trade and Accommodation and Food Services industries were also common. The 15 occupations with the most job advertisements in the region are summarized in the following table.

Top Occupations by Number of Job Postings in 2015 - Cobb County GA

O*NET Code	Occupation	Job Postings
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	3,930
29-1141.00	Registered Nurses	2,463
41-2031.00	Retail Salespersons	2,154
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,646
43-4051.00	Customer Service Representatives	1,213
41-1011.00	First-Line Supervisors of Retail Sales Workers	1,188
15-1132.00	Software Developers, Applications	1,180
11-9199.00	Managers, All Other	769
49-9071.00	Maintenance and Repair Workers, General	600
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	593
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	532
43-6014.00	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	512
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	499
43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	496
13-1071.00	Human Resources Specialists	473

Regional Occupational Analysis

The Metro Atlanta Region accounts for nearly 2.3 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2010 and 2015 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region’s overall average.

Over the next 5 years, the Metro Atlanta Region is projected to add over 112,000 jobs, or nearly 22,500 jobs annually. In addition to these openings created by new jobs, nearly 60,000 openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

Projected Change in Employment, 5 Digit SOC - Atlanta Region (40 Occupations with Greatest Annual Demand)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
41-2031	Retail Salespersons	7,425	10%	3,548	42%	58%
41-2011	Cashiers	2,280	5%	2,401	19%	81%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	5,433	11%	2,286	48%	52%
35-3031	Waiters and Waitresses	2,232	5%	2,270	20%	80%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,240	9%	1,998	42%	58%
43-4051	Customer Service Representatives	5,006	11%	1,769	57%	43%
29-1141	Registered Nurses	6,694	19%	1,522	88%	12%
43-9061	Office Clerks, General	3,132	7%	1,386	45%	55%
11-1021	General and Operations Managers	3,705	11%	1,306	57%	43%
43-5081	Stock Clerks and Order Fillers	2,496	8%	1,300	38%	62%

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$44,600. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT's living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare-related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.

Projected Change in Employment, 5 Digit SOC - Atlanta Region (Occupations Paying a Living Wage)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
29-1141	Registered Nurses	6,694	19%	1,522	44%	56%
11-1021	General and Operations Managers	3,705	11%	1,306	28%	72%
13-2011	Accountants and Auditors	4,518	17%	1,259	36%	64%
11-9199	Managers, All Other	2,023	12%	1,255	16%	84%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,197	11%	907	35%	65%
15-1132	Software Developers, Applications	3,875	24%	660	59%	41%
41-3099	Sales Representatives, Services, All Other	1,806	10%	654	28%	72%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,619	11%	640	41%	59%
25-2021	Elementary School Teachers, Except Special Education	1,935	10%	611	32%	68%
13-1111	Management Analysts	2,747	19%	550	50%	50%

Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In the Metro Atlanta Region, over 30,000 job advertisements were posted online in search of Software Developers. Other top occupations were related to

the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2015 are presented in the following table.

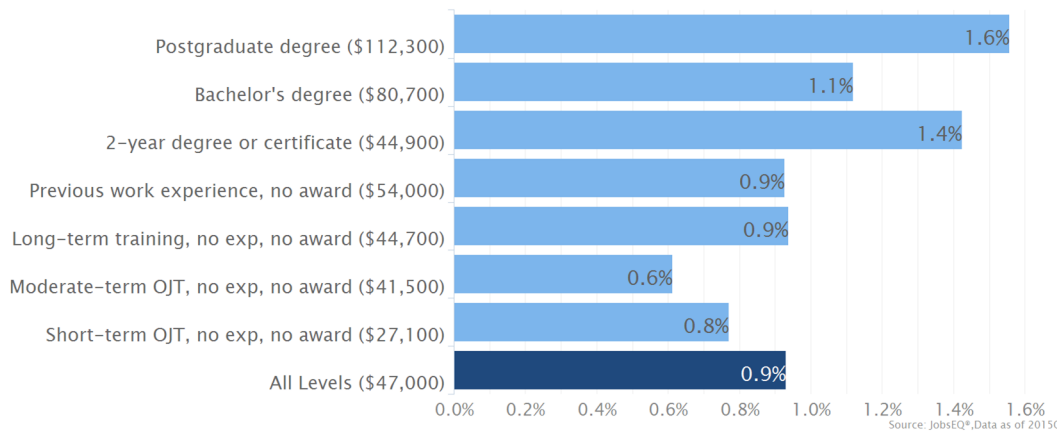
Top Occupations by Number of Job Postings in 2015 - Atlanta Region

O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	30,452
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	23,347
29-1141.00	Registered Nurses	19,644
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	17,945
41-2031.00	Retail Salespersons	14,627
11-9199.00	Managers, All Other	12,884
13-1111.00	Management Analysts	10,161
43-4051.00	Customer Service Representatives	8,902
41-1011.00	First-Line Supervisors of Retail Sales Workers	8,661
15-1199.02	Computer Systems Engineers/Architects	8,252
15-1121.00	Computer Systems Analysts	7,120
13-1071.00	Human Resources Specialists	6,902
15-1199.09	Information Technology Project Managers	6,855
11-2022.00	Sales Managers	6,809
15-1134.00	Web Developers	6,603

- b. 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.**

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 1.6% annually. Jobs requiring a 2-years certificate or Associate's degree are also expected to increase more rapidly than the overall average, increasing by 1.4% annually. Jobs requiring a Bachelor's degree are expected to increase by 1.1% annually.

Annual Average Projected Job Growth by Training Required for Cobb County, Georgia



Through an analysis of 2015 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Problem Solving, and Teamwork/Collaboration. Several “hard skills” are also frequently requested, including Computer Skills, Microsoft Excel, and Physical Demand. The 15 skills most requested by employer in Cobb County are presented in following table.

Top Skills by 2015 Job Postings - Cobb County

Skills	Job Postings
Communication Skills	13,567
Customer Service	8,176
Writing	6,557
Computer Skills	6,345
Organizational Skills	5,840
Microsoft Excel	4,635
Physical Demand	4,521
Problem Solving	4,299
English	4,147
Microsoft Office	3,732
Detail-Oriented	3,696
Team Work/ Collaboration	3,692
Time Management	3,549
Multi-Tasking	3,321
Planning	3,256

Additionally, this assessment of 2015 job postings data reveals the credentials most frequently requested by Cobb County employers. The most requested credentials in the area largely reflect the needs of the region’s targeted industries, healthcare and transportation and logistics and include certifications such as Registered Nurse and

Certified Driver's License. Additionally, other top certifications in Cobb County include Teaching Certificate, CPA, and ASE. The top 10 certifications requested by employers in the county are summarized in the following table.

Top Certifications by 2015 Job Postings - Cobb County

Certifications	Job Postings
Registered Nurse	2,426
CDL Class A	1,652
Caregiver	925
First Aid CPR AED	651
Commercial Drivers License	566
Basic Cardiac Life Support Certification	337
Teaching Certificate	299
Automotive Service Excellence (ASE) Certification	285
Certified Public Accountant	274
Security Clearance	217

- c. 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.**

According to Chmura's JobsEQ, the population of Cobb County in 2014 was nearly 731,000. Between 2004 and 2014, the region's population grew at an average annual rate of 1.3%. This rate of growth was slightly lower than the average for Georgia but higher than the national average. The region has a civilian labor force of 393,600 people, representing a labor force participation rate of 71.4%. This labor force participation rate exceeds the participation rates of 62.6% and 63.5% in the state and nation, respectively.

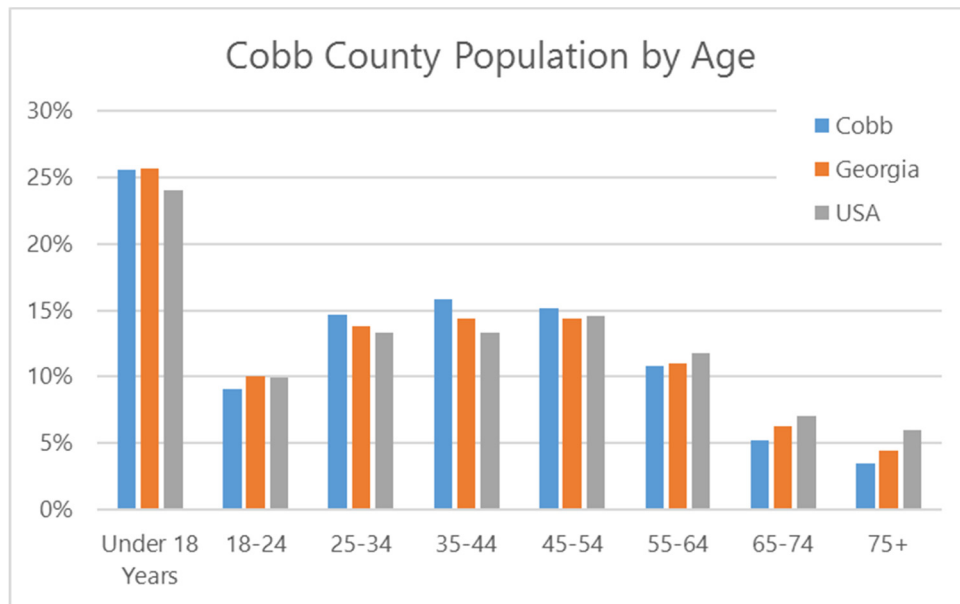
Demographics Overview - Cobb County

	Cobb	GA	USA
Population	730,981	10,097,343	318,857,056
Population Avg. Annual Growth	1.3%	1.4%	0.9%
Median Age	35.4	35.3	37.2
Labor Force	393,628	4,819,365	157,940,014
Labor Force Participation	71.4%	62.6%	63.5%
Median Household Income	\$64,657	\$49,342	\$53,482

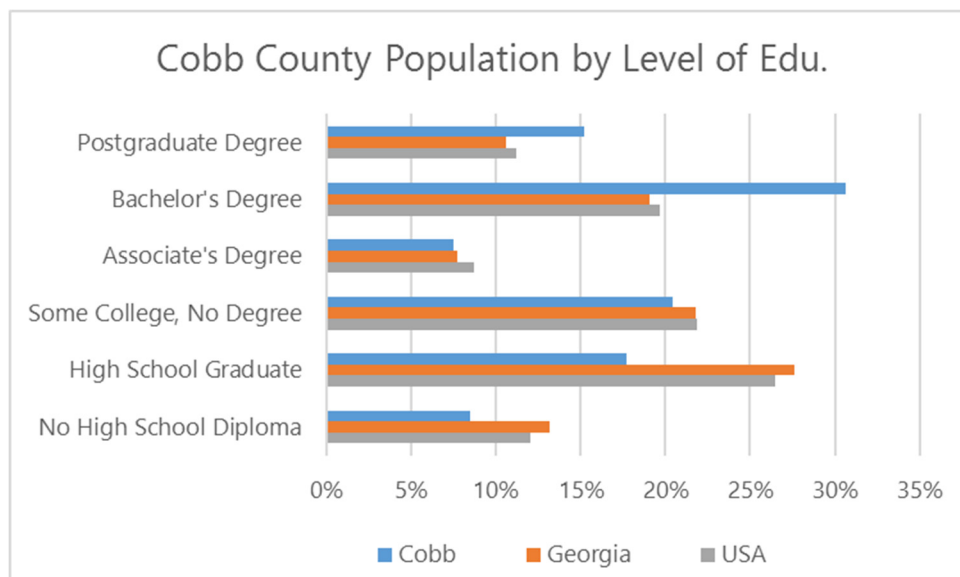
Source: JobsEQ

Relative to the state and nation, Cobb County's population is more concentrated in the 25 to 34 and 35 to 44 age cohorts, which account for nearly 15% and 16% of the county's

population, respectively. Conversely, the county is less concentrated in residents aged 55 and older than the state and nation. The largest age group in the county is residents aged 18 years and younger, which accounts for nearly 26% of the population.



The population of Cobb County is highly educated. Approximately 45% of county residents have a Bachelor's or Postgraduate degree, compared to approximately 30% with this level of educational attainment in the state and nation. Conversely, the county is less concentrated in residents with as Associate's degree or less.



Of the over 530,400 residents in Cobb County aged 18 and over, approximately 11% live below the poverty line and 10% have disabilities. Approximately 8% of Cobb County residents are veterans. Of the veterans in the region, 6% live below the poverty line and

21% have a disability.

Targeted Populations Overview - Cobb County

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	530,473	n/a	44,371	8%
Below Poverty Line in Past 12 Months	59,413	11%	2,662	6%
With Disabilities	51,986	10%	9,451	21%

Source: American Community Survey

The Aspen Institute’s Opportunity Index tracks “disconnected youth” in communities across the country. The Opportunity Index defines “disconnected youth” as individuals aged 16 to 24 who are neither working nor in school. Disconnected youth are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. In Cobb County, the number of disconnected youth has grown slightly since 2011, from 9,230 youth to 10,000.

Disconnected Youth - Cobb County

	2011	2015
Population Aged 16-24	81,681	84,746
Disconnected Youth*	9,230	10,000
% of Youth Disconnected	11.3%	11.8%

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

- d. **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.**

Education & Training Analysis – Cobb County

Cobb County is home to 15 institutions offering academic degrees and credentials. Combined, these institutions awarded nearly 1,000 degrees and certificates in the county in 2014. This number has increased by over 85% since 2004. Of these academic awards, nearly 50% were for Bachelor’s degrees. Over 35% of the academic awards were for Associate’s degrees or certificates.

Kennesaw State University awarded nearly 4,500 degrees and certificates in 2014, the most in the region. Nearly all of these awards were for Bachelor’s degrees or higher. Chattahoochee Technical College awarded over 2,000 academic completions, most of which were certificates.

The completions in Cobb County were for programs related to the Healthcare and PST Services industries, especially Business Administration and Accounting-related programs.

Education & Training Analysis – Regional Perspective

According to the Supply-Demand Analysis, the Metro Atlanta Region is home to 13 public higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. 52,700 higher educational degrees were awarded in the 2013/2014 academic year. Over 20,600 of these awards were for Bachelor's degrees, 14,300 were for certificates, and 6,400 were for Associate's degrees.

Of the 52,700 academic awards in 2013/2014, over 10,100 were related to Business Management and Marketing. Health-related programs were the second most popular, with nearly 8,500 awards.

The Supply-Demand Assessment also analyzed the number of awards by degree level and compared them to the number of job postings in related occupations. According to this analysis, the Healthcare professions are awarding too many certificates relative to the number of job openings that require certificates of applicants. The Business Management and Marketing and Transportation and Material Moving programs have too few certificates being awarded in the region, relative to the number of job postings requiring those certifications.

At the Associate's degree level, the region has a large gap between the number of degrees related to Healthcare profession and the number of job openings. In 2015, there were over 16,000 job postings for Healthcare professions, while only 5,000 Associate's degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied at the Associate's degree level.

Finally, at the Bachelor's degree level, nearly 10,000 degrees related to Business Management and Marketing Occupations were awarded, while there were nearly 30,000 job postings marketing openings in this occupations. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.

- e. 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.**

Vision

The strategic vision of the Cobb County Workforce Development Board (hereinafter referred to as the Board) is a dynamic, integrated, and responsive workforce system in which businesses are connected with skilled workers and individuals have ready access to career development information, opportunities, and supportive services.

Values

Collaboration and Community Involvement

Building relationships, developing partnerships, and leveraging resources are vital to our effectiveness and sustainability.

Customer Satisfaction and Providing Valued, Accessible Services

Proactively addressing customers' needs within policy and resource parameters with proven value as a community resource.

Relationships with the Business Community

Supporting employers to strengthen the local and regional economy.

Lifelong Learning

Promoting the continuous skill and educational development of customers, community and staff to create a culture of learning.

Excellence in Service

Continuous improvement validated by meaningful metrics and customer feedback to measure success of services to customer, partners, and stakeholders.

Human Resources

Recruiting, retaining and developing Board, staff and partner agency team members to achieve our Board's mission.

Goals

Seeking and leveraging opportunities to coordinate and collaborate on a regional level, the Board and CobbWorks Inc. will:

- Promote the economic development of the local area and the region by assisting workers in retooling their skills and establishing themselves in viable career pathways
- Effectively market system services to business and individual customers in a regional context
- Maximize creativity and flexibility in providing WIOA allowable services in accordance with established policies and procedures.
- Strive to meet and/or exceed negotiated WIOA performance standards.
- Leverage resources and partnerships to create a continuum of workforce development services.

- Provide regular, meaningful opportunities for board development.
 - Increase the availability and quality of workforce development opportunities for youth.
 - Align services with local and regional economic development and community development strategies.
 - Provide quality, courteous and professional career advising, training, and placement services.
- f. 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.**

The plan period of 2016-2020 is a critical period for the continuing economic recovery of the local area and the broader Metro Atlanta Region. The unemployment rates among regional workforce areas have shown marked improvement since the recession, yet many adults struggle to regain prior wage levels and many youths cannot find jobs. At the same time employers have difficulty finding applicants for jobs that are open, citing difficulties in both foundational (work ethics) and technical deficiencies of applicants. A local workforce system will have to deal with both the demand and supply-side issues while offering highly local solutions with partners in the broader regional context.

A recent Urban Institute publication (Understanding Local Workforce Systems, March 2016) stated that “Local leaders encounter many challenges in building and developing their workforces. There is no single source of information for local leaders and other stakeholders to learn what a local workforce system is and how it can support local workforce priorities. Nor is there only one model for how a local workforce system should operate.” Via this plan Cobb County joins other workforce area in Metro in presenting a localized, unique approach to rising to the challenges of the next five years, an approach that is built on local strengths, needs, opportunities and relationships in the complex and dynamic Metro Atlanta region.

The Cobb County plan and the regional Metro Atlanta plan are built on leveraging and coordinating the work of multiple partners and funding sources tied to foundational pillars that include:

- *Sector-Based Strategies* to clarify and address employers’ needs on a regional basis within the context of a regional plan with the other workforce areas in Metro Atlanta;
- *Career Pathways* that begin with literacy and foundational workforce skills followed by multiple on-ramps for youth and adults, aimed at precisely-defined needs of employers;
- *Work-Based Learning* opportunities that engage employers as full participants in training, not just end-users of the products of education and training providers; and
- *System Alignment* of partners within the Cobb County and throughout the region to maximize collective impact and present an integrated system to

customers that is highly visible, easy to access, and easy to navigate.

11. 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.

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

CobbWorks operates under the concept that workforce development is an essential function of the community's overall economic development efforts and embraces the USDOL's guidance for a "Demand-Driven Workforce Systems". To that end, CobbWorks is highly involved with the Cobb Chamber of Commerce as well as the Cobb County Government Economic Development Division.

To supplement the Georgia Department of Labor's job matching system that is available to local employers, CobbWorks has developed a website that allows employers to post job openings, recruit applicants, and access a variety of other labor market and business development/management resources. Additional information on the system and its functionality can be found at www.cobbworks.org.

The primary means by which the local board engages employers is through its board members' participation as well as the strong partnership with the Cobb Chamber of Commerce and the "Cobb Workforce Partnership" initiative. The Partnership was created in response to the vision of Governor Nathan Deal's "High Demand Career Initiative" to identify and understand the workforce needs of Cobb businesses so educational entities, economic and business development entities and workforce development organizations could align programs, curriculum and services to address and support those needs. At program inception, more than 30 Cobb businesses representing five industries participated in focus groups to identify workforce challenges, skills gaps and opportunities. The University System of Georgia's Carl Vinson Institute of Government performed industry, economic and demographic data analysis and assisted in developing a plan to address the partnership priorities garnered through the assessment process:

- 1) Building a World Class College and Career Academy
- 2) Marketing and Communications about Career Options
- 3) Soft Skills
- 4) Sector Partnerships

A governance structure to execute the plan was created with broad involvement from educational institutions, workforce development entities and the business community. The complete report and plan may be downloaded [here](#).

The five local boards of the region will initially focus on coordination of business outreach and employer engagement approaches. The Cobb County Workforce Development Board will work collaboratively with the other Metro Atlanta boards in conducting regional business forums, summits and roundtables for targeted sectors on a regional basis. Priority efforts will be made to coordinate a regional approach for the three regional target industries identified in the Regional Plan.

- b. **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.**

CobbWorks offers a range of services to employers in collaboration with other local and state entities, including:

- Free online job postings
- Recruitment assistance
- Free and low cost job fair participation
- Candidate screening and assessment assistance
- Meeting and training room space
- Workshops for human resources (HR) professionals and small business owners
- Access to the Mobile Career Center, a state-of-the-art, fully accessible computer lab.

A primary vehicle for engaging Cobb County employers to shape key elements of this plan has been the Board's involvement with Cobb Chamber of Commerce's Cobb Workforce Partnership initiative in 2015 culminating in the December 2015 release of a report and action strategy. The report lays out a blueprint for the next five years, coinciding with the time frame of this WIOA local plan. Over 30 business leaders participated on the project Steering Committee along with representatives from higher education and K-12 schools (Cobb County Schools, Marietta City Schools). Project facilitation, documentation, and strategic guidance was provided by The Carl Vinson Institute of Government at the University of Georgia. As the plan notes, "good workforce development is good economic development." The action strategies, which are sector-based, provide the primary foundation for the Board's work in complete harmony with economic development leadership and in collaboration with partners in the broader Metro Atlanta region.

Organized labor representatives serve on the LWDB and provided a review of the plan.

The local area is committed to implementing and utilizing mutually-beneficial work-based

learning options promoted under the WIOA including on-the-job training, incumbent worker training, work experience and customized training as appropriate.

c. 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 most notable alignment with economic development is the strong coordination between CobbWorks and the Cobb Chamber of Commerce. CobbWorks is present as a trusted partner at key prospect meetings, presenting the business development resources available to prospects along with data on access to employees customized to the prospect's needs. On-the-Job Training (OJT) is presented as a key asset for developing a new company's workforce and for maintaining a supply of talent.

The alignment between workforce development and economic development is evident in the Cobb Chamber's "EDGE Strategy", the area's economic development plan. The Board Chair led one of the key work groups for the initiative and the CobbWorks CEO also served on key planning groups. CobbWorks serves to meet the needs of economic development in multiple ways: research on workforce availability; training to address skill gaps; foundational skills development for all jobs in the county; and increasing the access to post-secondary credentials for youths and adults to increase the overall educational attainment level of the county.

The relationship between CobbWorks and the Cobb Chamber of Commerce took a major step forward in December 2015 with the Cobb Workforce Partnership project report that built on Governor Deal's successful High Demand Career Initiative and established workforce development as the number one priority for Cobb County. The report creates a blueprint for CobbWorks to work with employers, educators, and economic development leaders to seize opportunities for growth and address skill gaps that could serve to inhibit growth. The five-year implementation schedule for the plan coincides with the timeframe for local WIOA plan, with a sector-based planning structure that mirrors the intent of WIOA for employment engagement and coordination with economic development.

The Cobb Workforce Partnership initiative envisions a future five years from now where the following conditions exist:

- Industry and education are optimally connected and aligned.
- More employers have the workforce they need locally.
- Students and the underemployed/unemployed are more engaged and focused on a career path.
- A more defined workforce pipeline exists in Cobb County, and partners are aligned to coordinate and secure resources. An organizational structure is in place to facilitate the alignment of Cobb's business needs and workforce supply. The education systems respond quickly to the changing needs of employers and the skills they need.

- Parents, students, and teachers are more informed about career paths and the training and education required.
 - Employers understand the changing needs and work style of the future workforce.
 - Residents of Cobb County know where to go (e.g. resources, programs, and assistance) for career advice and training, and residents are more workforce ready/employable or able to start their own enterprises.
- d. How will the area strengthen linkages between the one-stop delivery system and unemployment insurance programs?**

Specific strategies to increase access to unemployment insurance benefits and related services will be determined through the one-stop and service provider procurement process consistent with federal regulations issuance and state-level guidance.

In order to strengthen linkages to the unemployment insurance (UI) system, the Board is interested in exploring the possibility of having the UI representative on-site to supplement the web-based administration of UI claims. The Board is also interested in working with GDOL to identify those individuals who are likely to exhaust their UI benefits and requiring them to come to the Workforce Development Center for job search assistance. Customers would be provided with an orientation of services and given an initial assessment to determine specific needs. Based on their particular circumstances, customers 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 return to work before their benefits are depleted.

Both the State 2016 WIOA Unified Plan and the regional workforce development directors of Metro Atlanta have identified integration of core program staff at physical sites as a priority issue for enhanced customer services. The regional workforce development boards will continue to work together and with the GDOL and GDEcD WFD offices to develop state and local policies and practices that move toward that goal.

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

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

The Board and CobbWorks Inc. are committed to increased levels of regional planning and coordination of service delivery strategies to provide increased visibility of services and increased ease of access for employers and job seekers in the Metro Atlanta region. The CobbWorks CEO actively participates in bi-monthly meetings of workforce directors of the Metro Atlanta region. Recently the region’s directors, service/training partners, and key stakeholders met over a 3-day period to develop priorities for the regional plan along with implications for each or the local plans. The regional plan will describe areas of collaboration that will be explored, including key priorities of:

- Marketing of the workforce development system to employers and to job seekers

- under the new WorkSource GA brand
- Sharing best practices and resources (materials, curricula, procurement templates, contract templates, evaluation information, etc.)
- Enhancing communications among workforce areas in the region (monthly meetings in the short term, identification of key issues, sharing best practices among staff at both the planning level and operations level)
- Standardizing policies while maintaining local flexibility (regional metrics for performance, common database, evaluation protocols, etc.)
- Collaboration for Business Outreach and Services (single points of contact for regional employers, decision tree for providing services, industry specialists shared regionally, coordinated education of regional partners and stakeholders).

Cobb County recognizes the value of excellence in regional planning combined with excellence in local delivery of services and intends to be a full participant in implementing regional priorities aimed at advancing customer services.

The Regional Plan also identifies priorities for joint action on coordinating services for job seekers, including: building on the current Eligible Training Provider List (ETPL) structure of neighboring regions to now include the City of Atlanta and Cobb County; working systematically to standardize contract formats and templates; standardizing assessment instruments and job readiness curricula; and developing new technology for sharing data within the region. Coordination under the Regional Plan also provides opportunities for expanded access to programs and services on a region-wide basis. This will be accomplished via collaboration in areas such as site selection for full-service centers and the network of access points, and via development of career pathways with education and training partners on a region-wide basis.

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

Representatives from the Cobb County, Fulton County, DeKalb County, City of Atlanta, and Atlanta Regional Commission workforce areas recently met to develop both strategic and operational priorities, including identification of possible methods to create more efficient uses of administrative and program funding. Currently the workforce area partners are working toward greater efficiencies in a three-stage process: 1. Each local area works to create more efficient use of funds from local partners via new Resource Sharing Agreements under new state guidelines tied to USDOL final regulations; 2. Regional partners identify areas where one partner can take the lead on a particular issue or delivery structure and share with the other partners; 3. Regional partners will identify any costs that might be more effectively covered by pooling of administrative and/or program funds.

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

a. Describe the partners that are participating in the sector strategy development.

The regional development of sector strategies is discussed in the regional portion of the plan; those sectors include: transportation and logistics, healthcare and information technology. The local area, through its partnership with the Cobb Workforce Partnership has further identified construction and skilled trades, professional services and entrepreneurship as priority sectors.

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

The local area plans to fully participate with local and regional partners in the High Demand Careers Initiative (HDCI) effort through the Georgia Department of Economic Development Workforce Division during the fall of 2016.

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

See regional plan section.

d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:

i. Participating employers;

See regional plan section.

ii. Target occupations;

See regional plan section.

iii. Training programs; and

See regional plan section.

iv. Target Populations.

See regional plan section.

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

A key feature of the new Metro Atlanta Regional Plan with neighboring workforce development boards is identification of sectors where coordination of efforts can occur to provide enhanced customer services to employers on a region-wide basis. The Board will work with other boards in the region to identify models of sector-based collaboration that already exist, develop a template for expansion into other sectors, and identify workforce areas that can provide leadership on key sectors. The Healthcare coalition is the most mature of the regional sector-based models and will provide a departure point for creation of the template for use with other sectors. The new Aerotropolis Atlanta Workforce Collective (kickoff meeting held May 2016) will also provide an opportunity for multi-county work, as CobbWorks will participate with other local areas to identify priorities that impact multiple sectors.

14. 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.

- a. 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.**

The Board has developed a comprehensive Memorandum of Understanding (MOU) which is shown as Attachment B. This MOU, which is currently under review and will be updated based on USDOL final regulations and subsequent direction from the State of Georgia, serves as the vehicle to specify minimum services to be provided by partners via the one-stop service delivery system. The companion Resource Sharing Agreement is also provided in Attachment B. Via these agreements, the Board establishes performance expectations and receives regular monitoring reports from the Board's staff related to achievement of goals.

The CobbWorks One-Stop Operator Consortium serves as the Center's operator. Staffed by a Center Manager, the Consortium has responsibility for day-to-day operations of the facility, partner scheduling and maintenance of Resource Sharing Agreements (RSAs) and the Memoranda of Understanding (MOUs), ensuring quality customer service by partner and contractor staff, and community outreach regarding the services available at the One-Stop and via partners in the system. The Center Manager also serves as the Equal Opportunity Officer for the Center.

Several survey questions regarding the customer's experience are posed to one-stop visitors. Staff actively distribute these cards to customers and encourage completion. All participants of the myriad of workshops conducted at the resource center also complete standardized evaluations. Customer responses are tabulated on a monthly basis and are used to identify areas of improvement for staff training and service delivery purposes.

- b. 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.**

CobbWorks has transitioned from the WIA-mandated tiers of service to a streamlined approach for delivering Career Services with access, as needed for skills development, tied to a Career Pathways structure. A wide range of services are available to the public at the comprehensive one-stop center located at:

CobbWorks Workforce Development Center
463 Commerce Park Drive, Suite 100
Marietta, GA 30060

All core partners are represented at the comprehensive site and provide access to services as defined in the Memorandum of Understanding. All partners collaborate to identify applicants' needs and to provide intake and eligibility processes to access all programs and services for which an applicant may qualify.

For programs and services not available at the comprehensive site, significant information about those programs is available in hard copy and electronic format. Customers inquiring about those services are preferably directed to the websites of the relevant organizations for complete information and often, to complete on-line inquiries or to begin the application process. For example, unemployment insurance representatives are not available at the comprehensive one-stop and therefore customers are unable to apply for unemployment benefits. In cases where a customer needs to complete an application, they are given information on the application process with the Georgia Department of Labor and directed to the Cobb/Cherokee Career Center. The same example applies to individuals identified as veterans with potential services available due to their veterans status.

In other instances, organizations without a regular presence at the comprehensive site provide a part-time representative to provide services in this venue on specified, scheduled days during the week. Group information sessions and orientations are also utilized to provide access to information and services that are available only on a part-time basis.

The Cobb County public library system serves as a primary referral source to CobbWorks. CobbWorks provides outreach materials for distribution at the County's libraries and also utilizes the library locations as service delivery locations for the Mobile Career Center. The Mobile Career Center is also available for special outreach in targeted neighborhoods and in response to large hiring or layoff events in the county.

A primary feature of the CobbWorks service delivery strategy is the provision of comprehensive self-service resources to customers. Customers may utilize the resource area at the CobbWorks Workforce Development Center and the GDOL Career Center much like they use a public library. Whereas, a customer may visit a library and use an array of computers, programs, and resource materials, they use the workforce centers for job search, skill development, and career development functions. Similarly, CobbWorks

coordinates with many other local community-based organizations that have similar resources in their facilities. CobbWorks has moved to a self-managed application process with all application forms and supporting documents available on its website. This has eliminated customers waiting to attend an initial information session and has streamlined the eligibility and career advising processes. The complete process may be viewed at www.cobbworks.org (“jobseeker” tab).

- c. 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 Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

Serving individuals with disabilities is a key part of the Board’s service delivery design and a priority for assuring access to services for all applicants of the system. Designated staff members serve as advocates for customers with disabilities and act as liaisons with partner agencies, including the Georgia Vocational Rehabilitation Agency (GVRA).

The CobbWorks staff and all service providers are required to attend training on accommodating customers with disabilities via a web course provided by the ADA Technical Assistance Center. Staff and service providers are trained at the onset of their contract on equal opportunity laws and regulations. The Equal Opportunity Officer provides the training. The Equal Opportunity Officer maintains a schedule to track those attending training.

The comprehensive one-stop center provides push-button door access into the facility, its restrooms, and to ADA- accessible workstations.

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

Cobb County has one comprehensive site:

Comprehensive Site	Lead Partner/One-Stop Operator Other Partners	Major Services Provided by Each Partner
CobbWorks Workforce Development Center 463 Commerce Park Drive Suite 100 Marietta, Georgia 30060 770-528-4300	<ul style="list-style-type: none"> • CobbWorks One-Stop Operator Consortium • Job Corps 	Partners provide career services and connections to training services in accord with Individual Employment Plans

<p>770-528-8078 (F) info@cobbworks.org</p>	<ul style="list-style-type: none"> • Title V (Jewish Family and Career Services) • Cobb Adult Education/Cobb Literacy Council 	<p>Programs authorized under Title 1 of WIOA including services to: adults, dislocated workers, youth, Job Corps</p> <p>Wagner-Peyser labor exchange services</p> <p>Adult Education/Literacy</p> <p>Services to individuals with disabilities through Project Exceed and Department of Rehabilitative Services</p> <p>Title V Older Worker Services</p> <p>Trade Adjustment Assistance (TAA)</p>
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Additional service locations of partners include:

Additional Service Sites	Partners	Services Provided
<p>Georgia Department of Labor Career Center</p>	<p>Georgia Department of Labor</p>	<p>Wagner Peyser Services (labor exchange)</p> <p>Career counseling</p> <p>Assistance with training</p> <p>Vocational rehabilitation</p> <p>Unemployment Insurance</p> <p>Employment services</p> <p>Trade Adjustment Assistance</p>
<p>Cobb Ex-Offender Resource Initiative (CERI)</p>	<p>CobbWorks and Turner Chapel Community Development Corporation</p>	<p>Career Services (leveraged funding through the CSBG program)</p>

Additional partners providing services not funded by WIOA or Wagner-Peyser funds

include:

- The Center for Family Resources, Inc.
 - Ministries United in Service and Training
 - Chattahoochee Technical College
 - Kennesaw State University
 - Cobb County Extension Service
 - The Edge Connection
 - Cobb Douglas Community Services Board
- e. 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.**

The Cobb County One-Stop Operator Consortium, composed of representatives from WIOA core partners, is the current one-stop operator. A CobbWorks Inc. staff representative serves as a member of the Consortium. However, the preliminary WIOA regulations appear to define this as a conflict of interest under the new procurement provisions, as the CobbWorks staff would be serving as both staff to the Board and as part of the consortium for the one-stop operator role.

The Board intends to work closely with the state following issuance of the final WIOA regulations to create appropriate separation of roles for the local procurement process. The Board intends to prepare a Request for Proposals (RFP) during the fall of 2016, with an anticipated release date of early 2017. This timeframe allows the Board to (1) research the market by requesting information from potential proposers, (2) develop a competitive procurement instrument that clearly identifies our specific service needs, (3) carefully evaluate the responses received, including cost/price analyses, and (4) select an Operator to begin services effective July 1, 2017.

In keeping with our efforts to streamline processes and institute a regional approach for workforce services, the Board will work collaboratively with our counterparts from the City of Atlanta, Fulton County, DeKalb County, and Atlanta Regional Council (ARC) to identify possible methods to minimize the costs related to procurement, such as cooperatively interviewing potential vendors prior to release of the RFP and/or potentially sharing a common RFP and evaluation tool.

The Georgia Department of Economic Development Workforce Division (GDEDWD) organized work groups for WIOA transition issues. The work group for one-stop operator procurement created multiple recommendations for the procurement process and the requirements for one-stop operator applicants. These recommendations will form the basis for the Board's discussions with the state following the release of final USDOL WIOA regulations. The Board, per state guidance, will set standards for the one-stop

operator and evaluation criteria for selection, and will work with other workforce areas in the region to create regional consistency.

15. 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.

While CobbWorks Inc. is a non-profit entity in the State of Georgia with federal 501(c)(3) tax status, the organization is supported by the Cobb County Government for financial management and administrative procedures. Under this cooperative agreement between CobbWorks Inc. and the Cobb County Government, the competitive procurement process adheres to the standards of Cobb County Government for the award of any grants or contracts.

CobbWorks Inc. complies with the Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments (2 CFR 200). The Agency also complies with the GCEcDWFD procurement guidelines per Section 2.2 of the Department's Policies and Procedures document and with applicable Workforce Implementation Guidance letters.

Competitive procurement is utilized for the acquisition of needed services by third parties. In this process, the Workforce Development Board authorizes the issuance of a Request for Proposal (RFP) which describes what services are needed and the parameters of the engagement. Proposals are evaluated for both responsiveness and competitiveness. Responsiveness refers to whether the minimum conditions of the RFP were met by the proposer; competitiveness addresses the quality and appropriateness of the proposed services as specified by the desired scope of work. Staff and relevant board members evaluate and score the proposals using an established rubric. Board committees are utilized as appropriate; for example, the youth committee will participate in the review of youth services proposals while the business services committee will review work-based learning proposals.

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

The Board, CobbWorks Inc., and service provider partners and contractors will adhere to the policies and procedures described in this section to ensure that all of Cobb County's residents have access to the full range of workforce development resources available to them.

General Service Complaints

General complaints are defined as customer service issues, service provider issues,

and inappropriate treatment of customers. General complaints are submitted to the One-Stop Center Manager. A customer complaint poster is located in the lobby of the Resource Center to provide customers with contact information if they are dissatisfied with services for any reason while utilizing the Resource Center. Customers applying for the WIOA training programs receive a grievance/complaint form as a part of the application packet. The grievance/complaint process is outlined in the form, and customers receive a copy of the form upon completion of the application process. Any customer wishing to file a complaint must complete a customer complaint form or submit a written complaint. The Center Manager investigates the complaint and makes a determination. A determination letter is issued within 30 days. If a customer is not satisfied with the determination, an appeal can be filed with the Executive Director of CobbWorks Inc., as chief executive of the Board. Upon completion of the investigation of the appeal, a determination letter will be issued within 30 days. If a customer is not satisfied with the determination made by the Executive Director, an appeal can be filed with the Chair of the CobbWorks Workforce Development Board. Upon completion of the investigation of the appeal, a determination letter will be issued within 30 days. The determination made by the Board Chair is final.

Discrimination Complaints

Discrimination complaints must be submitted in writing to the Equal Opportunity Officer who serves as the One-Stop Center Manager. Only complaints submitted in writing will be investigated. Customers have 180 days from the date of the incident to file a complaint. A determination letter is issued within 90 days of the date of the complaint. If the customer is dissatisfied with the determination, a complaint may be filed within 30 days of the determination to the Georgia Department of Labor, Equal Opportunity Officer, Suite 230 Sussex Place, 148 International Blvd, NE, Atlanta, GA 30303.

Updated EEO procedures and form are provided as Attachments 5 and 6.

Local Boards and Plan Development

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

- a. 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 Local Workforce Development Board (LWDB) for the State of Georgia's Local Workforce Investment Area 4 (Cobb County) is the Cobb County Workforce Development Board (the Board). The Board was originally created under the federal Workforce Investment Act of 1998 and was reconfigured to comply with all requirements of the Workforce Innovation and Opportunity Act (WIOA) in 2014. The Board, in partnership with Cobb County Government, governs the local workforce development system by ensuring that services provided by CobbWorks Inc. and partners are comprehensive, fiscally responsible, integrated, effective, responsive, and participant-focused. The Board is comprised of 27 individuals representing business, education, economic development, housing, senior community service, vocational rehabilitation, organized labor, and community-based and social services organizations. In accordance with state law, the chief local elected official, the Cobb County Board of Commissioners, appoints members of the Board.

Per TEGL No. 27-14, WIOA requires that the business representatives be appointed from among individuals nominated by local business organizations and business trade associations and that the representatives from labor organizations be appointed from among individuals who have been nominated from local labor federations. The Board consists of a 51 percent majority of members who are business representatives. These business representatives are representatives of businesses that provide employment opportunities in the local area in in-demand industry sectors or occupations (as defined in WIOA section 3(23)). These representatives are uniquely suited to communicate the emerging workforce needs of employers in high-growth, in-demand sectors to the Board. The Board also consists of members who are representatives of organized labor, education, and community organizations. A diverse and integrated board ensures that the CobbWorks network will be governed effectively and is highly responsive to the needs of employers, job seekers, and youth in the county. Business sector board members are nominated by the Cobb Chamber of Commerce. Nominations for board members representing labor organizations are solicited from the AFL-CIO while the Technical College System of Georgia (TCSG) Adult Education division provides the nomination for an Adult Education Representative.

The LWDB meets bi-monthly with committee meetings occurring in the non-board meeting months.

- b. Describe the area's new member orientation process for board members.

New board members attend a board member orientation conducted twice per year.

Additionally, new members are paired with a veteran board member as a resource to acclimate to the board and facilitate learning.

c. 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 strong bond between CobbWorks and the Cobb Chamber of Commerce described earlier forms the solid local foundation for coordination with other economic development and workforce development organizations in the Metro Atlanta region. The Board 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.

A foundation for regional economic development work was laid in 2012 by the Economic Cluster Review (Market Street Services, Inc.) commissioned by the Atlanta Regional Commission (ARC). That report and action plan was the culmination of a nine-month strategic planning process that included stakeholder input, quantitative research, development of recommendations, creation of an implementation plan, and establishment of metrics to measure progress. The plan was built on a conceptual framework of Metro Atlanta: A Hub of Global Commerce and identified four hub industry clusters as Metro Atlanta's core identities:

- Knowledge Hub
- Logistics Hub
- Production Hub
- Entertainment Hub.

Nodes, or subsectors within each hub, reflected more specialized activities in the region. Cobb County plays a prominent role in each of the major hubs and across most of the subsector in each hub. The sector-focused action groups in Cobb County will be able to support the regional goals while remaining focused on local priorities. The IT, Professional Services, and Small Business/Entrepreneurship groups, in particular, will serve to support the regional priorities. In addition, Cobb County's Healthcare/Bioscience sector group will support the Bioscience and Medical Technologies subsector within the Production Hub. Under the Entertainment Hub, Cobb County is expanding its entertainment and hospitality footprint with the opening of the new stadium for the Atlanta Braves in 2017 and the development that will surround the stadium.

The upcoming plan implementation period will be an exciting time for the entire interconnected Metro Atlanta region. Metro Atlanta is home to 13 Fortune 500 and 24 Fortune 1000 headquarters, and employers are increasingly choosing the region because of its vibrancy as an international city, its diverse and skilled workforce, its educational institutions that support talent development, and its superior transportation infrastructure that includes the local airport ranked the busiest in the world every year since 2000. To

leverage the asset of the airport, the Aerotropolis Atlanta Workforce Collective held a kickoff meeting in May 2016. This mission of the collective of regional economic development and workforce development entities is to “facilitate development and implementation of solutions to bridge Aerotropolis area employers and workforce to increase economic growth and prosperity in the region from within.” The action plan that resulted from a 6-month planning process includes:

- Real estate development strategies for identified key corridors and catalytic sites;
- Land use recommendations along key corridors and catalytic sites;
- Identification of key transportation projects to unlock future developments and enhance existing overall mobility;
- Organizational recommendations for the Aerotropolis Atlanta Alliance; and
- Launch of collective focusing on workforce development and economic development.

The regional workforce development boards will work closely with the Aerotropolis initiative to maximize opportunities for connecting employers to regional talent.

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

Committee meetings are conducted on the off months from bi-monthly board meetings. The communications manager for CobbWorks serves as the liaison to the board for information sharing and utilizes monthly reports, social media and email announcements to keep board members informed and engaged.

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

Please Attachment 3 for an organizational chart including committee structure.

12. 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.

Representatives from all Metro Atlanta workforce areas met jointly over a three-day process in May 2016 to develop elements for the local plans within the context of regional planning goals that are captured in the Metro Atlanta Regional Plan. Participation included core partners, service providers, employers, economic development officials, chamber of commerce representatives, transportation experts, and other community leaders. Input

received from these key stakeholders was incorporated into the draft Cobb County Local WIOA Plan and the draft Regional Plan that were released for public comment in July 2016. The draft of the Cobb County's local plan was made available on the Board's website and notice of availability of the plan was sent via email to representatives of businesses, labor organizations, educational institutions, and other community contacts to gather their feedback.

Resulting comments were carefully reviewed and, as needed, modifications were made to this final Local WIOA Plan. A listing of public comments received is attached to this document.

Service Delivery and Training

28. 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.

Cobb Workforce Development Board will continue to provide an overall framework that ensures it is *comprehensive, integrated, responsive, and customer-focused*:

Comprehensive

CobbWorks will continue its efforts to ensure that a wide range of agencies, organizations, businesses, and community groups are involved in planning and delivering services through the workforce development system. A “continuum of services” is envisioned to provide opportunities for all customers regardless of background, skills, or abilities. This conceptualization makes many options available to residents. For example, residents entering the system through CobbWorks will have access to work readiness training through existing programs operated by organizations such as Center for Family Resources and other human services agencies. Similarly, they will have access to literacy classes through the Cobb Adult Education Center and the Cobb Literacy Council, which became a Council within the CobbWorks Workforce Development System in 2005. They can also access literacy training for their lower functioning employees through the Adult Education Center as well as non-WIOA funded GED and literacy classes at the CobbWorks Workforce Development Center.\

Integrated

Cobb County has drawn on its history of strong and enduring partner relationships to ensure that its Workforce Development System is integrated. CobbWorks enjoys positive relationships with the Georgia Department of Labor’s Cobb/Cherokee Career Center, the Cobb Community Collaborative, the Cobb Chamber of Commerce, and the Cobb Educational Consortium. All are linked through the integrated Workforce Development System. This structure connects the resources of each of these segments of the community, as well as increasing the access of residents and businesses to the varied services of the system.

Effective

Effectiveness is based on maximizing CobbWorks’ ability to help identify the best career pathways, training, and job opportunities for each individual, offering a full range of job readiness and training services and facilitating referrals to appropriate employers.

For businesses, the system will provide access to the broadest number of potential employees and information about their skills and potential, as well as access to relevant training services. Further, CobbWorks will continue to develop methods of tracking and capturing service data to non-WIOA registrants served through the local Workforce

Development System. The Georgia Workforce System only captures performance data for those customers who are registered; it does not account for the larger number of customers served through the resource area at the one-stop center, special initiatives, or services by partners that comprise the system. CobbWorks utilizes the Geographic Solutions management information system to create a portal to services for both job-seekers and employers. The functions of the CobbWorks website may be viewed at www.cobbworks.org.

Responsive

The Board will ensure responsiveness of the local Workforce Development System by regularly measuring the satisfaction of its customers, both individuals and employers. Through surveys, analysis of performance data and discussions with customers and community groups, CobbWorks will determine if components of the system are working properly and where the need for improvement exists. The system will be monitored by the One-Stop Operator Consortium and community-based groups representing residents and special populations. CobbWorks also utilizes its Mobile Career Center to extend its services into the community and increase responsiveness to changing needs and target communities in the county.

Customer-focused

CobbWorks places a high priority on customer satisfaction. The one-stop system operator and all service providers are advised to demonstrate flexibility in meeting the individual needs of customers while maintaining compliance with WIOA law, regulations and local area and state policies.

The Board has established a Memorandum of Understanding (MOU) framework that has the flexibility and scope to enable the core program partners to expand services to participants as defined by the Workforce Innovation and Opportunity Act (WIOA). Through the MOU, the partners will define, at a minimum, the following key elements for expansion of access and service provision for individuals who qualify for a single funding source or for multiple funding sources:

- Access points in the newly-branded WorkSource GA delivery system, as each program and funding source will provide access to potential customers via the one-stop delivery system;
- Services to be provided and delivery mechanisms for each service;
- Coordination of services including processes for co-enrollment to meet multiple needs of customers;
- Referral processes and case management responsibilities;
- Tracking and sharing of data for service coordination and documentation of outcomes; and
- Co-location of staff at service sites as needed for the provision of comprehensive services.

WIOA strengthens the “Priority of Service” requirement to create greater opportunities for low-income and lower-skilled individuals to succeed under WIOA Adult funding in

combination with other funding sources such as TANF. In the past, under WIA, priority of service would go into effect only if the local area determined that funding “was limited.” WIOA removes the “limited funding” provision and makes the priority of service automatic for all WIOA Adult funding.

CobbWorks will strengthen its relationship with the TANF system in accord with the State WIOA Unified Plan which states that “DHS will incorporate employment and training aspects of the SNAP and TANF programs with the unified workforce system under WIOA through four primary mechanisms: integration across programs, a focus on youth, collaborative performance measures, and strengthened relationships with employers. Moving forward, TANF and SNAP will work to co-locate staff at the one-stop centers for enhanced service delivery and streamlined communication between WIOA partners programs. TANF staff will be increased strategically, starting in the metro areas, then moving where needed, to further provide integrated employment services to Georgia’s citizens.” CobbWorks will work closely with DHS to fully integrate the expanded TANF staff into the newly-branded local WorkSource GA system. CobbWorks is currently well-positioned to expand TANF and SNAP collaborations as it advertises its services through distributing flyers at the Cobb DFCS office which administers the TANF and Food Stamp/SNAP programs. Additionally, all services and special offerings are advertised through the Cobb Community Collaborative, the association for human service agencies in Cobb County. CobbWorks also markets its services to participants in the Georgia Fatherhood Initiative administered through Chattahoochee Technical College and to SNAP recipients through the local DFCS office.

The State Unified Plan identifies two primary threats to economic growth in the state, stating that “As Georgia continues to become a destination for employers, businesses and industry growth, the State needs to be proactive about potential threats and challenges as a result of this growth. Many of Georgia’s immediate employer needs and opportunities center on growth within the trade professions and the need for an educated workforce (e.g. high school diploma). With only 35% of Georgians obtaining a post-secondary degree, Georgia is developing strategies for increasing its high school graduation rate, as well as connecting out-of-school and older youth with programs to complete degree equivalency programs. . . . Moving forward, the State needs to be more proactive about enabling employers to train and hire workers quickly in order to fill rapidly expanding openings in the trade sector across the state. Appropriate resources and training plans need to be leveraged to help fill the gaps across the state and mitigate the risk of a lower resource pool for in-demand industries.”

The Board will work with the network of workforce development boards in the Metro Atlanta region to identify skill gaps and the certifications that employers value as proof of skills in their hiring and advancement processes. CobbWorks will, in turn, work with its network of service and training partners on several key priorities:

- High-value micro-credentials aimed at specific skill gaps;
- Increased work-based learning opportunities that provide work context for classroom training and provide income for participants that enable them to participate;
- Training that provides access to “middle skill” jobs

- Completion of college initiatives in the WorkSource GA system to identify customers who can obtain valuable credentials with relatively small investments of public resources.

29. 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.

Career & Training Services

WIOA establishes two levels of employment and training services for adults and dislocated workers, simplifying the earlier “tiers of services” approach under WIA and creating greater responsiveness to customers’ needs as presented to service staff. The two new levels of service are Career Services and Training Services. Career Services incorporate Basic Services, Individualized Services, and Follow-up Services, that are available for all adults and dislocated workers. Training services are provided as appropriate in individual career plans to equip individuals to enter the workforce, retain employment, and advance in skill and wage levels to reach levels of family sustainability and self-sufficiency.

Basic Services

The Cobb Workforce Development Center currently provides the following basic career services:

- 1) Determinations of an individual’s is eligibility to receive assistance from the adult, dislocated worker, or youth programs;
- 2) Outreach, intake, and orientation on information and services available through the WorkSource GA system;
- 3) Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- 4) Labor exchange services, including:
 - c) Job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on non-traditional employment and in-demand industry sectors and occupations; and
 - d) Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- 5) Provision of referrals to and coordination of activities with other programs and services, including programs and services available outside of the current WorkSource GA partners;

- 6) Provision of workforce and labor market employment information, including information relating to local, regional, and national labor market areas;
- 7) Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- 8) Provision of information on performance accountability measures, as well as any additional performance information relating to the local workforce system;
- 9) Provision of information related to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- 10) Provision of information and assistance regarding filing claims for unemployment compensation; and
- 11) Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA and WorkSource GA partner programs.

Individualized Career Services

The Cobb Workforce Development Center provides individualized career services in the event that the intake and assessment team determines that it is appropriate and necessary for an individual to obtain, retain, or advance in employment. These include the following services:

- 1) Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers;
- 2) Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
- 3) Group counseling;
- 4) Individual counseling;
- 5) Career planning;
- 6) Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment and/or training;
- 7) Internships and work experience that are linked to careers;
- 8) Workforce preparation activities;
- 9) Financial literacy services as described in WIOA §129(b)(2)(D); and
- 10) Enrollment in English Language Learning (ELL) program or integrated basic education and occupational training programs.

Training Services

WIOA is designed to increase participant access to training and education, particularly courses and programs of study leading to high-value credentials based on labor market needs. Training services are provided to equip individuals to enter jobs, retain employment, and advance in skills in wages. Training access is provided by Cobb Workforce Development Center and its partners in the following ways, either as an independent program element or in combination with other elements, all within the context of the career pathway defined in the participant's career plan:

- 1) Occupational skills training, including training in non-traditional employment opportunities, provided via Individual Training Accounts (ITAs) or other means;
- 2) On-the-job training (OJT), apprenticeships, cooperative education and other work-and-learn opportunities sponsored by employers;
- 3) Incumbent worker training in accordance with WIOA Section 134(d)(4), providing low-wage workers an opportunity to advance to higher skill, higher-wage jobs, and providing opportunities for new entrants to backfill jobs;
- 4) Employer-sponsored training such as tuition reimbursement programs and up-front training for new hires;
- 5) Entrepreneurship and self-employment training;
- 6) Transitional jobs for participants who are lacking relevant work experience for jobs they are seeking, in accordance with WIOA Section 134(d)(5);
- 7) Job readiness training emphasizing foundational workforce skills (soft skills) in combination with other training;
- 8) Adult education, literacy, and ELL programs, in combination with occupational skill training whenever feasible; and
- 9) Customized training sponsored by an employer or group of related employers where a commitment to hire is made for successful training completion.

Follow-up Services

Follow-up services are provided by Cobb Workforce Development Center staff to assist newly-hired workers and their employers in addressing any issues that could interrupt employment. These services include counseling on workplace standards of behavior and attachment to any support services that may be appropriate to address personal issues. Services will be available during the first 12 months following the first day of unsubsidized employment.

30. 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.

The provision of services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed is led by the Rapid Response Team of the Georgia Department of Labor (GDOL), utilizing funds that have been reserved by the state for Rapid Response activities. Processes and services related to Rapid Response interventions are described in the State WIOA Unified Plan. GDOL works closely with the Georgia Department of Economic Development when layoffs occur, including those with foreign trade impact for which Trade petitions are submitted to the U.S. Department of Labor. GDOL staff work with state-level partners and with the local workforce development area staff to provide the full range of local and state services to impacted workers.

When a TAA petition is filed, State TAA staff notifies relevant local partners. At the time of notification, CobbWorks combines efforts with the state staff and with other Metro Atlanta workforce areas to ensure that all local and state services are made available to impacted workers, and that sessions for presentation of information are coordinated with the workers and with their employer and labor union, if applicable. If affected workers are unable to attend group sessions or the number of workers is small, the One-Stop Operator will arrange for workers to be served on an individual basis at the WorkSource GA Cobb County Center or other appropriate sites.

In accord with the WIOA State Plan, all participants are offered TAA case management services and information on services available to them, including:

- Full range of training: remediation, literacy, English language learning, occupational training, OJT, apprenticeships, and other;
- Income support and wage supplements;
- Health Coverage Tax Credit (assistance in paying health insurance premiums);
- Job search assistance;
- Relocation assistance;
- Comprehensive and specialized skills assessment;
- Individualized career planning and career counseling;
- Information on financial aid and labor market opportunities; and
- Other services customized for the specific occupations and industries impacted.

Upon receipt of the layoff notice, Work Source Cobb staff coordinates a Pre-Employer Meeting with partner agencies (GDOL career centers, WIA, technical school, etc.) to discuss strategy. The employer is contacted within 48 hours and an Employer meeting is scheduled to gather all necessary information to ensure all needs are met. In cases where employer/employee meetings are not conducted, information will be emailed to the employer or their contact person. Once the information is returned to the Work Source Cobb staff, a conference call is set up in lieu of a face to face meeting to discuss responses and strategies. Special services are generally provided for layoffs that involve 100 or more employees. Specific training programs also may be designed to meet the needs of a mass layoff or closing. One-stop staff are available to provide core and

intensive services both for satellite access points and for larger layoffs. Teams, involving one-stop staff, GDL Career Center staff, and Rapid Response staff, are assembled to assist with large layoffs to provide on-site services either at layoff sites or at another local setting. Staff will share resources ranging from UI insurance and Trade benefits when applicable, training opportunities, workshops and job search assistance. On-site recruitments are set-up where appropriate in order to quickly process appropriate candidates for hiring. Dislocated Worker funding is utilized for core, intensive and training services, with the majority of training services accomplished through the individual training account system. During Rapid Response employee meetings, information regarding Registered Apprenticeship programs, as well as OJT's, are disseminated and discussed. Once the EIS is completed, Work Source Cobb contact information is made available for future inquiries. In effort to provide the most comprehensive service possible Work Source Cobb staff asks the employer to provide them with feed-back regarding the presentations which is used to maintain or improve the level of service delivery provided. This information along with the sign-in sheet is then shared with the RRC.

31. 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.

CobbWorks provides youth services via its in-house ASSETS (Achieving Success through Support, Education, and Training Services) in collaboration with two service providers, Paxen and Communities in Schools. The contracted providers were selected in a competitive procurement process using a request-for-proposals (RFP) instrument developed and approved by the Board and its Youth Council. Proposals were evaluated by an unbiased review/rating committee of staff and Youth Council members. Following the selection process, contracts were negotiated and executed with selected providers whose proposed services were deemed most consistent with the needs of the Board for achieving outcome goals for youth. As a component of year-round programs for youth, CobbWorks operates a summer youth employment component to match youth with both subsidized and unsubsidized employment opportunities. It is the intent of the Board to expand such work-based learning opportunities as part of career pathways strategies for youth employability development.

The Board and its Youth Council ensure that required WIOA youth services elements are addressed by:

- Soliciting expertise from proven youth services providers through an RFP process to cover all elements;
- Referral by CobbWorks staff of youth participants to other community-based programs that provide key elements of service; and
- Maintaining a resource network of community organizations and youth groups that provide connections for youth to academic, work-based learning, and supportive services resources.

WIOA places a much greater emphasis on serving older, out-of-school youth. Once an older youth, age 18-24, has been determined eligible under WIOA Youth and/or Adult eligibility guidelines and deemed eligible and appropriate for training services, youth participants may select a training course of study and provider from the state's Eligible Training Provider List (ETPL) and receive training as described in the ITA process section of the plan. The youth participant meets with a WIOA Workforce Development Specialist (WDS) to determine the match between the youth participant's career pathways strategy and labor market demand. As with all ITAs, WIOA-funded assistance will only be provided for training in growth occupations identified for the region.

CobbWorks will ensure that the required youth program elements are made available to WIOA youth participants. The local workforce area utilizes a hybrid model to provide the program elements. Agency staff members provide intake, eligibility and case management directly to participants while referring youth to competitively procured or partner agencies for specialized services such as GED preparation or mental health services. Services for youth with disabilities are coordinated with our partners at Georgia Vocational Rehabilitation and other local non-profits specializing in disability services such as Nobis Works. The required elements include:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies
2. Alternative secondary school offerings or dropout recovery services
3. Paid and unpaid work experiences with a academic and occupational education component
4. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations
5. Leadership development activities (e.g., community service, peer-centered activities)
6. Supportive services
7. Adult mentoring
8. Follow-up services for at least 12 months after program completion
9. Comprehensive guidance and counseling, including drug and alcohol abuse counseling
10. Integrated education and training for a specific occupation or cluster
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market information about in-demand industry sectors and occupations
14. Postsecondary preparation and transition activities.

32. 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.

WIOA places increased emphasis on work-based learning opportunities that are integrated with academic programs to provide context for classroom programs and to allow trainees to obtain valuable work experiences and access to employers who may hire them. Such strategies allow employers to become full participants in education and training programs that are designed to address their skill gaps, all within a Career Pathways framework that keeps the trainees focused on job acquisition and career advancement goals.

CobbWorks has primarily used on-the-job training (OJT) options for work-based learning for Adults, Dislocated Workers, and Older Youth. OJT is also a valuable resource for working collaboratively with the Board's economic development partners to expand jobs with local employers and, looking forward, to combine with incumbent worker training to meet increasingly higher education and training needs. The Board employs a set negotiated payment structure for OJT placements, making the process simple and user-friendly for employers. The Board intends to work with other workforce development boards in the Metro Atlanta region to coordinate the message to employers and to explore the creation of a region-wide, simplified employer OJT contract template.

The Board and CobbWorks staff will work to expand work-based learning opportunities as a key partner with the Cobb Chamber of Commerce in implementing the newly-created Workforce Partnership initiative (Cobb Workforce Partnership, December 2015). The Chamber made workforce development its number one priority in 2015 and charged local employers to become more engaged in planning processes and as partners in implementing strategies. In the project's key theme of "Experience" the report addressed the need for real-world experience by stating: "Companies indicated that for many positions they are looking for candidates with real-world experience such as internships, job shadowing, or prior work experience. Educators recognized the need for more real-world case studies and awareness of the types of problems industry is trying to address." The Board and CobbWorks staff will use this focus as a leverage point for offering employers an array of options for direct engagement in work-based learning strategies.

33. 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.

An adult, dislocated worker, or youth determined eligible for WIOA-funded training services may select a provider from the state approved Eligible Training Provider List (ETPL) after consultation with WIOA Workforce Development Specialist (WDS) and with WIOA funding as the last source used after other public sources, such as PELL grants and HOPE grants are used. In accord with the following policies, an Individual Training Account (ITA) may be created as an integral part of the customer's Individual Employment Plan.

Policies

1. Training must be in occupations identified in the local WIOA Plan as growth occupations or prospects for occupational areas not listed in the plan should be documented in consultation with the WDS.
2. Training must result in an employment wage sufficient to attain self-sufficiency without the aid of public assistance.
3. Training must be at least 12 quarter hours per week to comply with existing Unemployment Insurance (UI) requirements. Exceptions to this policy may be approved in writing on a case-by-case basis.
4. Programs should not exceed 104 weeks (2 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 the extended training period.
5. An ITA will not be approved for a customer for whom training has been provided by WIOA or WIA funded activities within the past 24 months.
6. In general, all training programs must be within a reasonable commute of the WIOA local area, but may include out-of-area or out-of-state institutions. Out-of-area training programs that are not within a reasonable commute to the local WIOA area may be approved on a case-by-case basis. All approved training must be located within the U.S.
7. All applicants must apply for the Pell Grant and HOPE Scholarship program if eligible. Depending on the need and availability of WIOA funding Pell Grant funds may be combined with WIOA funds to cover expenses related to the training.
8. WIOA funds will be guaranteed and paid directly to the school/training providers in the form of an ITA voucher; no funds will be released directly to the customer for tuition or costs of direct training.
9. Customers will not be reimbursed for out-of-pocket expenses incurred prior to being approved for WIOA-funded training and without written approval from the assigned WDS. Customers are encouraged not to enter into financial agreements, make any type of payment, or be coerced to make payments to hold a training slot.
10. WIOA funding may be provided for college-level and post baccalaureate education only under the following conditions:
 - a. The customer must be accepted into a certificate or diploma program, and the course of study must be occupationally specific (such as radiology technician, accounting, teacher certification). No funds shall be provided for general academic programs (such as general studies, business administration, history, etc.)
 - b. The total course of study will take no longer than 104 weeks (2 years) to complete and result in a specific certificate or degree.
 - c. The customer must demonstrate that he/she has the financial resources and reasonable supports to engage in a long-term training/education program.
11. Continuing Education and other similar courses will be approved if the following conditions apply:

- a. The customer must have a specific occupational goal as part of an overall Individual Employment Plan.
 - b. The customer must have a work history or educational background consistent with the occupational goal, as part of an identified and documented career pathway.
 - c. The customer must present evidence of how the proposed education/training will increase his/her marketability for employment in the region.
12. ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition/fees, drug testing required for training entry, and medical screening required for training entry.
13. Customers accepted on a provisional basis may receive assistance tied to achievement of training benchmarks, with such arrangements approved on a case-by-case basis.
14. ITAs will not be used for payment of late fees caused by customer error or negligence. The customer will be responsible for such fees and any other fines or penalties.
15. The following funding limits apply to ITAs:
- a. Up to **\$5000** in training costs, excluding supportive services, may be spent on each participant in the first year of training.
 - b. For training that exceeds one year, total training costs may not exceed **\$8000**, excluding supportive services.
 - c. If the cost of training exceeds funds limitation guidelines, the WDS will assist in developing a financial plan to cover the costs for training completion. Customers will not be required to apply for loans as a condition of participation. Customers must demonstrate payment of any amounts in excess of approved ITA plans prior to payment by CobbWorks.
16. Distance learning including on-line training will be considered for customers on a case-by-case basis if the following criteria are met:
- a. Must meet all CobbWorks current ITA policy requirements
 - b. Must possess computer skills adequate to participate in the training
 - c. Must satisfactorily complete on-line assessment (<http://www.gvtc.org/Resources/SmarterMeasure.aspx>) to assess readiness for distance learning and provide a copy to the WDS for documentation
 - d. Must have reliable access to a computer.

Distance learning course of training module being requested must:

- a. Lead to the completion of a training program
- b. Require students to take periodic tests

- c. Require students to come to campus or other approved training site for certification exams and meetings with instructors.

The following applies to participants in distance learning unless employed:

- a. Child care supportive services will not be paid for time to study and/or to participate in distance learning activities
 - b. Tuition will not be paid for repeating any course
 - c. Distance learning approval will occur on a course-by-course basis.
17. Any ITA will be considered for “Pick-ups” for students already enrolled in non-WIOA funded training. Those students include those who have been enrolled in colleges and technical schools supported by HOPE, Pell Grants, student loans, displaced homemaker/single-parent projects, TANF programs, and other programs who, for a variety of reasons, find themselves in need of WIOA funding to complete education or training. The following conditions must be met:
- a. All “pick-ups” must be WIOA eligible.
 - b. All “pick-ups” must have a cumulative GPA of 2.5 or better, which must be documented in the participant’s file.
 - c. No “pick-ups” are permitted for less than one quarter/semester or 8 weeks of training (whichever is longer at the training institution) remaining for completion of the program of study.
 - d. All “pick-ups” must have the documented approval of the Program Services Manager. The student must provide appropriate documentation and explanation of the inability to continue training due to financial constraints or other reasons. Included must be an explanation of why the previous method of support for training is now inadequate. This documentation will be noted in the customer’s file.
 - e. Training for “pick-ups” must be determined to be appropriate based on the program of study as it related to occupation for which there is a labor market demand. Administration of the Test of Adult Basic Education (TABE) is not required for “pick-ups” as eligibility for training has already been assessed. However, a review of the participant’s grades, supportive services needs, and labor market information related to the education/training just occur and be documented in the participant’s file.
 - f. WIOA funds for training expenses (tuition, books, supplies, fees, tools, uniforms, equipment, tests, etc.) surrounding a “pick-up” will be reduced by all other funding sources that do not required repayment by the customer. Other funding sources may include, but are not limited to, HOPE, Pell Grants, and the Montgomery GI Bill. WIOA funds are never to be considered as the first source of funding.

34. Entrepreneurial Skills Training and Microenterprise Services – Provide a description of how the area will coordinate and promote entrepreneurial skills

training and microenterprise services.

CobbWorks regularly hosts business services workshops targeted towards entrepreneurs who may lack human resource expertise or infrastructure. Workshop titles have included: “Writing Job Descriptions”, “Effective Criticism-Employee Discipline”, “Interviewing and Hiring Legalities”, “Overcoming Negativity in The Workplace”, and “Starting a Small Business”.

CobbWorks works closely with one of Georgia’s premier microenterprise organizations, The EDGE Connection, and was instrumental in having the organization placed on the Georgia Eligible Training Provider List. The CobbWorks Inc. CEO has been a leader in working with national groups to foster self-employment assistance in the workforce development system and has served on a panel of the national microenterprise organization to discuss the potential connections between local workforce development programs and microenterprise organizations.

CobbWorks will continue efforts to expand entrepreneurship training and connections to resources, as much current research points to the increasing number of workers who will be self-employed “contract employees” during the next decade, either by choice or by necessity. All workers and youth will need to develop an entrepreneurial mindset and be equipped to navigate the legal and personal finance implications of self employment.

The Cobb Chamber’s Workforce Partnership initiative’s structure for action also includes a Small Business and Entrepreneurship Partnership team which will also serve as a forum for better understanding the resources, networks, and training required by business startups to succeed. This knowledge will be incorporated into career counseling and occupational training programs provided by, or procured by, the Board and the CobbWorks staff.

35. 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.

The Cobb Workforce Partnership has created a structure that will be used for the next five (5) years “through which universal and cross –cutting workforce needs can be addressed by top-level decision makers across education and industry, while industry-specific and localized needs are addressed by those most familiar with the details of each particular sector.” The overall initiative is jointly led by the Cobb Chamber Board of Directors, CobbWorks/Workforce Development Board, and Local Educational Institutions. A Steering Committee will oversee and coordinate the work of the Sector Partnership Groups, with membership of the Steering Committee comprised of:

- Chair
- Sector Partnership Chairs (6)
- Marietta City Schools
- Cobb County Schools
- Kennesaw State University

- Chattahoochee Technical College
- Life University
- Georgia Highlands College
- Cobb Works
- Facilitator/Subject Matter Experts

The Steering Committee has a defined mission with four (4) primary roles:

1. *To Define and Manage* the measures of success for the program.
2. *To Support and Oversee* the progress of each Sector Partnership according to those measures.
3. *To Develop and Maintain* a constant flow of communications between education, industry, and the community at large.
4. *To Work on Initiatives* that cut across the sector partnerships such as developing and implementing a plan for a world-class college and career academy and a coordinated workforce development and career pathway marketing plan.

A focal point for the work plan is the creation of a College & Career Academy that will be a state-of-the-art collaboration that formalizes the sector partnerships and equips students with the skills and experiences that Cobb County employers prioritize as most needed. The findings of the initial report call for the academy to be STEM-focused and aligned with both technical and vocational career paths with links to two-year and four-year colleges. The Partnership also recognizes the need to raise community awareness of the wide range of career opportunities that exist with access provided by specific technical training and a commitment to lifelong learning. The Board and CobbWorks leadership are embedded in the Partnership process and will work collaboratively with the Cobb Chamber to sustain the Partnership as the primary forum for sector-based planning combined with educational partnerships to support the sectors.

Chattahoochee Technical College (CTC), the Carl Perkins technical education provider for the local area, is represented on the WDB by its vice president for economic development. The local WDB works closely with CTC in training program development as well as in cross referring students and trainees.

36. 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 support services policy is as follows:

Purpose

Support services for adults and dislocated workers are provided for by the Workforce

Investment Act of 1998 to enable an individual to participate in activities authorized under WIA Title I. This memorandum establishes local area policy for CobbWorks in providing support services as allowed for by the WIA.

Reference

WIA Sections 134(d)(3)(c), 134(e)(2). 20 CFR §663.800 through § 663.810.

Policy

Based on individual assessment and availability of funds, support services may be awarded to eligible participants. Support services must be tied to education, training, job search activities, or maintaining employment. Support service awards are only provided under the following conditions:

1. Individuals are Workforce Investment Act (WIA) eligible and registered in the Georgia Work Ready Online Participant Portal (GWROPP) and are participating in intensive or training services, including post-exit follow-up services;
2. To participants unable to obtain support services through other programs that provide such services;
3. When they are necessary to enable individuals to participate in WIA Title I activities; and,
4. A maximum of \$3000.00 total support services assistance may be awarded for the entire participation period.

Guidelines and Procedures

The CobbWorks support services policy goes into effect July 1, 2014. For participants registered prior to July 1, 2014, the policy will go into effect on the 1 year anniversary of their participation date. This policy allows for assistance with a variety of needs and circumstances that may prevent successful training completion or employment retention. Support services may be granted in the following categories with the related stipulations and restrictions: (**Note:** All support services are provided at the discretion of the local workforce area; support services are not to be considered automatic or entitlements and are contingent upon the assessment of a customer's circumstances by local area staff.)

Auto Insurance *

Support service payment may be issued for auto insurance coverage required by the State of Georgia and can only be justified in a situation where, without the insurance, the participant would not be able to travel to the training site and/or place of employment. Liability insurance coverage will be authorized only if the vehicle is needed for the participant to seek, accept or retain employment or to participate in employment and training activities. Liability insurance, as required by the state covers damage to property and persons after an accident happens. The vehicle must be titled and registered in the participant's name. Payment may not exceed three month's coverage.

Auto Repair *

WIA funds may pay for repair and replacement of essential parts and safety equipment to

an automobile only if it can be verified there is no other reasonable way for the participant to transport himself/ herself to a training or work site. The vehicle must be titled and registered in the participant's name, be properly insured and it must be verified by a reputable mechanic that the repairs are needed. Exceptions may be made if the vehicle belongs to another family member and is the only means of transportation available to the participant. **Exceptions must be documented in the participant's file.** Original invoices/receipts are required for car repair payments. Quotes or work orders are not accepted for payment receipts.

Childcare/After-School Program (ASP) Care*

One-time payments may be made for after-school registrations.

The childcare cost may be reimbursed at the local documented rate. This rate should be reviewed on an annual basis. These limits apply on a per child basis. The childcare provider must be licensed or registered or documentation of adequacy of alternative childcare must be maintained in the participant's file.

Uniform Clothing

Clothing and or footwear may be purchased for interview or work, such as a uniform or a particular type of work boot required for the job by an employer.

Medical/Dental/Optical

Policy may allow that the maximum can be expended in one (medical, dental, optical) area, or a combination of all three areas. Covered expenses include medical testing/treatment, prescriptions, mental health testing, counseling. WIA funds cannot be used for costs of family members. This service should be limited to the minimum required to permit the person to participate in training, job search, accept employment, or maintain employment.

Miscellaneous

Items that ensure participant is prepared for a job interview and/or entering employment, including cost for professional licenses, certifications, Individual Training Account (ITA) or intensive service test fees, background checks, identification (Georgia Drivers License, identification card), etc.

Rent Assistance *

WIA funds may assist with past due rent payments. Clear verification (copy of rental agreement and eviction notice or letter from landlord) of outstanding charges and residency must be provided by the customer. Documentation that the situation would make it impossible for the participant to conduct an efficient job search, maintain employment or participate in training without the rent assistance, and that the participant has a plan for future payments. Mortgage or other payments that contribute to the purchase of real property that the participants own are not allowed (e.g. house, car, boat). Regulations prohibit the payment of debts incurred prior to enrollment in the program. Payments must be made to vendors as opposed to reimbursing the participant.

Housing assistance includes supportive service payments for rent. When supportive service funds are used to pay this expense, documentation must be in the participant's file that verifies the address and rental amount. Documentation may be a signed copy of the rental or lease agreement or when there is no rental or lease agreement between the participant and the landlord, service providers may use a signed Verification of Rent form that lists the rent amount, period of time, address, landlord's federal ID# or social security number.

Documentation must be in the participant's file. Rent receipts shall be maintained in the participant's file with other lease or rental documentation.

The provider shall pay the landlord directly, unless extenuating circumstances exist which requires the provider to reimburse the participant directly. Documentation of extenuating circumstances shall be maintained in the participant's file.

Tools

Tools or equipment that would not normally be supplied by the employer, i.e., computers, industrial equipment, stationary machinery, safety equipment, etc. may be purchased. A bona fide, written job offer must be provided prior to the approval of funds for purchase.

Tools may be purchased for participants, if the tools are required to continue a training program or obtain employment. The service provider must determine that the tools are required and that they cannot be provided by any other source such as the prospective employer, or the participant.

Tools become the property of the participant upon satisfactory completion of the WIA training as outlined in the participant's IEP or upon employment. If the participant fails to complete the prescribed WIA training, the tools remain the property of WIA **and are to be returned to the service provider****. An agreement attesting to the above must be signed by the participant and maintained in the participant file.

****Note:** There may be some exceptions to the requirement to have the participant return tools. Program operators should contact the Local Workforce Areas for guidance.

Computer Purchases: In limited cases, the purchase of a computer may be approved

as a required tool. This is most typically, but not exclusively, in distance learning situations. Per guidance from USDOL, case managers **must** request approval from their program manager prior to a computer purchase to ensure it meets the requirements. **Factors that will be taken into consideration prior to computer purchase approval include but are not limited to: does the training program include distance learning and to what degree; does the participant have reasonable computer access through another source such as a computer lab on campus or at a public library; does the participant have a lengthy commute to obtain computer access.** Providers requesting a computer purchase approval can include justification addressing these factors in an e-mail or submit a request completed by the participant.

Tool/Computer Return: Service providers are to maintain an inventory list of all returned tools/computers. The inventory list must include the month/year the item was purchased, a description of the item, the general condition of the item; the month/year the item is removed from inventory and the status of the item's disposal.

Disposal of Inventory: Providers should retain returned inventory for a reasonable period of time based on the condition and usefulness of the item. If an item has been kept in inventory for a reasonable period and has not been able to pass on to another program participant, then the item can be donated to a non-profit organization. Inventory items cannot be passed on to staff of the service provider or to any individual where a conflict of interest might be perceived.

Transportation

A participant may receive only one type of transportation assistance at any given time: gas card or monthly bus pass. File documentation must clearly itemize transportation assistance.

Bus Pass

Participants may receive a bus pass and may renew monthly as needed. Continued need must be documented.

Gas Card

Pre-paid gas cards for transportation assistance for travel for a job interview, school, or employment may be provided. Participant must sign a receipt indicating he/she has received a gas card and social security number must be included on the receipt. Gas cards must also provide a means and procedure for reconciliation on at least a monthly basis.

Other Supportive Services *

Other supportive services may be provided as determined by the local workforce area. Such goods and services should be reasonable and necessary for the participant to remain in training and/or obtain or retain employment. These services may include, but are not limited to:

1. Haircuts, personal grooming and hygiene needs;
2. Bonding and liability insurance for employment;
3. Work clothing (includes clothing for interviews);
4. Financial counseling or assistance;
5. Application fees and GED fees;
6. Union dues or initiation fees;
7. Auxiliary aides and services for participants with disabilities;
8. Business licenses; and
9. Drug testing as required for employment (includes WEX)

Support service funds may not be used for the following purposes:

1. Fines and penalties, such as traffic violations, late finance charges, interest payments, community justice restitution and supervision fees
2. Entertainment, including tips
3. Contributions or donations
4. Vehicle or mortgage payments
5. Refundable deposits
6. Food, alcohol, or tobacco products
7. WIA regulations prohibit the payment of debts incurred prior to enrollment in the program.

All support service payments must be tied to education, training, job search activities or maintaining employment. Support services must be reflected in the customer's Individual Career Plan (IEP) and in case documentation.

The ***Support Service Documentation and Request (SSDR) Form*** * (Attachment A) must be thoroughly completed for all support service requests needed to mitigate a barrier or barriers to customer's participation in and completion of training or employment activity, but not directly related to program participation and as such considered "standard and customary." Examples of "standard and customary" support services for which the **SSDR in not required** include: tools required for program/work participation, transportation vouchers to/from program or work activities, uniform/specific clothing required for program participation, license/ testing/certification/background check fees required for program participation and or credential attainment. The following questions and issues must be addressed when completing the form:

1. Description of the specific circumstances that have created the need for support services at this time.
2. Description of staff and customer's efforts, and the outcomes of those efforts, in obtaining assistance from other community resources, friends, or family members.
3. Description of how will this assistance remedy the specific situation and assist the customer in completing training and/or maintaining employment.
4. If the support service request reflects a recurring need, explain how this need will be addressed in the future without additional assistance.

All efforts must be made to ascertain that support service payments provided to participants are not available through another resource. Staff must utilize the SDDR to clearly document

resource referrals made to participant. Community resources are the primary source for support service needs such as food stamps, TANF, Medicaid, and community based social service agencies. One Stop staff should assist participants in exploring resources available from other

sources in the community or within their own support system. Document all conversations regarding support services, referrals, actions, etc. in the participant's file.

Other Considerations

1. Support service payments are not automatic or guaranteed to customers. Payments must be evaluated on a case-by-case basis to allow a participant to overcome a barrier to training or employment.
2. The expenditure should not exceed a prudent person's decision under the circumstances at the time the cost is incurred. It should reflect current market price, and public perception should be taken into consideration.
 - a. Participants may not exceed \$3,000 per participant per year (365 days after the first service/participant date)
 - b. CobbWorks will spend no more that 25% of their allocation for a particular funding stream. The determination will be based on the program year total allocation per funding stream.
3. CobbWorks may request a waiver to the supportive services cap waiver.
 - a. A wavier for an individual participant can be requested when the LWIA has defined the exceptional needs of the participant that would require them to exceed the supportive service cap. The LWIA will determine the new cap for the participant based on the request.
4. Source documentation comprised of original invoices or receipts are required for all payments/reimbursements. No photocopies are allowed. Source documentation should allow tracking of funds to a level of expenditure adequate to establish that funds have not been used in violation of applicable laws and regulations, and be in accordance with generally accepted accounting principles. All forms and signatures must be completed in ink. No pencil.
5. All original source documentation related to support services must be submitted to the finance department with the completed payment requisition; copies of the source documentation should be maintained in the customer's file.
6. Reconciliation of pre-purchased support services (i.e., bus passes, pre-paid gas, clothing, personal care services/products cards and certificates, etc.) must occur

at least monthly. Reconciliation must be conducted by the administrative/finance manager, certified by the program services manager and reviewed by the executive director/CEO.

- a. All payments must be entered into the GWROPP and be reconciled and determined accurate 60 days prior the participant exit.
 - b. All changes to a participant's supportive service situation should be updated in real time in the GWROPP.
7. Support service payments/reimbursement must be paid from funds in the program year they were incurred.
 8. Retention/Follow-up services for participants may be provided on a case-by-case basis for up to one year after initial employment date.
 9. CobbWorks reserves the right to deny any request for lack of funding or other good cause.

Questions regarding the support services policy should be addressed to the program services manager.

Coordination with Core Partners

13. 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.).

Comprehensive

CobbWorks will continue its efforts to ensure that a wide range of agencies, organizations, businesses, and community groups are involved in planning and delivering services through the workforce development system. A “continuum of services” is envisioned to provide opportunities for all customers regardless of background, skills, or abilities. This conceptualization makes many options available to residents. For example, residents entering the system through CobbWorks will have access to work readiness training through existing programs operated by organizations such as Center for Family Resources and other human services agencies. Similarly, they will have access to literacy classes through the Cobb Adult Education Center and the Cobb Literacy Council, which became a Council within the CobbWorks Workforce Development System in 2005. They can also access literacy training for their lower functioning employees through the Adult

Education Center as well as non-WIA funded GED and literacy classes at the CobbWorks Workforce Development Center.

Integrated

Cobb has drawn on its history of strong partner relationships to ensure that its Workforce Development System is integrated. CobbWorks enjoys positive relationships with the Georgia Department of Labor's Cobb/Cherokee Career Center, the Cobb Community Collaborative, the Cobb Chamber of Commerce, and the Cobb Educational Consortium. All are linked through the Workforce Development System. This structure connects the resources of each of these segments of the community, as well as increasing the access of residents and businesses to the varied services of the system.

Effective

Effectiveness is based on maximizing Cobb's ability to help identify the best training and job opportunities for each individual, offer a full range of job readiness and training services, and facilitate referrals to appropriate employers.

For businesses, the system will provide access to the broadest number of potential employees and information about their skills and potential, as well as access to relevant training services. Further, CobbWorks will continue to develop methods of tracking and capturing service data to non-WIA registrants served through the local workforce system. The Georgia Workforce System only captures performance data for those customers who are registered; it does not account for the larger number of customers served through the resource area at the one-stop, special initiatives, or services by partners that comprise the system.

CobbWorks utilizes the Geographic Solutions management information system to create a portal to services for both job-seekers and businesses. Readers are invited to visit www.cobbworks.org to examine the functionality of the CobbWorks website.

14. 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 Cobb 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. Wagner-Peyser staff members are also responsible for providing TAA to eligible participants and employers, and assistance to Veterans.

Currently, Wagner-Peyser services are provided at a separate GDOL Cobb/Cherokee Career Center. However, because many of the career services offered under WIOA are almost identical to Wagner-Peyser employment services, the Board is extremely

interested in exploring possible co-location opportunities in the county and, in partnership with other workforce areas in Metro Atlanta, exploring a region-wide approach to co-locations of services.

The GDOL Career Center and the Cobb Workforce Development Center work diligently to address the complicated issue of providing WIOA and GDOL services to customers in a coordinated and seamless manner. However, due to staffing shortages and increased Unemployment Insurance claims in recent years, GDOL has been unable to co-locate staff at the Cobb Workforce Development Center as had been the case in prior years. WIOA services are referenced in the GDOL re-employment sessions and GDOL services are explained in the WIOA informational sessions.

The Board will work closely with the state and with other workforce development boards in the Metro Atlanta region to achieve integration of services at physical sites that was unrealized under WIA. The State of Georgia's 2016 WIOA Unified Plan cites "limited physical service integration" as a weakness of the Georgia Workforce Development System, stating that "Under WIA, the State had a lack of physical integration (referral, case management, and training) between Title I workforce services and other core partners. The One-Stop Integration working group is addressing many of the key issues related to service integration and is working to develop a clear path to implement solutions regarding integration of workforce programs." The Board, following guidance issued by the USDOL in the Final Regulations, will work toward further physical integration of services as a key component of enhanced customer service.

15. 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.

CobbWorks partners with the Cobb Literacy Council and Cobb Adult Education to provide GED classes at the Workforce Development Center and also at the Cobb Adult Education Center. Through these partnerships the Workforce Development Center offers is able to offer a comprehensive program including: basic skills instruction in reading, math, and language; ESL classes; GED test preparation classes; literacy tutoring; English Language Civics and Citizenship classes; and other services that prepare customers for occupational training or, in some cases, are offered in conjunction with occupational training. Computer literacy is also a key element of preparation in working with Adult Education customers.

WIOA calls for a strengthened role by local workforce development boards in reviewing local Adult Education plans in order to further integrate WIOA Title I and Title II activities in a Career Pathways framework aimed at meeting the needs of local employers. Moving forward, it is planned that adult education providers in the county will provide the Board with an outline of grant applications that includes: geographic focus areas served within the grant; how adult education is providing instruction that supports the chosen sector strategies of the region and local area; the partner activities that prepare individuals for

careers; Adult Education and WIOA co-enrollment processes; and evidence of a service strategy between the Adult Education and the Cobb Workforce Development Center that serves to promote integrated services through multiple sites and access points in the county, including on-line services. By working together in these and other way, adult education programs and other WIOA partners will create a more efficient and effective education and workforce development system with improved outcomes that meet employers' increased needs for educational attainment.

The Board will follow the lead of the State's Office of Adult Education in emphasizing integration of services in a Career Pathways context. The State 2016 WIOA Integrated Plan commits to this leadership by stating: "OAE will work collaboratively with other core programs and partner agencies to provide comprehensive and wraparound services to program participants. State-level policy and planning bodies provide an opportunity for Adult Education to work with WFD, GDOL, and other key agencies defined in the law. Adult Education will provide resources and services through One-Stop Centers (including intake/orientation for Adult Education services, and transition resources), referral processes, and other joint mechanisms developed through agency partnerships."

16. 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 as a core partner and to ensure that accessibility goals for services are constantly monitored and adjustments made as needed. A primary goal of the Board is to help people with disabilities to become fully productive members of society by achieving independence and meaningful employment. This is best achieved via fully integrated services that ensure that persons with disabilities receive access to the full range of assistance available.

The Board works cooperatively and collaboratively to align WIOA career and training services with GVRA to enhance and improve work opportunities for individuals with disabilities. As discussed earlier, the Cobb Workforce Development Center location, along with the mobile unit, are both well-equipped so that individuals with disabilities can easily conduct self-service job search activities. Additionally, as needed, customers are referred to the GVRA offices when they have more comprehensive or unique needs that are outside of the expertise of Workforce Center staff. GVRA staff members also travel to our 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 Workforce Development Center on a more frequent basis, with a long-term goal staff co-location. The Board will also develop cross-training plans to ensure that Workforce Development Center and GVRA staff members are knowledgeable about the services provided by each organization.

As noted in the State 2016 WIOA Unified Plan, WIOA places an even greater emphasis than WIA on the integration of Vocational Rehabilitation and WIOA services funded under Title I. The Board and its regional partners will specifically work with GVRA on three priorities identified by the state plan:

- *Partnerships* to integrate GVRA services into multi-agency solutions for job seekers, youths, and employers
- *Marketing* to promote GVRA services to eligible customers while addressing confidentiality issues and preventing stigmatization of customers with disabilities
- *Business Services* that position GVRA services for employers as an integral part of business outreach, focusing on the message that hiring customers with disabilities is “good for business.”

Performance, ETPL and Use of Technology

13. 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 negotiated performance standards are provided as Attachment 2.

14. 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.

Locally/Regionally Developed One-Stop Performance Standards

At this time the Board has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Greater Atlanta Workforce Region. The Board and its partner workforce development boards in the region will address this issue as part of the implementation of the regional plan following USDOL Final Regulations and subsequent guidance from the state.

One-Stop System and Regional Service Delivery Assessment

The Board employs a formal One-Stop Certification process to assess the Cobb County local delivery system every two years. At a minimum, the Board verifies that the local workforce development system provides universal access to the programs, services and activities described in WIOA, including having at least one physical center located within local area supplemented by multiple points of access and referral.

As part of our One-Stop Certification process, the Board updates its Business Plan and submits it to the Georgia Department of Economic Development, Workforce Division, including the following elements:

- Vision and mission statement
- Diagram and narrative of customer flow through our system
- Description of the clear flow of services between all partners
- Overview of the facility's service delivery structure
- Plan for increased enrollment in various programs and increased use of facilities
- System for referring individuals to training services and the use of ITAs
- Description of leveraged resources with multiple funding sources, educational grants,

and other financial aid programs

- Community outreach plan
- Overview of local One-Stop partners and the ways in which services are integrated.

With respect to regional initiatives, at this time the five local boards that comprise the Greater Atlanta Workforce Region have not adopted a formal process or methodology for jointly assessing service delivery structures and procedures. This is an item that the Board intends to explore with regional partners in implementing regional plan goals.

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

a. Provide a description of the public notification to prospective providers.

One of the goals of the Executive Directors of the Metro Atlanta region, as discussed in the development of priorities for the Regional Plan, is to work regionally to identify procedures, tools, templates, and materials that can be consistent across the five (5) workforce areas of Metro Atlanta. The desired outcome for consistency in approaches is improved efficiency and customer service throughout the region for multiple customers and stakeholders including: job seekers, employers, service providers, and training providers. A key area for exploration that impacts job seekers and potential training providers is the ITA process. The Board and CobbWorks Inc. will continue work with the other workforce areas in the region to determine which policies related to ITAs can be made consistent across the region.

As a first step, CobbWorks has decided to join the other Metro Atlanta Workforce Boards as a partner in implementing the ARC's structure for the ETP: process. That structure is provided as Attachment 6.

b. 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.

[See Attachment 6]

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

[See Attachment 6]

d. 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).

[See Attachment 6]

- e. Provide a description of any regional policies or agreements for ITAs or training providers.**

[See Attachment 6]

- f. Provide a description of the process to track and manage all ITA activity.**

[See Attachment 6]

- g. 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.).**

Board policy related to the use of the eligible training provider list (ETPL) is provided in Section 6 under Service Delivery & Training. In general, the ETPL shows the programs and providers that are eligible to receive funds in the form of Individual Training Accounts (ITAs) while local career counseling provides customers with information and guidance on employer demands emerging from sector planning groups and on high demand occupations that have been identified. All ITAs that are approved fit within the context of the customer's individualized employment plan and goals.

- h. Provide a description of how registered apprenticeship programs are added to the ETPL.**

Under WIOA registered apprenticeship programs are automatically eligible for inclusion on the ETPL if the program requests the designation. Those programs that make such request locally are reviewed by the Board and CobbWorks staff to explore coordination with appropriate sector-based planning groups and education/training providers who might be engaged to develop specialized recruitment and/or pre-apprenticeship programs. Information on the apprenticeship program is then passed on to the Department of Economic Development's Workforce Development Division of inclusion on the statewide ETPL. Exploration of new or expanded apprenticeship programs will also be a topic of discussion among regional workforce development directors within the context of sector-base initiatives with employers.

16. 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 local LWDB contracts with Geographic Solutions to provide customers a robust website interface at www.cobbworks.org.

State Initiatives and Vision

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

The Board, CobbWorks Inc, and service partners are committed to joining the State and other workforce areas of the state in implementing the new brand developed by the State to increase public awareness, access, and which will be known locally as WorkSource GA Cobb County. When referencing the five local workforce development areas in the regional plan collectively, the brand and logo WorkSource Metro Atlanta Region will be used to represent Region 3.

CobbWorks Inc. will begin to systematically update its resources and materials related to its interface with the public, such as websites, facility signage, mobile career center, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in messaging and outreach. Additionally, the Board and CobbWorks Inc. staff will educate and train Workforce Development Center staff and partner organizations on the proper usage of the new brand, including telephone and email protocols.

14. 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.

Go Build Georgia

CobbWorks will work with education partners to create a pre-apprenticeship preparation and awareness to encourage youth to pursue careers in the skilled trades and connect them to apprenticeship programs and entry-level occupations in the construction sector.

Operation: Workforce

CobbWorks and partner staff will utilize the Operation: Workforce online one-stop to assist veterans in translating military occupational classifications into civilian job requirements that best align with their military training, skills, and work experiences. This resource will help inform the creation of Individual Employment Plans and alignment of skills acquired in military service to the list of high-demand occupations.

WorkSmart Georgia

The Board and the CobbWorks partners are invested in helping Atlanta's employers solve their pressing recruitment and talent development challenges by creating policies and programs to implement work-based learning programs such as apprenticeships, on-the-job training (OJT), and internships. CobbWorks staff identifies the appropriate work-based learning solution, partners with training providers on curriculum development, recruits job seekers to participate, and offers WIOA funds to customize existing work-based learning

programs or create new work-based learning programs as appropriate.

High Demand Career Initiative

The Board, in partnership with the Cobb Chamber of Commerce, has identified key sectors that include high-demand occupations in Cobb County for which the customers of the WorkSource GA Cobb County Center can access training. The career clusters align with the High Demand Career Initiative's industry sectors such as Health Sciences and Information Technology (IT). CobbWorks and its partners will work with the GDEcWD, University System of Georgia (USG) and Technical College System of Georgia (TCSG) to provide opportunities for Atlanta's job seekers to participate in the innovative training programs created through the High Demand Career Initiative, and will discuss priorities for action as part of the implementation of the Cobb Workforce Partnership project that includes representative of these entities in the leadership structure.

15. 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.

CobbWorks maintains relationships and service partnerships with a wide array of human services and employability organizations, both government and non-profit, within Cobb County. CobbWorks staff members have been trained to identify the needs of special populations and enlist the assistance of specialists who can do in-depth assessments and provide connections to specialized programs and resources. Through this process special populations are not "passed off" to specialists but rather continue to work with generalists and specialists to receive the full range of resources available to meet their needs. All services are guided by the customer and within the context of the customer's goals and individual service plan. Staff members are trained on the WIOA and state Priority of Service policies shown in the next section. Since WIOA has no succession of services requirement (as the prior WIA law did) special populations can move immediately to the next appropriate level of service following orientation and registration.

Assistance to special populations includes:

Veterans

The GDOL Cobb Career Center maintains dedicated staff to address the needs of customers with veterans status. CobbWorks staff members are aware of the special services available and make referrals as desired by the customer. Information is also prominently posted so customers can obtain services on their own.

Persons with Disabilities

In addition to the collaborative relationship with GVRA described earlier, CobbWorks has active partnerships with the Community Services Board and the Tommy Nobis Center in

addressing the needs of persons with disabilities. The Board will continue to strengthen assistance for persons with disabilities through training provided by GVRA and through issuing RFPs for special services as needed.

Persons with Language Barriers

Key informational materials are provided in Spanish, the most prevalent non-English language spoken in the county. CobbWorks has a bilingual staff person on-site at the Cobb Workforce Development Center to assist Spanish speaking customers. Translator services are available for other languages when needed. CobbWorks also partners with Cobb Adult Education to provide GED and literacy classes at the Center.

Older Workers

Historically, Jewish Family and Career Services has placed Title V Older Workers into positions at the Cobb Workforce Development Center for work experience and to provide information and program assistance to older workers at the Center. CobbWorks will continue that relationship as long as Title V funds are available to support the work.

To assist in recruiting and serving special populations, CobbWorks has a significant history of partnering with faith-based organizations and community-based organizations where special populations often seek help as a first point of contact. Relationships include:

- Partnership with Turner Chapel Community Development Corporation to serve ex-offenders with computer skills classes and re-entry assistance;
- Partnerships with several community-based and faith-based sites for adult education and literacy classes provided by the Cobb Literacy Council.

16. 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.

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 availability levels. Individualized career services and training services will be given in adherence to these priorities perGDEcWFD Policies and Procedures Section 3.2.5, Part II and WIOA Section 134(c)(3)(E) Priority. The Board has directed CobbWorks Inc. and its partners in the WorkSource GA Cobb County network to apply these priorities for service throughout the local area.

Attachment 1: Local Workforce Development Board Member Listing

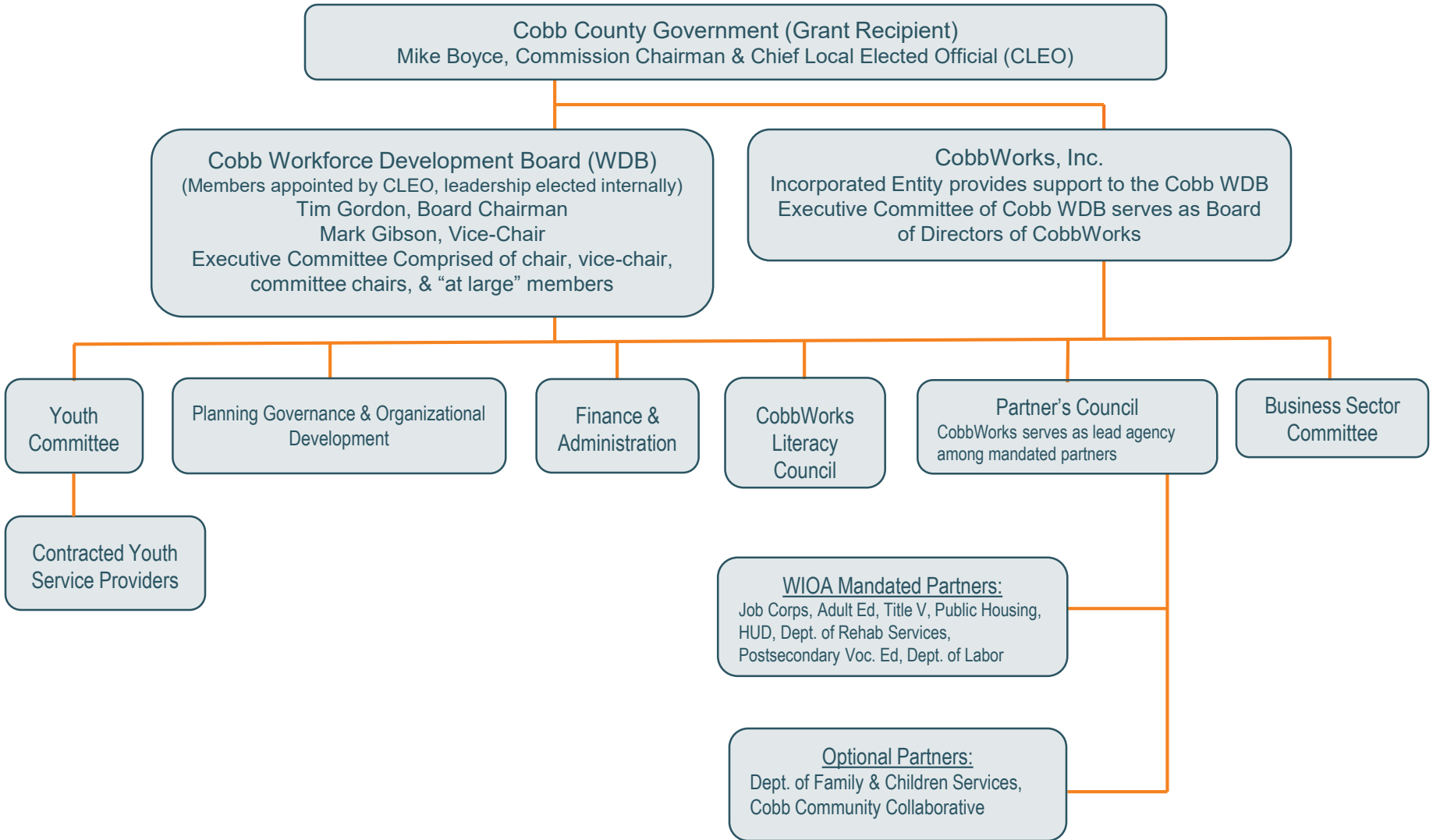
Member Name	Title	Entity	Board Category
Letoyia Brooks Horton	Claims Manager	Beazley	Business
Rob Garcia	Workforce Development Manager Economic Development	Cobb Chamber of Commerce	Business
Mark Gibson	Assistant General Auditor	Federal Reserve Bank of Atlanta	Business
Timothy Gordon	Vice President of Operations	InfoMart	Business
Beth Herman	Regional Sales Manager	Monster	Business
Farrah McGuffie	Director of HR	Vonage Business Solutions	Business
Terence Norman	Director of HR	Birla Carbon	Business
Mark Rowe	Senior Director of Talent Acquisitions	Kaiser Permanente	Business
Tamika Stafford	Financial Center Leader/Assistant VP	BB&T	Business
McKieva Sullivan	Principal & Lead Consultant	8 Seven Holdings, LLC	(Small) Business
Petra Young	Sr. Service Coach	WellStar Health System	Business
Perry Gullede	President/DBR	IAMAW Local 709	Organized Labor
Scott Russell	Business Manager	IUEC Local 32	Organized Labor
Jeff Rogers	Administrative Director	Mechanical Trades Institute- JATT	Labor Apprenticeship Program
Rick Aranson	CEO	Jewish Family & Career Services	Community-based program for individuals with <u>barriers</u> to employment
Daneeia Badio-McCray	President & Marietta PAL	My Max, Inc. & Marietta Police Dept.	Community-based program for <u>youth</u> employment services
Kimberly Roberts	Managing Director	Cobb County CDBG Program Office W. Frank Newton, Inc.	Community-based program for individuals with <u>barriers</u> to employment
Billie Izard	Executive Director of the Certified Literate Community Program	Technical College Systems of Georgia	Adult Education
Rex Bishop	VP Community & Economic	Chattahoochee Technical College	1) Higher Education: Technical College 2) Economic Development
Dr. Frances Roberson	Chair of Business Department	Life University	Higher Education

Elizabeth Scott	Regional Coordinator, Region 3 N Cobb, Cherokee, North Fulton and Gwinnett Counties	Georgia Department of Labor	State Employment Service Office (Wagner Peyser)
Bernadette Amerein	Director of Field Services Vocational Rehabilitation	Georgia Vocational Rehabilitation Agency	Rehabilitation Act
Bryant McDaniel	Retired General Manager	Coca-Cola Enterprises	Other/Community Volunteer
Greer Gallagher	Vice President Interiors	Holder Construction Company	Business
Traron Moore	Director of HR	Comcast	Business

Attachment 2: Local Negotiated Performance

Cobb County Local Performance		
Adult Program	PY 16	PY 17
Employment Rate 2nd Quarter After Exit	76.00%	77.00%
Employment Rate 4th Quarter After Exit	74.00%	75.00%
Median Earnings 2nd Quarter After Exit	\$4,700	\$4,800
Credential Attainment within 4 Quarters After Exit	82.00%	85.00%
Dislocated Worker		
Employment Rate 2nd Quarter After Exit	80.00%	82.00%
Employment Rate 4th Quarter After Exit	75.00%	77.00%
Median Earnings 2nd Quarter After Exit	\$7,300	\$7,600
Credential Attainment within 4 Quarters After Exit	80.00%	82.00%
Youth		
Employment Rate 2nd Quarter After Exit	60.00%	62.00%
Employment Rate 4th Quarter After Exit	66.00%	68.00%
Credential Attainment within 4 Quarters After Exit	63.00%	65.00%

Cobb Workforce Development Board & WorkSource Cobb System Organizational Chart





Equal Opportunity Complaint & General Grievance Policy and Procedure

For Applicants, Participants, Other Interested or Affected Parties

SECTION I:	Equal Opportunity Complaint Policy
SECTION II:	General Grievance Policy
SECTION III:	Complaints of Fraud, Abuse, or Other Alleged Criminal Activity
SECTION IV:	Complaints against Public Schools

I. EQUAL OPPORTUNITY COMPLAINT POLICY

WorkSource Cobb/Cobb Workforce Development Board (CWDB) adheres to the following United States law: "Equal Opportunity Is the Law". It is against the law for this recipient of Federal financial assistance to discriminate on the following basis: race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act (WIOA), on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas: (1) Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; (2) providing opportunities in, or treating any person with regard to, such a program or activity; or (3) making employment decisions in the administration of, or in connection with, such a program or activity.

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

What To Do If You Believe You Have Experienced Discrimination

If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

- The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW., Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Web site at www.dol.gov/crc.
- If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center.
- If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).
- If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

A **complaint** is an allegation of discrimination on the grounds a person, or any specific class of individuals, has been or is being discriminated against on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69. An allegation of retaliation, intimidation or reprisal for taking action or participating in any action to secure rights protected under WIOA will be processed as a **complaint**.

Note: A complaint cannot be processed as both a program complaint and as a discrimination complaint.

FILING COMPLAINTS OF DISCRIMINATION (under Equal Opportunity Complaint Policy)

Who May File: Any person requesting aid, benefits, services or training through the WorkSource Cobb workforce system; eligible applicants and/or registrants; participants; employees, applicants for employment; service providers, eligible training providers (as defined in the Workforce Innovation and Opportunity Act), and staff with the workforce system that believes he/she has been or is being subjected to discrimination prohibited under the Nondiscrimination and Equal Opportunity Provisions 29 CFR Part 38 and Section 188 of the Workforce Innovation and Opportunity Act (WIOA).

WorkSource Cobb/CWDB is prohibited from discriminating against a person, or any specific class of individuals, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69 in admission or access to, opportunity or treatment in, or employment in the administration of or in connection with, any WIOA funded program or activity. If you think that you have been subjected to discrimination under a WIOA funded program or activity, you may file a complaint within **180 days** from the date of the alleged violation with:

ALISA JACKSON, EO OFFICER
WORKSOURCE COBB
463 COMMERCE PARK DRIVE, SUITE 100
MARIETTA, GEORGIA 30060
(770) 528-8066
TDD: 711, voice: 1-800-255-0056,
ajackson@cobbworks.org

Each complaint must be filed in writing, either electronically or in hard copy, and must contain the following information:

- (A) The complainant's name, mailing address, and, if available, email address (or another means of contacting the complainant).
- (B) The identification of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination).
- (C) A clear description of the allegations in sufficient detail including the date(s) and timeline that the alleged violation occurred to allow the recipient, as applicable, to decide whether: (1) what agency has jurisdiction over the complaint; (2) the complaint was filed in time; and (3) the complaint has apparent merit; in other words, whether the complainant's allegations, if true, would indicate noncompliance with any of the nondiscrimination and equal opportunity provisions of WIOA or part 29 CFR Part 38.
- (D) The written or electronic signature of the complainant.

Complaint Processing Procedure

An initial written notice to the complainant will be provided within fifteen (15) days of receipt of the complaint. The notice will include the following information pursuant to part 29 CFR 38.72:

- (1) Acknowledgement of complaint received including date received; notice that the complainant has the right to be represented in the complaint process; notice of rights contained in §38.35; and notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.
- (2) A written statement of issue(s) which includes a list of the issues raised in the complaint; for each issue, a statement of whether or not the issue is accepted for investigation or rejected and the reasons for each rejection after performing a period of fact-finding.
- (3) Notice that the complainant may resolve the issue Alternative Dispute Resolution (ADR) any time after the complaint has been filed, but before a Notice of Final Action has been issued.

If the complaint does not fall within the Workforce Innovation and Opportunity Act jurisdiction for processing complaints alleging discrimination under Section 188 or Equal Opportunity and Nondiscrimination provisions at 29 CFR Part 38.74, the complainant will be notified in writing within five (5) business days of making such determination. The notification shall include the basis of the determination as well as a statement of the complainant's right to file with the Civil Rights Center (CRC) within thirty (30) days of the determination.

Upon determination that a) the complaint has merit; b) is within the Workforce Innovation and Opportunity Act jurisdiction; and c) the complainant has chosen the manner in which he/she wants the complaint processed; the Equal Opportunity Officer will provide the following.

- (1) Notice to all parties of the specific allegations and responses of those involved;
- (2) An impartial mediator if ADR is chosen;
- (3) Notice of the right of all parties to representation;
- (4) Notice of the right of all parties to present evidence;
- (5) Notice to all parties of the right to question others who present evidence; and
- (6) The right to a decision made strictly on the recorded evidence.

Complaint Processing Time Frame

A complaint will be processed and Notice of Final Action issued within ninety (90) days of receipt of the complaint pursuant to 29 CFR 38.72. Complainant may elect to file his or her equal opportunity complaint with the Georgia Department of Economic Development, Workforce Division (GDEcD). GDEcD's address and information is as follows: Attention: Deputy Counsel David Dietrichs, 75 Fifth Street, NW, Suite 845, Atlanta, Georgia 30308, (404) 962-4005, wdcompliance@georgia.org; use form at: <http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf>.

If WorkSource Cobb/CWDB has not provided complainant with a written decision within ninety (90) days of the filing of the complaint, complainant need not wait for a decision to be issued. Complainant may file a complaint with GDEcD or CRC within thirty (30) days of the expiration of the 90-day period. If complainant is dissatisfied with WorkSource Cobb/CWDB's resolution of his or her equal opportunity complaint, complainant may file a complaint with GDEcD. Such complaint must be filed within thirty (30) days of the date you received notice of WorkSource Cobb/CWDB's proposed resolution.

OR

Complaints may be initially filed or appealed to the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210 within thirty (30) days of complainant's receipt of either WorkSource Cobb/CWDB Notice of Final Action or GDEcD Notice of Final Action. In other words, within one hundred twenty (120) days Complainant may file his or her appeal.

Resolution Process

Alternative Dispute Resolution: Complainant must be given a choice as to the manner in which they have their complaint resolved. After an investigation is conducted by the Equal Opportunity Officer, ADR may be chosen by the complainant to resolve the issues, as long as a Notice of Final Action has not been issued. Mediation is recommended ADR and will be conducted by an impartial mediator. Complainant must notify the Equal Opportunity Officer within ten (10) days of receiving the Notice of Issue Statement letter of whether ADR is selected to resolve the dispute. WorkSource Cobb/CWDB will provide an impartial mediator and will provide interested parties information regarding the arrangements (date, time, and location).

Time Frame: The period for attempting to resolve the complaint through mediation will be thirty (30) days from the date the complainant chooses mediation; but must be performed within ninety (90) days of the initial Notice of Issue Statement letter.

Successful Mediation: Upon completion of successful mediation, the complainant and respondent will both sign a conciliation agreement attesting that the complaint has been resolved. A copy of the conciliation agreement will be provided to Georgia Department of Economic Development, Workforce Division within ten (10) days of the date the conciliation agreement was signed.

Unsuccessful Mediation: In the event mediation was not successful, WorkSource Cobb/CWDB shall proceed with issuing a Notice of Final Action within the ninety (90) day limit.

Complainant Responsibility: The complainant may amend the complaint at any point prior to the beginning of mediation or the issuance of the Notice of Final Action. The complainant may withdraw the complaint at any time by written notification. If at any time during the process the complainant fails to cooperate, he/she shall be given notice that the complaint will be administratively closed within ten (10) calendar days, unless good cause is shown.

Breach of Agreement: Any party to any agreement reached under ADR may file a complaint in the event the agreement is breached with Ben Hames, Deputy Commissioner, Georgia Department of Economic Development (GDEcD), Workforce Division, 75 Fifth Street, NW, Suite 845, Atlanta, Georgia 30308 **or** Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210. The non-breaching party may file a complaint within thirty (30) days of the date that party learns of the alleged breach (29 CFR 38.72).

II. GENERAL GRIEVANCE POLICY

Any person applying for or receiving services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by WorkSource Cobb/Cobb Workforce Development Board (CWDB) will be treated fairly. WorkSource Cobb/CWDB will make

every effort to resolve all general, non-discriminatory complaints informally between those involved before a grievance is filed. Grievances may be filed in accordance with the written procedures established by WorkSource Cobb/CWDB. **If you believe a violation of Title I of Workforce Innovation and Opportunity Act or regulations of the program has occurred, you have the right to file a grievance.**

A **grievance** is a complaint about customer service, working conditions, wages, work assignment, etc., arising in connection with WIOA Title I funded programs operated by WIOA recipients including service providers, eligible training providers, one-stop partners and other contractors.

FILING A GENERAL GRIEVANCE (violations of the act or regulations not alleging discrimination)

Who May File: Any person, including WIOA program participants, applicants, staff, employers, board members or any other interested parties who believes they have received unfair treatment in a WIOA Title I funded program.

Any person may attempt to resolve all issues of unfair treatment by working with the appropriate manager and/or supervisor and staff member, service provider, or one-stop partner involved informally prior to a written grievance being filed.

All complaints as described in the previous definition may be filed within one hundred twenty (120) days after the act in question by first completing and submitting the General Grievance Form to:

JOHN HELTON, PRESIDENT/CEO
WORKSOURCE COBB
463 COMMERCE PARK DRIVE, SUITE 100
MARIETTA, GEORGIA 30060
(770) 528-8072
jhelton@cobbworks.org

Grievance Processing Procedure

A complaint may be filed by completion and submission of the General Grievance Form located at www.cobbworks.org. WorkSource Cobb/CWDB will issue a written resolution within sixty (60) days of the date the complaint was filed. Pursuant to Section 181 of the Workforce Innovation and Opportunity Act, WorkSource Cobb/CWDB shall provide the grievant with an opportunity for a hearing within sixty (60) days of the complaint's filing, if requested in writing by the grievant. In the event a hearing is not requested, WorkSource Cobb/CWDB shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act were violated. In the event the grievant is dissatisfied with WorkSource Cobb/CWDB's decision, he or she may appeal the decision to the Georgia Department of Economic Development, Workforce Division (WFD) within sixty (60) days of the date of the decision. If such an appeal is made, the WFD shall issue a final determination within sixty (60) days of the receipt of the appeal.

In the event WorkSource Cobb/CWDB does issue a written resolution within the sixty (60) days of the complaint's filing as required, the grievant has the automatic right to file his or her complaint with the Georgia Department of Economic Development, Workforce Division.

Hearing Process

A hearing on any complaint filed shall be conducted as soon as reasonably possible, but within sixty (60) days of the complaint's filing. Within ten (10) business days of the receipt of the request for a hearing, WorkSource Cobb/CWDB shall: (1) respond in writing acknowledging the request to the grievant; and (2) notify the grievant and respondent of a hearing date. The notice shall include, but not limited to: (1) date of issuance; (2) name of grievant; (3) name of respondent against whom the complaint has been filed; (4) a statement reiterating that both parties may be represented by legal counsel at the hearing; (5) the date, time, place of the hearing, and the name of the hearing officer; (6) a statement of the alleged violation(s) of WIOA ; (7) copy of any policies and procedures for the hearing or identification of where such policies may be found; and (8) name, address, and telephone number of the contact person issuing the notice.

The hearing shall be conducted in compliance with federal regulations. The hearing shall have, at a minimum, the following components: (1) an impartial hearing officer selected by WorkSource Cobb/CWDB; (2) an opportunity for both the grievant and respondent to present an opening statement, witnesses, and evidence; (3) an opportunity for each party to cross-examine the other party's witnesses; and (4) a record of the hearing which WorkSource Cobb/CWDB shall create and maintain.

The hearing officer, considering the evidence presented by the grievant and respondent, shall issue a written decision which shall serve as WorkSource Cobb/CWDB's official resolution of the complaint. The decision shall include the following information: (1) the date, time, and place of hearing; (2) a recitation of the issues alleged in the complaint; (3) a summary of any

evidence and witnesses presented by the grievant and respondent; (4) an analysis of the issues as related to the facts; and (5) a decision addressing each issue alleged in the complaint.

No applicant, participant, employee, service provider or training provider will be intimidated, threatened, coerced or discriminated against because they have made a complaint, testified, assisted or participated in any manner in an investigation, proceeding or hearing.

Appeal Process

An appeal may be requested by contacting the Georgia Department of Economic Development, Workforce Division, Attention: Deputy Counsel David Dietrichs, 75 Fifth Street, NW, Suite 845, Atlanta, Georgia 30308, (404) 962-4005, wdcompliance@georgia.org within sixty (60) days of the date of the decision.

III. COMPLAINTS OF FRAUD, ABUSE, OR OTHER ALLEGED CRIMINAL ACTIVITY

In cases of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644 or inspector.general@oig.ga.gov.

IV. COMPLAINTS AGAINST PUBLIC SCHOOLS

If the complaint is not resolved informally and it involves public schools of the State of Georgia, the grievance procedure will comply with WIOA and OCGA 20-2-1160.

I CERTIFY THAT I HAVE RECEIVED A COPY OF THIS POLICY AND PROCEDURE AND UNDERSTAND THE INFORMATION PROVIDED WITHIN THIS DOCUMENT.

Participant Signature

Date



General Grievance Form (For Non-Discrimination)

For Applicants, Participants, Other Interested or Affected Parties

INSTRUCTIONS: Please complete for a general complaint. Once you have completed the appropriate questions, please sign and date at the end of this form. If you require assistance in completing this form, please contact WorkSource Cobb and request to speak to a manager or supervisor.

Pursuant to Section 181 of the Workforce Innovation and Opportunity Act, WorkSource Cobb shall provide the grievant with an opportunity for a hearing within sixty (60) days of the complaint's filing, if requested in writing. If a hearing is not requested, WorkSource Cobb shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act were violated. In the event the grievant is dissatisfied with the WorkSource Cobb's decision, he or she may appeal the Georgia Department of Economic Development, Workforce Division's (WFD) Compliance Team. If such an appeal is made, the WFD shall issue a final determination within sixty (60) days of the receipt of the appeal.

WorkSource Cobb

ATTN: John Helton, President/CEO
463 Commerce Park Drive, Suite 100, Marietta, GA 30060
Office: (770) 528-8072; Fax: (770) 528-8078
Submissions should be sent to: jhelton@cobbworks.org

1. Complainant Information:

First Name: _____ MI _____ Last Name: _____
Address: _____ City: _____ State: _____ Zip: _____
Home Phone: (____) _____ - _____ Work Phone: (____) _____ - _____ Cell: (____) _____ - _____
Email Address: _____
Are you a WorkSource Cobb employee? Yes No

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

Name: _____ Telephone (____) _____ - _____
Address _____ City _____ State _____ Zip _____

3. What is the most convenient time for us to contact you about this complaint? _____

4. Briefly describe, as clearly as possible, your complaint. Attach additional sheets if necessary. Also, attach any written materials pertaining to your complaint.

a. Please explain the basis of the complaint. _____

b. Who was involved? Include witnesses, fellow employees, supervisors, or other. Provide names, addresses, and telephone numbers if known. _____

c. Please list the location and date. _____

5. Were you offered employment services? (if applicable) Yes No N/A

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

Attachment 6

Atlanta Regional Commission (ARC) ETPL Procedures (to be implemented by CobbWorks in partnership with Metro Atlanta Boards)

a. Provide a description of the public notification to prospective providers.

ARC, as agent for the ARWDB, with input from three participating LWDBs, solicits bids through a public invitation process by posting of a training provider application on the ARC website. Letters of notice of application are forwarded to any agency that requests to be placed on a bidders list. The solicitation is an open solicitation.

- Prospective providers can access the training provider application via the ARWDB website.
- This solicitation seeks applications for funding in a variety of skills training areas. A list of occupational training options in the metropolitan region is included in the application. The list includes a variety of occupations from lower skill to higher skill levels, each customer will be provided with wage rates of specific occupations. Training in areas not listed may be considered, if the institution can demonstrate an employer need for trainees (e.g. employer references).
- ARWDB accepts and evaluates applications for the following counties of Clayton, Cherokee, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale.
- The tentative schedule for evaluations is January 31, April 30, July 31, and October 31.
- The deadline for application submission is January 1, April 1, July 1, and October 1. Applications received after the deadline will be held for the next quarterly evaluation date.

b. 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.

A quarterly desk review of each eligible provider determines performance outcome measures compared to ARWDB plan performance outcomes. Criteria are outlined in the Training Provider Agreement. ARC requires that each provider's performance meet and/or exceed established ARC performance measure goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, they are placed on hold for receipt of new enrollees until the minimum standard is obtained. For new providers a "limited slot" requirement is instituted. Under this restriction, a limited number of customers are allowed to attend the provider's training. Once the number has been reached, no other customers may attend training until a review of performance is conducted.

Depending on the results of the review, the limited slots requirement is lifted or continues until performance is met. If the review determines that the provider's status has changed, i.e., moved location, termination business, etc., an immediate notification is provided to GDEcD/WD.

- A Regional ITA Committee reviews all responsive provider applications for recommendation. If responsive, staff may conduct employer reference checks, program graduate reference checks, and a training observation to ensure that customers receive quality services.
- For providers seeking initial eligibility, verifiable program specific performance information must be provided. Applicants must provide the following:
 1. A detailed description of each training program to be considered

2. Performance information for each training program will include (See Required Performance Information below)
 - a. Median earnings
 - b. Average wage at placement
 - c. Attainment of Post-Secondary Credential
 - d. Completion rate
 - e. Employment rate
 - f. Training Related Employment Rate
 3. Describe in detail provider partnerships with business
 4. Describe the recognized post-secondary credential attained after training completion
 5. Describe how the training program(s) aligns with in demand industries and occupations
 6. A provider must also comply with the following to be considered for inclusion on the ETPL:
 - a. In business for at least 6 months prior to the initial application and have a current business license or proof of active compliance with the Secretary of State Corporations Division.
 - b. Training must be available to the general public, have published catalog price structures and each program must have completed and placed in training related employment at least 10 students per program.
 - c. Current of all federal and state taxes (Must supply certification from accounting/tax firm of current tax standing regarding federal and state taxes, including Unemployment Insurance taxes).
 - d. In statutory compliance with the laws of the state related to the operation as a training of education institution. Proprietary colleges or schools operating in Georgia are required by the Nonpublic Post-Secondary Educational Institution Act of 1990 to have a certificate of authorization from the NPEC before beginning operation of advertising in the state.
 - e. Provide documentation of current accreditation/authorization.
 - f. In good standing with the Better Business Bureau with no outstanding complaints.
 - g. Not be found in fault in criminal, civil or administrative proceeding related to its performance as a training or educational institution. Must disclose any pending criminal, civil or administrative proceeding as either a defendant or a respondent.
 - h. Disclose any and all conflicts of interest with state or local LWDB staff or Board members, including but not limited to family ties (spouse, child, parent), fiduciary roles, and employment or ownerships interests in common.
 - i. Include a current federal tax identification number.
- The Regional ITA Committee recommended providers will be forwarded to the Georgia Dept. of Economic Development, Workforce Division (WFD) for review, acceptance and inclusion on the State Approved Eligible Training Provider Listing (ETPL). If the application is accepted by the WFD, a completed provider agreement may be processed and submitted to the provider for signature.
 - Each individual LWDB will be responsible for local provider policies, processes and agreements. Depending on Local WFB policy, new providers may be limited to fifteen (15) referrals until satisfactory performance outcomes are obtained.
- C. Provide a description of the formal appeals process for aggrieved ITA customers and providers of unapproved training programs.**

If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Regional ITA Committee in the appeals process. Any appeals based on local policies will be handled by the individual LWDB.

The ARWDB Appeals Process is included in the ITA application for providers who think that they did not receive proper consideration for a program of training services. The ARWDB Grievance/Complaint Procedures for WIOA applicants and participants can be found on the website.

- The following appeal procedures as required in Section 122 (c) of the Workforce Innovation and Opportunity Act have been established by the Regional ITA Committee to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services. The Atlanta Regional Commission, acting as an agent for the Regional ITA Committee, will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as, the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factor (e.g. conflict of interest, nepotism), which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected.
- If any organization has a complaint against the Regional ITA Committee, informal resolution should be attempted before filing a grievance. If there is not resolution of the complaint, the complainant (s) has/have a right to file a grievance by sending a written request for a hearing.
- If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Applicants and Participants for services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by the Atlanta Regional Commission (ARC) and/or the Atlanta Regional Workforce Development Board (ARWDB) will be treated fairly. Grievance/complaints should be filed in accordance with the written procedures established by Workforce Solutions of the Atlanta Regional Commission. Signed and dated grievance forms with accurate contact information are included in all participant case files.

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

Procedures for review and approval of additional programs and price changes for approved training providers are in the Training Provider Agreement. Submittal of program changes/additional programs/price changes are reviewed by the ITA Committee and if approved, transmitted to GDEcD/WD.

- Approved Training Providers for WIOA services are required to submit progress reports on WIOA customers enrolled in training programs. The reports are used to record information and forward to the customer's assigned Career Advisor.
 - i. The WIOA Customer Activity form is completed and forwarded to the Career Advisor when a customer's training status has changed.
 - ii. The WIOA Customer Employment/End of Service Form is completed by the provider when a customer finds employment, earns a credential and/or ends training services and forwarded to the assigned Career Advisor. Employment information will be verified before reported on
- Approved Training Providers may request to add additional programs to the Eligible Training Provider List, or to make changes to current approved programs.
 - i. All Program Change requests and Additional Program requests must be submitted on the ITA Program Request Form.

- ii. All program changes are subject to the ITA Committee review. Notification of committee recommendations will be provided in writing following the meeting.

e. Provide a description of the process to track and manage all ITA activity.

Receipt, logging of applications and evaluation of responsiveness occur upon application transmittal to ARC. Applications are reviewed for responsiveness and letter/electronic notification of non-responsiveness is forwarded to training providers denoting reasons for non-responsiveness and information needed to resolve to resubmit the application. Training provider applications are reviewed and evaluated by staff. The evaluation includes the application evaluation elements in the evaluation criteria, such as accreditation, accessibility, credentials, employer advisory committees, etc. Also included are pre-award visits to new providers, verification of performance information (through VOS), employee interviews, participant/student interviews, etc. State WIOA performance goals, regional goals and ARC goals are reviewed against provider performance outcome goals. UI Wage Reports may be used to verify employment, employment dates, and wages, when available. Letters/electronic responses are forwarded to training providers who fail to submit adequate information and applications may be reviewed upon submittal of additional information. If fraudulent or faulty information is received, the application is denied and if an appeal ensues, the Regional ITA Committee hears the appeal.

ARC prepares summary reports on evaluation of training provider applications and submits to the Regional ITA Committee for approval. Information is transmitted electronically to the GDEcD/WD for approval. Following state approval and listing of eligible providers on the state list, LWIBs are responsible for rejecting/restricting use through local policies and parameters. ARC provides letter notification to state-approved training providers.

- Providers will be evaluated bi-annually by ARC based on meeting or exceeding the above mentioned performance measures.
- The evaluation may be on-site, desktop or a combination of methods. The Provider will agree to cooperate in any and all components of the evaluation and will make records available to the monitors in a timely manner.
- Bi-annual review results are posted on the ARC website.

f. 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 ARWDB will utilize the state list of approved eligible training providers as the master list of available training for all individuals seeking training information. Since the ETPL includes eligible training program descriptions and information identifying training providers, performance and cost information, this will be a critical tool in helping individuals make an informed choice. Access to the ETPL will be done through the one-stop system through GDEcD/WD's website and through ARC's website.

It is the policy of the ARWDB to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if eligible. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available

under these grant assistance programs. Customers should apply as soon as a school is selected. Customers may begin training while these applications are in process. This policy applies to those customers who are seeking assistance for funding for schools that provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. If Pell and HOPE funding is denied, documentation of the denial must be included in the customer's file. ARWDB has incurred WIOA additional training costs due to the changes in HOPE as well as the movement of the technical college system to the semester calendar. Staff also will encourage customers to review funding assistance listed on the Georgia Career Information System and on the ARC website. ARC maintains a current listing of Financial Aid/Scholarships websites.

The ARWDB works closely with their regional partner local workforce development areas in the Greater Metro Atlanta region. Toward that end, should an individual from an adjoining local workforce development area request services in an ARWDB county/area, they will be referred to that home county to determine availability of funding. Every effort will be made to coordinate services accordingly.

Attachment 7: Comments that Express Disagreement

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:
Comment:

Attachment 8: 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: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____

DeKalb County Workforce Plan

Workforce Innovation and Opportunity Act
2016 to 2020

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

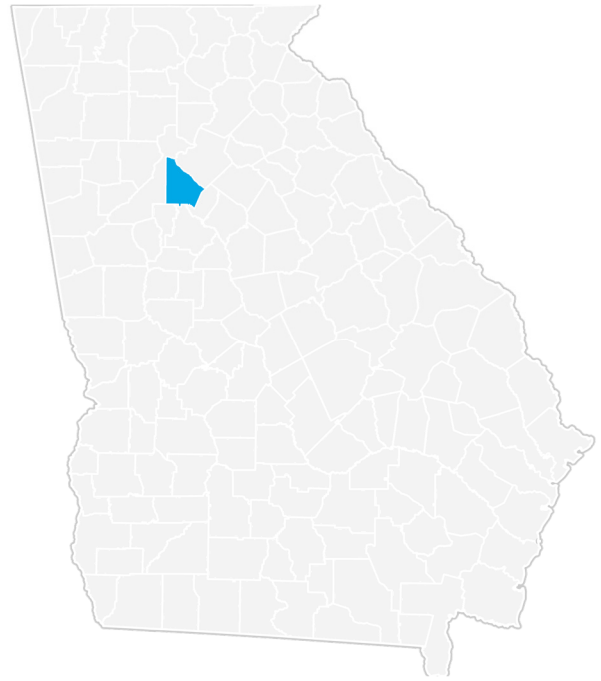


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ATTACHMENTS:

- 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

- 1. Identification of the Fiscal Agent – Provide an identification of the entity responsible for the disbursement 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. The current One-Stop Operator is WorkSource DeKalb (WSD), formerly DeKalb Workforce Development, a division of DeKalb County Government. 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

- 2. 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.**
 - a. 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.

DeKalb County accounts for approximately 14% of Metro Atlanta Regional employment, representing nearly 321,000 jobs. The Healthcare industry is the largest employer in the county, accounting for approximately 16% of the county's total employment. Educational Services and Retail Trade are also major employers, accounting for 35,900 and 35,200 jobs, respectively.

Employment in DeKalb County declined steeply during the recent recession, shedding nearly 17,000 jobs between 2005 and 2010. Between 2010 and 2015, however, the county largely recovered the jobs lost during the recession, adding over 17,000 jobs, an increase of 6%. The job recovery was led by the Healthcare industry, which added over 6,600 jobs over the 5-year period, and the Transportation and Warehousing industry, which added over 3,700 jobs. The Accommodation and Food Services and Retail Trade industries have also grown significantly since 2010, adding 3,200 jobs and 3,100 jobs, respectively. Overall, employment growth in the county between 2010 and 2015 have lagged the State of Georgia and the US.

WorkSource DeKalb Board – WIOA Plan for 2016-2020

Over the next five years, employment in DeKalb County is expected to expand by 3%, adding over 10,300 jobs, or 2,075 jobs annually. In addition to new demand, nearly 8,000 jobs openings are expected annually due to retirements or turnover. Combined, new and replacement demand are expected to account for nearly 10,000 job openings annually.

Targeted Industries. In 2014, DeKalb County released a Targeted Industry Report, developed by Austin-based economic development consulting firm, Angelou Economics. 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.

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 350,000 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	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
522110	Commercial Banking	19,045	6%	1.0	\$96,930
524210	Insurance Agencies and Brokerages	20,161	6%	1.5	\$83,831
541110	Offices of Lawyers	22,227	6%	1.3	\$90,807
541330	Engineering Services	18,420	5%	1.2	\$90,463
541511	Custom Computer Programming Services	22,621	7%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	6%	1.5	\$100,807
541611	Administrative Management and General Management Consulting Services	16,287	5%	1.8	\$113,948
551114	Corporate, Subsidiary, and Regional Managing Offices	47,983	14%	1.5	\$114,325

The industry has grown rapidly over the past five years, expanding employment by 20%, adding nearly 57,000 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.

WorkSource DeKalb Board – WIOA Plan for 2016-2020

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	Employment		5 Year	
		2010	2015	# Change	% Change
524210	Insurance Agencies and Brokerages	15,074	20,161	5,087	34%
541214	Payroll Services	5,691	10,786	5,095	90%
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
551114	Corporate, Subsidiary, and Regional Managing Offices	36,164	47,983	11,819	33%
Total - Professional & Business Services Industry		288,803	345,691	56,888	20%

Growth is projected to continue. Over the next five years, the Professional and Business Services industry is expected to add over 46,000 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 25,000 workers annually to fill open positions. Approximately 63% will be due to retirements or other turnover, while 37%, or 9,200 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 Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
541330	Engineering Services	2,547	14%	1,376	37%	63%
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
541611	Administrative Management and General Management Consulting Services	4,849	30%	1,726	56%	44%
541613	Marketing Consulting Services	2,174	30%	772	56%	44%
551114	Corporate, Subsidiary, and Regional Managing Offices	3,320	7%	2,758	24%	76%
Total - Professional & Business Services Industry		46,014	13%	25,142	37%	63%

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 2015, the industry represented nearly 200,000 jobs in the Metro Atlanta Region. As with the Healthcare industry, General and Surgical Hospitals are the largest employers, accounting for nearly 70,000 jobs. Combined, the medical device-related sectors account for over 2,400 jobs. The table on the following page identifies the largest Life Sciences sectors in the region.

WorkSource DeKalb Board – WIOA Plan for 2016-2020

Life Sciences Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
541511	Custom Computer Programming Services	22,621	11%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	10%	1.5	\$100,807
621610	Home Health Care Services	12,763	6%	0.6	\$33,441
622110	General Medical and Surgical Hospitals	69,626	35%	0.8	\$57,500
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,213	6%	0.5	\$30,783
624410	Child Day Care Services	22,891	12%	1.3	\$21,139

The industry has grown steadily over the past five years, adding over 30,000 jobs, an 18% increase in employment. General and Medical Hospitals added the most jobs, increasing employment by 13%. The Surgical and Medical Instrument Manufacturing sector, though relatively small, grew rapidly between 2010 and 2015, adding nearly 200 jobs, increasing employment by 73%. The following table identifies the Life Sciences sectors that added the most jobs between 2010 and 2015.

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

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
621610	Home Health Care Services	9,468	12,763	3,295	35%
622110	General Medical and Surgical Hospitals	61,600	69,626	8,026	13%
624120	Services for the Elderly and Persons with Disabilities	4,477	6,275	1,798	40%
Total - Life Sciences Industry		168,868	198,895	30,027	18%

The Life Sciences industry is expected to continue to grow rapidly over the next five years. By 2020, it is projected to add another 41,000 jobs, expanding employment by over 20%. In addition to an estimated 8,200 jobs that will need to be filled annually due to new demand, replacement demand (retirements and turnover) will account for another 8,400 jobs annually, for a combined average annual demand of 16,600 jobs. 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
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
621610	Home Health Care Services	8,051	63%	2,109	76%	24%
622110	General Medical and Surgical Hospitals	6,703	10%	4,075	33%	67%
Total - Life Sciences Industry		41,006	21%	16,658	49%	51%

Tourism

WorkSource DeKalb Board – WIOA Plan for 2016-2020

The Tourism industry is broad, encompasses retail, hospitality, and other related sectors. In the Metro Atlanta Region, it accounts for over 230,000 jobs. Employment is concentrated most heavily in the restaurant sectors (Full-Service and Limited-Service), which account for 155,000 jobs, combined. Hotels are also a major employer, accounting for 21,500 jobs. The following table identifies the largest Tourism sectors in the region.

Tourism Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
713940	Fitness and Recreational Sports Centers	8,537	4%	0.9	\$18,159
721110	Hotels (except Casino Hotels) and Motels	21,531	9%	0.9	\$28,690
722310	Food Service Contractors	10,026	4%	1.3	\$24,975
722511	Full-Service Restaurants	87,309	38%	1.1	\$19,808
722513	Limited-Service Restaurants	67,700	29%	1.1	\$15,593
722515	Snack and Nonalcoholic Beverage Bars	8,932	4%	1.0	\$19,375

The industry has added over 37,000 jobs over the past five years, increasing employment by 19%. 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 2010 and 2015.

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

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
713940	Fitness and Recreational Sports Centers	7,276	8,537	1,261	17%
713990	All Other Amusement and Recreation Industries	2,060	3,188	1,128	55%
721110	Hotels (except Casino Hotels) and Motels	20,344	21,531	1,187	6%
722410	Drinking Places (Alcoholic Beverages)	2,800	3,896	1,096	39%
722511	Full-Service Restaurants	72,593	87,309	14,716	20%
722513	Limited-Service Restaurants	54,248	67,700	13,452	25%
722515	Snack and Nonalcoholic Beverage Bars	5,946	8,932	2,986	50%
Total - Tourism Industry		193,817	231,051	37,234	19%

The Tourism industry is expected to continue to grow over the coming years, but at a lower rate. Between 2015 and 2020, it is projected to add nearly 20,000 jobs, expanding employment by 9%. In addition to nearly 5,000 job openings annually due to new demand, the industry is expected to have 15,000 openings due to replacement demand. This demand will primarily be driven by the high rate of turnover within the industry.

WorkSource DeKalb Board – WIOA Plan for 2016-2020

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

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
713940	Fitness and Recreational Sports Centers	1,032	12%	755	27%	73%
721110	Hotels (except Casino Hotels) and Motels	2,022	9%	1,738	23%	77%
722511	Full-Service Restaurants	6,715	8%	7,872	17%	83%
722513	Limited-Service Restaurants	6,540	10%	6,416	20%	80%
Total - Tourism Industry		19,950	9%	20,714	19%	81%

Construction and Support Trades

The Construction and Support Trades industry accounts for over 55,600 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 Commercial and Institutional Building Construction sector, which accounts for over 10,300 jobs, or 4%. The following table identifies the largest sectors in the region.

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

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
236115	New Single-Family Housing Construction (except For-Sale Builders)	5,393	2%	0.8	\$73,664
236118	Residential Remodelers	6,529	3%	0.8	\$43,560
236220	Commercial and Institutional Building Construction	10,338	4%	1.1	\$71,489
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	4,152	2%	2.7	\$90,808
423830	Industrial Machinery and Equipment Merchant Wholesalers	6,335	3%	1.3	\$74,052

Since 2010, the industry has grown steadily, adding over 7,600 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 contracted. An overview of Construction and Support Trades is provided in the table on the following page.

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

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
236115	New Single-Family Housing Construction (except For-Sale Builders)	3,659	5,393	1,734	47%
236118	Residential Remodelers	5,270	6,529	1,259	24%
236220	Commercial and Institutional Building Construction	9,170	10,338	1,168	13%
237130	Power and Communication Line and Related Structures Construction	2,422	3,675	1,253	52%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	2,978	4,152	1,174	39%
Total - Construction and Support Trades Industry		47,940	55,628	7,688	16%

Over the next five years, the industry is expected to continue to grow at a similar rate, adding another 7,800 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 4,000 job openings over the next five years. Over 60% 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
236115	New Single-Family Housing Construction (except For-Sale Builders)	602	11%	339	35%	65%
236118	Residential Remodelers	746	11%	414	36%	64%
236220	Commercial and Institutional Building Construction	1,031	10%	636	32%	68%
237110	Water and Sewer Line and Related Structures Construction	789	34%	274	58%	42%
237130	Power and Communication Line and Related Structures Construction	2,208	60%	642	69%	31%
237310	Highway, Street, and Bridge Construction	552	15%	268	41%	59%
Total - Construction and Support Trades Industry		7,836	14%	4,018	39%	61%

Advanced Manufacturing

As defined in the DeKalb County Target Sector Strategy, the Advanced Manufacturing industry accounts for 26,400 jobs in the Metro Atlanta Region. The industry is broad, representing over 100 sectors. Employment is distributed broadly across these sectors, with no one sector representing more than 1% of industry employment. The table on the following page identifies the largest sectors in the Advanced Manufacturing industry.

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Advanced Manufacturing Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
325612	Polish and Other Sanitation Good Manufacturing	1,063	0%	3.0	\$92,983
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	2,083	1%	1.7	\$58,428
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	1,881	1%	2.4	\$165,889
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	1,126	0%	1.2	\$55,122
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	1,201	1%	3.6	\$62,053
335311	Power, Distribution, and Specialty Transformer Manufacturing	1,185	1%	3.0	\$78,992

The industry has grown at a modest rate, expanding employment by 9%, adding nearly 2,200 jobs. However, many sectors have had employment decline, including Computer Terminal Manufacturing, which lost nearly 1,000 jobs. The Air Conditioning and Warm Air Heating Equipment Manufacturing increased employment by nearly 400 jobs, or 23%. 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	
		2010	2015	# Change	% Change
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	251	476	225	90%
333318	Other Commercial and Service Industry Machinery Manufacturing	313	598	285	91%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	1,700	2,083	383	23%
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	137	1,201	1,064	777%
335931	Current-Carrying Wiring Device Manufacturing	44	251	207	470%
Total - Advanced Manufacturing Industry		24,277	26,453	2,176	9%

Over the next five years, the Advanced Manufacturing industry is expected to shed over 1,600 jobs, contracting by 6%. 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.

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

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
325413	In-Vitro Diagnostic Substance Manufacturing	24	5%	29	17%	83%
333111	Farm Machinery and Equipment Manufacturing	54	10%	35	31%	69%
333112	Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing	25	13%	14	35%	65%
Total - Advanced Manufacturing Industry		-1,662	-6%	1,191	0%	100%

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 90% of the approximately 1,200 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 Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	612	3%	700	17%	83%
13-0000	Business and Financial Operations Occupations	576	3%	495	23%	77%
15-0000	Computer and Mathematical Occupations	650	6%	289	45%	55%
17-0000	Architecture and Engineering Occupations	98	2%	120	16%	84%
19-0000	Life, Physical, and Social Science Occupations	141	6%	107	26%	74%
21-0000	Community and Social Service Occupations	316	5%	193	33%	67%
23-0000	Legal Occupations	80	3%	73	22%	78%
25-0000	Education, Training, and Library Occupations	1,190	5%	718	33%	67%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	125	2%	286	9%	91%
29-0000	Healthcare Practitioners and Technical Occupations	1,776	8%	829	43%	57%
31-0000	Healthcare Support Occupations	1,017	11%	399	51%	49%
33-0000	Protective Service Occupations	102	2%	160	13%	87%
35-0000	Food Preparation and Serving Related Occupations	589	2%	1,057	11%	89%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	342	3%	324	21%	79%
39-0000	Personal Care and Service Occupations	719	6%	512	28%	72%
41-0000	Sales and Related Occupations	528	2%	1,220	9%	91%
43-0000	Office and Administrative Support Occupations	539	1%	1,170	9%	91%
45-0000	Farming, Fishing, and Forestry Occupations	-3	-1%	8	0%	100%
47-0000	Construction and Extraction Occupations	494	5%	286	34%	66%
49-0000	Installation, Maintenance, and Repair Occupations	235	2%	336	14%	86%
51-0000	Production Occupations	-175	-1%	338	0%	100%
53-0000	Transportation and Material Moving Occupations	301	1%	649	9%	91%
Total - All Occupations		10,359	3%	10,255	20%	80%

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

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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 2015, over 2,500 on-line job advertisements were posted for Heavy and Tractor-Trailer Truck Drivers and over 1,800 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 2015 are summarized in the table below.

Occupations by Number of Job Postings in 2015 - DeKalb County

O*NET Code	Occupation	Job Postings
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	2,562
29-1141.00	Registered Nurses	1,821
41-2031.00	Retail Salespersons	1,179
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	728
43-4051.00	Customer Service Representatives	635
41-1011.00	First-Line Supervisors of Retail Sales Workers	598
15-1132.00	Software Developers, Applications	398
11-9199.00	Managers, All Other	374
29-2061.00	Licensed Practical and Licensed Vocational Nurses	298
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	267
49-9071.00	Maintenance and Repair Workers, General	265
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	262
11-9111.00	Medical and Health Services Managers	232
43-6014.00	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	220

b. 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, Communication Skills was a requirement for 5,600 on-line job advertisements in 2015.

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Top Skills by 2015 Job Postings - DeKalb County

Skills	Job Postings
Communication Skills	5,614
Customer Service	3,919
Writing	3,380
Organizational Skills	2,683
Microsoft Excel	2,272
Planning	2,110
Physical Demand	2,096
Microsoft Office	2,018
Problem Solving	1,998
Computer Skills	1,922

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 Class A Certified Driver's License. The top 10 certifications requested by employers in jobs postings are summarized in the following table.

Top Certifications by 2015 Job Postings - DeKalb County

Certifications	Job Postings
Registered Nurse	1,584
CDL Class A	1,260
First Aid CPR AED	691
Basic Cardiac Life Support Certification	515
Commercial Drivers License	509
American Heart Association Certification	441
Automotive Service Excellence Certification	215
Security Clearance	159
Certified Public Accountant	156
Home Care Certificate	117

In March of 2016, the Metro Atlanta Chamber published a supply-demand analysis for the region. The report, completed by Accenture, analyzed the economic trends and compared employer needs to educational resources. Based on an analysis of on-line job postings, the report found that 51% required a Bachelor's degree and nearly a third required a high school diploma or vocational training, while 11% required an Associate's degree.

Approximately 15% of job postings in the region specified fields of study required for applicants. Of those, 16% requested degrees in computer science, 15% requested business administration, and 10% requested nursing.

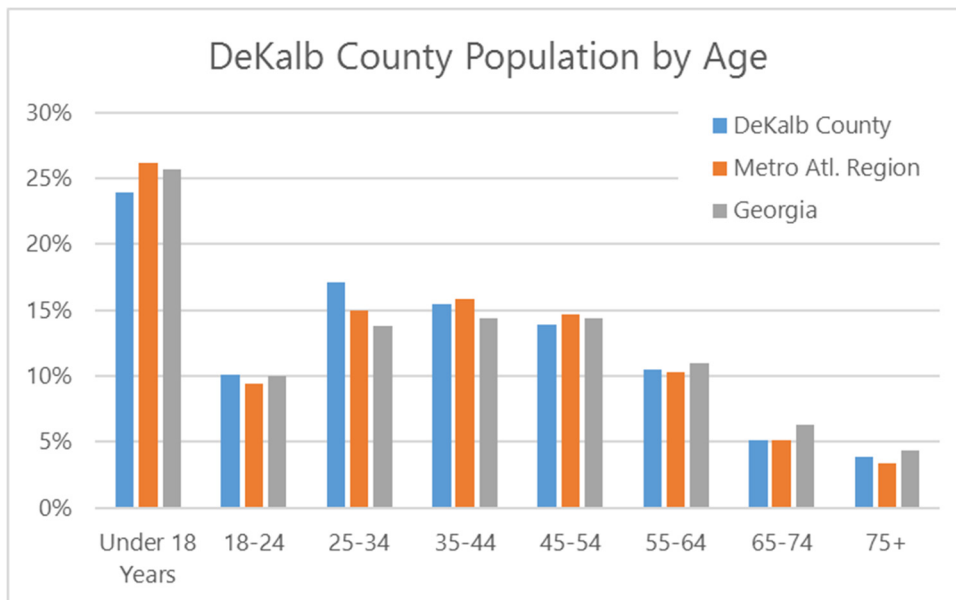
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The Supply-Demand Analysis further identified future skill needs. It showed that technical skills, specifically programming and data management, will be in high demand. Soft skills, especially communication and team work, will also continue to be important.

- c. 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.**

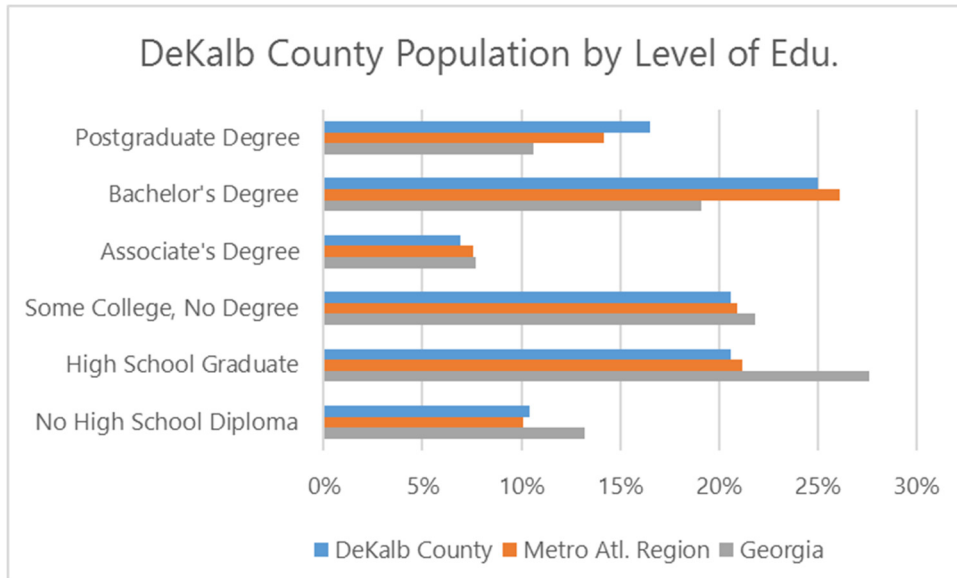
In 2015, the Metro Atlanta Region had a labor force of 2.2 million, of which, nearly 2.1 million were employed. The region had an average unemployment rate of nearly 6%, approximately 0.5% higher than the the State of Georgia. DeKalb County has a civilian labor force of 384,500 individuals and a labor force participation rate of 69%.

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 20% of the population.



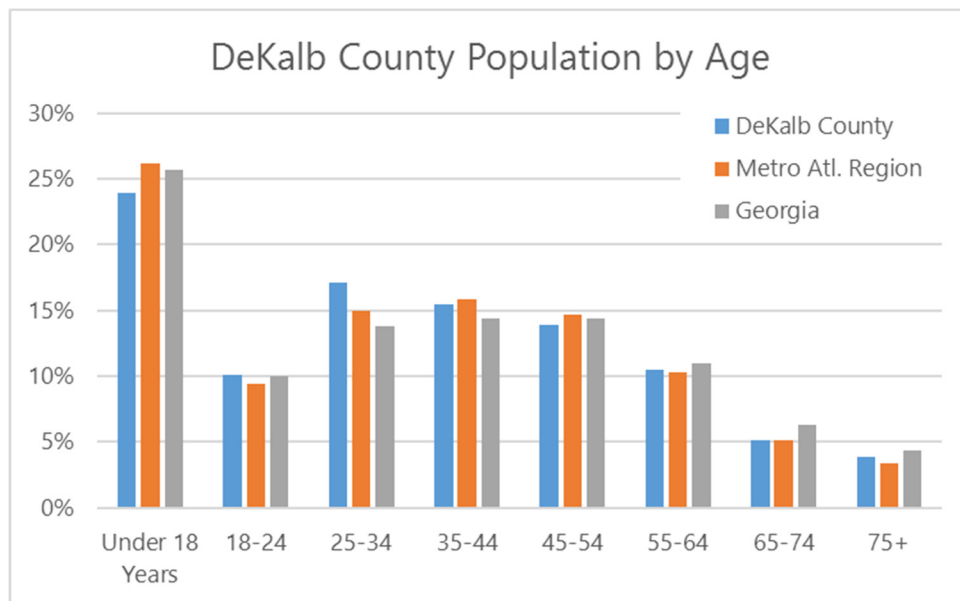
Relative to the State of Georgia, a higher portion of DeKalb County and Metro Atlanta Region residents aged 25 to 64 have an advanced degree (Bachelor's or higher). In DeKalb County, this group represents approximately 41% of working aged residents. The county has fewer residents than the state without a high school diploma or with a high school degree but no further education. An overview is provided in the table on the following page.

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- d. 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.

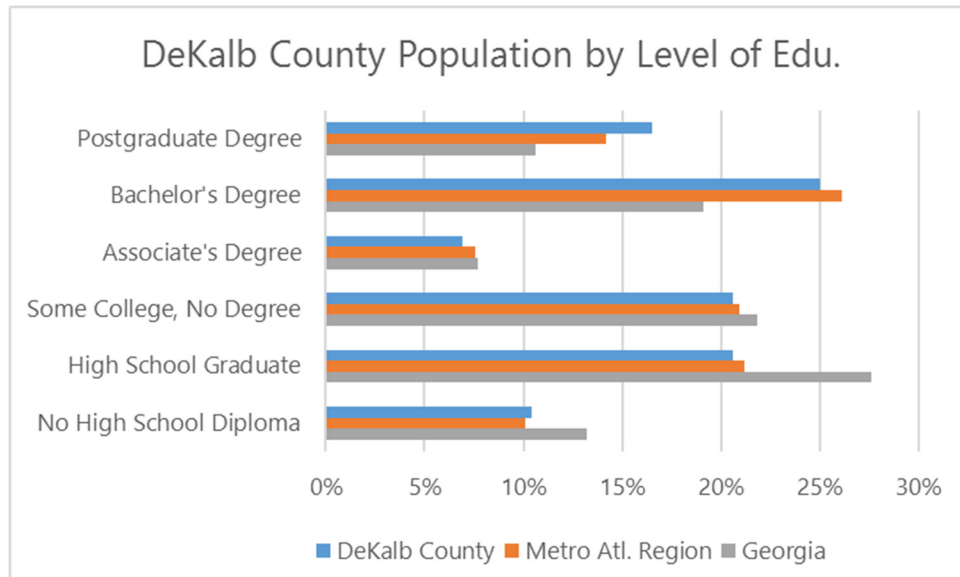
DeKalb County has a civilian labor force of 384,500 individuals and a labor force participation rate of 69%. The distribution largely mirrors the region and the state. It is slightly more concentrated in workers aged 25 to 34 and it is less in older age groups 55+.



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. Correspondingly, the county has fewer residents than the state without a high school

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



- e. **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 also 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

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- 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.

- f. 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.**

As discussed further in the response to **Strategic Elements, Governance and Structure, 3.a. below**, the Board hosts business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, it will expand these efforts to convene businesses, community partners, and other key workforce stakeholders on strategies to coordinate core programs to align the resources available in the local area. Examples of the strategies to be explored include:

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- 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
- 3. 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.**

- a. 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. Each year the Board hosts a variety of business summits, forums, and roundtables to gather information and discuss occupations and career pathways with small employers as well as the businesses in the in-demand industry sectors.

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

- b. 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

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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.

c. 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.

They communicate their findings with the general public at Partner Expositions and similar workforce/economic development events. For example, during the recent Workforce Development Partners' Expo, over 20 local organizations shared valuable information about housing, employment and training opportunities, mental health counseling, child support information, and youth services available in the community.

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

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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.

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

An Unemployment Insurance (UI) representative from GDOL is scheduled to be on-site at the One-Stop Center each week. Therefore, individuals who are at the facility conducting job search activities at this time can conveniently meet with him/her; eliminating the need to travel to another location. Additionally, virtual access (via Internet and phone) is also available to customers on a 24/7 basis.

To strengthen its linkages, the Board is interested in exploring the possibility of having the UI representative on-site on a more frequent basis. Additionally, the Board is interested in working with GDOL to identify those individuals who are likely to exhaust their UI benefits and requiring them to come to the One-Stop for job search 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 depleted.

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

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

The Board is committed to exploring, developing, and establishing regional service delivery strategies, including the use of cooperative service delivery agreements, to better assist the businesses and job seekers of the Metro Atlanta Workforce Region. In fact, the Board was an active participant in the preparation of the Regional WIOA Plan that complements this Local WIOA Plan.

b. 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.

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

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a. Describe the partners that are participating in the sector strategy development.

The Board is an active participant in the regional sector strategy initiatives that are described in the Metro Atlanta Regional WIOA Plan, including the initiatives of CHAMP (Career healthcare Atlanta Mobility Project), EWA (Electronics Workforce Alliance), and Logistics Workforce Partnership. Note, it is serving as the lead board for the Healthcare sector.

Additionally, in conjunction with the region’s targeted sectors of Healthcare, Information Technology, and Transportation and Logistics, the Board has identified the following in-demand industries for the DeKalb local area:

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

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

b. 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.

c. 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 Angelou Economics in 2014, identified the aforementioned industries as the targeted sectors for the local area.

Angelou Economics used quantitative and qualitative data, including direct input from more than 100 businesses and more than 1,600 community residents and stakeholders. Using this information, they conducted a cluster analysis to ascertain the relative strength and dominance of industries in the area. The clusters were analyzed to determine national and local/regional growth trends and assets that benefit industry development. This analysis served as the basis for the identification of the targeted industries.

d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:

- i. Participating employers;**
- ii. Target occupations;**
- iii. Training programs; and**

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iv. 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 Workers ³
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 Entrepreneurship
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 Drivers; Aircraft Cargo Handling Supervisors	Broad array – from high school diploma to Bachelor’s degree	Knowledge Technical Semi-Skilled
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; Pipelayers; 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

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- e. **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.

6. **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.**

- a. **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.

- b. **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 Thursday from 8:30AM until 6:30PM and on Fridays from 8:30AM until 5:00PM.

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. 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>.

During the upcoming year, the Board will be rebranding the One-Stop facility, Mobile Career Lab, and website to use the new WorkSource DeKalb name and logo.

- c. **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 Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology**

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and 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:

- Conduct ongoing training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide 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.
- Advocate 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.
- Institute 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.
- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and adjustable work stations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- Coordinate staff training on assistive technology and equipment to ensure that staff are fully-trained in usage and application.
- Help individuals with disabilities needing assistance with the registration process.
- Maintain required Federal and State notices and postings.

d. 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	Serves as the One-Stop Operator and provides WIOA Adult, Dislocated Worker, Youth, and

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Partner	Programs/Roles	Services/Contributions
		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

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

- e. 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.**

WSD, a division of DeKalb County Government, 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 Georgia Department of Economic Development, Workforce Division (WFD) and will determine the methodology that best meets its specific needs.

It 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.

Moreover, the Board may choose to work together with one or more of the other boards in the region to competitively procure a single entity or individual that will serve as a Regional One-Stop Operator.

7. 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.

8. 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.

Sandeep Gill
Deputy Director
Equal Opportunity Officer
WorkSource DeKalb
774 Jordan Lane, Building 4
Decatur, Georgia 30033
Email: sgill@dekalbcountyga.gov
Phone: (404) 687-3400

Upon entry into the system, customers, including Youth, 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

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

- a. 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 20 board members: Eleven (11) Business Representatives, Five (5) Workforce Representatives, Two (2) Education and Training Representatives and Two (2) 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

(A) 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).**

(B) 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 in

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addressing 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).**

(C) 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).**

(D) 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).**

(E) 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.

b. 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

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- 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.

c. 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 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.

d. 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> 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

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

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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.

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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.

15. 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> and was also directly distributed via email to representatives of businesses, labor

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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

37. 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.

38. 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

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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
- Initial assessment of needs
- Referral to appropriate services
- 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

Specialized Career Services

- Eligibility determination
- 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

Training Services

- 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

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>.

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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.

39. 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

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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 services

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provided 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.

40. 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

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

As part of the transition from the Workforce Investment Act to WIOA, year-round services are provided to eligible youth ages 14-24. Overall, the Board dedicates 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 14-18 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 summer jobs as part of the 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 provide preparation classes at the One-Stop facility. 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. Sessions are usually held after school hours and parents are encouraged to attend.

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.

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- **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 skill 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**

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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 Junior Achievement and Big Brothers and Big Sisters of Atlanta.

- **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.

41. 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.

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- 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.

42. 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).

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- 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, Bachelors of Business Administration, Bachelors 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 \$5,000 for a single year and \$8,000 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.

43. 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

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skill development include, 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.

44. 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.

The One-Stop Operator, WSD, takes primary responsibility for providing youth with relevant information and opportunities for career exploration and research. Its staff assists 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.

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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, and Parents Pounding the Pavement for Employment. 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.

45. 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-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, Dislocated Worker and Youth) per program year.

At this time, the Metro Atlanta Workforce Region has not adopted a Regional Supportive Services Policy. However, in an effort to better coordinate services, the five local workforce boards discuss local supportive services policies as part of the region's quarterly meetings.

Coordination with Core Partners

17. 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 get the 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 can get and keep good jobs.

18. 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 primarily offered at a separate GDOL facility in Decatur. However, because many of the career services offered under WIOA are very similar to Wagner-Peyser employment services, and because WIOA requires co-location of partners, the Board is interested in exploring the possibility of having increased representation at the One-Stop. It believes co-location will improve services, provide greater economies of scale, and eliminate duplicative efforts.

The Board's Operator, WSD hosted a One-Stop Procurement Meeting with the mandatory partners, including Wagner-Peyser in June 2016 to discuss infrastructure cost sharing

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and co-location strategies among the partner network system.

19. 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 the One-Stop facility as well as its 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.

20. 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

17. 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 is awaiting proposed levels of performance from the Governor before it can begin negotiations. The WIOA Primary Indicators of Performance that will be addressed are detailed in **Attachment 2**.

18. 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 will develop a unified assessment which will include the criteria described above.

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

a. 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. Under a contractual

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arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website. It also ensures that the WFD website directs interested applicants to this site.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, the Board also provides notification of the application process via local media and by issuing a public announcement. Additionally, it distributes letters of notice to any agency that has previously requested to be on the Potential Bidders' List.

b. 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 the WFD 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.

c. 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:

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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.

d. 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 WFD.

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 WFD.

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.

e. 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.

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Additionally, to further promote regionalization and provide economies of scale, the WorkSource DeKalb Board and workforce board for Fulton County 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.

f. 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 on a monthly basis. At the same time, ITA case management activity is tracked and managed through the case management system.

g. 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 \$5,000 for a training program with a duration of one year or less, or \$8,000 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.

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.

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

Registered apprenticeship applications are coordinated by the WFD. Once the Board receives notification from the WFD 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

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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

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

The Board is committed to adopting and utilizing the new brand unveiled by the State which will be known locally as WorkSource DeKalb.

It will update 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, WSD, will educate and train One-Stop Center personnel on the proper usage of the new brand, including when answering the telephone and emailing customers.

18. **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 has secured a grant of \$56,000 to provide valuable exposure through classroom training and hands-on instruction to 22 rising high school seniors from the DeKalb County School District. This partnership will include the WFD, technical colleges, pre-apprenticeship programs and industry professionals.

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

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

19. 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.

20. 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 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:

A. 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:

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B. 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.

A. 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

B. 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;

C. 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;

D. Receives or is eligible to receive a free or reduced-price lunch under the NSLA

E. Is a foster youth, on behalf of whom state or local government payments are made; or

F. 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.

WorkSource DeKalb Board – WIOA Plan for 2016-2020

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Sadie Dennard: Chair	External Manager	Georgia Power	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
Claudette Grant	Human Capital Analyst	Center for Disease Control	Business
Jacqueline Thompson	Vice President, Transportation Operations	Macy's	Business
Cathy Hardin	Director, Human	DeKalb Medical	Business
John Lenz	Vice President	LENZ	Business
Tommy Lester	Managing Director	Startup BFF	Business
Michael Romesburg	Lead Manager, Workforce Initiatives	CVS Health	Business
Mike Carow	HR Manager	Hormel Foods	Business
Jerome Jackson	Director, Business & Membership	IBEW Local Union 613	Labor: Registered Apprenticeship
Denise Townsend	Regional Director	United Way of Greater Atlanta	Community Based
Tony Westly	Business Manager	Operative Plasterers	Labor: Registered Apprenticeship
Jacqueline Williams	Metro TANF Manager	DeKalb County DFCS	Youth Serving Organization
Lamont Wise	Sr. Director, Workforce Development, Education & Training	Urban League of Greater Atlanta	Community Based 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
Diane Allen	Career Center Manager	Georgia Department of Labor	State Employment Service
Cheryl Gosier	Regional Director	Georgia Vocational Rehabilitation Agency	Vocational Rehabilitation
Ray Gilley	President, Development Authority of DeKalb	DeKalb County Economic Development	Economic Development

WorkSource DeKalb Board – WIOA Plan for 2016-2020

Attachment 2: Local Negotiated Performance

Note – As shown in the chart below, some measures will not have goals for PY16 and PY17. Instead, data will be collected for these two years to establish benchmarks for the future.

WIOA Performance Measure	PY16 Goal	PY17 Goal
Adult Q2 After Exit	71%	73%
Adult Q4 After Exit	70%	72%
Adult Median Earnings Q2 After Exit	\$6,250	\$6,500
Adult Credential Rate within 4 Qtrs After Exit	72%	74%
Adult In-Program Skills Gain	Benchmark	Benchmark
DW Q2 After Exit	70%	72%
DW Q4 After Exit	72%	74%
DW Median Earnings Q2 After Exit	\$6,300	\$6,600
DW Credential Rate within 4 Qtrs After Exit	74%	76%
DW In-Program Skills Gain	Benchmark	Benchmark
Youth Q2 Placement in Employment or Education	70%	75%
Youth Q4 Placement in Employment or Education	70%	75%
Youth Median Earnings	Benchmark	Benchmark
Youth Credential Rate within 4 Qtrs After Exit	51%	53%
Youth In-Program Skills Gain	Benchmark	Benchmark
Employer Measure	Benchmark	Benchmark

WorkSource DeKalb Board – WIOA Plan for 2016-2020

Attachment 3: Comments – NO COMMENTS WERE RECEIVED. Public comments period was from July 13, 2016 - August 13, 2016.

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 2016-2020

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: Sheryl B. C. Stone

Title: Local Workforce Area Director

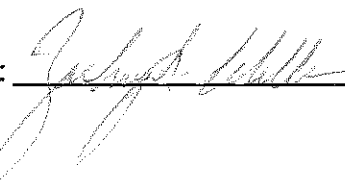
Entity Representing: DeKalb Workforce Development

Signature: 

Name: Lee May

Title: Chief Local Elected Official

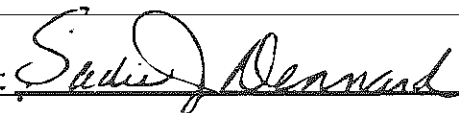
Entity Representing: DeKalb County

Signature:  by PIC

Name: Sadie J. Dennard

Title: Local Workforce Development Board

Entity Representing: Georgia Power

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

A. A supplier's contract compliance history with DeKalb County and other contractual parties is a valid element in the decision to award a solicitation.

B. 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.

A. 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.

B. 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

3. Whether a fixed price or cost type contract is more advantageous.
4. 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.
5. Cost of equipment, services or project is in excess of \$50,000.00, and/or
6. 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.

C. 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.

D. 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.

E. 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.

F. 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.

G. 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 complaint 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-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>.

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 filing, hearing process and timeline are outlined in WorkSource DeKalb’s Policy Manual that can be requested from WorkSource DeKalb’s EEO Officer listed below.

I. Contact Local Area – WorkSource DeKalb for inquiry to resolution of alleged grievance or complaint

Sandeep Gill
Deputy Director/Equal Opportunity Officer
WorkSource DeKalb
774 Jordan Lane, Building 4
Decatur, Georgia 30033
Email: sgill@dekalbcountyga.gov
Phone: (404) 687-3437 Fax: (404)687-4099

II. Contact State WIOA EO Officer

WIOA Title I Equal Opportunity Officer
Mr. David Dietrichs
Deputy Counsel
Georgia Department of Economic
Development, Workforce Division
75 Fifth Street, NW, Suite 845
Atlanta, GA 30308
404-962-4136 (voice)
800-255-0056 (TTY/TDD)
DDietrichs@georgia.org
404-876-1181 (fax)

OR
Ben Hames, Deputy Commissioner
Georgia Department of Economic Development,
Workforce Division
75 Fifth Street, NW, Suite 845
Atlanta, Georgia 30308
Phone: (404) 962-4005
Fax: (404) 876-1181

III. 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

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-enforce-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. There is no charge for this call. Complaint Form: <http://oig.georgia.gov/file-Complaint>. This document can be translated using 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. 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.

Date:

Applicant Name (signature): _____

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.

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.

WorkSource DeKalb (WSD)

ATTN: Sandeep Gill, Deputy Director/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

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)

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

Name Telephone
Address City State Zip

3) What is the most convenient time and place for us to contact you about this complaint?

4) Briefly describe, as clearly as possible, your complaint. Attach additional sheets if necessary. Also, attach any written materials pertaining to your complaint.

a. Please explain the basis of the complaint.

b. Who was involved? Include witnesses, fellow employees, supervisors, or other. Provide names, addresses and telephone numbers if known.

c. Please list the location and date.

5) 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 Georgia Department of Economic Development, Workforce Division (GDEcD, WD). Upon receiving a notice of final action from GDEcD, WD, 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)

6) Do you feel you have been discriminated against? Yes No (Circle one)

7) On what date (s) did the alleged discriminatory action occur? _____

8) Check all grounds of discrimination that apply and specify the characteristic

<input type="checkbox"/> Race	<input type="checkbox"/> Color
<input type="checkbox"/> Religion	<input type="checkbox"/> National Origin
<input type="checkbox"/> Sex [] Male [] Female	<input type="checkbox"/> Age
<input type="checkbox"/> Disability	<input type="checkbox"/> Sexual Harassment
<input type="checkbox"/> Citizenship	<input type="checkbox"/> Political Affiliation
<input type="checkbox"/> Reprisal/Retaliation	<input type="checkbox"/> Other

9) Explain briefly how you were treated differently. Attach any written material pertaining to your case.

10) Do you have an attorney or other representative for this complaint? Yes No (Circle one)

If yes, please provide name, address and phone:

Attorney Name _____ Address _____ Telephone _____

11) 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 _____



WIOA One-Stop Guidance for Local MOU Negotiations

Presented by Georgia Department of Economic Development,
Workforce Division

February 14, 2017

WIOA One-Stop Programs

Entities that administer the following programs within a local workforce development area (LWDA) are the required one-stop partners

- (1) Programs authorized under title I of WIOA, including: Adults, Dislocated workers, Youth, Job Corps, YouthBuild, Native American programs, and Migrant and seasonal farmworker programs
- (2) The Wagner-Peyser Act Employment Service program
- (3) The Adult Education and Family Literacy Act (AEFLA) program
- (4) The Vocational Rehabilitation (VR) program
- (5) The Senior Community Service Employment Program
- (6) Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- (7) Trade Adjustment Assistance activities
- (8) Jobs for Veterans State Grants programs
- (9) Employment and training activities carried out under the Community Services Block Grant
- (10) Employment and training activities carried out by the Department of Housing and Urban Development
- (11) Programs authorized under State unemployment compensation laws
- (12) Programs authorized under sec. 212 of the Second Chance Act of 2007



WIOA Service Delivery System

Comprehensive One-Stop Sites versus Affiliate Sites

- What is a Comprehensive One-Stop? A site that provides access to all of the WIOA one-stop programs.
- Each LWDA must establish at least one comprehensive One-Stop site which provides access to the twelve WIOA one-stop programs.
 - “Access” to each required partner program and its services means:
 - Physical Staff Presence (Either program staff or cross-train), or
 - Dedicated Direct Linkage Through Technology (Direct connection by phone or real-time web-based communication with program staff)
- What is an Affiliate site? A site that has one or more of the twelve WIOA programs available.*

Reference: 29 U.S.C. § 3151(e)(2) & 20 C.F.R. §§ 678.305(d), .315

*Note that for Wagner-Peyser Employment Services to be provided at an affiliate site, there must be at least one or more other partners' staff physically present more than 50% of the time the site is open. Additionally, the other partner cannot be the local veterans' employment representatives, disabled veterans' outreach program specialists, or unemployed compensation programs.



WIOA One-Stop Operating Costs

Infrastructure and Other Shared Costs

- The required one-stop partners must use a portion of their funds to maintain the one-stop delivery system. Maintaining the system includes paying infrastructure costs and other shared costs.
- What are Infrastructure Costs? Those nonpersonnel costs necessary for general one-stop operations. Infrastructure costs include:
 - Rent, Utilities, Maintenance, Equipment(including assessment-related products and assistive technology for serving individuals with disabilities), and Technology that is used to provide program access.
- What are Other Shared Costs? Costs which must include applicable career services and may include other costs such as shared services.
 - Shared Services may include initial intake, needs assessments, basic skills assessment, identification of service individual's service needs, partner program referrals, and business services.
 - Shared costs must be allocated according to the proportion of benefit received by each of the partners and must be detailed in the Service Delivery MOU.



WIOA One-Stop Infrastructure Funding

Local and State Infrastructure Funding Mechanisms

- WIOA one-stop infrastructure costs are funded through either a local funding mechanism or the State funding mechanism. The State funding mechanism is only applied if the LWDB, CLEO, and required partners cannot reach consensus on a local funding mechanism.
- The local funding mechanism must set forth the method for calculating required partners' programs' contributions towards one-stop infrastructure costs, must be agreed upon by the LWDB, CLEO, and required partners, and must meet the following requirements:
 1. Infrastructure costs must be funded through cash and fairly evaluated non-cash and third-party in-kind partner contributions;
 2. Each required partner's contribution must be negotiated with the LWDB, CLEO, and other required partners and the amount must be stipulated in the Service Delivery MOU;
 3. Each required partner's program's proportionate share of funding must be calculated in accordance with 2 C.F.R. part 200 and based upon a reasonable cost allocation methodology whereby infrastructure costs are charged to each partner in proportion to its use of the one-stop center, relative to benefits received. Such costs must also be allowable, reasonable, necessary, and allocable; and,
 4. Required partner contributions must be periodically reviewed and reconciled against actual costs incurred, and adjusted to ensure that actual costs charged to any one-stop partners are proportionate to the use of the one-stop center and relative to the benefit received by the one-stop partners and their respective programs or activities.



WIOA One-Stop Infrastructure Funding

Funds to be used under the Local One-Stop Infrastructure Funding Mechanism

- Generally, under the local funding mechanism, required partners may determine what funds to use to pay their portion of the infrastructure costs. However, some required partners' programs' have specific guidelines.
 - WIOA Title I programs' infrastructure costs may be considered program costs.
 - Adult education and literacy programs' funds must include Federal funds made available for the local administration of adult education and literacy programs authorized by title II of WIOA. These funds may also include non-Federal resources that are cash, in-kind or third-party contributions.
 - Carl D. Perkins Career and Technical Education Act of 2006 programs' funds used to pay for infrastructure costs may include funds available for local administrative expenses, non-Federal resources that are cash, in-kind or third-party contributions, and may include other funds made available by the State.
- There are no specific caps on the amount or percent of overall funding a one-stop partner may contribute to fund infrastructure costs under the local funding mechanism, except that contributions for administrative costs may not exceed the amount available for administrative costs under the authorizing statute of the partner program.
- However, amounts contributed for infrastructure costs must be allowable and based on proportionate use and relative benefit received, taking into account the total cost of the one-stop infrastructure as well as alternate financing options, and must be consistent with 2 C.F.R. part 200, including the Federal cost principles.



Fulton County Workforce Plan

Workforce Innovation and Opportunity Act
2016 to 2020

The Fulton County Local Workforce Area
(Area 6) is comprised of Fulton County, GA,
as displayed in the map on the right

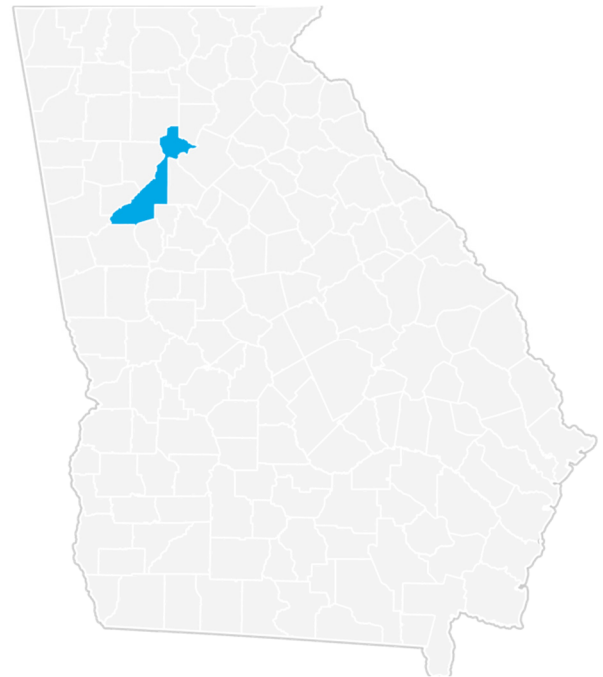


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ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments that Express Disagreement
- 4 – Signature Page

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Strategic Elements, Governance and Structure

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

The fiscal agent for Local Workforce Area 6, Fulton County, as designated by the Chief Elected Official is:

Fulton County Workforce Development Division
Housing and Community Development Department
Fulton County Government
137 Peachtree St SW
Atlanta, GA 30303

- 2. 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.**
 - a. 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.**

Fulton County Industry Analysis

In 2015, Fulton County had nearly 834,000 jobs. Professional, Scientific, and Technical Services (PST Services) is the largest industry in the county, accounting for nearly 100,000 jobs, or 12% of employment in the area. Employment in this industry is 80% more concentrated in Fulton County than in the US overall. Health Care and Social Assistance accounts for 88,000 jobs, or 11% of employment. The Administrative and Support and Waste Management and Remediation Services is also a major employer in the region, representing over 75,000 jobs. While this industry cluster is broad, most employment is typically concentrated in job placement and temporary employment service firms.

Average annual wages in Fulton County are high (\$68,000), due in part to the size of the PST Services industry, which has an average annual wage of \$98,600.

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Industry Overview, 2 Digit NAICS - Fulton County

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	322	0%	0.0	\$52,183
21	Mining, Quarrying, and Oil and Gas Extraction	134	0%	0.0	\$224,560
22	Utilities	3,537	0%	0.8	\$106,057
23	Construction	19,911	2%	0.4	\$62,582
31	Manufacturing	26,671	3%	0.4	\$92,348
42	Wholesale Trade	40,974	5%	1.2	\$96,384
44	Retail Trade	63,575	8%	0.7	\$34,903
48	Transportation and Warehousing	47,187	6%	1.4	\$73,507
51	Information	45,473	5%	2.7	\$102,724
52	Finance and Insurance	50,264	6%	1.5	\$128,961
53	Real Estate and Rental and Leasing	22,830	3%	1.6	\$72,332
54	Professional, Scientific, and Technical Services	99,877	12%	1.8	\$98,639
55	Management of Companies and Enterprises	19,526	2%	1.6	\$117,336
56	Administrative and Support and Waste Management and Remediation Services	75,511	9%	1.4	\$47,503
61	Educational Services	48,239	6%	0.7	\$55,940
62	Health Care and Social Assistance	88,011	11%	0.8	\$56,347
71	Arts, Entertainment, and Recreation	15,508	2%	1.0	\$45,211
72	Accommodation and Food Services	78,958	9%	1.1	\$23,214
81	Other Services (except Public Administration)	33,129	4%	0.9	\$33,715
92	Public Administration	51,138	6%	1.3	\$68,237
99	Unclassified	3,129	0%	2.1	\$75,545
Total - All Industries		833,904	100%	N/A	\$68,383

Bold designates the largest industries by number of jobs in 2015

While employment in the county contracted during the recession, it has recovered rapidly. Between 2010 and 2015, the county added over 87,000 jobs, increasing employment by 12%. The PST Services industries added the most jobs, increasing employment by over 20,600 jobs, or 26%. The Administrative and Support and Waste Management and Remediation Services industry also grew rapidly, adding over 16,000 jobs. This rapid growth suggests that some employers are using these services instead of hiring permanent employees directly.

Over the same period, the Utilities, Information, and Management of Companies and Enterprises contracted slightly.

Overall, employment growth in Fulton County between 2010 and 2015 outpaced growth in Georgia and the US. While employment in Fulton County grew by 2.2% annually, employment in Georgia and the US grew by 1.9% and 1.6%, respectively.

Over the next 5 years, Fulton County is expected to continue to grow, adding over 42,000

Fulton Workforce Development Area – WIOA Plan for 2016-2020

jobs, increasing employment by 5%. Growth is expected to be driven by the Health Care and Social Assistance industry, which is projected to add nearly 9,000 jobs. The PST Services is also expected to continue to grow rapidly. The Utilities and Manufacturing industries are expected to contract slightly.

Annually, over 29,000 job openings are expected in Fulton County, due to both replacement demand and new demand. Over 70% of openings are expected to be created by replacement demand. The PST Services and Health Care and Social Assistance industries are expected to have the highest number of annual openings.

Projected employment trends and annual employment demand are presented in the following table.

Projected Change in Employment, 2 Digit NAICS - Fulton County

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	7	2%	13	11%	89%
21	Mining, Quarrying, and Oil and Gas Extraction	5	4%	4	24%	76%
22	Utilities	-116	-3%	89	0%	100%
23	Construction	1,635	8%	730	45%	55%
31	Manufacturing	-329	-1%	616	0%	100%
42	Wholesale Trade	1,860	5%	1,292	29%	71%
44	Retail Trade	2,064	3%	2,405	17%	83%
48	Transportation and Warehousing	686	1%	1,386	10%	90%
51	Information	921	2%	1,295	14%	86%
52	Finance and Insurance	2,758	5%	1,765	31%	69%
53	Real Estate and Rental and Leasing	1,006	4%	718	28%	72%
54	Professional, Scientific, and Technical Services	7,955	8%	3,722	43%	57%
55	Management of Companies and Enterprises	729	4%	566	26%	74%
56	Administrative and Support and Waste Management and Remediation Services	4,911	7%	2,718	36%	64%
61	Educational Services	2,855	6%	1,603	36%	64%
62	Health Care and Social Assistance	8,947	10%	3,552	50%	50%
71	Arts, Entertainment, and Recreation	816	5%	644	25%	75%
72	Accommodation and Food Services	3,428	4%	3,495	20%	80%
81	Other Services (except Public Administration)	1,421	4%	1,128	25%	75%
92	Public Administration	272	1%	1,291	4%	96%
99	Unclassified	159	5%	110	29%	71%
Total - All Industries		42,346	5%	29,231	29%	71%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Regional Perspective

In 2015, the Metro Atlanta Region was home to nearly 2.3 million jobs. The largest industries in 2015 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region.

Overall, employment in the region has grown steadily over the past 10 years, adding over

Fulton Workforce Development Area – WIOA Plan for 2016-2020

140,000 jobs despite a dip in employment due to the nationwide recession. Employment growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this 5-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9% and 1.6%, respectively.

Employment in the region is expected to continue to grow, increasing by over 112,000 jobs, or 22,400 new jobs annually. In addition to new jobs, approximately 56,600 jobs are expected to need to be filled due to workers retiring or other turnover (Replacement Demand). Replacement demand accounts for over 70% of total annual job demand. Combined, new and replacement demand are expected to account for nearly 80,000 job openings in the Metro Atlanta Region annually.

Regional In-Demand Industries

Regionally, the five Metro Atlanta Workforce Development Boards (City of Atlanta, Cobb County, DeKalb County, Fulton County, and the 7 counties included in the ARC Region) have identified three industries to target. These industries are:

- Healthcare
- Information Technology
- Transportation and Logistics

These industries were selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. While these industries were selected for the Metro Atlanta Region, each workforce board may also elect to select additional industries to focus on within its local area.

Healthcare Industry

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 202,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing nearly 70,000 jobs in 2015. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 42,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
621111	Offices of Physicians (except Mental Health Specialists)	42,133	21%	1.1	\$79,949
621210	Offices of Dentists	14,231	7%	1.0	\$52,720
621610	Home Health Care Services	12,763	6%	0.6	\$33,441
622110	General Medical and Surgical Hospitals	69,626	34%	0.8	\$57,500
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,213	6%	0.5	\$30,783

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Employment in the Healthcare industry continued to grow during the recession, dramatically outpacing overall employment growth in the region over the same period. Since 2010, the industry has added 29,600 jobs, expanding employment by 17%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 8,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 35%, or nearly 3,300 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
621111	Offices of Physicians (except Mental Health Specialists)	34,221	42,133	7,912	23%
621210	Offices of Dentists	12,657	14,231	1,574	12%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,772	4,290	1,518	55%
621610	Home Health Care Services	9,468	12,763	3,295	35%
622110	General Medical and Surgical Hospitals	61,600	69,626	8,026	13%
623312	Assisted Living Facilities for the Elderly	2,554	4,232	1,678	66%
Total - Healthcare Industry		172,406	202,008	29,602	17%

Employment in the Healthcare industry is expected to continue to grow rapidly, expanding employment by 25%, or over 50,000 new jobs. Annually, the industry is expected to have 18,700 job openings in the region, due to both new demand and replacement demand. Unlike many industries, new demand (jobs created from employment growth) account for more than half of these openings. General and Medical Surgical Hospitals are projected to drive employment growth in the industry, adding over 4,000 jobs and 3,800 jobs, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Projected Change in Healthcare Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
621111	Offices of Physicians (except Mental Health Specialists)	10,164	24%	3,841	53%	47%
621210	Offices of Dentists	3,016	21%	1,235	49%	51%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,604	61%	733	71%	29%
621399	Offices of All Other Miscellaneous Health Practitioners	2,506	61%	704	71%	29%
621610	Home Health Care Services	8,051	63%	2,109	76%	24%
622110	General Medical and Surgical Hospitals	6,703	10%	4,075	33%	67%
623312	Assisted Living Facilities for the Elderly	2,156	51%	635	68%	32%
Total - Healthcare Industry		50,712	25%	18,708	54%	46%

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta Region, accounting for over 96,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, Custom Computer Programming Services, and Computer Systems Design Services, which each account for between 20,000 and 23,700 jobs.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
511210	Software Publishers	11,761	12%	2.3	\$118,946
517110	Wired Telecommunications Carriers	23,744	25%	2.6	\$92,480
541511	Custom Computer Programming Services	22,621	24%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	22%	1.5	\$100,807

Between 2010 and 2015, the Information Technology industry added over 13,000 jobs, expanding employment by 16%. This growth was driven by the Computer Systems Design Services and Custom Computer Programming Services sectors, which added 5,700 jobs and 5,000 jobs, respectively. The Information Technology industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Historic Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
511210	Software Publishers	9,703	11,761	2,058	21%
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
Total - Information Technology Industry		83,041	96,250	13,209	16%

Growth in the Information Technology is expected to continue over the next 5 years. The industry is expected to add over 14,500 jobs, expanding employment by 15%. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 7,300 job openings. The employment demand will largely be driven by replacement demand, which accounts for 61% of annual employment.

Projected Change in Information Technology Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
511210	Software Publishers	3,422	29%	1,157	59%	41%
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
Total - Information Technology Industry		14,516	15%	7,353	39%	61%

Transportation & Logistics Industry

The Transportation and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the Metro Atlanta Region, this industry represents nearly 132,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Transportation & Logistics Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
481111	Scheduled Passenger Air Transportation	37,634	29%	6.1	\$83,114
484121	General Freight Trucking, Long-Distance, Truckload	12,982	10%	1.5	\$51,900
484122	General Freight Trucking, Long-Distance, Less Than Truckload	9,506	7%	2.4	\$52,648
485111	Mixed Mode Transit Systems	4,428	3%	2.4	\$72,048
488510	Freight Transportation Arrangement	7,106	5%	2.1	\$55,864
492110	Couriers and Express Delivery Services	15,722	12%	1.8	\$58,929
493110	General Warehousing and Storage	14,467	11%	1.3	\$41,742

The Transportation and Logistics industry has expanded employment over the past 5 years, adding over 16,300 jobs since 2010, expanding employment by 14%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. Long distance trucking and support activities have grown the most rapidly, with the Other Support Activities for Road Transportation industry expanding employment by over 300% since 2010. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

Historic Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
481111	Scheduled Passenger Air Transportation	36,342	37,634	1,292	4%
484121	General Freight Trucking, Long-Distance, Truckload	10,800	12,982	2,182	20%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	7,300	9,506	2,206	30%
488490	Other Support Activities for Road Transportation	449	1,812	1,363	304%
488510	Freight Transportation Arrangement	5,435	7,106	1,671	31%
492110	Couriers and Express Delivery Services	14,079	15,722	1,643	12%
493110	General Warehousing and Storage	12,924	14,467	1,543	12%
Total - Transportation & Logistics Industry		115,486	131,850	16,364	14%

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation and Logistics industry in the Metro Atlanta Region is expected to add 5,700 jobs, expanding employment by 4%. The sectors that demonstrated strong growth over the past 5 years are expected to continue on the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

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Projected Change in Transportation & Logistics Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	729	2%	2,268	6%	94%
484121	General Freight Trucking, Long-Distance, Truckload	716	6%	651	22%	78%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	518	5%	476	22%	78%
488510	Freight Transportation Arrangement	831	12%	515	32%	68%
493110	General Warehousing and Storage	1,125	8%	987	23%	77%
Total - Transportation & Logistics Industry		5,774	4%	7,746	15%	85%

Fulton County Occupational Analysis

Fulton County is home to nearly 834,000 jobs. Nearly 20% of those jobs are in Office and Administrative Support Occupations. Sales and Related Occupation comprise approximately 10% of the county's workforce. These two occupational groups are broad and generally represented in most industry clusters. The county also has a significant number of jobs in the Management Occupations and Business and Financial Operation Occupations. These occupational groups are closely related to the PST Services industry. Relative to the nation, Fulton County is approximately 70% more concentrated Computer and Mathematical Occupations, which are closely related to the regional targeted industry of IT and the PST Services industry.

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Occupational Overview, 2 Digit SOC - Fulton County

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	50,167	6%	1.0	\$128,100
13-0000	Business and Financial Operations Occupations	61,966	7%	1.5	\$80,300
15-0000	Computer and Mathematical Occupations	39,022	5%	1.7	\$91,100
17-0000	Architecture and Engineering Occupations	13,310	2%	0.9	\$87,500
19-0000	Life, Physical, and Social Science Occupations	6,660	1%	1.0	\$71,300
21-0000	Community and Social Service Occupations	10,437	1%	0.8	\$47,800
23-0000	Legal Occupations	12,094	1%	1.8	\$112,900
25-0000	Education, Training, and Library Occupations	33,765	4%	0.7	\$55,200
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	19,993	2%	1.4	\$59,000
29-0000	Healthcare Practitioners and Technical Occupations	42,306	5%	0.9	\$86,200
31-0000	Healthcare Support Occupations	17,434	2%	0.7	\$31,000
33-0000	Protective Service Occupations	19,890	2%	1.2	\$34,200
35-0000	Food Preparation and Serving Related Occupations	71,974	9%	1.0	\$22,900
37-0000	Building and Grounds Cleaning and Maintenance Occupations	26,876	3%	0.9	\$27,400
39-0000	Personal Care and Service Occupations	25,341	3%	0.8	\$27,300
41-0000	Sales and Related Occupations	86,821	10%	1.0	\$49,300
43-0000	Office and Administrative Support Occupations	151,511	18%	1.2	\$40,000
45-0000	Farming, Fishing, and Forestry Occupations	789	0%	0.1	\$31,900
47-0000	Construction and Extraction Occupations	18,522	2%	0.5	\$45,600
49-0000	Installation, Maintenance, and Repair Occupations	31,852	4%	1.0	\$49,900
51-0000	Production Occupations	31,123	4%	0.6	\$36,500
53-0000	Transportation and Material Moving Occupations	62,051	7%	1.1	\$41,200
Total - All Occupations		833,904	100%	1.0	\$54,500

Bold designates the largest occupations by number of jobs in 2015

Since 2010, employment in Fulton County has increased by 12% to nearly 834,000 jobs. Office and Administrative Support Occupations accounted for most of the growth, adding over 14,000 jobs, while Food Preparation and Serving Related Occupations grew at the highest rate, increasing employment by 21%. The Computer and Mathematical Occupations also grew rapidly, increasing employment by 17%. This occupational group is closely tied to the IT industry.

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2010 and 2015 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 9% and 12%, respectively.

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Annually, Fulton County is expected to have over 30,000 jobs annually. Approximately 72% of these openings will be created by replacement demand, while the remainder, approximately 8,500 jobs, will be created by new demand. Office and Administrative Support Occupations are expected to have the most job openings, largely due to retirements and other turnover in that occupational groups. A slightly higher proportion of openings in the Computer and Mathematical Occupations and Healthcare Support Occupations will be due to new demand.

The following table presents projected employment trends and demand.

Projected Change in Employment, 2 Digit SOC - Fulton County

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	2,904	6%	2,074	28%	72%
13-0000	Business and Financial Operations Occupations	4,489	7%	2,305	39%	61%
15-0000	Computer and Mathematical Occupations	3,506	9%	1,306	54%	46%
17-0000	Architecture and Engineering Occupations	674	5%	462	29%	71%
19-0000	Life, Physical, and Social Science Occupations	416	6%	293	28%	72%
21-0000	Community and Social Service Occupations	592	6%	347	34%	66%
23-0000	Legal Occupations	624	5%	368	34%	66%
25-0000	Education, Training, and Library Occupations	2,246	7%	1,183	38%	62%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	850	4%	869	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,774	9%	1,688	45%	55%
31-0000	Healthcare Support Occupations	2,041	12%	780	52%	48%
33-0000	Protective Service Occupations	656	3%	540	24%	76%
35-0000	Food Preparation and Serving Related Occupations	3,268	5%	3,487	19%	81%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,365	5%	890	31%	69%
39-0000	Personal Care and Service Occupations	1,874	7%	1,171	32%	68%
41-0000	Sales and Related Occupations	3,598	4%	3,361	21%	79%
43-0000	Office and Administrative Support Occupations	3,699	2%	4,111	18%	82%
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	1,307	7%	615	43%	57%
49-0000	Installation, Maintenance, and Repair Occupations	1,080	3%	942	23%	77%
51-0000	Production Occupations	709	2%	978	14%	86%
53-0000	Transportation and Material Moving Occupations	2,480	4%	2,219	22%	78%
Total - All Occupations		42,361	5%	30,060	28%	72%

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

Employment demand can also be assessed by analyzing the number of online job advertisements for various jobs in a region. In 2015, over 320,000 advertisements were posted online for jobs in Fulton County. Employers in the county advertised most frequently for openings in IT and computer-related occupations, including Software Developers, Computer Systems Analysts, and Database Administrators. Healthcare and Transportation and Logistics-related jobs were also frequently advertised in the county,

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reflecting the importance of the regions three targeted industries. PST Services-related occupations, such as Management Analysts and IT Project Managers were also commonly advertised in 2015. The 15 occupations with the most job advertisements in the region are summarized in the following table.

Top Occupations by Number of Job Postings in 2015 - Fulton County GA

O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	25,732
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12,381
29-1141.00	Registered Nurses	10,976
11-9199.00	Managers, All Other	9,989
13-1111.00	Management Analysts	8,629
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	7,922
15-1199.02	Computer Systems Engineers/Architects	6,819
15-1121.00	Computer Systems Analysts	5,905
15-1199.09	Information Technology Project Managers	5,806
15-1134.00	Web Developers	5,581
41-2031.00	Retail Salespersons	5,490
11-2022.00	Sales Managers	5,267
13-1071.00	Human Resources Specialists	5,255
11-2021.00	Marketing Managers	4,834
15-1141.00	Database Administrators	4,831

Regional Occupational Analysis

The Metro Atlanta Region accounts for nearly 2.3 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2010 and 2015 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region’s overall average.

Over the next 5 years, the Metro Atlanta Region is projected to add over 112,000 jobs, or nearly 22,500 jobs annually. In addition to these openings created by new jobs, nearly 60,000 openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

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Projected Change in Employment, 5 Digit SOC - Atlanta Region (40 Occupations with Greatest Annual Demand)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
41-2031	Retail Salespersons	7,425	10%	3,548	42%	58%
41-2011	Cashiers	2,280	5%	2,401	19%	81%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	5,433	11%	2,286	48%	52%
35-3031	Waiters and Waitresses	2,232	5%	2,270	20%	80%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,240	9%	1,998	42%	58%
43-4051	Customer Service Representatives	5,006	11%	1,769	57%	43%
29-1141	Registered Nurses	6,694	19%	1,522	88%	12%
43-9061	Office Clerks, General	3,132	7%	1,386	45%	55%
11-1021	General and Operations Managers	3,705	11%	1,306	57%	43%
43-5081	Stock Clerks and Order Fillers	2,496	8%	1,300	38%	62%

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$44,600. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT's living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.

Projected Change in Employment, 5 Digit SOC - Atlanta Region (Occupations Paying a Living Wage)

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
29-1141	Registered Nurses	6,694	19%	1,522	44%	56%
11-1021	General and Operations Managers	3,705	11%	1,306	28%	72%
13-2011	Accountants and Auditors	4,518	17%	1,259	36%	64%
11-9199	Managers, All Other	2,023	12%	1,255	16%	84%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,197	11%	907	35%	65%
15-1132	Software Developers, Applications	3,875	24%	660	59%	41%
41-3099	Sales Representatives, Services, All Other	1,806	10%	654	28%	72%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,619	11%	640	41%	59%
25-2021	Elementary School Teachers, Except Special Education	1,935	10%	611	32%	68%
13-1111	Management Analysts	2,747	19%	550	50%	50%

Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In the Metro Atlanta Region, over 30,000 job advertisements were posted online in search of Software Developers. Other top occupations were related to

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the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2015 are presented in the following table.

Top Occupations by Number of Job Postings in 2015 - Atlanta Region

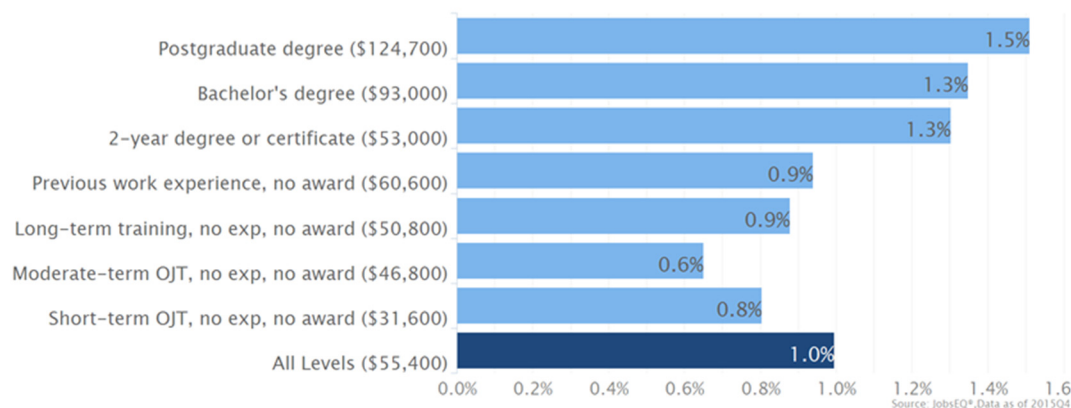
O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	30,452
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	23,347
29-1141.00	Registered Nurses	19,644
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	17,945
41-2031.00	Retail Salespersons	14,627
11-9199.00	Managers, All Other	12,884
13-1111.00	Management Analysts	10,161
43-4051.00	Customer Service Representatives	8,902
41-1011.00	First-Line Supervisors of Retail Sales Workers	8,661
15-1199.02	Computer Systems Engineers/Architects	8,252
15-1121.00	Computer Systems Analysts	7,120
13-1071.00	Human Resources Specialists	6,902
15-1199.09	Information Technology Project Managers	6,855
11-2022.00	Sales Managers	6,809
15-1134.00	Web Developers	6,603

- b. 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.**

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 1.5% annually. Jobs requiring a Bachelor's degree and those requiring an Associate's degree or credential are also expected to have above average growth, increasing by 1.3% annually.

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Annual Average Projected Job Growth by Training Required for Fulton County, Georgia



Through an analysis of 2015 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Problem Solving, and Teamwork. Several “hard skills” are also frequently requested, including Microsoft Excel, Microsoft Office, and Project Management. The 15 skills most requested by employer in Fulton County are presented in following table.

Top Skills by 2015 Job Postings - Fulton County

Skills	Job Postings
Communication Skills	101,221
Writing	67,697
Microsoft Excel	46,711
Problem Solving	45,798
Planning	43,897
Customer Service	40,261
Team Work/ Collaboration	40,171
Project Management	38,775
Organizational Skills	37,561
Microsoft Office	36,460
Research	34,901
Detail-Oriented	31,237
Building Effective Relationships	29,409
Troubleshooting	24,791
Microsoft Powerpoint	22,767

Additionally, this assessment of 2015 job postings data reveals the credentials most frequently requested by Fulton County employers. The most requested credentials in the region largely reflect the three targeted industries in region: healthcare, information technology, and transportation and logistics and include certifications such as Registered

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Nurse, Certified Driver’s License, and Cisco Certified Network Associate. In Fulton County, many of the top certifications are related to the PST Services industry. The top 10 certifications requested by employers in the county are summarized in the following table.

Top Certifications by 2015 Job Postings - Fulton County

Certifications	Job Postings
Registered Nurse	10,641
Certified Public Accountant	6,409
Project Management Certification (e.g. PMP)	5,269
CDL Class A	3,146
Certified Information Systems Security Professional (CISSP)	2,842
Basic Cardiac Life Support Certification	2,657
First Aid CPR AED	2,516
Certified Information Systems Auditor (CISA)	1,946
Cisco Certified Network Associate	1,593
Commercial Drivers License	1,580

- c. 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.**

According to Chmura’s JobsEQ, the population of Fulton County in 2014 was nearly 1 million. Between 2004 and 2014, the region’s population grew at an average annual rate of 2.1%. This rate of growth outpaced population growth in the state and nation. The region has a civilian labor force of 513,600 people, representing a labor force participation rate of 67.2%. This labor force participation rate exceeds the participation rates of 62.6% and 63.5% in the state and nation, respectively.

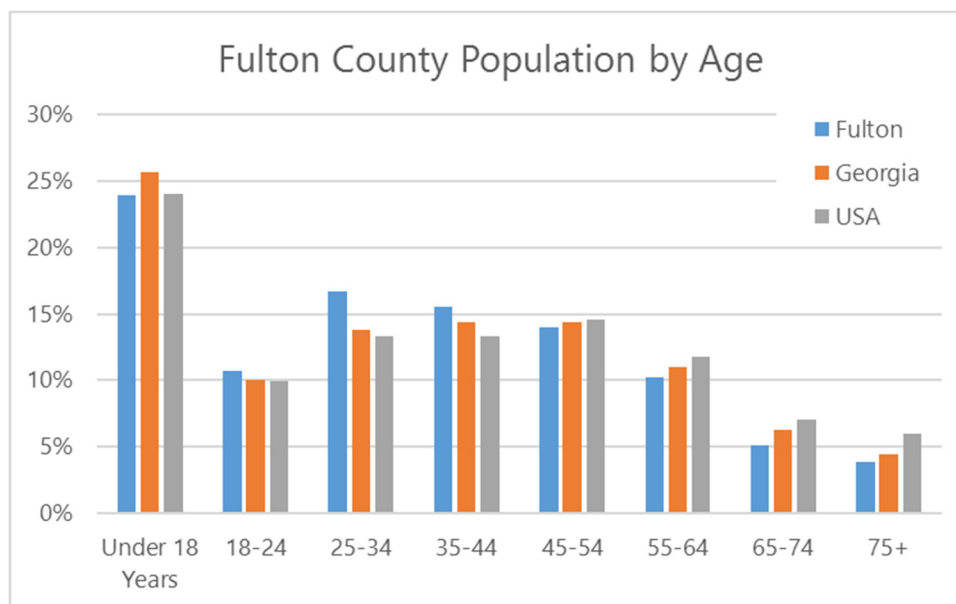
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Demographics Overview - Fulton County

	Fulton	GA	USA
Population	996,319	10,097,343	318,857,056
Population Avg. Annual Growth	2.1%	1.4%	0.9%
Median Age	34.2	35.3	37.2
Labor Force	513,651	4,819,365	157,940,014
Labor Force Participation	67.2%	62.6%	63.5%
Median Household Income	\$56,642	\$49,342	\$53,482

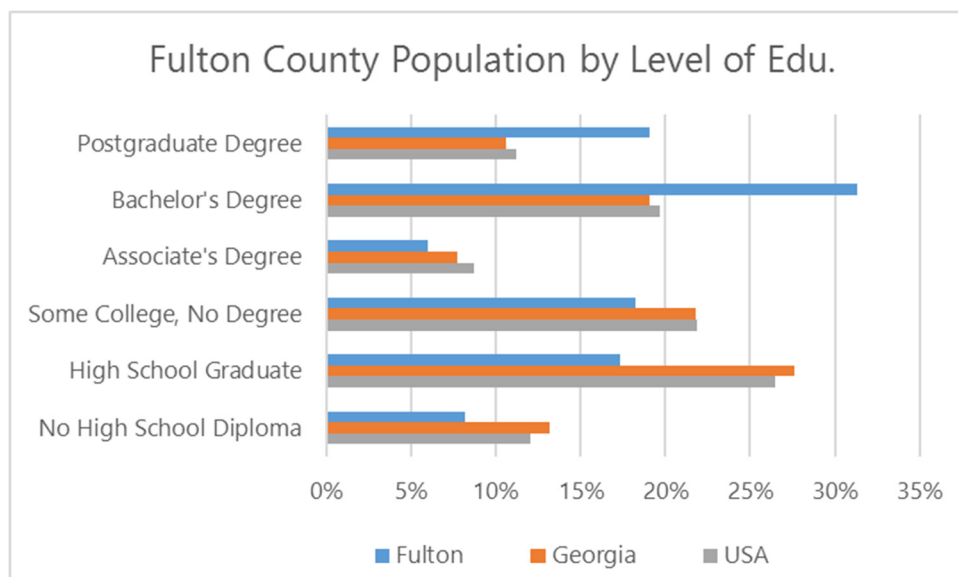
Source: JobsEQ

Relative to the state and nation, Fulton County's population is more concentrated in the 25 to 34 age cohort, which accounts for nearly 17% of the county's population. The largest age group in the county is residents aged 18 years and younger, which accounts for 24% of the population.



The population of Fulton County is highly educated. Over 50% of county residents have a Bachelor's or Postgraduate degree, compared to approximately 40% with this level of educational attainment in the state and nation. Conversely, the county is less concentrated in residents with an Associate's degree or less.

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Of the nearly 740,000 residents in Fulton County aged 18 and over, approximately 16% live below the poverty line and 12% have disabilities. Approximately 6% of Fulton County residents are veterans. Of the veterans in the region, 8% live below the poverty line and 24% have a disability.

Targeted Populations Overview - Fulton County

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	739,494	n/a	45,965	6%
Below Poverty Line in Past 12 Months	115,361	16%	3,677	8%
With Disabilities	88,739	12%	11,032	24%

Source: American Community Survey

The Aspen Institute's Opportunity Index tracks "disconnected youth" in communities across the country. The Opportunity Index defines "disconnected youth" as individuals aged 16 to 24 who are neither working nor in school. Disconnected youth often fail to develop skills that will be required to access quality jobs and high wages because they are disassociated from the systems that would support skill development during crucial development years. In Fulton County, the number of disconnected youth has grown slightly since 2011, from 16,100 youth to 16,540.

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Disconnected Youth - Fulton County

	2011	2015
Population Aged 16-24	124,000	126,260
Disconnected Youth*	16,120	16,540
% of Youth Disconnected	13.0%	13.1%

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

- d. 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.

Education & Training Analysis – Fulton County

Fulton County is home to nearly 50 institutions offering academic degrees and credentials. Combined, these institutions awarded 22,700 degrees and awards in the county in 2014, increasing by over 25% since 2004. Of these academic awards, nearly 50% were for Bachelor's degrees.

Georgia State University awarded the most degrees awarded in 2014, followed by Georgia State Institute of Technology. For both of these institutions, the vast majority of academic awards were for degrees, not certificates. However, Atlanta Technical College, the third largest institution in terms of number of academic completions, primarily awarded certificates.

Nearly 2,000 degrees and certificates awarded in 2014 were related to business administration and management. Several other top programs in the county are related to the PST Services industry, including engineering, accounting, and law. Additionally, the county has a significant number of completions related to IT and computer sciences. Nearly 350 completions occurred in programs related to medical and clinical assistants and over 275 related to the registered nurse profession.

Education & Training Analysis – Regional Perspective

According to the Supply-Demand Analysis, the Metro Atlanta Region is home to 13 public higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. 52,700 higher educational degrees were awarded in the 2013/2014 academic year. Over 20,600 of these awards were for Bachelor's degrees, 14,300 were for certificates, and 6,400 were for Associate's degrees.

Of the 52,700 academic awards in 2013/2014, over 10,100 were related to Business Management and Marketing. Health-related programs were the second most popular, with nearly 8,500 awards.

The Supply-Demand Assessment also analyzed the number of awards by degree level

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and compared them to the number of job postings in related occupations. According to this analysis, the Healthcare professions are awarding too many certificates relative to the number of job openings requiring certificates. The Business Management and Marketing and Transportation and Material Moving programs have too few certificates being awarded in the region, relative to the number of job postings requiring those certifications.

At the Associate's degree level, the region has a large gap between the number of degrees related to Healthcare profession and the number of job openings. In 2015, there were over 16,000 job postings for Healthcare professions, while only 5,000 Associate's degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied at the Associate's degree level.

Finally, at the Bachelor's degree level, nearly 10,000 degrees related to Business Management and Marketing Occupations were awarded, while there were nearly 30,000 job postings marketing openings in this occupations. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.

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Appendix 2: Regional Industry Analysis

Fulton County Occupation Overview

Industry Overview, 2 Digit NAICS - Fulton County

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	322	0%	0.0	\$52,183
21	Mining, Quarrying, and Oil and Gas Extraction	134	0%	0.0	\$224,560
22	Utilities	3,537	0%	0.8	\$106,057
23	Construction	19,911	2%	0.4	\$62,582
31	Manufacturing	26,671	3%	0.4	\$92,348
42	Wholesale Trade	40,974	5%	1.2	\$96,384
44	Retail Trade	63,575	8%	0.7	\$34,903
48	Transportation and Warehousing	47,187	6%	1.4	\$73,507
51	Information	45,473	5%	2.7	\$102,724
52	Finance and Insurance	50,264	6%	1.5	\$128,961
53	Real Estate and Rental and Leasing	22,830	3%	1.6	\$72,332
54	Professional, Scientific, and Technical Services	99,877	12%	1.8	\$98,639
55	Management of Companies and Enterprises	19,526	2%	1.6	\$117,336
56	Administrative and Support and Waste Management and Remediation Services	75,511	9%	1.4	\$47,503
61	Educational Services	48,239	6%	0.7	\$55,940
62	Health Care and Social Assistance	88,011	11%	0.8	\$56,347
71	Arts, Entertainment, and Recreation	15,508	2%	1.0	\$45,211
72	Accommodation and Food Services	78,958	9%	1.1	\$23,214
81	Other Services (except Public Administration)	33,129	4%	0.9	\$33,715
92	Public Administration	51,138	6%	1.3	\$68,237
99	Unclassified	3,129	0%	2.1	\$75,545
Total - All Industries		833,904	100%	N/A	\$68,383

Bold designates the largest industries by number of jobs in 2015

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Fulton County Historic Change in Employment

Historic Change in Employment, 2 Digit NAICS - Fulton County

NAICS	Industry	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	322	281	322	41	15%	0	0%
21	Mining, Quarrying, and Oil and Gas Extraction	177	107	134	27	25%	-43	-24%
22	Utilities	2,942	3,694	3,537	-157	-4%	595	20%
23	Construction	26,472	18,455	19,911	1,456	8%	-6,561	-25%
31	Manufacturing	34,468	26,390	26,671	281	1%	-7,797	-23%
42	Wholesale Trade	42,806	38,567	40,974	2,407	6%	-1,832	-4%
44	Retail Trade	61,068	55,436	63,575	8,139	15%	2,507	4%
48	Transportation and Warehousing	55,024	46,883	47,187	304	1%	-7,837	-14%
51	Information	49,849	46,282	45,473	-809	-2%	-4,376	-9%
52	Finance and Insurance	52,495	47,730	50,264	2,534	5%	-2,231	-4%
53	Real Estate and Rental and Leasing	22,234	20,412	22,830	2,418	12%	596	3%
54	Professional, Scientific, and Technical Services	76,674	79,196	99,877	20,681	26%	23,203	30%
55	Management of Companies and Enterprises	16,071	20,361	19,526	-835	-4%	3,455	21%
56	Administrative and Support and Waste Management and Remediation Services	69,308	59,343	75,511	16,168	27%	6,203	9%
61	Educational Services	46,662	46,935	48,239	1,304	3%	1,577	3%
62	Health Care and Social Assistance	68,691	74,736	88,011	13,275	18%	19,320	28%
71	Arts, Entertainment, and Recreation	12,171	13,150	15,508	2,358	18%	3,337	27%
72	Accommodation and Food Services	67,096	66,877	78,958	12,081	18%	11,862	18%
81	Other Services (except Public Administration)	29,866	30,803	33,129	2,326	8%	3,263	11%
92	Public Administration	46,026	49,436	51,138	1,702	3%	5,112	11%
99	Unclassified	534	1,213	3,129	1,916	158%	2,595	486%
Total - All Industries		780,956	746,288	833,904	87,616	12%	52,948	7%

Bold designates the largest industries by number of jobs in 2015

Red designates industries that lost the most jobs since 2010

Green designates industries that added the most jobs since 2010

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Projected Change in Employment

Projected Change in Employment, 2 Digit NAICS - Fulton County

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	7	2%	13	11%	89%
21	Mining, Quarrying, and Oil and Gas Extraction	5	4%	4	24%	76%
22	Utilities	-116	-3%	89	0%	100%
23	Construction	1,635	8%	730	45%	55%
31	Manufacturing	-329	-1%	616	0%	100%
42	Wholesale Trade	1,860	5%	1,292	29%	71%
44	Retail Trade	2,064	3%	2,405	17%	83%
48	Transportation and Warehousing	686	1%	1,386	10%	90%
51	Information	921	2%	1,295	14%	86%
52	Finance and Insurance	2,758	5%	1,765	31%	69%
53	Real Estate and Rental and Leasing	1,006	4%	718	28%	72%
54	Professional, Scientific, and Technical Services	7,955	8%	3,722	43%	57%
55	Management of Companies and Enterprises	729	4%	566	26%	74%
56	Administrative and Support and Waste Management and Remediation Services	4,911	7%	2,718	36%	64%
61	Educational Services	2,855	6%	1,603	36%	64%
62	Health Care and Social Assistance	8,947	10%	3,552	50%	50%
71	Arts, Entertainment, and Recreation	816	5%	644	25%	75%
72	Accommodation and Food Services	3,428	4%	3,495	20%	80%
81	Other Services (except Public Administration)	1,421	4%	1,128	25%	75%
92	Public Administration	272	1%	1,291	4%	96%
99	Unclassified	159	5%	110	29%	71%
Total - All Industries		42,346	5%	29,231	29%	71%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Competitiveness Analysis

Competitiveness Analysis, 2 Digit NAICS - Fulton County

NAICS	Industry	2010 to 2015 Annual Change			
		Fulton County	Atl. Region	GA	USA
11	Agriculture, Forestry, Fishing and Hunting	2.8%	1.4%	0.5%	1.2%
21	Mining, Quarrying, and Oil and Gas Extraction	4.5%	3.5%	-0.5%	2.9%
22	Utilities	-0.9%	0.1%	0.4%	0.1%
23	Construction	1.5%	2.3%	1.0%	2.1%
31	Manufacturing	0.2%	1.5%	1.8%	1.4%
42	Wholesale Trade	1.2%	1.3%	1.9%	1.4%
44	Retail Trade	2.8%	2.4%	2.1%	1.5%
48	Transportation and Warehousing	0.1%	2.4%	2.0%	2.2%
51	Information	-0.4%	0.8%	0.8%	0.3%
52	Finance and Insurance	1.0%	2.3%	2.1%	0.8%
53	Real Estate and Rental and Leasing	2.3%	2.0%	1.8%	1.2%
54	Professional, Scientific, and Technical Services	4.7%	3.6%	3.4%	2.5%
55	Management of Companies and Enterprises	-0.8%	5.5%	4.3%	3.5%
56	Administrative and Support and Waste Management and Remediation Services	4.9%	3.0%	3.5%	3.1%
61	Educational Services	0.5%	0.0%	-0.4%	0.2%
62	Health Care and Social Assistance	3.3%	3.1%	2.0%	2.2%
71	Arts, Entertainment, and Recreation	3.4%	2.8%	2.7%	1.8%
72	Accommodation and Food Services	3.4%	3.7%	3.5%	3.0%
81	Other Services (except Public Administration)	1.5%	1.7%	1.1%	-0.2%
92	Public Administration	0.7%	-1.1%	-1.0%	-0.8%
99	Unclassified	20.9%	16.8%	12.5%	12.5%
Total - All Industries		2.2%	2.3%	1.9%	1.6%

Bold designates the fastest growing industries (2010 to 2015)

Green designates industries that have grown at least 1.5% faster than the US

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Occupation Overview

Occupational Overview, 2 Digit SOC - Fulton County

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	50,167	6%	1.0	\$128,100
13-0000	Business and Financial Operations Occupations	61,966	7%	1.5	\$80,300
15-0000	Computer and Mathematical Occupations	39,022	5%	1.7	\$91,100
17-0000	Architecture and Engineering Occupations	13,310	2%	0.9	\$87,500
19-0000	Life, Physical, and Social Science Occupations	6,660	1%	1.0	\$71,300
21-0000	Community and Social Service Occupations	10,437	1%	0.8	\$47,800
23-0000	Legal Occupations	12,094	1%	1.8	\$112,900
25-0000	Education, Training, and Library Occupations	33,765	4%	0.7	\$55,200
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	19,993	2%	1.4	\$59,000
29-0000	Healthcare Practitioners and Technical Occupations	42,306	5%	0.9	\$86,200
31-0000	Healthcare Support Occupations	17,434	2%	0.7	\$31,000
33-0000	Protective Service Occupations	19,890	2%	1.2	\$34,200
35-0000	Food Preparation and Serving Related Occupations	71,974	9%	1.0	\$22,900
37-0000	Building and Grounds Cleaning and Maintenance Occupations	26,876	3%	0.9	\$27,400
39-0000	Personal Care and Service Occupations	25,341	3%	0.8	\$27,300
41-0000	Sales and Related Occupations	86,821	10%	1.0	\$49,300
43-0000	Office and Administrative Support Occupations	151,511	18%	1.2	\$40,000
45-0000	Farming, Fishing, and Forestry Occupations	789	0%	0.1	\$31,900
47-0000	Construction and Extraction Occupations	18,522	2%	0.5	\$45,600
49-0000	Installation, Maintenance, and Repair Occupations	31,852	4%	1.0	\$49,900
51-0000	Production Occupations	31,123	4%	0.6	\$36,500
53-0000	Transportation and Material Moving Occupations	62,051	7%	1.1	\$41,200
Total - All Occupations		833,904	100%	1.0	\$54,500

Bold designates the largest occupations by number of jobs in 2015

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Historic Change in Employment

Historic Change in Employment, 2 Digit SOC - Fulton County

SOC	Occupation	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11-0000	Management Occupations	46,595	45,558	50,167	4,609	10%	3,572	8%
13-0000	Business and Financial Operations Occupations	53,611	54,658	61,966	7,308	13%	8,355	16%
15-0000	Computer and Mathematical Occupations	33,167	33,334	39,022	5,688	17%	5,855	18%
17-0000	Architecture and Engineering Occupations	13,314	12,002	13,310	1,308	11%	-4	0%
19-0000	Life, Physical, and Social Science Occupations	5,696	5,888	6,660	772	13%	964	17%
21-0000	Community and Social Service Occupations	9,206	9,806	10,437	631	6%	1,231	13%
23-0000	Legal Occupations	12,018	11,494	12,094	600	5%	76	1%
25-0000	Education, Training, and Library Occupations	31,408	32,335	33,765	1,430	4%	2,357	8%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	18,884	17,521	19,993	2,472	14%	1,109	6%
29-0000	Healthcare Practitioners and Technical Occupations	33,926	36,106	42,306	6,200	17%	8,380	25%
31-0000	Healthcare Support Occupations	14,113	14,491	17,434	2,943	20%	3,321	24%
33-0000	Protective Service Occupations	18,064	19,697	19,890	193	1%	1,826	10%
35-0000	Food Preparation and Serving Related Occupations	59,308	59,619	71,974	12,355	21%	12,666	21%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	24,620	24,419	26,876	2,457	10%	2,256	9%
39-0000	Personal Care and Service Occupations	19,773	22,593	25,341	2,748	12%	5,568	28%
41-0000	Sales and Related Occupations	85,468	77,554	86,821	9,267	12%	1,353	2%
43-0000	Office and Administrative Support Occupations	146,568	137,241	151,511	14,270	10%	4,943	3%
45-0000	Farming, Fishing, and Forestry Occupations	722	695	789	94	14%	67	9%
47-0000	Construction and Extraction Occupations	23,030	16,970	18,522	1,552	9%	-4,508	-20%
49-0000	Installation, Maintenance, and Repair Occupations	31,484	30,004	31,852	1,848	6%	368	1%
51-0000	Production Occupations	35,411	27,622	31,123	3,501	13%	-4,288	-12%
53-0000	Transportation and Material Moving Occupations	64,571	56,680	62,051	5,371	9%	-2,520	-4%
Total - All Occupations		780,956	746,288	833,904	87,616	12%	52,948	7%

Bold designates the largest occupations by number of jobs in 2015

Red designates occupations that lost the most jobs since 2010

Green designates occupations that added the most jobs since 2010

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Projected Change in Employment

Projected Change in Employment, 2 Digit SOC - Fulton County

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	2,904	6%	2,074	28%	72%
13-0000	Business and Financial Operations Occupations	4,489	7%	2,305	39%	61%
15-0000	Computer and Mathematical Occupations	3,506	9%	1,306	54%	46%
17-0000	Architecture and Engineering Occupations	674	5%	462	29%	71%
19-0000	Life, Physical, and Social Science Occupations	416	6%	293	28%	72%
21-0000	Community and Social Service Occupations	592	6%	347	34%	66%
23-0000	Legal Occupations	624	5%	368	34%	66%
25-0000	Education, Training, and Library Occupations	2,246	7%	1,183	38%	62%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	850	4%	869	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,774	9%	1,688	45%	55%
31-0000	Healthcare Support Occupations	2,041	12%	780	52%	48%
33-0000	Protective Service Occupations	656	3%	540	24%	76%
35-0000	Food Preparation and Serving Related Occupations	3,268	5%	3,487	19%	81%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,365	5%	890	31%	69%
39-0000	Personal Care and Service Occupations	1,874	7%	1,171	32%	68%
41-0000	Sales and Related Occupations	3,598	4%	3,361	21%	79%
43-0000	Office and Administrative Support Occupations	3,699	2%	4,111	18%	82%
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	1,307	7%	615	43%	57%
49-0000	Installation, Maintenance, and Repair Occupations	1,080	3%	942	23%	77%
51-0000	Production Occupations	709	2%	978	14%	86%
53-0000	Transportation and Material Moving Occupations	2,480	4%	2,219	22%	78%
Total - All Occupations		42,361	5%	30,060	28%	72%

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

Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Competitiveness Analysis

Competitiveness Analysis, 2 Digit SOC - Fulton County

SOC	Occupation	2010 to 2015 Annual Change		
		Fulton County	GA	USA
11-0000	Management Occupations	1.9%	2.1%	1.5%
13-0000	Business and Financial Operations Occupations	2.5%	2.4%	2.0%
15-0000	Computer and Mathematical Occupations	3.2%	3.0%	2.9%
17-0000	Architecture and Engineering Occupations	2.1%	1.7%	2.2%
19-0000	Life, Physical, and Social Science Occupations	2.5%	1.1%	0.8%
21-0000	Community and Social Service Occupations	1.3%	1.4%	0.6%
23-0000	Legal Occupations	1.0%	0.9%	0.6%
25-0000	Education, Training, and Library Occupations	0.9%	0.1%	-0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2.7%	2.4%	2.4%
29-0000	Healthcare Practitioners and Technical Occupations	3.2%	2.8%	2.0%
31-0000	Healthcare Support Occupations	3.8%	3.1%	2.1%
33-0000	Protective Service Occupations	0.2%	0.8%	0.7%
35-0000	Food Preparation and Serving Related Occupations	3.8%	3.7%	3.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1.9%	2.1%	1.7%
39-0000	Personal Care and Service Occupations	2.3%	2.2%	1.7%
41-0000	Sales and Related Occupations	2.3%	2.1%	1.9%
43-0000	Office and Administrative Support Occupations	2.0%	2.3%	2.0%
45-0000	Farming, Fishing, and Forestry Occupations	2.6%	2.1%	0.8%
47-0000	Construction and Extraction Occupations	1.8%	2.1%	1.0%
49-0000	Installation, Maintenance, and Repair Occupations	1.2%	1.9%	1.6%
51-0000	Production Occupations	2.4%	2.3%	2.3%
53-0000	Transportation and Material Moving Occupations	1.8%	2.6%	2.4%
Total - All Occupations		2.2%	2.3%	1.9%

Bold designates the fastest growing occupations (2010 to 2015)

Green designates occupations that have grown at least 1% faster than the US

- e. 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.

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The name of the Fulton County Local Workforce Development Board (LWDB) of Directors is the Fulton County Workforce Preparation and Employment System (FCWPES). As such FCWPES is integrally involved with the strategic priorities articulated in the Fulton County Strategic Plan 2016-2019. The Fulton County Board of Commissioners established the following six goals to accomplish their overall mission and work toward their vision:

- All people are safe
- All people have economic opportunities
- All people are healthy
- All people's lives are culturally and recreationally enriched
- All people are self-sufficient
- All people trust government is efficient, effective and fiscally sound

The Fulton County Strategic Plan further recognizes that Fulton County government is “one actor within a system of multiple elected officials, branches of government and municipalities that serve the County’s residents. In order to have the greatest impact, it is our [County] responsibility to collaborate with partner in the public, private and non-profit sectors to ensure that “all people”, regardless of where they live, in the County can achieve the goals above”.

These overarching goals of the Fulton County Strategic Plan 2016-2019 are clearly integrally linked to the strategic intent as well as the tactical requirements of the Workforce Innovation and Opportunity Act (WIOA). All the six key principles possess significant tenants of workforce development, job training and good jobs associated with them.

With this in mind, the vision for the Fulton County Workforce Preparation and Employment System Board of Directors is to assist Fulton County residents and metropolitan Atlanta area employers in developing and sustaining a world-class workforce that realizes viable incomes and benefits, thus strengthening their families and neighborhoods.

This will be achieved through the following goals:

- To enable individuals to achieve their highest potential.
- To ensure employers have the skilled workers they need to compete effectively in the global economy.
- To capitalize on the untapped potential of the unemployed, underemployed workers, discouraged workers, youth and other job seekers with special needs.
- To create an enterprise that eliminates fragmentation among the public sector and utilizes private sector leadership.

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Guiding Principles

- Customers include individuals, employers and all community partners seeking workforce information and/or services.
 - The **Fulton County WORKFORCE System** provides services and information to all customers based on their informed choice and need.
 - The **Fulton County Workforce System** includes many service access points and methods, with services tailored to meet the needs of individual communities.
 - The customer defines service quality; customer feedback is obtained and used.
 - Staff provides quality services in a timely and positive manner.
 - Policy, operations and procedures support flexibility in local design of service delivery, use of staff and use of facilities, while adhering to applicable laws and regulations.
 - The **Fulton County Workforce System** offers specialized services beyond those paid for with public funds.
 - Services are marketed through the use of a standard identity (logo) and marketing plan for the System. **WIOA Services are easily identifiable as part of the Georgia One Stop System through the use of a standard identity logo and marketing plan.**
 - Creative programs are continuously developed and implemented to serve the changing needs of employers and the business community.
 - Services are accessible and affordable.
 - Comprehensive programs are continuously created, including early intervention and mentoring, to serve the needs of special populations, e.g. youth, females, and veterans
- f. **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.**

As discussed further in the response to **Strategic Elements, Governance and Structure, below**, FCWPES anticipates hosting business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, in cooperation with Metro Atlanta Region, it may expand these efforts to convene businesses, community partners, and other key workforce

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stakeholders on strategies to coordinate core programs to align the resources available in the local area. Examples of the strategies to be explored include:

- 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
- Working through education and training providers to develop and implement solutions that meet employer needs
- Work with education and training providers to strengthen connection with employers
- Creating appropriate training mechanisms, including structured internships and additional targeted apprenticeships 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

3. 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.

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

The FCWPES has a Business Services Consultant that works in conjunction with metropolitan Atlanta employers to assist them in meeting a broad range of employment and training needs. The Business Services Consultant establishes employment partnerships with private and public sector companies to meet the company's employment needs when vacancies occur, identifies and develops employment opportunities with employers for FCWPES customers and screens, assesses and refers potential qualified candidates.

b. 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)

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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 FCWPES has become the partner of choice with many area businesses because of its ease of access, supply of qualified workers, reduced hiring time, and coordination of quality services. Employers have the ability to save on the recruitment and onboarding processes when working directly with the FCWPES for their employment needs. Of the programs available to employers, the Work Experience Program and Direct Referral Program are two programs with proven results that employers find very favorable with proven results. The Work Experience Program or “WEX” allows customers to become familiar and skilled within a specific career path and occupation at no cost to the employer. Comprehensive assessments of skills and interests, employment training plans, background checks, drug testing, counseling and on-the-job training are provided to customers. The program allows businesses an opportunity to utilize the services of qualified customers for a maximum of 90 days – 3 months at no cost to the employer, often leading to unsubsidized employment for the customer. During this training period the employer provides the necessary training and work experience and the FCWPES pays the customer’s wages.

The Direct Referral Program establishes employment partnerships with private and public sector companies to meet the company’s employment needs when vacancies occur. Qualified clients are screened and assessed, with the best qualified applicants being referred to the employer as potential candidates.

The First Source Jobs Program minimizes employers’ recruitment cost for filling vacant job positions, as well as, provides employment opportunities to residents of Fulton County. Through this program, Prime Contractors awarded the contract, is expected to utilize the FCWPES. This includes all contracts procured through the County’s Department of Purchasing and Contracted Compliance valued in excess of \$200,000.

The FCWPES provides a variety of Talent Management services to meet employer needs. Examples of these services are:

- a. Talent sourcing:
 - Direct Referral Program
 - On-Site Recruitment Events
 - Work Opportunity Tax Credit (WOTC) Program
- b. Talent Screening
 - Occupational Assessments
 - Criminal Background Checks
 - Drug Screening
 - Basic Skills Assessment and Training
- c. Talent Development
 - Vocational and Skills Upgrade Training

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- On –the-Job Training
- Customized Training
- Incumbent Worker Training
- d. Structured Internships

2. Collaboration with Business Partners

FCWPES Business Consultants provide networking, employment and training resources to:

- a. Greater North Fulton and South Fulton Chambers of Commerce;
- b. Urban League of Greater Atlanta
- c. Local recreation facilities through Fulton County Parks & Recreation
- d. Georgia Micro-Enterprise Network

c. 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 local area Workforce Development Board is comprised of business and organized labor representatives, members from the local economic development community, as well as staff from the Fulton County Economic Development Department, that utilize their tools and resources while serving on the Quality Assurance and One Stop Operations, and Board Visibility and Development Task Forces of the Workforce Development Board. These individuals assisted in the design and creation of the services to local area businesses by brainstorming and collaborating and sharing resources on the services, presented the services to the full Workforce Development Board and ultimately voted on the approval of these services for use by the FCWPES.

FCWPES will also partner and collaborate closely with the Metro Atlanta Regional workforce areas in providing an ongoing link with economic development partners with emphasis on high priority industries within targeted sectors.

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

The FCWPES is partnering with the Georgia Department of Labor (GDOL) to craft the best access options for customers entering the One Stop. This may include having a UI representative on-site on a more frequent basis. Additionally, the Board will collaborate with GDOL and seek to identify those individuals who are likely to exhaust their UI benefits and requiring them to come to the One-Stop for job search assistance. These customers 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

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search activities, partner programs, and/or training services. This service integration may help unemployed individuals get back to work before their benefits are depleted.

The FCWPES and GDOL will continue to collaborate and strengthen our partnership to reflect the intent of fully developed WIOA regulations. The FCWPES will also work closely with the Metro Atlanta Regional Workforce Areas to assist in this effort.

- 4. Regional Service Delivery – (Only applies to regions that encompass two or more local areas) Describe how the region will address the items listed below.**
 - a. 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 Fulton County, the City of Atlanta, Cobb County, DeKalb County, and the seven counties served by the Atlanta Regional Workforce Board. 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 regionalization, 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
- Sharing information across the region about career pathways for the in-demand targeted sectors
- Developing 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
- 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 Regional ITA Committee, efforts by Fulton County, Atlanta Regional Workforce Board and DeKalb County, to include the City of Atlanta and Cobb

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County (see Performance, ETPL, and Use of Technology, 3.a. below)

- Expanding co-location efforts in the region to increase partners' on-site presence, including Georgia Department of Labor (GDOL) staff, at the One-Stops
- Promoting standardization across the region, such as 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

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

As part of the regionalization efforts described above, workforce representatives from the local boards will be exploring ways to effectively and efficiently coordinate administrative costs. Some examples include the possibility of issuing common procurements, making bulk purchases together, sharing monitoring responsibilities, and cooperatively pursuing grants and alternative funding sources.

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

a. Describe the partners that are participating in the sector strategy development.

The FCWPES is an active participant in the regional sector strategy initiatives that are described in the Metro Atlanta Regional WIOA Plan.

Additionally, in conjunction with the region's targeted sectors of Healthcare, Information Technology, and Transportation and Logistics, the FCWPES will be concentrating on these three sectors as part of their key sector strategy. The FCWPES is also reviewing opportunities in emerging the Digital Entertainment and Media sector. The FCWPES is also participating with the other local boards, economic development partners and others in the Aerotropolis Atlanta Workforce Collective, a regional geographic sector initiative, to address the broad growing career pathway opportunities associated with the Hartsfield-Atlanta International Airport.

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

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

The FCWPES have participated in various meetings related to Health Care through the Career Rise Initiative through the National Fund for Workforce Solutions. This sector initiative has been meeting regularly and implementing health care solutions in collaboration with local hospitals and other health care employees.

The FCWPES Sector Strategies sub-committee convened to focus efforts in the targeted sectors and, led by utility, labor union and logistics business partners, over the course of several meetings, the sub-committee identified common baseline skills relevant across the sectors for incoming aspirants. Team members then identified potential providers to deliver the needed training and began the work of outlining how customers would then branch into different career pathways once “Basic Training” was completed. The first of several partner/provider mini summits will be held beginning in the summer of 2016 and will host employers from the Transportation, Construction and Logistics sector, providers of training serving this sector and job seekers interested in the sector. A survey of partners who have expressed an interest in collaborating to increase the talent pool in this sector is being developed to streamline services and craft an execution map to deepen the pool of available talent.

The FCWPES is working with several employers to implement strategy to increase and strengthen the talent pool in the Information Technology sector. Efforts include:

- Convening employers and education partners to develop structured internships to increase capacity and interest in the sector,
- Participating in workgroups to develop guidance for employers who would like to develop internship programs,
- Working to expand relationships with IT-sector employers by networking with partners to identify key contacts and make personal invitations based on long-standing relationships, networking to engage new employers by providing value-added opportunities, and collectively working towards clearly focused goals that meet business objectives.

Working with International Business Machines (IBM) to increase IT capacity and capability in the Metropolitan Atlanta area. In 2016 alone, plans are underway to:

- Serve 250 or more incumbent workers by providing necessary skills upgrade,
- Integrate targeted recruitment and training of veterans to prepare them for middle- to high-way IT roles,
- Increase access to middle- to high-wage IT careers to workforce participants through internships.

Working with LaunchCode to engage customers in Apprenticeship programming that leads to attainment of full-time employment in IT.

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Additional efforts are underway to increase IT capacity in the metropolitan Atlanta area by developing relationships with IT partners that increase opportunities for workforce customers by providing access to middle- to high-wage careers through internships, Apprenticeships and exposure. Central to these efforts will be the integration of Career Pathways that clearly illustrate opportunity and provide focus for customer efforts.

Initial meetings and discussions have taken place with the Logistics sector and FCWPES anticipates additional regularly scheduled meetings and activities.

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

The Labor Market Information and research completed as part of the Metro Atlanta Regional Plan identifies health care, logistics and information technology as key sectors. The labor market information listed earlier in this document as well as workforce funding collaborative of Atlanta Career Rise provide labor market information appropriate for these sectors.

The Georgia Department of Economic Development, the Atlanta Regional Commission, and others have provided labor and economic development information centered around the emerging Digital Entertainment and Media sector that warrants the investment as an emerging sector.

d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:

i. Participating employers;

Employers and related employer partner representatives are currently being identified with each sector strategy. For example, the employers in the health care sector include the region's major hospitals and other health care providers. Similar employers will be identified as other sector strategies are implemented.

Healthcare

As noted in the Metro Atlanta Regional Plan, CHAMP (Career Healthcare Atlanta Mobility Project) is the initiative for the healthcare industry. This will be the basis for FCWPES to address the specifics needs of Fulton County. It has identified occupations that can be achieved with either an educational credential or an associate's degree, providing easy entry into the sector.

CHAMP has partnered with ten Atlanta-area hospitals to provide training for incumbent workers to move up, so that new job seekers may move into the healthcare field. It analyzes the hospitals' workforce needs along with the aspiration of their current

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employees to create programs and services that meet the needs of both. Typically, the incumbent worker training includes School at Work™ support, coaching, needs assessment, and on-site occupational skills training.

Through CHAMP, the region is also recruiting job seekers to participate in occupational skills training to secure employment in the entry-level jobs vacated by the incumbent workers. Overall, it is creating pathways for individuals to enter the healthcare sector and then advance further into higher-skilled occupations.

CHAMP has achieved the following results:

- Served over 500 individuals
- Enrolled over 300 job seekers and incumbent employees in training and education
- Provided 357 Industry-recognized credentials
- Placed more than 120 job seekers at average wage of \$12.61 per hour
- Currently working with 50 employers and 30 service partners

The FCWPES will build upon this initiative with Fulton County Health Care providers and work closely with the CHAMP model of Frontline, Mid-Level, and Professional Academies to address Fulton County Health Care sector needs.

Logistics and Transportation

FCWPES is currently working with local unions and employers to develop strategy and/or provide services to increase capacity including US Foods, Tie Down, and Scheide & Sons.

Led by FCWPES Board member US Foods, the Logistics and Transportation sectors offers great current and future promise for entry level, advanced, and career pathway related positions in both Metro Atlanta and Fulton County. US Foods will lead this initiative and convene the Business Advisory Board to oversee this work. Sector strategy meetings have already occurred on 10/21/15 and 1/28/16 to help organize and align the sectoral efforts. In addition to the specific skills to succeed in the sector, emphasis will also be placed on “soft skills” essential to the success in many jobs.

Regionally, Metro Atlanta has established the region’s Logistics Workforce Partnership created in 2014, primarily for employers in airport-based logistics, distribution, and transportation. Along with businesses, it includes training providers, community-based organizations, economic development organizations, and workforce boards. Its goal is to establish a pipeline of qualified workers to fill the need for growth in this sector.

As the Metro Atlanta Region has come together to identify workforce needs and job opportunities, the Logistics Workforce Partnership has identified two segments to serve under demonstration projects: Entry-Level International Trade and Warehouse/Distribution.

The Entry-Level International Trade demonstration project seeks to fill job openings that

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have been created due to high turnover. It will train four cohorts of 10-15 individuals to become customs brokers and import administrators. The target wage is \$13 per hour.

The Warehouse Distribution demonstration project will train another four cohorts of 10-15 individuals to become certified logistics technicians earning wages of \$13 per hour. Of key importance, these entry-level positions will provide good employment opportunities for job seekers who have significant barriers to employment, including criminal backgrounds. The project will also fill the large number of job openings at the warehouse/distribution firms in the airport area.

The Logistics Workforce Partnership has achieved the following results to-date:

- Established a 9-day curriculum for data entry clerks to transition to import administrators
- Arranged for import administrator graduates to immediately sit for the Certified Customs Specialist Certification through National Customs Brokers and Forwarders Association of American Educational Institute
- Created a 3-week intensive Warehousing and Distribution Certificate Program for individuals to earn the Certified Logistics Associate and Certified Logistics Technicians credentials
- Trained and certified 75 customers as Certified Logistics Associates or Certified Logistics Technicians.

From this regional approach, the FCWPES will continue to develop appropriate logistics and transportation education and training projects and related support and wrap around services to address these needs as funding and labor market demand allows. All will be done in concert with Metro Atlanta Regional efforts.

Information Technology

To increase capacity and capability in the IT sector we are currently partnering and/or providing business services to several companies including IBM, LaunchCode, All-n-One Security, MARTA, Fulton County Information Technology Department and others.

Building upon the Metro Atlanta Regional Plan, many of the region's electronics manufacturers have indicated a need for workers with credentials for working on warranted devices used in automotive, aviation, and/or medical applications. While much of the labor market information reflects upon the Professional, Scientific, and Technical Services, the FCWPES will build upon the Information Technology sector in concert with regional efforts and the demands of Fulton County employers. Specifically, FCWPES is working with several area employers to upskill 250 – 300 current employees to ensure that the employers remain competitive in the current market and that employees remain current in their skills and are able to maintain well-paying jobs and advance in their careers. In addition, persons historically absent from the middle- to high-paying Information Technology careers are being exposed to greater opportunities through Career Opportunity Forums. These individuals are then assisted with selecting the IT

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pathway that is right for them and offered Internship and/or Apprenticeship opportunities in their area of study. FCWPES is also working to State Apprenticeship staff and area employers to increase the number of Apprenticeships available in the IT sector.

FCWPES Board member Mergence Global is convening an employer-led Chief Information Officer (CIO) Advisory Council to develop strategy and guide the focus of activities in service to the IT sector. The first engagement meeting occurred on August 25, 2016. Additionally, the North Fulton Chamber of Commerce convened the GNFCCTalent Coalition IT Workgroup to address the Information Technology workforce needs of employers in the North Fulton corridor. The Workgroup meets regularly and recently formed a sub-committee to work with employers seeking to expand opportunities for employment and increase exposure and interest in IT careers through internships. The subcommittee hosted its first Structured Internship Workshop for employers on July 29, 2016. The Workgroup is currently working to create a Talent Redistribution Network and had its first planning meeting for this effort on August 23, 2016. FCWPES is partnering with the Technology Association of Georgia to connect employers with talent resource needs to qualified candidates. The first effort will involve a Hiring Fair which provides employers with pre-screened applicants and scheduled interviews preceding a targeted IT Sector Career Fair. This opportunity allows employers to interview and extend offers for hire “on the spot”. The partnership will also provide technical association memberships, training and networking opportunities to immerse IT candidates in the field, build and improve networking skills and increase talent agility.

In addition, the Local Boards are collaborating with Atlanta CareerRise’s Electronics Workforce Alliance (EWA) that targets the information technology sector.

Using WIOA and other funding, unemployed and under-employed individuals are enrolled into a four-week training program that is led by Cardinal Training and Goodwill of North Georgia. Trainees receive instruction in a specialized electronics curriculum along with job readiness and employability skills training. Upon graduation, they receive certificates and credentials that are recognized and valued by area employers. In fact, many EWA graduates receive multiple certifications, increasing the likelihood of higher wages at placement and improved career advancement opportunities.

Current EWA outcomes include:

- Achieved 96% completion rate
- Placed 86% of trainees
- Attained an average placement wage of \$14 per hour for new workers
- Enabled a \$3.85 per hour increase for incumbent workers

In addition to the three regional sectors, FCWPES is focusing on the emerging Film and Media sector to assist Fulton County citizens to connect to the many opportunities presenting as this industry grows. Working with Unions, government agencies and private providers, training, employment, internship and exploration opportunities are being developed. FSWPES is leading a region-wide project to host the first Film and Technology Career Expo for Youth in the Fall of 2016. This expo will bring together

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employers, providers, industry professionals and workforce partners to expose youth to the industry.

FCWPES will work with area employers to meet the needs of the emerging Advanced Manufacturing sector. Current activities include partnership with the Georgia Manufacturing Association to build strategy around a comprehensive service plan supplemented by employer surveys and partnership forums to develop training services.

ii. Target occupations;

Target occupations will be developed as the sector strategies evolve. In the health care sector, Career Pathways have been developed in several areas such as Ophthalmology and Nursing. In the IT sector, established, industry-directed career pathways are supplemented to indicate how someone late to entry in the sector might advance into the pathway.

Data and employer partners have indicated that there is a great need for skill-diverse forklift operators, truck drivers, and sheet metal and other construction workers, therefore, these occupations dominate efforts in the Logistics, Construction and Transportation sector.

iii. Training programs; and

The FCWPES has contracted with several partners to provide enhanced training opportunities in high demand occupations and to use targeted work experience (e.g., registered apprenticeship and on-the-job training) to prepare individuals for opportunities in new industries or occupations. The FCWPES will utilize these partners successful training programs as well as initiating and developing others that are appropriate for responding to ongoing sector education and training requirements.

In an effort to increase the availability of training in high-demand occupations, the FCWPES understands that it must not only work to ensure that the training opportunity is available, but that customers who are basic skills deficient have greater opportunity to become eligible to take advantage of that training. This includes working diligently to erase basic skills barriers to employment. Towards this end, computer-based and instructor-led basic skills instruction will be a major focus for adult and youth customers whose assessments indicate that they are basic skills deficient.

Partnerships with industry organizations, employers, community partners and training providers are being established and enhanced (detailed in the responses below) to create innovative programs and collaboratives. Every quarter, the FCWPES reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow FCWPES customers to have the latest information related to education and occupational skills

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training

In order to ensure that opportunities will not be limited and availability is maximized, the FCWPES will:

- i. Hire additional WIA Career Planners and support staff to serve more Fulton County customers and be engaged in outreach and marketing efforts to publicize the services available through the FCWPES One-Stop Career Centers.
- ii. Implement Continuous Improvement projects to improve processes, eliminate redundancies and increase efficiency in service delivery.
- iii. Create collaborative partnerships and career pathways programs that will engage employers and training providers in creating innovative programs and employment opportunities.

Such partners include:

- Gwinnett Technical College
 - Atlanta Technical College
 - LaunchCode
- iv. Target short-term training programs to assist FCWPES customers in increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce.

Some of the training programs include:

- L101 IT Bootcamp
- IT Apprenticeships
- Warehousing and Forklift Certifications
- CDL Certifications

Significantly increase the number of occupational skills related training for adult and dislocated workers through Individual Training Accounts (ITA) and contracted services.

In addition, the FCWPES led a consortium of partners to pursue the America's Promise and Strengthening Working Families grants as well as supporting the Urban League of Greater Atlanta and other partners in grant opportunities

iv. Target Populations.

As noted later in this plan, the FCWPES targets following populations as part of their priority of service policy: veterans, those experiencing low income, TANF recipients,

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persons with disabilities, older workers, dislocated workers and out of school youth. The FCWPES will recognize these target populations for engagement with the sector strategies developed as they are suitable and appropriate for employment in those sectors.

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

The FCWPES, in cooperation with the four Metro Atlanta Region workforce boards, anticipate the continued growth and development of the Logistics and Information Technology sectors.

Additionally, the emerging sector of Digital Entertainment and Media provides increasing opportunities for individuals and industries to succeed in this sector.

Finally, the FCWPES will continue to explore and identify both local and regional sectors and sub-sectors that contribute to the sustained growth of critical career pathways and career ladders through Fulton and surrounding counties that positively impact Fulton County residents and businesses.

- 6. 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.**
 - a. 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 Fulton County Workforce Development Board has established a One Stop Service Site with two satellite sites that provide increased access to the rapidly growing customer base. These sites coordinate with numerous partners to provide a “no wrong door” level access to a wide range of programs and services.

The Fulton County Workforce Preparation and Employment System Board of Directors gathers input from employer customers regarding their current and emerging needs. The Board then shares this information with providers during Bi-annual Provider Forums so they may modify their existing programs and/or create new curricula as needed to meet these needs. The FCWPES will also host sector-specific mini summits with provider and employers to tailor and advance customized training solutions that support accelerated outcomes.

- b. 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.**

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The Fulton County Workforce Preparation and Employment System Board of Directors has established broad access to facilities throughout the Local Workforce Development Area to ensure all individuals have access to services.

Job Seeking Customers seeking core, intensive or training services may be referred to the One Stop Career Center, a satellite career center or a partner site. If a customer seeks services at the One Stop Career Center, services are made available to him or her without referral to another location (based on availability of services) through on-site consultation or technology. Partners, not physically located at the One Stop Career Center, are not required to route all of their customers through the One Stop Center. Customers may receive referrals to other appropriate services and programs on a sequential or concurrent basis. Partners participating in the Fulton County Workforce Preparation and Employment System (FCWPES) agree to refer customers between agencies and programs in a manner that: 1) maximizes customers' easy access to services; and 2) minimizes inconvenience to the customer.

The FCWPES provides multiple strategically located points of access for customers through the Adamsville Career Center, South Fulton Career Center and the North Fulton Career Center. As a matter of convenience, customers can access services at any one of the One-Stop Career Centers or Workforce Centers as well as through partners such as the Georgia Department of Labor North Metro Career Center, Georgia Vocational Rehabilitation and the Department of Family and Children's Services.

To ensure a seamless approach to service delivery, Memoranda of Understandings and Resource Sharing Agreements are in place with all of our partners providing services directly or indirectly at the One Stop Career Centers.

- c. 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 Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

All Fulton County Workforce Career Centers provide maximum accessibility as well as the following assistive devices and assessment software:

- a. Disability Awareness DVD's
- b. Career Development DVD's, and
- c. Americans with Disabilities Act

Assistive devices purchased compliment existing resources in Center Resource

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Rooms. Some or all of these services are available in each Center:

- a. JAWS software
- b. Zoom Text Software (9.1 version)

Training and in-service workshops are provided for all Career Center staff on a regular basis. Topics include:

- a. Universal Access
- b. Customized Employment
- c. Assistive Technology
- d. State and Local Benefits
- e. Disability Awareness

The FCWPES has a reciprocal referral process in place with the Georgia Vocational Rehabilitation Agency. The FCWPES partners with Goodwill Industries, Shepherd Center's Vocational Specialist and Benefits Navigator, Bobby Dodd Industries.

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

The Fulton County Workforce Preparation and Employment System Board of Directors, the Fulton County Workforce Development Division, a division of Fulton County Government, and the Georgia Department of Labor North Metro Center maintain a Memorandum of Understanding in order to align and share resources. This MOU also provides for the following community partners as some of the one-stop partners: These partners will be listed upon completion of the MOU.

e. 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.

Currently, Fulton County Workforce Development Division, a division of Fulton County Government, serves as both the One-Stop Operator and staff for the Local Workforce Development Board. However, because the preliminary WIOA regulations appear to prohibit the Board from serving as Operator, this will require the FCWPES to competitively procure these services as may be required.

It is planned that the FCWPES will prepare a Request for Proposals (RFP) during the fall of 2016, with an anticipated release date of early 2017. This timeframe allows the Board to (1) research the market by requesting information from potential proposers, (2) develop a competitive procurement instrument that clearly identifies specific service needs, (3) carefully evaluate the responses received, including cost/price analyses, and (4) select

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an Operator to begin services effective July 1, 2017.

In keeping with efforts to streamline processes and institute a regional approach for workforce services, the Board will work collaboratively with our counterparts from the City of Atlanta, Cobb County, DeKalb County, and Atlanta Regional Workforce Development Board to identify possible methods to minimize the costs related to procurement, such as cooperatively interviewing potential vendors prior to release of the RFP and/or potentially sharing a common RFP and evaluation tool.

7. 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 FCWPES uses a competitive RFP procurement process to award sub-grants and contracts in the local area. Invitations to bid are issued through and in accordance with Fulton County rules of procurement in compliance with the applicable procurement standards set forth in the Code of Federal Regulations.

The FCWPES as part of county government has a comprehensive Procurement Policy which has been reviewed as part of the annual Program Review Process (<http://fultoncountyga.gov/fcpcdd-home>). There is also an intranet portal for employees related to procurement:

<http://employeecentral.co.fulton.ga.us/Purchasing%20and%20Contract%20Compliance%20Forms%20%20TEMPLATE/STANDARD%20OPERATING%20PROCEDURES.pdf>

A summarization of the process is that the Board receives recommendations from the appropriate committee regarding the issuance of an RFP in keeping with the program design strategy. Responses to proposals are reviewed by staff and the appropriate WDB committee. The WDB Committee completes the proposal rating sheets and presents recommendations to the full youth Committee for funding consideration. The Youth Committee's recommendations are presented to the WDB for final funding consideration and action.

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

Two classes of customer complaints are recognized: those alleging unsatisfactory service and those alleging some form of discrimination. The WIOA Program Coordinator and the Supervisor of the Career Center in which the allegation originates initially handle complaints alleging poor service. The facts are examined, supporting documents obtained and a resolution offered to the complainant. If the complaint is not resolved at this level, the complaint is forwarded to the Program or Division Manager of the Workforce Development Division. The OWD Program or Division Manager initiates contact with the customer and seeks customer satisfaction.

With respect to allegations of discrimination, the customer is directed immediately to

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the FCWPES Equal Opportunity Officer. In conjunction with the Equal Opportunity Administrator from the Georgia Department of Labor, a “Policy and Procedures Manual” was developed which covers the nine elements of the Methods of Administration under the WIA developed for USDOL/Civil Rights Center. The procedure manual outlines the steps involved in processing a complaint from initial notification through resolution. Samples of required forms and pattern letters are included in the manual.

The “Equal Opportunity Is The Law” brochure (DOL-1693) is distributed at all FCWPES customer orientations. Career Center Planners have been trained to present and explain the brochure in these sessions and in their one-on-one contacts with customers.

GENERAL POLICY

Individuals applying for or receiving services through the Workforce Innovation and Opportunity Act (WIOA) Program paid for by the FCWPES will be treated fairly. If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Grievances/complaints should be filed in accordance with the written procedures established by the FCWPES. **If a person believes they have been harmed by the violation of the Workforce Innovation and Opportunity Act, you have the right to file a grievance.**

EQUAL OPPORTUNITY POLICY

FCWPES 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, national origin, age, disability, or political affiliation, belief or citizenship/status as a lawfully admitted immigrant authorized to work in the United States." References include: The Workforce Innovation and Opportunity Act of 2014 P. L. 113-128; USDOL Regulations Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act of 2014; Final rule (29 CFR Part 38.36); USDOL, Employment and Training Division, Workforce Innovation and opportunity Act; Final Rules (20CFR Part 652 et al.).

COMPLAINTS OF DISCRIMINATION

The FCWPES is prohibited from, and does not engage in, discriminating against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, sex, 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 or activity.

The complainant has the right to be represented in the complaint process by an attorney

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or other representative. If the complainant thinks that s/he has been subjected to discrimination under a WIOA funded program or activity, you may file a complaint within 180 days from the date of the alleged violation with the Fulton County Workforce Development Division, Housing and Community Development Department, Fulton County Government, 137 Peachtree St. SW, Atlanta, GA, 30303. **OR** Complaints may also be filed with the **David Dietrichs, Deputy Counsel, Georgia Department of Economic Development (GDEcD), Workforce Division, 75 Fifth Street, NW, Suite 845, Atlanta, GA 30308, 404-962- 4140, TDD: 1-800-255-0056. OR**

A complaint may be filed directly with the **Director, Civil Rights Center (DCR) U.S. Department of Labor, 200 Constitution Avenue, NW. Room N-4123, Washington, DC 20210.** Furthermore, the USDOL Civil Rights Center provides a complaint form which should be utilized, if sending a discrimination-based complaint, and can be found at this website: <http://www.dol.gov/oasam/programs/crc/exchange-enforcement-complaints.htm>.

If the complainant chooses to file the discrimination complaint with FCWPES, then the FCWPES has 90 days to resolve the complaint and issue a written Notice of Final Action. Options for resolving the complaint must include alternative dispute resolution, at the complainant's choice. If the complainant is dissatisfied with the resolution of his/her complaint at FCWPES or the State level, the complainant may file a new complaint with the Civil Rights Center (CRC) within 30 days on which the complainant receives the Notice of Final Action. If FCWPES fails to issue the Notice within 90 days of the date on which the complaint was filed, the complainant may file a new complaint with FCWPES within 30 days of the expiration of the 90-day period. FCWPES will offer full cooperation with any local, state or federal investigation in accordance with the aforementioned proceedings, or with any criminal investigation.

COMPLAINTS OF FRAUD, ABUSE OR OTHER ALLEGED CRIMINAL ACTIVITY: In cases of suspected fraud, abuse or other alleged criminal activity, the complainant should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644. There is no charge for this call.

COMPLAINTS AGAINST PUBLIC SCHOOLS: If the complaint is not resolved and it involves public schools of the State of Georgia, the grievance procedure will comply with both WIOA and OCGA 20-2-1160.

ALL OTHER COMPLAINTS (VIOLATIONS OF THE ACT OR REGULATIONS): All other complaints must be filed within twelve (12) months after the act in question by submitting a written request for a hearing to:

Stephanie Randolph, EEO Officer I [Stephanie.Randolph@fultoncountyga.gov],
The Fulton County Office of Diversity and Civil Rights Compliance (DCRC), a division of the Fulton County County Manager's Office
141 Pryor Street, SW, 5th Floor, Suite 5042, Atlanta, Georgia 30303
Equal Employment Opportunity Unit: (404) 612-3735, (404) 893-6544 (Fax)

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Disability Affairs Unit: (404) 612-7390, (404) 893-6544 (Fax)
Office Hours are 8:30 AM to 5:00 PM - Monday Through Friday

If you need reasonable modifications due to a disability, including communications in an alternate format, please contact (404) 612-7390

For TDD/TTY or Georgia Relay Service Access, dial 711

Fulton County is an equal opportunity employer encouraging diversity.
<http://fultoncountyga.gov/fceeod-compliant-forms>

Complaints filed with FCWPES must contain the following:

1. The full name, telephone number (if any), and address of the person making the complaint
2. The full name and address of the person or organization against whom the complaint is made
3. A clear but brief statement of the facts including the date(s) that the alleged violation occurred
4. Relief requested
5. Complainant's signature and date.

A complaint will be considered to have been filed when FCWPES receives from the complainant a written statement, including information specified above which contains sufficient facts and arguments to evaluate the complaint.

Upon receipt of the complaint, the FCWPES WIOA Equal Opportunity Officer will initiate efforts with the complainant and others involved to bringing resolution as soon as possible. This will include a meeting of all parties with the hope of reaching a mutually satisfactory resolution. If the complaint has not been resolved to the satisfaction of the complainant within thirty (30) days, the FCWPES WIOA Equal Opportunity Officer will arrange appointment of a hearing officer to conduct a hearing for settlement of the complaint to be held within 60 days of grievance filing.

In the event FCWPES arranges a hearing for settlement of the complaint, the complainant(s) will be given a written notice of the date, hour, place of the hearing, a statement of the authority and jurisdiction under which the hearing is to be held, a reference to the particular section of the Act, regulations, subgrant or other contract under the act involved, a notice to all parties of the specific charges involved, a statement of the right of both parties to be represented by legal counsel, an indication of the right of each party to present evidence both written and through witness and a statement of the right of each party to cross-examination. Hearing officers who are independent of the FCWPES and who have been approved by all concerned parties will be responsible for conducting the hearing.

Hearings on any grievance/complaint filed shall be conducted within thirty (30) days of failed informal resolution. Written decisions shall be rendered not later than sixty

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(60) days after the filing. Attempts at informal resolution may proceed during the 30-day period between the filing and hearing of the grievance/complaint and prior to the rendering of a decision on the grievance/complaint.

If the complainant(s) does not receive a written decision from the Hearing Officer within sixty (60) days of the filing of the grievance/complaint, or receives a decision unsatisfactory to the complainant(s), the complainant(s) then has/have a right to request a review by the state using the WIOA complaint information Form found at <http://www.georgia.org/competitive-advantage/workforce-division/technical-assistant/>.

David Dietrichs, Deputy Counsel
Georgia Department of Economic Development,
Workforce Division 75 Fifth Street, NW Suite
845
Atlanta, GA 30308
Phone: 404-962-4005
Fax: 404-876-1181

The Deputy Commissioner shall act as the Governor's authorized representative. Either an information resolution or a hearing will take place within 60 calendar days of the filing. If the State does not respond within 60 days, or either party wants to appeal the decision, WIOA allows for a formal appeal to be sent by certified mail, return receipt requested to **Secretary, U.S. Department of Labor, 200 Constitution Avenue, NW, Washington, DC 20210. Attention: ASET – (202) 693-3015.** A copy of the appeal must be simultaneously provided to the appropriate ETA Regional Administrator and the opposing party.

The request for review shall be filed within ten (10) days of receipt of the adverse decision or fifteen (15) days from the date on which the complainant(s) shall have received a decision. The Governor will conduct a review of the grievance and issue a written decision within thirty (30) days from the date of receipt of the review request. The decision rendered by the Governor will be final.

Federal appeals must be made within 60 calendar days of the receipt of the local or State decision. Department of Labor will make a final decision no later than 120 days after receiving a formal appeal. Department of Labor will only investigate grievances and complaints arising through the established procedures. WIOA does not allow for federal intervention until and unless the proper, formal procedure has been followed.

No applicant, participant, employee, service provider or training provider will be intimidated, threatened, coerced or discriminated against because they have made a complaint, testified, assisted or participated in any manner in an investigation, proceeding or hearing.

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Local Boards and Plan Development

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

- a. 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))

Per the FCWPES By-Laws, the Fulton County Workforce Preparation and Employment System Board of Directors are appointed as follows:

NOMINATION PROCESS

1. Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations.
 - a. Staff sends email with form to local business organizations and business trade associations requesting nominations for appointment to the board by certain due date.
 - b. After due date for nominations, staff presents forms received to the BVD Taskforce for selection of candidates to fill vacancies.
 - c. BVD Taskforce makes motion in LWDB meeting to recommend nominated candidates to CLEO for appointment.
 - d. Staff submits recommended candidates nominated for appointment to CLEO.
 - e. CLEO appoints recommended candidates nominated by local business organizations and business trade associations.
2. Labor representatives are appointed from among individuals who are nominated by local labor federations
 - a. Staff sends email with form to local labor federations requesting nominations for appointment to the board by certain due date.
 - b. After due date for nominations, staff presents forms received to the BVD Taskforce for selection of candidates to fill vacancies.
 - c. BVD Taskforce makes motion in LWDB meeting to recommend nominated candidates to CLEO for appointment.
 - d. Staff submits recommended candidates nominated for appointment to CLEO.
 - e. CLEO appoints recommended candidates nominated by local labor federations.
3. When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii) above, nominations are solicited from those particular entities. (WIOA sec 107(b)(6) SPECIAL RULE)

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- a. Staff sends email with form to providers of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities requesting nominations for appointment to the board by certain due date.
- b. After due date for nominations, staff presents forms received to the BVD Taskforce for selection of candidates to fill vacancies.
- c. BVD Taskforce makes motion in LWDB meeting to recommend nominated candidates to CLEO for appointment.
- d. Staff submits recommended candidates nominated for appointment to CLEO.
- e. CLEO appoints recommended candidates nominated by providers of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities.

b. Describe the area’s new member orientation process for board members.

The Fulton County Workforce Preparation and Employment System Board maintains a Board Visibility and Development Task Force that is responsible for training and orienting new members. This peer to peer orientation has proven very effective in also recruiting and succession planning.

The Fulton County Workforce Preparation and Employment System Board of Directors staff created and utilizes a very detailed PowerPoint presentation consisting of 45 slides to educate and orient new Board members about the WIOA. Key provisions included:

- 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 and funding levels
- Overview of services

With the passage of the WIOA, staff regularly update this informative tool to describe the changes in the legislation, including the focus on regional economies, the elimination of the 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.

c. 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).

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

The FCWPES membership includes economic development, education and other community representatives that complement the private sector membership. Through this relationship, the FCWPES is regularly updated regarding economic development activities and continually review opportunities to engage emerging and expanding businesses, especially within the sector priorities, throughout both the Metro Atlanta region and Fulton County.

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

FCWPES local board members are regularly updated at all local board meetings regarding the most recent activities involving WIOA, education, economic and community development by staff. FCWPES also is engaged in collaborative regional opportunities that also support activities of specific interest to the Board.

Agendas, meeting minutes and related information is available at the following link: <http://www.fultoncountyga.gov/wia-board-of-directors/wia-board-meetings-> to provide related meeting information. This page also provides additional information for Board reference regarding items such as Board Roster, Youth Services, Board Development, and other related and relevant information.

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

The Fulton County Workforce Preparation and Employment System is governed by a TWENTY-THREE (23) member Board of Directors and is comprised of representatives from the WIA mandated partners, business community and other relevant organizations. The System's infrastructure includes several Board Task Forces that work with the Fulton County Housing and Community Development Department, Workforce Development Division staff to develop plans, policies and procedures for different components of the System. Each Task Force is chaired by a Board member and is comprised of Board members, with special emphasis on representation from the business community, officers of the Board and required partners. A representative from one of the required partners serves on the Quality Assurance and One Stop Operations Task Force and Youth Council, which has responsibility for ensuring service integration. All Task Force documents that are developed must go to the Board of Directors or the Executive Committee for review and approval.

Below is a chart of representing the Board composition as required by WIOA:

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n	Business Members	Workforce Members	Government	Education	Economic Dev.	N
1	Theresa Austin-Gibbons, All-N-One Security	Joyce Dorsey (CBO), FACA	Elizabeth Scott (GDOL)	Murry Williams (Adult Ed), Atlanta Technical College	James Hayley, Director of Program Management Fort MAC L.R.A.	
2	Bill Bilnstrub, US Foods	Jessica Johnson, The Scholarship Academy	Aimee Williams (VocRehab)	Perry Herrington, Clark Atlanta University		
3	Grady Bland, Atlanta Black Chambers of Commerce	Kenneth Slaven (Labor & Appren), Heat & Frost Insulators #48		Stephanie Rooks, Dean Adult Education, Gwinnett Tech		
4	Robert Hill, Kidazzle Childcare	Neil Gluckman, IATSE Local 927				
5	William Palmer, Georgia Power	Elizabeth Norman (Job Corps)				
6	Tommie Jones, The Seed Group, Inc					
7	Robelyn McNair, Concessions International					
8	John Rowland, IBM					
9	Bethany Usry, GNFCC					
10	Latron Price, American Sales and Distribution Services					
11	Oscar Prioleau, Prioleau & Milfort, LLC					
12	Cory Ruth, Mergence Global					
	12	5	2	3	1	23
%	52.17%	21.74%				

Specific Task Force descriptions are as follows:

Executive Task Force. Between meetings of the Board of Directors, the business and affairs of the Fulton County Workforce Preparation and Employment System may be directed by an Executive Task Force composed of the officers and such Directors and Chairs of such Task Forces as agreed upon by a majority vote of the Directors then in office. Vacancies on the Executive Task Force shall be filled by a majority of the Board of

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Directors at a regular meeting or at a special meeting called for that purpose. The Executive Task Force shall keep minutes of its proceedings and shall report to the Board of Directors on any actions taken.

QUALITY ASSURANCE AND ONE STOP OPERATIONS TASK FORCE -Responsible for preparing and updating the Board's Comprehensive Long Range Plan; reviewing the needs of the local labor market; developing strategic plans; reviewing program performance; establishing and benchmarking performance measures for the system; reviewing on-site program contractor monitoring reports; assisting with the review and recommendations on Memorandums of Understanding and Request for Proposals; reviewing the Board's financial reports monthly. Responsible for developing and updating "Individual Training Account' (ITA) policies and procedures; developing and updating (ITA) voucher system; and developing and updating training provider certification and monitoring where appropriate. Responsible for providing information and assisting with operational and other issues relating to the one-stop delivery system, which may include as members representatives of the one-stop partners. Responsible for providing information and to assist with operational and other issues relating to the provision of services to individual with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

Committee members include: Neil Gluckman, Tommie Jones, Bethany Usry, Kenneth Slaven, Elizabeth Scott, Aimee Williams, Murray J. Williams, Stephanie Rooks, Grady Bland.

BOARD VISIBILITY AND DEVELOPMENT TASK FORCE – Responsible for training and involving current members; identifying, recommending, recruiting and orienting new members; planning and recommending officer succession; defining and refining Task Forces and Task Force membership; developing Bylaws for Board approval. Responsible for developing a comprehensive approach to meet the needs of employers within the market area, identifying key stakeholders and developing partnerships to foster long-term business alliances across industry lines.

Committee members include: Perry Harrington, James (Pete) Hayley, Robelyn McNair, Oscar Prioleau, Latron Price, Willie L. Palmer, John Rowland, William (Bill) Blinstrub.

AD HOC TASK FORCE. The Chairperson may appoint or authorize the appointment of such other Task Forces as may be deemed necessary and appropriate to carry out the purpose of the operation.

YOUTH COUNCIL- Responsible for planning and raising visibility of youth activities and services for youth; recommending providers of youth services and

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activities; developing portions of the local plan related to youth; sharing information about youth initiatives underway in the region; identifying issues and challenges relating to youth programs and activities; and developing and monitoring implementation of strategies for youth as defined in the Comprehensive Long Range Plan. Youth Council members are non-voting members of the Board. The YOUTH COUNCIL is a standing committee to provide information and to 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.

Council members include: Joyce Dorsey, Robert Hill, Jessica Johnson, Elizabeth Norman, Cory Ruth.

18. 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.

FCWPES' approach to strategic planning has been and continues to be multi-faceted and includes the following:

- FCWPES conducts an annual customer, employer, and partner satisfaction survey to understand how to better serve the citizens of Fulton County. Responses are received and discussed during Board of Directors meetings, Task Forces meetings and management staff meetings.
- FCWPES Staff members met to discuss new ideas and strategies for the 2016-2020 plan. These strategies were provided to the Quality Assurance and One Stop Operations Task Force for their feedback, review and development of the draft plan.
- Customer comment cards are placed in the One Stop Career Centers and customers are encouraged to complete the cards and place them in a secured collection box. Management Information Systems (MIS) collects, analyzes, and tabulates the responses for reporting purposes on a quarterly basis. These reports are provided to appropriate FCWPES Board Task Forces and staff leadership for planning purposes. In order to provide more immediate response to customer input, a computerized customer survey tool has been implemented which allows faster compilation of and response to customer feedback.
- FCWPES staff interfaces with members of the Board through the Task Force structure and with One Stop Career Center partners on an ongoing basis to discuss and to help identify gaps in services and barrier resolution.

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- FCWPES staff and Board members consult and participate in Employer Forums with area Chambers of Commerce Presidents, and Metro Atlanta Area businesses; attend several conferences and trainings to obtain information about current labor market information and local workforce development trends.

The information from the activities above was submitted to the Quality Assurance and One Stop Operations Task Force for review and development of the draft plan. The draft plan was submitted to the FCWPES Board of Directors for approval.

Service Delivery and Training

46. 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 FCWPES 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.

The Board has in place basic agreements with its partners; however, it wants to increase their participation in the workforce system and 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 may 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.

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. Finally, it will continue to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the Fulton County area.

Also, to promote regionalization, the five Metro Atlanta boards will share best practices of these efforts, especially those related to the career pathways of the targeted industries.

The FCWPES has been working with the core programs extensively for over 20 years. This has been reinforced by the regional meetings including those of the one-stop partners including the core programs. FCWPES is aware of Georgia LWDA that have a history of working with persons with barriers and co- enrolling persons. A local area is a pilot for the USDOL Disability Employment Initiative grant serving persons with disabilities. FCWPES will reach out and identify this effective practice to help increase the number of persons with barriers/disabilities that are served as well as co-enrollment. At a minimum, it will ensure that persons will receive a more integrated and well-rounded array of services. An effective practice to be considered includes the efforts that has been underway to increase the number of recognized credentials is to work with training

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providers to review their program design and build in incremental industry related credential attainment versus waiting until the attainment of the ultimate credential, i.e. diploma or associate degree. This effort will be continued and expanded.

Working regionally, as noted in the regional plan, the five local boards have identified the three in-demand industries of Healthcare, Information Technology, Transportation and Logistics to target as a region. Each sector offers entry-level employment opportunities that have long-term career pathways for a wide variety of individuals, including those who may have barriers to employment such as persons with disabilities, returning citizens/rehabilitated offenders, long-term unemployed, pregnant and parenting youth, homeless individuals, persons with substantial language and/or cultural barriers, as well as individuals receiving assistance through Temporary Assistance for Needy Families (TANF) and/or the Supplemental Nutrition Assistance Program (SNAP). Using this sector approach, the local boards will also regionally coordinate services to those with barriers to employment including those with disabilities.

47. 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.

Career Services and Training Services are readily available to dislocated workers at each of the FCWPES One Stop Career Centers. The FCWPES participates as a core partner with the GDOL North Metro Career Center in the state-level Rapid Response System. Teams comprised of One-Stop staff and collaborative partners are in place to provide an efficient and coordinated approach to servicing dislocated workers.

The FCWPES provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the FCWPES seeks to help reduce dislocated workers transition more successfully. Additionally FCWPES (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits. The FCWPES also conducts bi-weekly WIA orientation sessions at the Georgia Department of Labor North Metro Career Center.

Career & Training Services

WIOA establishes two levels of employment and training services for adults and dislocated workers, simplifying the earlier “tiers of services” approach under WIA and creating greater responsiveness to customers’ needs as presented to service staff. The two new levels of service are Career Services and Training Services. Career Services incorporate Basic Services, Individualized Services, and Follow-up Services, that are available for all adults and dislocated workers. Training services are provided as appropriate in individual career plans to equip individuals to enter the workforce, retain

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employment, and advance in skill and wage levels to reach levels of family sustainability and self-sufficiency.

Basic Services

The Fulton Workforce Development Center currently provides the following basic career services:

- 1) Determinations of an individual's eligibility to receive assistance from the adult, dislocated worker, or youth programs;
- 2) Outreach, intake, and orientation on information and services available through the WorkSource GA system;
- 3) Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- 4) Labor exchange services, including:
 - e) Job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on non-traditional employment and in-demand industry sectors and occupations; and
 - f) Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- 5) Provision of referrals to and coordination of activities with other programs and services, including programs and services available outside of the current WorkSource GA partners;
- 6) Provision of workforce and labor market employment information, including information relating to local, regional, and national labor market areas;
- 7) Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- 8) Provision of information on performance accountability measures, as well as any additional performance information relating to the local workforce system;
- 9) Provision of information related to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- 10) Provision of information and assistance regarding filing claims for unemployment compensation; and
- 11) Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA and WorkSource GA partner programs.

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Individualized Career Services

The Fulton Workforce Development Center provides individualized career services in the event that the intake and assessment team determines that it is appropriate and necessary for an individual to obtain, retain, or advance in employment. These include the following services:

- 1) Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers;
- 2) Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
- 3) Group counseling;
- 4) Individual counseling;
- 5) Career planning;
- 6) Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment and/or training;
- 7) Internships and work experience that are linked to careers;
- 8) Workforce preparation activities;
- 9) Financial literacy services as described in WIOA §129(b)(2)(D); and
- 10) Enrollment in English Language Learning (ELL) program or integrated basic education and occupational training programs.

Training Services

WIOA is designed to increase participant access to training and education, particularly courses and programs of study leading to high-value credentials based on labor market needs. Training services are provided to equip individuals to enter jobs, retain employment, and advance in skills in wages. Training access is provided by Fulton County Workforce Development Center and its partners in the following ways, either as an independent program element or in combination with other elements, all within the context of the career pathway defined in the participant's career plan:

- 1) Occupational skills training, including training in non-traditional employment opportunities, provided via Individual Training Accounts (ITAs) or other means;
- 2) On-the-job training (OJT), apprenticeships, cooperative education and other work-and-learn opportunities sponsored by employers;

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- 3) Incumbent worker training in accordance with WIOA Section 134(d)(4), providing low-wage workers an opportunity to advance to higher skill, higher-wage jobs, and providing opportunities for new entrants to backfill jobs;
- 4) Employer-sponsored training such as tuition reimbursement programs and up-front training for new hires;
- 5) Entrepreneurship and self-employment training;
- 6) Transitional jobs for participants who are lacking relevant work experience for jobs they are seeking, in accordance with WIOA Section 134(d)(5);
- 7) Job readiness training emphasizing foundational workforce skills (soft skills) in combination with other training;
- 8) Adult education, literacy, and ELL programs, in combination with occupational skill training whenever feasible; and
- 9) Customized training sponsored by an employer or group of related employers where a commitment to hire is made for successful training completion.

Follow-up Services

Follow-up services are provided by Fulton County Workforce Development Center staff to assist newly-hired workers and their employers in addressing any issues that could interrupt employment. These services include counseling on workplace standards of behavior and attachment to any support services that may be appropriate to address personal issues. Services will be available during the first 12 months following the first day of unsubsidized employment.

48. 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.

Upon receipt of notification of an event from Geographic Solutions, staff immediately begins tracking and contacts the employer within 48 hours after receiving notification. The employer is provided necessary paperwork and contact information for the Georgia Department of Labor's Mass Separation Unit. They are advised to forward the information to Unit and are engaged to schedule an employer meeting. Local partners are notified of the event and engaged to discuss possible strategies.

During the employer meeting, WIOA employer and employee resources are provided to the employer, staff seeks to schedule employee sessions to begin resettlement work with affected employees and, if possible, provide incumbent worker services to the employer. Following the meeting, staff follows up with the employer and local partners to coordinate other services such as UI claim-taking sessions, job search workshops, positive recruitment, job fairs and transition centers as appropriate.

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Staff records participant information into Geographic Solutions regarding dislocated worker participation in Rapid Response EIS.

The FCWPES provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the FCWPES seeks to help dislocated workers transition more successfully into new or continuing employment. Additionally, FCWPES (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits.

The provision of services to worker groups on whose behalf a Trade Adjustment Act (TAA) petition has been filed is led by the Rapid Response Team of the Georgia Department of Labor (GDOL), utilizing funds that have been reserved by the state for Rapid Response activities. Processes and services related to Rapid Response interventions are described in the State WIOA Unified Plan. GDOL works closely with the Georgia Department of Economic Development when layoffs occur, including those with foreign trade impact for which Trade petitions are submitted to the U.S. Department of Labor. GDOL staff work with state-level partners and with the local workforce development area staff to provide the full range of local and state services to impacted workers.

When a TAA petition is filed, State TAA staff notifies relevant local partners. At the time of notification, FCWPES combines efforts with the state staff and with other Metro Atlanta workforce areas to ensure that all local and state services are made available to impacted workers, and that sessions for presentation of information are coordinated with the workers and with their employer and labor union, if applicable. If affected workers are unable to attend group sessions or the number of workers is small, the One-Stop Operator will arrange for workers to be served on an individual basis at the WorkSource GA Fulton County Center or other appropriate sites.

In accord with the WIOA State Plan, all participants are offered TAA case management services and information on services available to them, including:

- Full range of training: remediation, literacy, English language learning, occupational training, OJT, apprenticeships, and other;
- Income support and wage supplements;
- Health Coverage Tax Credit (assistance in paying health insurance premiums);
- Job search assistance;
- Relocation assistance;
- Comprehensive and specialized skills assessment;
- Individualized career planning and career counseling;
- Information on financial aid and labor market opportunities; and

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- Other services customized for the specific occupations and industries impacted.

49. 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.

Fulton County's process and procedure for contracting with youth services providers is carried out through an annual competitive bid process administered by the Purchasing Department. During the bid process, vendors are given the opportunity to submit quote proposals. The Purchasing and Finance Departments review proposals and select the vendor based on departmental procedures. After the vendor has been selected, a Memorandum of Understanding is created and all partners involved are asked to sign. Monitoring of the vendor services is performed by Continuous Quality Improvement and Finance Departments on a quarterly basis.

The Youth Council annually reviews past performance related to how youth are being served and makes recommendations as to how the FCWPES can incorporate the most effective youth strategies based on assessments and similarities of service needs. The majority of services required by the fourteen (14) WIOA elements are provided through existing grantee partners of Fulton County. If an element of service is unmet, the FCWPES initiates a request for the proposal and bidding process. The Youth Council also supports FCWPES through partnerships with youth services organizations that are subsidized through Fulton County General Funds FRESH Grant Program.

Youth who are deemed eligible to receive services through the Workforce Innovation and Opportunity Act are assigned to a FCWPES Youth Advisor, who facilitates services for the youth customer. Once assessed, goals are set and an Individual Service Plan is designed to outline a strategy for meeting the youth's goals. By having access to the Aging and Youth Department's Office and Housing and Community Services Office of Grants and Community Partnerships; the Youth Advisor is able to access information and resources that often augment service provision.

The FCWPES develops and maintains Memoranda of Understandings with a number of agencies that provide services centered on the fourteen (14) local youth program elements ([see the full listing below](#)) described in the Workforce Innovation and Opportunity Act. The Youth Advisor adheres to a referral process established between the FCWPES, Job Corps, Youthbuild and other service providers. The FCWPES has also established a working relationship with the Fulton County middle and high school guidance counselors, the Office of Career Technology and the Fulton Institute of Technology. Challenges and trends within the school system are identified in an effort to alleviate barriers that prevent youth from receiving needed services. Continued endeavors with this group have led to more customized service provision, i.e. summer youth employment opportunities, in-school careers in healthcare programs, etc.

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Program elements for eligible youth will consist of the fourteen required WIOA elements section 129(c)(2) including (per USDOL TEGL 23-14):

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential;
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:
 - a. summer employment opportunities and other employment opportunities available throughout the school year;
 - b. pre-apprenticeship programs;
 - c. internships and job shadowing; and
 - d. on-the-job training opportunities;
4. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
7. Supportive services;
8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;
9. Follow-up services for not less than 12 months after the completion of participation;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to post-secondary education and training.

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Strategies designed to address out-of-school youth include community outreach, partnerships and collaborative efforts with organizations that serve this population. FCWPES has Memorandums of Understandings with the following organizations; the Fulton County Juvenile Justice Center, the Department of Family and Children Services, Fulton County Housing Authority, Fulton County Community Libraries, Covenant House, Atlanta Technical College, Georgia Department of Labor, Georgia Department Labor-Vocational Rehabilitation Services, United States Department of Labor/ Job Corps, The Atlanta Job Corps Center, Genesis Prevention Coalition, The Youth Experiencing Success Atlanta Program, Fulton County Department of Health and Wellness, Fulton County Schools Work-Based Learning Department. Outreach efforts include youth job fairs, community symposiums (Middle and High School Career Days, presentations for school faculty), and the provision for employment readiness. Through reciprocal referrals, FCWPES is able to provide skills upgrades, to include job readiness, GED preparation, remediation services, and employment assistance.

Guided by the Fulton County Housing & Community Development, the Office of Workforce Development Youth Advisor will guide youth program participants in exploring and earning valuable technical, career and business skills. The Career Pathways Program will:

- address youth needs such as job readiness, life skills, career awareness, and personal social development.
- Address financial literacy (i.e., Money Smart training including banking and budgeting), employment preparation, interviewing and appropriate communication skills for the world of work will be emphasized.
- Conflict resolution, anger management, appropriate work attitudes, business etiquette, cooperation with co-workers and supervisors, confidence and personal responsibility will be instructed.
- The positive and negative impact of “social networking sites” on obtaining and maintaining employment in today’s work force.
- Program participants will develop and present a workshop that focuses on “Life Skills” (anger management, social networking, etc.). Visual aids, computer technology, and public speaking.
- Seven Steps for a Highly Effective Teen will be taught (3 -4 full days)
- Youth will participate in Lectures and demonstrate what they have learned by measurements of discussion, as well as pre and post testing.
- Participants will create a resume, portfolio, and business documents such as cover letters, and design their own business card.
- Youth will interview different business owners and attend job shadowing days. May try and conduct some videos of different owners and department directors within Fulton County.
- Youth will work with employers to understand the expectations of the real

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world of work.

Each youth program will be implemented, evaluated and monitored based upon their ability to provide some of the 14 youth required elements of WIOA. FCWPES will ensure that the services are available either through the individual programs, sub-contracts (as applicable) and partner resources.

50. 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.

WIOA places increased emphasis on work-based learning opportunities that are integrated with academic programs to provide context for classroom programs and to allow trainees to obtain valuable work experiences and access to employers who may hire them. Such strategies allow employers to become full participants in education and training programs that are designed to address their skill gaps, all within a Career Pathways framework that keeps the trainees focused on job acquisition and career advancement goals.

FCWPES will use on-the-job training (OJT) options for work-based learning for Adults, Dislocated Workers, and Older Youth. OJT is also a valuable resource for working collaboratively with the Board's economic development partners to expand jobs with local employers and, looking forward, to combine with incumbent worker training to meet increasingly higher education and training needs. The Board employs a set negotiated payment structure for OJT placements, making the process simple and user-friendly for employers. The Board intends to work with other workforce development boards in the Metro Atlanta region to coordinate the message to employers and to explore the creation of a region-wide, simplified employer OJT contract template.

The FCWPES staff will work to expand work-based learning opportunities as a key partner with the Chambers of Commerce in implementing ongoing Workforce Partnership initiatives. The FCWPES has developed partnerships with business associations such as the North Fulton Chamber of Commerce, Technology Association of Georgia and LaunchCode to expand the depth of services provided within targeted sectors. Through these partnerships, FCWPES will provide structured internships and structured internship technical assistance to our employer partners; Apprenticeships; information and engagement summits and produce viable Talent pools for open positions.

Additionally, in the coming year, FCWPES anticipates training up to 250 incumbent workers in partnership with IBM Corporation; initiating On-the-Job placements with area employers such as Raine Company and providing customized training solutions in the area of Ophthalmology to local eye care providers.

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51. 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.

In an effort to increase the availability of training in high-demand occupations, the FCWPES understands that it must not only work to ensure that the training opportunity is available, but that customers who are basic skills deficient have greater opportunity to become eligible to take advantage of that training. This includes working diligently to erase basic skills barriers to employment. Towards this end, computer-based and instructor-led basic skills instruction will be a major focus for adult and youth customers whose assessments indicate that they are basic skills deficient.

The FCWPES, in partnership with Gwinnett Technical College, is working to expand GED training offerings in the North Fulton area by adding classes at the North Fulton Career Center and perhaps in other locations in the area. In addition, plans are underway to strengthen and increase basic skills instruction opportunities in South Fulton.

Partnerships with industry organizations, employers, community partners and training providers are being established and enhanced (detailed in the responses below) to create innovative programs and collaboratives. Every quarter, the FCWPES reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow FCWPES customers to have the latest information related to education and occupational skills training

In order to ensure that opportunities will not be limited and availability is maximized, the FCWPES will:

- i. Create collaborative partnerships and career pathways programs that will engage employers and training providers in creating innovative programs and employment opportunities.

Such partners include:

- Gwinnett Technical College
- Youth Enhancement Services
- Atlanta Technical College

- ii. Target short-term training programs to assist FCWPES customers in increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce. Bootcamp-style and short-term Apprenticeships will be a

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major focus.

- iii. Partner with employers and training providers to ensure that training programs offered meet the needs of area employers. Utilize Customized Training and Fast Track Training as powerful tools to close skills gaps.

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

The FCWPES believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, 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.

As the demand demonstrates, the FCWPES will partner with other Metro Atlanta Workforce Areas and/or work closely with other partners to identify and establish appropriate services and training in this area. Special emphasis will be placed on those areas that complement the priority industry and sector preferences.

The FCWPES will strengthen long-standing relationships with Goodwill of North Georgia and the Atlanta Metro Black Chamber of Commerce to provide robust entrepreneurship and microenterprise support and training services.

53. 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 noted in the Regional Plan, the Metro Atlanta Region has many outstanding educational providers, including secondary and postsecondary programs as well as numerous technical colleges and universities. As part of the regional strategy, the five local boards will work closely with these partners to ensure there are enough training programs to meet the demands of employers. They will ensure these programs are

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providing the correct training and credentials as well as ensure that they are easily accessible by customers. As part of this process, the boards will work with their educational partners to specifically identify and address any curricula that may be needed for employment in the region's in-demand industries of Healthcare, Information Technology, and Transportation and Logistics.

The FCWPES will create a structure as part of the partnership such as the North Fulton Chamber of Commerce, Technology Association of Georgia and LaunchCode to expand the depth of services provided within targeted sectors. In building on other effective practices, the effort will be used for the next five (5) years “through which universal and cross-cutting workforce needs can be addressed by top-level decision makers across education and industry, while industry-specific and localized needs are addressed by those most familiar with the details of each particular sector.” The overall initiative is jointly led by the Chamber of Commerce with cooperation with the Technology Association of Georgia and LaunchCode. A Steering Committee will oversee and coordinate the work of the Sector Partnership Groups, with membership of the Steering Committee comprised of (but not limited to):

- Chair
- Sector Partnership Chairs (6)
- School Districts
- Local Universities
- Gwinnett Technical College
- FCWPES
- Facilitator/Subject Matter Experts

The Steering Committee has a defined mission with four (4) primary roles:

5. *To Define and Manage* the measures of success for the program.
6. *To Support and Oversee* the progress of each Sector Partnership according to those measures.
7. *To Develop and Maintain* a constant flow of communications between education, industry, and the community at large.
8. *To Work on Initiatives* that cut across the sector partnerships such as developing and implementing a plan for a world-class college and career academy and a coordinated workforce development and career pathway marketing plan.

From this point, the Steering Committee will work closely with Gwinnett Technical College as a strong education partner and major FCWPES Board contributor, to help build this collaborative effort. This partnership will work closely with the Quality Assurance and One Stop Operations Task Force to build synergy, eliminate duplication and coordinate strategy in the delivery of education programs. This work will provide the foundation upon which viable stackable credentialing and career pathways are built.

As outlined in the response to Service Delivery and Training, 4. above, FCWPES' youth services are organized to coordinate strategies, enhance services, and avoid duplicative efforts with local agencies including secondary and postsecondary education programs

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in the local area.

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.

54. 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 FCWPES will consider on an individual basis where the funding for training should be allocated to the cost of tuition only. On a case by case basis determination for supportive services for books, tools, etc. will be reviewed by the WIOA Coordinator and Program Manager for approval. The FCWEPS seeks to ensure barriers to training for a successful completion of certificate or degree attainment are identified and removed, particularly if the barrier is related to support for specific training material requirements.

The FCWPES offers a variety of supportive services including childcare subsidies, assistance with transportation, assistance with utility payments, clothing, and housing/rental payments as long as funds are available. These services are made available to adults, dislocated workers and youth to enable their participation in authorized activities under WIOA. Supportive services however are specifically provided to those participants in training, who are in compliance with their WIOA Training Plan.

A customer can be served in **Individualized** Career Services (case management, training accounts, and supportive services) one time within any 3-year period. The 3-year period begins the date that the customer completes his/her ITA and is exited from our system. So the date is 3 years from the date of exit. A customer can receive Core Services as often as requested. Case- by-case consideration will be given to those customers that become employed following training, are subsequently dislocated/laid off, and their occupation or training field is no longer noted on the Demand Occupation List.

The FCWPES partners with the Fulton County Housing Authority and with the Housing and Community Development Department to address concerns of the housing market. The Housing & Relocation Assistance Program (HPRP) was designed to assist Fulton county residences that were faced with foreclosure. The program pays for financial assistance towards housing for up to two (2) years.

Coordination with Core Partners

21. 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 Fulton County Workforce Preparation and Employment System Board of Directors, the Fulton County Workforce Preparation and Employment System and the Georgia Department of Labor North Metro Center maintain a Memorandum of Understanding in order to align and share resources. This MOU also provides for many community partners. For a complete list, see Strategic Elements, Governance, and Structure Section 6.a.

The FCWPES has formal reciprocal referral agreements with the Fulton County Department of Family and Children Services, Department of Labor, Housing Authority Development of Fulton County, Fulton County Community Action Authority, AARP, Job Corp, Georgia Department of Labor – Vocational Rehabilitation Services, and Technical College System of Georgia. Additionally, the FCWPES is contained within the Office of Workforce Development Division of the Fulton County Housing Community Development Department. As such, the services of the other divisions of the Fulton County Housing and Human Services Department provide a wide array of and access to services for our customers.

22. 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.

The FCWPES maintains a Memorandum of Understanding with the Georgia Department of Labor North Metro Career Center with regard to continued services at the FCWPES One Stop Career Centers.

The FCWPES, in cooperation with GDOL, co-sponsors numerous onsite recruitment events, employer information sessions as well as transitional expositions throughout the year that provide a variety of information and services to the citizens of Fulton County. Workshops on a variety of employment readiness topics are made available to attendees of all ages.

GDOL is a partner in one FCWPES s Career Center and provides core services to our customers. FCWPES provides a staff liaison to our designated GDOL career center. This staff liaison facilitates bi-weekly WIA orientation sessions to potential

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FCWPES customers at the North Metro GDOL Career Center. This process ensures service integration and seamless customer service. In addition, FCWPES staff collaborates with the Rapid Response Unit to facilitate WIA Informational Sessions for dislocated workers and/or workers who have been served with notice of separation.

23. 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.

As may be required by WIOA, it is planned that the Title II agency(ies) will provide the FCWPES 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.

WIOA calls for a strengthened role by local workforce development boards in reviewing local Adult Education plans in order to further integrate WIOA Title I and Title II activities in a Career Pathways framework aimed at meeting the needs of local employers. Moving forward, it is planned that adult education providers in the county will provide the Board with an outline of grant applications that includes: geographic focus areas served within the grant; how adult education is providing instruction that supports the chosen sector strategies of the region and local area; the partner activities that prepare individuals for careers; Adult Education and WIOA co-enrollment processes; and evidence of a service strategy between the Adult Education and the Fulton Workforce Development Center that serves to promote integrated services through multiple sites and access points in the county, including on-line services. By working together in these and other way, adult education programs and other WIOA partners will create a more efficient and effective education and workforce development system with improved outcomes that meet employers' increased needs for educational attainment.

The Board will follow the lead of the State's Office of Adult Education in emphasizing integration of services in a Career Pathways context. The State 2016 WIOA Integrated Plan commits to this leadership by stating: "OAE will work collaboratively with other core programs and partner agencies to provide comprehensive and wraparound services to program participants. State-level policy and planning bodies provide an opportunity for Adult Education to work with WFD, GDOL, and other key agencies defined in the law. Adult Education will provide resources and services through One-Stop Centers (including intake/orientation for Adult Education services, and transition resources), referral processes, and other joint mechanisms developed through agency partnerships."

All regional Adult Education programs have incorporated the Georgia BEST (Business Ethics Student Training) into their curriculum. Although each model varies, every program is designed to address soft skill gaps that employers in Georgia are looking for in competitive applicants. These skills include: Professional Image, Attendance/Punctuality,

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Attitude and Respect, Social Media Ethics, Discipline and Character, Oral and Written Communication Skills, Productivity and Academic Performance, Responsibility and Organization, Self-Management and Time Management, and Teamwork and Work Habits. Upon completion, students receive certification from the Georgia Department of Labor. This curriculum is designed to “prepare tomorrow’s workforce today”

Adult Education utilizes GALIS (a web-based real time data system) that is used for data entry, collection, and reporting of program activity and outcomes. A program can track the status on established federal benchmarks and compare local, regional and state current and historical progress to meet or exceed annual benchmarks. The Office of Adult Education also engages in continuous monitoring procedures including on-site visits observations. Additionally, programs partnering to provide WIOA services must meet or exceed project goals for performance including: percentage in employment/education/training, retention in employment/education/training, earnings, credential rate, in program skills gain, etc.

FCWPES will work closely with the Adult Education providers to incorporate this curriculum and performance measurement systems in helping improve integration of programs, program performance and service to the customers.

24. 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 FCWPES Disability Planner provides a link between FCWPES customers with disabilities and employment and educational opportunities. The Specialist works closely with these individuals to identify their needs and connects them with appropriate services and resources.

The Disability Planner/Advisor works closely with the GDOL Vocational Rehabilitation resources and to collaborate and coordinate seminars, job fairs, workshops and other educational and employment opportunities.

The FCWPES has a reciprocal referral process in place with the Department of Labor Vocational Rehabilitation Services Division. The FCWPES partners with Goodwill Industries, Benefits Navigator, Disability Link, Money Follows the Person Program (MFP), and the National Federation of the blind of Georgia.

A disability collaborative has been formed within the FCWPES with the following groups Disability Link, Money Follows the Person, Vocation Rehabilitation and the National Federation of the Blind of Georgia which enables the FCWPES to provide customer focus disability services to address each participant’s specific needs.

Performance, ETPL and Use of Technology

21. 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.

Each year, the Office of Workforce Development and the Georgia Department of Labor (GDL) meet and agree on a set of seventeen (17) measurable goals and benchmarks. Our performance data is entered into a GDL database from which a quarterly report on our performance. The nature of work is very much impacted by external economic forces and as such, we meet frequently to manage better outcomes.

Once additional and more clear guidance is received, the FCWPES will work to negotiate appropriate performance measures, both locally and regionally.

The levels of performance to which the State and each local area will be accountable will be reached through negotiation – between USDOL and the State and between the State and each local area. Under Section 136(c) of WIA, local levels of performance on each of the performance measures are to be "based on the State adjusted levels of performance," taking into account "the specific economic, demographic, and other characteristics of the populations to be served in the local area."

When will negotiation of local performance levels take place?

Although local areas are asked to include planned levels of performance for Year 1 in their initial plans, final negotiation of performance levels will occur when the comprehensive plans are submitted in the fall.

What are the performance measures and to whom do they apply?

Except for the two customer satisfaction measures, the performance measures apply separately to customers served under three funding streams: adults, youth, and dislocated workers.

Within youth services, measures apply separately to older (19 to 21) and younger (14 to 18) youth, based on the age of the customer at registration.

Youth age 18 through 21 may be served as youth, adults, or both. Registering youth in both categories is not a common practice.

22. One-Stop System Performance and Assessment – Provide a listing of

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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.

Locally/Regionally Developed One-Stop Performance Standards: At this time the FCWPES has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Metro Atlanta Workforce Region. However, the five local boards that comprise the region are interested in establishing them.

One Stop and Regional Service Delivery Assessment: As part of the One Stop Memorandum of Understanding, the FCWPES provides the following services and assessment framework for the One Stop locations in Fulton County:

- Provide the necessary space, equipment and supplies for the operation of the One Stop Career Center and the services of the Partner;
- Be responsible for overall administration of the One Stop Center;
- Develop and provide “Operating Policies and Procedures” for the One Stop Center to include referral of customers to and from the Partner;
- Train appropriate staff at the One Stop Centers on all FCWPES procedures related to the operation and provisions of services at the One Stop Center;
- Develop and implement a plan to serve the needs of the business community which integrates and coordinates programs and services of the One Stop Center;
- Monitor One Stop Center activities under the MOU to ensure performance goals are being met, procedures and records are being maintained and the terms of the MOU are being fulfilled.

The FCWPES will continue to update these activities as additional guidance is received and the implementation of WIOA continues and evolves.

In concert with the Regional Plan, some of the measures to be explored on a regional basis include the number of partner meetings conducted, the number of staff trainings completed, the number of educational and/or hiring events held, the number of persons placed into training in the three targeted sectors, the number of enrolled customers who are from priority sectors, and the number of job openings filled in the targeted sectors. Once the specific measures are identified, the local boards will capture data during the first year to establish regional benchmarks that will be used to create goals to track and assess performance on an ongoing basis. As the One Stop Operator is procured, these measures may be considered.

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

a. Provide a description of the public notification to prospective providers.

FCWPES along with the Atlanta Regional Workforce Board and DeKalb County

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Workforce Development utilize a regional approach for the ETPL system through the formation of a Regional Individual Training Account Committee (Regional ITA Committee). Under a contractual arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website. It also ensures that the WFD website directs interested applicants to this site.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, the FCWPES also provides notification of the application process via the Board's public notification process. Additionally, the Board will conduct a bi-annual or more frequent information sessions for those interested in becoming providers.

- b. 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, and regional 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. Once a provider is approved, ARC electronically transmits the information to the WFD for its approval and inclusion on the ETPL.

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 the WFD for its approval and inclusion on the ETPL.

The FCWPES then presents applications to its Quality Assurance and One Stop Operations Task Force which then makes recommendations to the FCWPES for provider inclusion on the Fulton County Eligible Provider List. The FCWPES may choose to use, restrict, or reject an eligible provider based on its local policies.

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

Participants who would like to appeal the decision of the Site Supervisor may obtain

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a Grievance Form from the Career Center. The appeal shall be addressed as follows:

Customers contact:
Sonia A. Wilson, WIOA Director
Workforce Development Division
3700 MLK Drive
Atlanta, GA 30331
Telephone: (404) 613-6381
Fax: (404) 893-6845
Email: Sonia.Wilson@fultoncountyga.gov

Or

Michelle Vialet, Interim WIOA Coordinator Fulton County
Email: michelle.vialet@fultoncountyga.gov

Providers contact:
Sonia A. Wilson, WIOA Director
Workforce Development Division
3700 MLK Drive
Atlanta, GA 30331
Telephone: (404) 613-6381
Fax: (404) 893-6845
Email: Sonia.Wilson@fultoncountyga.gov

Or

Audrey Lawrence, Provider Relations Coordinator
Fulton County Office of Workforce Development
Workforce Development Division
3700 MLK Drive
Atlanta GA 30331
Telephone: (404) 613-6381
Telephone: (770) 306-5202
Fax: (770) 306-5523
Email: Audrey.Lawrence@fultoncountyga.gov

The FCWPES has contracted with the Atlanta Regional Commission to manage its Individual Training Account System which includes a formal process for providers to appeal unapproved training programs. (Please see attachment K to review entire contract).

- d. 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).**

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The FCWPES has contracted with the Atlanta Regional Commission to manage its “Individual Training Account System” which includes updating information on Providers included on the State Eligible Provider List.

The FCWPES contract with ARC stipulates that they will add and remove programs from the State’s ETPL and make needed changes on a quarterly basis. New programs/providers and changes are all monitored by ARC. Providers may be removed from the state listing under the following conditions:

- If inaccurate information regarding a program is intentionally supplied to the local WDB of state, a termination of eligibility will occur and will remain in effect for one year.
- If the local WDB or state determines that an eligible provider has substantially violated any requirements of the Act, the providers must begin correction as appropriate.
- Failure to reapply under subsequent eligibility procedures
- Failure to meet minimum established local and state performance levels

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

The FCWPES has contracted with the Atlanta Regional Commission to manage its “Individual Training Account System” which includes a formal process for providers to appeal unapproved training programs.

In addition, the FCWPES has an Individual Training Account (ITA) Training Provider Agreement that is executed with all providers approved by the Board and interested in doing business with Fulton County Workforce Development Division. The agreement is conducted twice per year. (A sample copy of the agreement is available upon request). As part of the regional collaboration efforts, a Regional ITA Committee is reviewing ITA Provider Agreements for possible issuance of a single document which would be used by the regional partners.

f. Provide a description of the process to track and manage all ITA activity.

The training request is submitted to the WIA Coordinator for administrative processing. The application is reviewed for completion, provider eligibility and compliance with FCWPES policies. The training agreement is authorized and the Career Planner is notified. The agreement is submitted to the provider and the customer begins training.

Invoice payment procedure:

- Invoices are received/forwarded to Fiscal Officer
- The Fiscal Officer submits invoices to WDD Fiscal Manager.
- The WDD Finance Manager submits the invoices to the Career

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- Center Supervisor for verification
- Supervisor verifies/denies invoice information
- The WDD Finance Manager prepares verified invoices for payment and processing
- Denied invoices are returned to the provider with an explanation as to why invoice is being returned

The Career Center maintains and updates a monthly Historical Report which includes:

- Customer Name
- Career Advisor
- Status (Adult, Dislocated, Youth)
- Training Provider
- Type of Training
- Length of Training
- Training status (Enrolled, Pending)
- Credential
- Employed
- Job Search
- Did Not Complete
- Successful/Unsuccessful Case Closing
- De-Obligation of Funds

The listing is updated and verified on a monthly basis and reviewed by the WDD Finance Team

The Finance Team maintains a similar listing that includes:

- Customers name
- Social Security Number
- Zip Code
- Vendor
- Training Costs
- Total Paid
- Total Remaining
- Status (Adult, Dislocated, Youth)
- Training Start Date
- Training End Date
- Payments (Start-up, Completion, Placement)
- Payment Voucher Number

g. Provide a description of local board policy on use of statewide eligible training provider list (including financial and duration limits, out-of-area

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training, service to out-of-area customers, etc.).

The FCWPES policies are consistent with the State’s policies on maximum duration and financial limits for training. If the cost of training exceeds financial limitation guidelines, Career Advisors will assist in developing a plan that outlines methods to identify potential funding sources. Trainees are not required to apply for or access student loans, or incur personal debt as a condition of program participation.

The Board maintains a listing of demand occupations based on the demand and supply data relevant to its work area. For training not identified as a demand occupation in the local area, documentation from at least three employers must be submitted by the customer or provider that substantiates the need or the opportunity for this particular occupation.

The Board’s policy dictates that all customers who are deemed eligible are permitted to attend training that is within a reasonable commute to the FCWPES area, which 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 FCWPES service area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States. An individual who has been determined eligible for WIA training services may select a provider from the State approved listing after consultation with a FCWPES Career Advisor.

The Quality Assurance Task Force will be recommending a policy to the FCWPES Board at its May, 2005 meeting which is as follows: “An ITA will be established for the actual cost of training approved for any customer. No additional training funds beyond the approved ITA will be allocated for any customer.”

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

Once a registered apprenticeship has been reviewed and approved by the Board, this information is passed on to the WFD for inclusion on the ETPL.

24. 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 career centers understand the importance of assessment testing to assist customers with determining and planning their career plan/steps for success. By identifying strengths and weakness both on a professional and personal level it only continues to support and elevate their opportunity for success.

Assisted Technology as well as personality and occupational assessment testing are

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critical to customers who seek serves at our career centers. FCWEPS seeks to provide every customer excellent services and technology to meet their needs.

Below are a few of the software products utilized.

Product/Program	General Information
<p>The Work Number Social Services</p>	<p>The Work Number is a database that organizations can use to verify employment and income information. The Work Number databases are provided to us by over 4,300 employers and are updated on a regular basis.</p> <p>Important Facts:</p> <ul style="list-style-type: none"> • The data on The Work Number database is updated each time an employer runs payroll. • Equifax Verification Services provides information given to us by Employers: Employee Name and Social Security Number, Employment Status, Most Recent Start Date and Termination Date (if applicable), Total Time with Employer, Job Title, Rate of Pay, Average Hours per Pay Period, Total Pay for Past 2 years, and the most recent twelve pay periods of Gross Earnings. • It can provide up to 36 months of pay dates, period ending dates, number of hours worked, and gross earnings. All of this information is as current as the most recent pay period. • It will help identify and prevent fraud more quickly and accurately and find unreported income. <p>Benefits to Workforce</p> <ul style="list-style-type: none"> • It's allows Workforce Centers to know where your customers secure employment and to easily track their growth. It helps gauge the success of training programs, comply with federal guidelines, and improve agency performance and reporting. Equifax Verification Services has the critical, and often missing, employment and income piece.

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Product/Program	General Information
	<ul style="list-style-type: none"> • Agencies can access over millions of current and historical payroll records to confirm and track critical placement information. • Equifax verifications provide complete employment detail that allows agencies to confirm necessary employment information including job title, hours worked, rate of pay – each pay period. Our service rapidly verifies income information – online or in batch – which decreases phone calls to employers, reduces manual surveys and provides objective 3rd party documentation for reporting and reviews. In addition, Equifax Verification Services can set employment alerts that will proactively notify your agency of changes in employment to track client movement and program success. <p>Products: Express Service – Instantly look up client with just an SSN. Batch Service – Run your entire caseload with ease. The Work Number Alert – Monitor your entire caseload on a monthly or quarterly basis, you set the timeframe.</p>
<p>Wonderlic Gain</p>	<p>The Wonderlic General Assessment of Instructional Needs (GAIN)[®] is a powerful, all-in-one basic skills numeracy and literacy test that measures English, reading and math competencies in adults and youth. GAIN is the superior choice for Adult Basic Education (ABE) programs, literacy centers, Workforce Development programs, remedial training, GED programs and more.</p> <p>GAIN is approved by the U.S. Department of Education for OVAE-funded Adult Basic Education programs and the U.S. Department of Labor for WIOA Youth Workforce programs.</p> <p>Important Information:</p>

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Product/Program	General Information
	<ul style="list-style-type: none"> • GAIN is comprised of a 45 minute literacy skills test and a 45 minute math skills test that can be administered separately or together. The math and English language proficiency tests, suitable for both youth and adult learners, were developed specifically to measure National Reporting System (NRS) Educational Functioning Levels (EFLs). • Shorter testing time – 90 total minutes – is less stressful for students. Programs are able to increase the number of students tested, reducing backlog, and teachers are able to spend more time teaching. • The math and literacy skills tests measure all EFLs with just one form; no locator is required. This simple administration method eliminates the possibility of using the wrong level of test and getting “out of range” results. This saves time and money by decreasing the number of times a student must be tested. • Test administration is flexible; we offer both paper-and-pencil and online versions that can be used for pre, progress and post testing. • Certification and training for all test administrators are available at no charge.
<p>TABE Online</p>	<p>TABE Online is a system that lets you assess and report adult basic education skills at any time using the Internet. It provides you with reliable, skill-level data to screen and place students in training and employment programs or determine readiness for success as tested by the GED® Tests. TABE Online includes the Locator, Complete Battery, and Survey tests for TABE 9&10.</p> <p>With easy-to-read reports, you get immediate information to support important instructional and training decisions. You can view the results of any demographic group or gain a precise overview of results for a designated period of time.</p> <p>Subject Areas Basic Skills: Reading, Math, Language, Language</p>

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Product/Program	General Information
	<p>Mechanics, Vocabulary, Spelling</p> <p>Delivery Format Computer-based (online)</p> <p>Assessment Types Diagnostic Summative Formative</p> <p>Scoring Option Immediate online scoring</p>
Dragon Pro 13.5 (Disability Compliance Software)	Promotes independent communication for persons who are deaf or hard-of-hearing. Translates spoken word from Dragon into Sign language.
JAWS Pro (Disability Compliance Software)	Professional is licensed for one user on up to four (4) computers. Has a larger vocabulary and more powerful features & commands. Control most PC function by voice. Enterprise profile management with user profiles centralized on the network
Large Print Keyboard (Disability Compliance Software)	Enables people with vision loss to independently use a computer with a keyboard, speech, or Braille display. With JAWS, you can navigate the Internet, write a document, create spreadsheets and presentations, email correspondence.
Zoom Text Magnifier/Reader (Disability Compliance Software)	Provides low vision users an easy-to-read keyboard designed to enhance the MAGic and JAWS experience
iCommunicator (Disability Compliance Software)	Automatically speaks all program controls, including menus, dialogs, list views and messages. Three verbosity levels give you complete control over the amount of information spoken.

The FCWPES recently completed a Six Sigma exercise that targeted related analytics including information and technology needs. This and other considerations, including the Metro Atlanta Regional Plan, will be utilized to enhance and expand the use and role of technology. This could include areas such as using social media & text messaging to better engage job seekers and business, increasing online access to information, and similar technology opportunities.

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State Initiatives and Vision

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

The new WorkSource Georgia brand was just recently unveiled by the State. The FCWPES is committed to adopting and utilizing this new brand locally as WorkSource Fulton.

As WorkSource Fulton brand is rolled out, we will update our resources, such as our website, facility signage, mobile unit, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in our messaging and outreach efforts. Additionally, we will educate and train One-Stop Center personnel and partners on the proper usage of the new brand, including when answering the telephone and emailing customers.

22. **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.**

FCWPES 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 FCWPES will work closely with all partners involved in this grant to better serve those targeted by the program.

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. FCWPES 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. FCWPES plans to work with WFD to implement Georgia WorkSmart in Fulton 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

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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 FCWPES will be able to gain a clear picture of what local businesses need from the Fulton County workforce system and pair them with existing assets and/or collectively tackle any gaps, one by one.

23. 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 Career centers have staff that specializes in assisting specific priority populations. Advisors are assigned to each priority population and trained specifically to work with the needs of that target population.

The Career Center staff consists of Career Planners/Advisors, Training Advisors, Disability Advisor, Veteran Advisor, and a Special Programs Advisor (caseload section 8/Housing/Low Income Subsidies/TANF/SNAP).

While these advisors may also serve dislocated workers on each case load their individual specific focus is on the priority populations. All Advisors also serve ex-offenders as not to have them feel compelled that they are singled out dealing with the terms of their release and/or probation. Typically, the ex-offenders, homeless, and veterans are served by the same advisor as often our veterans face crisis in these areas.

Advisors participate in off-site orientation and information sessions, as well as collaborative to discuss services available by the FCWPES for these target populations.

Within WIOA there is no succession of service, after customers attended orientation and complete their eligibility process they are assigned to an Advisor/Planner who directs/leads that customer to the next step suitable to their Career and Employment Plan.

Dislocated workers are now considered are long term unemployed as such the same services available to all of our WIOA customers who enter our Career Centers.

These services include: Customer information sessions regarding all programs and services (non-WIOA and WIOA) provided by FCWPES, job readiness workshops, internet access, Work Readiness Assessments, on site recruitments, etc. Customers have electronic access to labor market information, job search engines, ability to update typing skills, resume building and a myriad of additional resource services available.

The Priority of Service Policy lists the following target groups:

Target groups served in the area

- Low income

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- TANF recipients
- Persons with disabilities
- Older workers
- Dislocated Workers
- Out of School Youth

Note: Veterans in each category will be given priority.

24. 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 one’s specified by state and federal policy.

Priority is given to Veterans upon entry into the Fulton County Workforce Preparation Employment System. They are included in a targeted group of individuals for federally funded programs under WIOA, and will be flagged at point of intake and receive high preference for WIOA adult services funding and are identified through a detailed Intake form completed by all interested Career Center customers.

Veteran - an individual who has served in active military, naval or air service, and was discharged under "other than dishonorable" conditions. This includes full-time duty in the National Guard or a Reserve component, except full-time duty for training purposes.

Note: All Veterans and spouse must meet the United States Veterans Affairs definition including the definitions for LVERs and DVOP staff to provide services (at least 180 days of active military service).

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. TEGL 3-15 references TEGL 10-09 regarding order of priority for Veterans and eligible spouses. Priority must be provided in the following order:

- First, to 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.
- Second, individuals who are not Veterans or eligible spouses who meet WIOA priority criteria.
- Third, to Veterans and eligible spouses who are not included in WIOA’s priority groups.
- Last, to individuals outside the groups given priority under WIOA.

Jobs for Veterans Act (P.L. 107-288) and its corresponding regulations (20 CFR Part 1010) specify that Veterans and eligible spouses should receive priority of service. All Georgia One-Stop sites are required to implement priority of service for covered persons.

Career Center Eligibility Specialists specifically screen for customers indicating veteran status. Career Center staff then assists veterans in determining their eligibility for

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services to include training and supportive services. Veterans will be requested to bring a copy of their DD Form 214 to orientation. Following orientation, eligible Veterans will be brought together and provided information on eligible veteran services. They will be given priority of service based on fund availability over other customers in their respective category of service, i.e. adults or dislocated workers.

Additionally, the FCWPES, also collaborates, organizes and participates in seminars, workshops and job fairs throughout metro Atlanta, specifically at US Army base McPherson in an effort to provide additional employment and resource outreach to veterans.

TRANSITIONING MILITARY SERVICE MEMBERS

Still-active, transitioning military service members may qualify for Dislocated Worker services. While these individuals may be eligible to receive WIOA Dislocated Worker services and funds, they would not be considered ‘Veterans’ for the purposes of reporting or be eligible for Priority of Service.

For the purposes of serving still-active transitioning service members under the “notice of termination or layoff” eligibility criterion, documentation must align with the DOL Data Element Validation (DEV) requirement for “Date of Actual Qualifying Dislocation.” Military Personnel are eligible to begin receiving Dislocated Worker Program services upon receipt of discharge orders (Effective Termination of Service “ETS” Orders or DD-2648-ACAP Transition Checklist).

Length of service to qualify an individual for such discharges or separations under WIOA guidance may be as few as one day of service. Qualified individuals can receive services up to 18 months prior to retirement or 12 months before normal separation. If a transitioning service member successfully reenlists into active military duty, then that service member is no longer eligible for services

The following documents are appropriate for verifying covered person status:

- A. A DD 214 (Discharge Papers and Veterans Separation Documents)
- B. An official notice issued by the Department of Veterans Affairs establishing entitlement to a disability rating or award of compensation to a qualified dependent
- C. An official notice issued by the Department of Defense that documents Veteran status or spousal rights
- D. An official notice issued by a state Veterans' service agency that documents Veteran status or spousal rights

Eligible spouses whose eligibility is based on the disability of a living Veteran spouse should obtain the relevant documentation from the U.S. Department of Veterans Affairs.

All covered persons will receive priority of service at the Fulton County WIOA One Stop Career Centers. Information will be displayed regarding our intentions regarding priority of service in prominent public view within the WIOA Career Centers. Priority of service requires that covered

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persons must be served prior to non-covered persons. Covered persons must still meet all eligibility and program requirements, where they exist. Individuals who are covered persons must be served by any available staff ahead of non-covered persons.

Priority for adult services must 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 must be given on a priority basis, regardless of funding levels, to:

- A. Public assistance recipients and other low-income adults; and
- B. Individuals who are basic skills deficient.

Where funds are determined to be limited, priority will be given to adults who meet the minimum eligibility requirements, but have one or more characteristics that indicate they are low income or public assistance recipients. These scenarios may include but are not limited to:

- i. Individuals who reside in Fulton County outside of City of Atlanta
- ii. Individuals who have a personal or family income below 100% of the poverty level (Lower Living Standard Income Level)
- iii. Individuals who are employed, but in a job earning less than the living wage and/or no medical benefits
- iv. Food Stamp or TANF recipients (current or in last six months)
- v. Supplemental Social Security recipients
- vi. Individuals who are considered Homeless (as defined by HUD)

Target groups served in the area

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

Note: Veterans in each category will be given priority

Through our partnership with GDOL North Metro Career Center formal referrals are made to the FCWPES to provide seamless services to veterans. In addition, the GDOL North Metro Career Center houses the Disabled Veterans Outreach Program (DVOP). These representatives develop jobs and research training leading to maximum career opportunities for veterans with particular focus on the special needs of the disabled. They also arrange vocational guidance, vocational counseling and case management services in response to changes in vocations and vocational adjustment to the total civilian labor market.

Priority will be given to Veterans upon entry into the Fulton County Workforce Preparation Employment System. They will be flagged at point of intake. Veterans will

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be requested to bring a copy of their DD Form 214 to the orientation. Following the orientation, eligible Veterans will be brought together and provided information on eligible veteran services.

The FCWPES engages in a more focused collaborative partnership approach to integrating veteran services. FCWPES staff provides veteran orientation sessions at the Georgia Department of Labor North Metro Career Center in an effort to increase WIOA awareness and services to the men, women, and families previously engaged in serving in the armed forces.

LOW INCOME INDIVIDUALS

An individual who meets any one of the following criteria satisfies the low-income requirement for WIOA adult services:

- 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;
- 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;
- 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;
- Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- Is a foster youth, on behalf of whom state or local government payments are made; or
- 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.

BASIC SKILLS DEFICIENT

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. At minimum a person scoring at an 8th grade level or below is considered Basic Skill Deficient.

ADULT AND DISLOCATED WORKER ELIGIBILITY

To be eligible to receive WIOA services as an adult in the adult and dislocated worker programs, an individual must:

1. be 18 years of age or older;
2. be a citizen or noncitizen authorized to work in the United States; and

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3. meet Military Selective Service registration requirements (males who are 18 or older and born on or after January 1, 1960, unless an exception is justified).

Additional Eligibility Requirements for Adults

- Adults must be either unemployed or underemployed and meet the priority of service requirements.
- An underemployed person is a person who is working part time and desires but cannot obtain full time employment with current skills; or a person who is working in employment not commensurate with the individual's demonstrated level of educational attainment; or a person who is working full time but whose current annualized wage rate is not in excess of, "for a family of one", the percentage of the lower living standard income level set forth by FCWPES policy.
- The individual is a displaced homemaker, as defined in WIOA § 3 (16). A displaced homemaker is an individual who has been providing unpaid services to family members in the home and who:
 1. is unemployed or underemployed and experiencing difficulty finding or upgrading employment; and
 2. has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member.
- The individual is a separating service member from the Armed Services with a discharge other than dishonorable, the separating service member qualifies for dislocated worker activities based on the following criteria:
 1. The separating service member has received a notice of separation (DD214) from the Department of Defense or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff eligibility criteria;
 2. The separating service member qualifies due to exhaustion of unemployment compensation; and
 3. As a separating service member, the individual meets the eligibility criteria that the individual is unlikely to return to a previous industry or occupation.
- The individual is the spouse of a member of the Armed Forces on active duty who:
 1. has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 2. is unemployed or underemployed and experiencing difficulty finding or upgrading employment.

SERVICE PRIORITY FOR INDIVIDUALIZED SERVICES AND TRAINING SERVICES

- Staff will greet all customers as they enter the facilities and provide an overview of service offered. The staff will inquiry if the customer is a Veteran or Priority Population.

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- If the customer is a Veteran, the staff will provide the customer with a “Green” WDD Intake to complete.
- If the customer is a Low Income Individual the staff will provide the customer with a “Pink” WDD Intake to complete.
- Staff will review the WDD Intake to determine if they should receive priority of service. Customer must identify themselves as a Veteran or Public Assistance Participant upon completion of the WDD Intake form.
- Referral forms from agencies may also be used in determining Priority Status.
- Staff will ensure the customer has the appropriate Intake Form. This will provide the WDD Staff with the ability to rapidly identify covered persons and assign them to the Career Center Staff.
- The Employer Relations Specialist/Business Consultant Youth Development Specialist also ensures Priority Populations a priority when assisting with re-employment services.

Area 6: Fulton County – WIOA Plan for 2016-2020

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Theresa Austin-Gibbons	Dir. Human Resources	ALLn1Security	Business
Joyce Dorsey	Sr,Business Econ. Dev	FACAA	Workforce
Neil Gluckman	Business Rep.	IATSE Local 927	Workforce
James (Pete) Hayley	Dir. Program Mngt.	Fort Mac L.R.A.	Econ. Dev.
Perry Herrington	Dir. Title III	Clark Atlanta University	Education
Michael T. Hill	CEO	Atlanta Black Chamber	Business
Robert Hill	VP. Of Operations	KIDazzle Child Care	Business
Jessica Johnson	Executive Director	The Scholarship Acad.	Workforce
Tommie Jones	Principle Consultant	The SEED Group Inc.	Business
Robelyn McNair	VP. Human Resources	Concessions Int.	Business
Elizabeth Norman	Manager, Counsel Ser.	Atlanta Job Corps	Econ. Dev
Tommie Patrick	Sales Manager	ADT	Business
Latron Price	President	American Sales Dist.	Business
Oscar Prioleau	Attorney	Prioleau & Milfort, LLC	Business
Cory Ruth	President	Mergence Global	Business
Kenneth Slaven	Apprenticeship Mgr.	Heat & Frost Ins. #48	Workforce
Elizabeth Scott	Regional Coord. Reg.3	Georgia Dept. of Labor	Government
Aimee Williams	Rehab. Unit Manager	Vocational Rehab.	Government
Murray J. Williams	VP. Academic Affairs	Atlanta Tech. College	Education
John Rowland	Bus. Unit Ex. St. of GA	IBM	Business
William (Bill) Blinstrub	Dir. Of Operations	US. Foods Inc.	Business
Willie L. Palmer	External Affairs Mgr.	Georgia Power	Business
Stephanie Rooks	Dean Adult Education	Gwinnett Tech	Education

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Attachment 2: Performance Measures

WIOA Performance Measure	PY16 Goal	PY17 Goal
Adult Q2 Entered Employment	61.4%	62.4%
Adult Q4 Entered Employment	67.8%	69.8%
Adult Median Earnings	\$4,439	\$4,739
Adult Credential Rate	53.2%	55.5%
Adult In-Program Skills Gain	TBD	TBD
DW Q2 Entered Employment	72%	74.5%
DW Q4 Entered Employment	72.7%	75.7%
DW Median Earnings	\$7,308	\$7,705
DW Credential Rate	52.2%	54.2%
DW In-Program Skills Gain	TBD	TBD
Youth Q2 Placement in Employment or Education	64%	65.5%
Youth Q4 Placement in Employment or Education	74.2%	76.2%
Youth Median Earnings	TBD	TBD
Youth Credential Rate	53.2%	56.2%
Youth In-Program Skills Gain	TBD	TBD
Employer Measure	TBD	TBD

Area 6: Fulton County – WIOA Plan for 2016-2020

Attachment 3: Comments that Express Disagreement

There were no comments received during the posting of the WIOA Plan.

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:
Comment:

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: Sonia A. Wilson

Title: Local Workforce Area Director

Entity Representing: Fulton County Workforce Development

Signature: _____

Name: John H. Eaves

Title: Chief Local Elected Official

Entity Representing: Fulton County Government

Signature: _____

Name: Theresa Austin-Gibbons

Title: Local Workforce Development Board

Entity Representing: All in 1 Security

Signature: _____