

Metro Atlanta



**WORKSOURCE METRO ATLANTA
REGIONAL PLAN 2020 - 2024
UNDER THE WORKFORCE
INNOVATION AND OPPORTUNITY
ACT FOR THE STATE OF GEORGIA**

AUGUST 2022

Prepared by WorkSource Metro Atlanta,
which is comprised of the five Local Workforce
Development Boards in metro Atlanta:
WorkSource Atlanta Regional
WorkSource Atlanta
WorkSource Cobb
WorkSource DeKalb
WorkSource Fulton.

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Table of Contents:

Overview:	1
Instructions:	1
Plan Approval Requirements:	2
Executive Summary:	3
Strategic Elements, Governance and Structure:	4
Local Boards and Plan Development:	74
Service and Delivery Training:	76
Coordination with Core Partners:	79
Performance, ETPL and Use of Technology:	80
State Initiatives and Vision:	85
Attachments:	87
Appendix:	90

Overview:

The document details the requirements for the submission of Local and Regional Plans in accordance with Workforce Innovation and Opportunity Act (WIOA) law and regulations. According to WIOA § 108, “each local board shall develop and submit to the Governor a comprehensive 4-year local plan, in partnership with the chief elected official. The local plan shall support the strategy described in the State plan in accordance with WIOA § 102(b)(1)(E) and, otherwise, be consistent with the State plan.” The guidance below encompasses all federal criteria for local and regional Plans and includes state specific criteria.

According to WIOA § 102(b)(1)(E), “if the local area is part of a planning region, the local board shall comply with WIOA § 106(c) and applicable federal regulations in the preparation and submission of a regional plan.” All Local Workforce Development Areas (LWDAs) within a region must jointly complete the following planning guidance as a region. The Technical College System of Georgia’s Office of Workforce Development (OWD) understands that some questions are specific to each LWDA; however, the plan should be written from a regional perspective and submitted as one document. The single regional plan shall be signed by all Local Area Directors, Chief Local Elected Officials and Local Workforce Development Board Chairmen in the region. The plan must also be approved by all Local Workforce Development Boards in the region.

Also, according to WIOA § 108, “at the end of the first 2-year period of the 4- year local plan, each local board shall review the local plan; and the local board, in partnership with the chief elected official, shall prepare and submit modifications to the local plan to reflect changes in labor market and economic conditions or in other factors affecting the implementation of the local plan.” The plan should be a living document in order to reflect the changes in characteristics in the region. Each region is encouraged to make modifications as necessary.

It is also expected that each region will endeavor to work closely with core partner representatives and providers within the region. The plan should represent the entire workforce system and illustrate all services available to participants in the area. All core partners contributed to the development of the Georgia Unified State Plan, and the unified vision is evident throughout the document.

Instructions:

Regional and local plans submitted in response to this policy issuance will establish a 4-year planning cycle including PYs 2020 through 2023. During the four-year lifecycle of the regional and local plans, regions may be required to submit modifications to the plans as changes in regional and local conditions necessitate and as OWD determines necessary. At a minimum, modifications for both regional and local plans will be required at the end of the first two-year period of the plans (i.e., June 30, 2022).

Complete the plan guidance by answering the prompts below. Each question and subpart are to be used as section headers. Also, the charts listed in the attachments of this guidance must be completed prior to submission. It is not mandated that the specific chart formats be utilized, but all information listed in the charts must be provided regardless of the format. Entities may submit charts and graphs to enhance the narrative sections. Those charts and graphs may be included in the narrative sections or positioned as additional attachments. The table of contents section should include all topics listed in the table of contents in this guidance. If additional information is included in the plan, specify the locations of the information in the table of contents, as well.

Once completed, each plan must be approved by the local boards and be distributed for a 30-day public comment period. In order to be adequately distributed, copies of the plan must be made available to the public through electronic and other means such as open, public hearings and local news media. Changes may be made to accommodate the public comment feedback, but those changes must be re-approved by the local board. Changes to grammar and format do not have to be re-approved by the local board. If the local area receives comments that express disagreement with the plan that are not addressed in the edits to the plan, those comments must be submitted as attachments to the plan. (A format for the submittal of these comments can be found in Attachment 3 of this document.)

Plan Approval Requirements:

A regional plan submitted to OWD, including a modification to such plan as required, shall be considered to be approved upon written notice by OWD or at the end of the 90-day period beginning on the day OWD receives the plan, or modification, unless OWD makes a written determination during the 90-day period that:

1. There are deficiencies in workforce development activities that have been identified through audits and the local area has not made acceptable progress in implementing plans to address the deficiencies; or
2. The plan does not comply with applicable provisions of WIOA and the WIOA Proposed Regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 29 CFR Part 37; or
3. The plan does not align with the State Plan, including with regard to the alignment of the core programs to support the strategy identified in the State Plan in accordance with WIOA Section 102(b)(1)(E).

Executive Summary

This document is the 2020 – 2024 Regional Plan for WorkSource Metro Atlanta that comprises ten counties and five Local Workforce Development Areas: City of Atlanta, Cobb, DeKalb, Fulton, and Atlanta Regional (Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties). This plan strives for WorkSource Metro Atlanta and its partners to work collaboratively in the Atlanta region for the betterment of the community and customers they serve with regards to workforce development. This plan discusses the following in the Atlanta region:

- Targeting industries and jobs that are growing and need staff based on data analysis. Targeting skills needed for those targeted industries and jobs to inform the type of education, training, and up/re-skilling needed by prospective employers.
- Focusing on collaboration with businesses and increasing employer engagement with small, medium, and large businesses.
- Improving customer service by standardizing processes, providing greater digital access, and equitable opportunities across the region. Ensuring programs provided to customers are quality based on metrics and accountability.
- Fostering better relationships between workforce development and economic development partners in the region and improving economic mobility.
- Coordinating with education and training/credentialing providers on teaching skills needed in the region's workforce, both virtually and in-person.
- Outreaching with the WorkSource brand to find and help those with barriers to employment.

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 in 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 (serving the counties of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale); Fiscal Agent: Atlanta Regional Commission

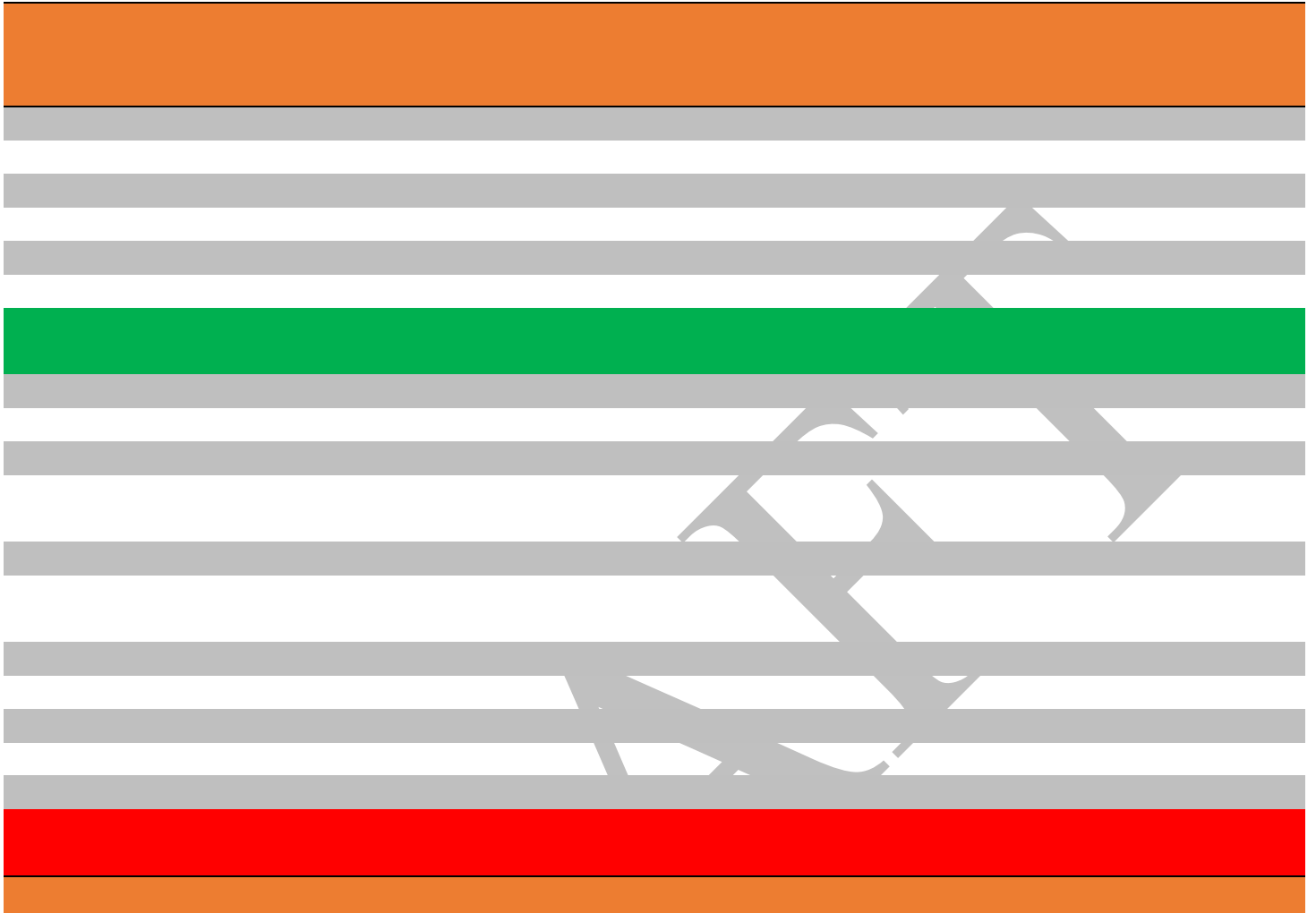
These five local boards have each prepared Local Workforce Innovation and Opportunity Act (WIOA) Plans that fully support and complement the material and data included in this Regional WIOA Workforce Plan. As such, the specific information for each board's fiscal agent is found in its Local WIOA Workforce 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 2021, the metro Atlanta region was home to nearly 2.4 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 Great Recession and COVID. The largest industries in 2019 were Retail Trade, Healthcare and Social Assistance, and Professional, Scientific, and Technical Services. Combined, these three industries represented over one-third of all employment in the region. While these occupational groups employ the most people, Retail generally offers lower annual wages than the region's overall average.

The next five years for the metro Atlanta region was projected to add almost 192,000 jobs; nearly 90% expected due to replacement needs (retirement, relocation, temporary leave, etc.). Projected employment trends by industry are summarized in the following table.



Projected Change in Employment, 2 Digit NAICS Code Atlanta Region						
NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual Employment Demand	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	169	8.57%	34	12%	88%
21	Mining, Quarrying, and Oil and Gas Extraction	80	8.59%	16	14%	86%
22	Utilities	-25	-0.33%	-5	-1%	101%
23	Construction	7,820	6.03%	1,564	11%	89%
31	Manufacturing	5,079	4.42%	1,016	8%	92%
42	Wholesale Trade	5,906	5.09%	1,181	9%	91%
44	Retail Trade	4,293	1.78%	859	3%	97%
48	Transportation and Warehousing	14,238	8.18%	2,848	13%	87%
51	Information	10,461	10.61%	2,092	18%	82%
52	Finance and Insurance	5,823	5.06%	1,165	10%	90%
53	Real Estate and Rental and Leasing	3,269	6.01%	654	11%	89%
54	Professional, Scientific, and Technical Services	19,782	8.86%	3,956	16%	84%
55	Management of Companies and Enterprises	3,210	4.47%	642	9%	91%
56	Administrative and Support and Waste Management and Remediation Services	17,091	8.17%	3,418	12%	88%
61	Educational Services	12,480	6.99%	2,496	13%	87%
62	Health Care and Social Assistance	28,199	10.10%	5,640	17%	83%
71	Arts, Entertainment, and Recreation	7,957	21.01%	1,591	22%	78%
72	Accommodation and Food Services	28,624	14.67%	5,725	14%	86%
81	Other Services (except Public Administration)	10,756	9.91%	2,151	15%	85%
92	Public Administration	4,571	4.46%	914	9%	91%
99	Unclassified	580	7.79%	116	12%	88%
Total - All Industries		191,933	7.77%	38,387	12%	88%
Bold designates the largest industries by number of jobs in 2021						
Red designates industries that are projected to lose the most jobs						
Green designates industries that are projected to add the most jobs						
Source: JobsEQ 2021Q4						

Prior to COVID, unemployment reached a low of 2.7% in December 2019. Since the start of the pandemic in March 2020, the economic and workforce impact of COVID-19 increased unemployment significantly with the unemployment rate in metro Atlanta spiking to 12.9% in April 2020. The rate has returned to pre-pandemic levels averaging around 3% over the past 6 months.

Table 1

Unemployment Rate for Metro Atlanta March 2020 - June 2022

	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21
Atlanta Regional Commission	4.5%	12.9%	10.3%	9%	8.7%	7.4%	6.9%	5.6%	5.4%	5.4%	5.1%	4.7%	4.4%	4.1%
	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
Atlanta Regional Commission	4.0%	4.7%	4.2%	4.0%	3.5%	3.4%	3.0%	2.9%	3.4%	3.3%	3.3%	2.5%	2.7%	3.2%

Source: Georgia Department of Labor, Bureau Labor of Statistics

Regional In-Demand Industries. The five in-demand industries are as follows:

- Healthcare
- Information Technology
- Transportation, Distribution, and Logistics
- Advanced Manufacturing
- Skilled Trades

These five were selected for a variety of reasons, including their employment size, past and projected growth, demand for workers, existing skill gaps, prevalence to multiple counties in the region, and the accessibility and quality of the jobs offered. Other considerations were the impacts of COVID-19 and the potential for automation of jobs in those industries.

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

Healthcare

Healthcare represents a range of sub-industries, including offices of physicians, hospitals, home health services, and nursing homes. It accounted for almost 250,000 jobs in the Atlanta region in 2021. General and Medical Surgical Hospitals account for almost one third of this industry's employment, representing over 71,000 jobs. Offices of Physicians (except Mental Health Specialists) is another major sub-industry, accounting for over 57,000 jobs.¹ The tables below represent the top sub-industries within each industry.

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

Table 2

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
622110	General Medical and Surgical Hospitals	71,344	26%	0.75	\$75,350
621111	Offices of Physicians (except Mental Health Specialists)	57,665	20.66%	1.30	\$92,954
624410	Child Day Care Services	20,228	7.25%	1.18	\$26,568
621610	Home Health Care Services	17,712	6.35%	0.67	\$36,268
621210	Offices of Dentists	16,210	5.81%	1.01	\$63,049

Source: JobsEQ 2021Q4

The location quotient indicates how concentrated demand is within a particular geography (MSA). The US wide average demand = 1.0; an LQ of 1.2 indicates 20% higher than the US demand Average (or 1.2 times the US concentration)

Between 2016 and 2021 the Healthcare industry added 24,000 jobs. This growth was led by Offices of Physicians (Except Mental Health Specialists) which added approximately 14,000.

Table 3

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

NAICS	Employment Industry	5-Year		Employment	
		2016	2021	# Change	Change
622110	General Medical and Surgical Hospitals	73,636	71,344	-2,292	-3%
	Offices of Physicians (except Mental Health				
621111	Specialists)	43,318	57,665	14,347	33%
624410	Child Day Care Services	22,617	20,228	-2,389	-11%
621610	Home Health Care Services	13,833	17,712	3,879	28%
621210	Offices of Dentists	14,721	16,210	1,489	10%
	Nursing Care Facilities (Skilled Nursing				
623110	Facilities)	12,255	9,623	-2,632	-21%
Total - Healthcare Industry		254,785	279,119	24,334	10%

Source: JobsEQ 2021Q4

Employment in the Healthcare industry is expected to continue to grow rapidly, expanding employment by 17%, or over 28,000 new jobs. The Offices of Physicians (Except Mental Health Specialists) sub-industry was projected to drive employment growth in the industry, adding over 4,700 jobs, respectively. The employment demand will largely be driven by replacement demand, which accounts for 83% of annual employment demand. The Healthcare sub-industries that are projected to add the most jobs over the next five years are summarized in the following table.

Table 4

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

NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
	Offices of Physicians (except					
621111	Mental Health Specialists)	4,778	8%	956	16%	84%
622110	General Medical and Surgical	4,559	6%	912	14%	86%
621610	Home Health Care Services	2,430	14%	486	19%	81%
624410	Child Day Care Services	1,915	9%	383	14%	86%
	Services for the Elderly and Persons					
624120	with Disabilities	1,805	21%	361	24%	76%
621210	Offices of Dentists	1,444	9%	289	16%	84%
Total Healthcare Industry		28,199	10%	5640	17%	83%

Source: JobsEQ 2021Q4

Information Technology

The Information Technology industry is another major employer in the metro Atlanta region, accounting for over 98,500 jobs. It is composed of businesses ranging from data centers to software designers and consultants. The largest sub-industries are Wired Telecommunications Carriers; Software Publishers; Motion Picture and Video Production; and Data Processing, Hosting and Related Services, which account for over 69% of the jobs.

Table 5

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
517311	Wired Telecommunications Carriers	19,468	20%	2.50	\$129,487
511210	Software Publishers	17,994	18%	2.02	\$138,542
512110	Motion Picture and Video Production	16,914	17%	3.83	\$91,581
	Data Processing, Hosting, and Related				
518210	Services	14,232	14%	2.17	\$153,827
515120	Television Broadcasting	8,847	9%	4.43	\$154,956
	Internet Publishing and Broadcasting and				
519130	Web Search Portals	4,584	5%	0.87	\$116,434

Source: JobsEQ 2021Q4

Between 2016 and 2021, the Information Technology industry added over 12,000 jobs, expanding employment by 15%. This growth was driven by the Motion Picture and Video Production sub-industry, which added over 10,000 jobs.

Table 6

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

NAICS	Industry	Employment		5 Year	
		2016 Jobs	2021 Jobs	Empl Change	% of Change
517311	Wired Telecommunications Carriers	26,125	19,468	-6,657	-25%
511210	Software Publishers	12,376	17,994	5,618	45%
512110	Motion Picture and Video Production	6,344	16,914	10,570	167%
	Data Processing, Hosting, and Related				
518210	Services	8,421	14,232	5,811	69%
515120	Television Broadcasting	8,321	8,847	526	6%
Total - Information Technology Industry		85,852	98,571	12,719	15%

Source: JobsEQ 2021Q4

Growth in Information Technology is expected to continue over the next five years. The industry is expected to add over 1,000 jobs, expanding employment by 11%. Growth is primarily driven by Software Publishers and Motion Picture and Video Production. The employment demand will largely be driven by replacement demand, which accounts for 82% of annual employment demand.

Table 7

Projected Change in Information Technology Industry - Employment - Atlanta Region

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg Annual	% New	% Replacement
517311	Wired Telecommunications	-647	-3%	-129	-7%	93%
511210	Software Publishers	1,873	10%	375	20%	80%
512110	Motion Picture and Video	5,254	31%	1051	36%	64%
	Data Processing, Hosting, and					
518210	Related Services	1,042	7%	208	14%	86%
Total - Information Technology Industry		10,461	11%	2092	18%	82%

Source: JobsEQ 2021Q4

Transportation, Distribution, and Logistics

The Transportation, Distribution, and Logistics industry includes a range of groups, including Truck Freight, Air Transportation, and Warehousing. In the Atlanta region, it represents nearly 174,000 jobs. As shown in the following table, the largest sub-industries include Scheduled Passenger Air Transportation, General Warehousing and Storage, and Couriers and Express Delivery Services.

Table 8

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

NAICS	Industry	2021 Jobs	% of Jobs	LQ	Avg Ann Wages
493110	General Warehousing and Storage	32,543	19%	1.31	\$40,931
481111	Scheduled Passenger Air	25,751	15%	3.99	\$109,397
492110	Couriers and Express Delivery Services	23,178	13%	1.51	\$46,723
484121	General Freight Trucking, Long-Distance, Truckload	13,019	7%	1.33	\$60,447
484122	General Freight Trucking, Long-Distance, Less Than Truckload	10,949	6%	2.51	\$65,691
488510	Freight Transportation Arrangement	10,508	6%	2.48	\$65,769

Source: JobsEQ 2021Q4

Transportation, Distribution and Logistics has expanded over the past five years, adding nearly 22,000 jobs, expanding employment by 14%. The largest sub-industries in the Transportation and Logistics industry are summarized in the following table.

Table 9

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

NAICS	Industry	Employment		5-Year History	
		2016	2021	Empl Change	% of Change
493110	General Warehousing and Storage	18,234	32,543	14,309	78%
481111	Scheduled Passenger Air Transportation	37,889	25,751	-12,138	-32%
492110	Couriers and Express Delivery Services	17,717	23,178	5,461	31%
484121	General Freight Trucking, Long-Distance, Truckload	12,123	13,019	896	7%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	10,052	10,949	897	9%
488510	Freight Transportation Arrangement	7,367	10,508	3,141	43%
Total - Transportation & Logistic Industry		151,982	173,977	21,995	14%

Source: JobsEQ 2021Q4

Growth in the industry is projected to continue, but at a lower rate over the next five years. Specifically, Transportation, Distribution, and Logistics in the Atlanta region is expected to add 14,200 jobs, expanding employment by 13%. The sub-industries that demonstrated strong growth over the past five years are expected to continue the trajectory, while some sub-industries that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sub-industries that are expected to add the most jobs over the next five years are summarized in the following table.

Table 10

Projected Change in Transportation & Logistics Industry, 6 Digit NAICS - Atlanta Regional

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
493110	General Warehousing and Storage	2,636	8.1%	527	11%	89%
481111	Scheduled Passenger Air Transportation	2,700	10.5%	540	15%	85%
492110	Couriers and Express Delivery Services	2,310	10.0%	462	14%	86%
Total - Transportation & Logistic Industry		14,238	8.2%	2848	13%	87%

Source: JobsEQ 2021Q4

Construction Industry

The Construction industry includes a range of sub-industries including Nonresidential Electrical Contractors and Other Wiring Installation Contractors; Commercial and Institutional Building Construction; and Nonresidential Plumbing, Heating and Air-Conditioning Contractors. In the Atlanta region, this industry represents over 129,000 jobs. The largest sub-industries are summarized in the table below.

Construction Industry Overview, 6 Digit NAICS - Atlanta Regional

NAICS	Industry	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	12,816	10%	1.24	\$71,942
236220	Commercial and Institutional Building Construction	12,747	10%	1.14	\$89,425
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	10,807	8%	1.19	\$74,439
236118	Residential Remodelers	8,489	7%	0.83	\$55,508

Source: JobsEQ 2021Q4

Between 2016 and 2021, the Construction industry added over 13,000 jobs, expanding employment by 12%. The growth was driven by Nonresidential Electrical Contractors; Commercial and Institutional Building Construction; and Nonresidential Plumbing, Heating and Air-Conditioning Contractors which combined added over 6,400 jobs. The Construction sub-industries that have added the most jobs over the past five years are summarized in the following table.

Table 11

Historic Change in Construction Industry, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2016	2021	Empl Change	% Change
	Nonresidential Electrical Contractors and				
238212	Other Wiring Installation Contractors	11,005	12,816	1,811	16%
	Commercial and Institutional Building				
236220	Construction	10,790	12,747	1,957	18%
	Nonresidential Plumbing, Heating, and Air-				
238222	Conditioning Contractors	9,474	10,807	1,333	14%
236118	Residential Remodelers	7,126	8,489	1,363	19%
Total - Construction Industry		115,932	129,696	13,764	12%

Source: JobsEQ 2021Q4

Growth in the Construction industry was expected to continue over the next five years. The industry was expected to add over 7,800 jobs, expanding employment by 11%. Growing is primarily driven by the Nonresidential Electrical Contractors and Other Wiring Installation Contractors; Commercial Institutional Building Construction and Nonresidential Plumbing, Heating; and Air-Conditioning Contractors. Annually, the Construction industry is expected to have over 1,500 job openings. The employment demand will largely be driven by replacement demand, which accounts for 89% of annual employment demand.

Table 12

Projected Change in Construction Industry, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	793	6%	159	11%	89%
236220	Commercial and Institutional Building Construction	777	6%	155	12%	88%
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	570	5%	114	9%	91%
236118	Residential Remodelers	507	6%	101	11%	89%
238221	Residential Plumbing, Heating, and Air-Conditioning Contractors	469	6%	94	11%	89%
Total - Construction Industry		7,820	6%	1,564	11%	89%

Source: JobsEQ 2021Q4

Advanced Manufacturing Industry

The Advanced Manufacturing industry includes a range of sub-industries including, Commercial Printing, Plastic Product Manufacturing, and Aircraft Manufacturing. In the Atlanta region, this industry represents nearly 114,000 jobs. The largest sub-industries in Advanced Manufacturing are summarized in the following table.

Table 13

Advanced Manufacturing Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2021	% of Jobs	Location Quotient	Avg Ann Wages
323111	Commercial Printing (except Screen and Books)	4,810	4%	1.08	\$57,439
336411	Aircraft Manufacturing	4,571	4%	1.31	\$128,973
326199	All Other Plastics Product Manufacturing	4,093	4%	0.84	\$55,630
311812	Commercial Bakeries	2,624	2%	1.23	\$59,849
322211	Corrugated and Solid Fiber Box Manufacturing	2,279	2%	1.46	\$104,518
332322	Sheet Metal Work Manufacturing	2,267	2%	1.27	\$52,371
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	2,217	2%	1.53	\$58,808

Source: JobsEQ 2021Q4

Between 2016 and 2021, the Advanced Manufacturing industry added over 1,100 jobs, expanding employment by 1%. This growth was driven by Sheet Metal Work Manufacturing which added 542 jobs. The largest Advanced Manufacturing sub-industries are summarized in the following table.

Advanced Manufacturing Industry Overview , 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year %	
		2016	2021	# Change	Change
323111	Commercial Printing (except Screen and Books)	5,833	4,810	-1,023	-18%
336411	Aircraft Manufacturing	5,758	4,571	-1,187	-21%
326199	All Other Plastics Product Manufacturing	3,916	4,093	177	5%
311812	Commercial Bakeries	2,535	2,624	89	4%
322211	Corrugated and Solid Fiber Box Manufacturing	1,940	2,279	339	17%
332322	Sheet Metal Work Manufacturing	1,725	2,267	542	31%
Total - Advanced Manufacturing Industry		113,804	114,938	1,134	1%

Source: JobsEQ 2021Q4

Significant growth in Advanced Manufacturing is not expected over the next five years. The industry is expected to add 5,079 jobs. The employment demand will largely be driven by replacement demand, which accounts for 92% of annual employment demand.

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

NAICS	Industry	5- Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
323111	Commercial Printing (except Screen and Books)	-297	-6.17%	-59	-13%	113%
336411	Aircraft Manufacturing	185	4.05%	37	8%	92%
326199	All Other Plastics Product Manufacturing	68	1.66%	14	3%	97%
311812	Commercial Bakeries	172	6.55%	34	9%	91%
322211	Corrugated and Solid Fiber Box Manufacturing	-38	-1.67%	-8	-3%	103%
332322	Sheet Metal Work Manufacturing	155	6.84%	31	11%	89%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	127	5.73%	25	10%	90%
311991	Perishable Prepared Food Manufacturing	171	8.28%	34	12%	88%
Total - Advanced Manufacturing Industry		5,079	4.42%	1016	8%	92%

Source: JobsEQ 2021Q4

Industry Impact due to COVID-19 and Automation.

Our labor market is facing significant challenges in the labor market that will influence the ability of organizations to thrive in the future. Two waves have altered the workforce and accelerated the need to upskill:

- Technology acceleration is upending the way we do work and the stability of jobs
- COVID-19 not only increased unemployment but risks disrupting the trends in labor demand across multiple industries into the future.

Intelligent technologies — such as Analytics/Big Data, Cognitive Artificial Intelligence (AI) and Robotics — are reshaping work and redefining which skills are in demand across industries and geographies. To capitalize on the tremendous opportunities for growth that intelligent technologies bring, people will need new skills. Skills gaps, wage gaps and education gaps are all growing quickly in the digital economy. Research reveals that:

- Workers in the Atlanta MSA who possess less than a bachelor's are most vulnerable to both

COVID-19 and automation²; 1 in 3 jobs that have a high potential of automation also have a high vulnerability to COVID-19 exposure.

- Lack of a bachelor's degree is a leading indicator for risk to automation, and these workers face a double disadvantage with a majority making less than the living wage; 97% of occupations (~614k workers) with high potential for automation fall below the living wage in the Atlanta MSA.
- Workers in less complex and more routine roles face a “double disadvantage.” They are seven times more likely to spend a significant proportion of time on automatable activities vs. workers in more complex roles. In addition, they have a more limited financial safety net, lower job security, lower proficiency in high-demand skills and unequal access to training.

Given these challenges, consideration must be given to these two areas in order for our region to thrive in the future. The following table shows the industries impacted in the Atlanta MSA. Since the release of individual local plans and their industry focuses, the Healthcare, IT, Transportation/ Distribution/Logistics, Skilled Trades, and Advanced Manufacturing industries have been impacted due to COVID-19 and automation.

Industry Analysis, 6 Digit O*NET – Atlanta MSA

Industry (2 Digit NAICS)	Industry	Total Employment (2018)	Industry Growth Due to COVID-19 Impact (2018-2026)	Automation Rate	Mean Hourly Wage
62	Health Care and Social Assistance	283,190	15.3%	0.26	28.18
54	Professional, Scientific, and Technical Services	250,352	8.7%	0.24	34.84
61	Educational Services	238,103	15.1%	0.22	20.32
72	Accommodation and Food Services	214,959	5.6%	0.56	11.34
44	Retail Trade	214,204	0.6%	0.46	18.37
23	Construction (Skilled Trades)	178,585	4.4%	0.47	18.14
56	Administrative and Support and Waste Management and Remediation Services	142,144	5.2%	0.50	16.86
81	Other Services (except Public Administration)	138,957	2.5%	0.34	14.87
52	Finance and Insurance	138,727	6.1%	0.35	28.63
48	Transportation and Warehousing	114,406	8.1%	0.47	20.65
92	Public Administration	114,360	6.4%	0.26	24.24
33	Advanced Manufacturing	110,880	-0.5%	0.41	26.51
45	Retail Trade	92,911	0.6%	0.46	13.10
42	Wholesale Trade	89,549	-0.7%	0.42	26.14

² COVID-19 vulnerability refers to the index for the tasks associated with an occupation that can be conducted remotely or the amount of human interaction. The threshold for COVID-19 vulnerability is broken into three levels of risk: high ($X > 0.65$), mid ($0.65 < X < 0.45$), and low ($0.45 < X$). For more information, refer to **Appendix A**. Automation potential is the percentage of time spent in automatable tasks. The threshold for automation is broken into three levels of potential: high ($X > 60\%$), mid ($60\% < X < 22.6\%$), and low ($22.6\% < X$). For more information, refer to **Appendix B**.

51	Information	88,100	5.3%	0.27	33.90
32	Manufacturing	66,129	-0.5%	0.44	27.72
53	Real Estate and Rental and Leasing	63,566	7.0%	0.33	22.04
71	Arts, Entertainment, and Recreation	46,437	1.1%	0.29	16.52
31	Manufacturing	45,849	-0.5%	0.51	16.65
49	Transportation and Warehousing	45,607	8.1%	0.61	21.43
22	Utilities	21,287	8.1%	0.36	31.11
11	Agriculture, Forestry, Fishing and Hunting	7,394	N/a	0.44	13.40
55	Management of companies and enterprises	4,189	9.3%	0.30	38.60
21	Mining, Quarrying, and Oil and Gas Extraction	1,294	-19.1%	0.41	33.69

Source: Accenture Research, Bureau of Labor Statistics, O*Net

Bold designates the in-demand industries

Table 14

Occupational Analysis

The occupations with the highest projected annual employment demand are presented in the table below. Note, while the occupations in this table have a high demand for new workers, many historically offer low wages.

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

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
53-7060	Laborers and Material Movers	9,201	8%	1840	9%	91%
35-3020	Fast Food and Counter Workers	7,503	13%	1501	10%	90%
15-1250	Software and Web Developers, Programmers, and Testers	6,334	13%	1267	25%	75%
35-2010	Cooks	5,904	17%	1181	17%	83%
53-3030	Driver/Sales Workers and Truck Drivers	5,396	8%	1079	12%	88%
35-3030	Waiters and Waitresses	4,863	13%	973	11%	89%
31-1120	Home Health and Personal Care Aides	4,117	16%	823	18%	82%
11-1020	General and Operations Managers	3,705	9%	741	16%	84%
37-2010	Building Cleaning Workers	3,192	7%	638	9%	91%
31-9090	Miscellaneous Healthcare Support Occupations	2,988	11%	598	14%	86%
29-1140	Registered Nurses	2,716	7%	543	21%	79%
35-1010	Supervisors of Food Preparation and Serving Workers	2,673	16%	535	16%	84%
41-2030	Retail Salespersons	2,461	4%	492	5%	95%
13-1190	Miscellaneous Business Operations Specialists	2,450	7%	490	15%	85%
53-3050	Passenger Vehicle Drivers	2,346	17%	469	20%	80%
33-9030	Security Guards and Gambling Surveillance Officers	2,095	11%	419	13%	87%
13-1160	Market Research Analysts and Marketing Specialists	2,080	14%	416	20%	80%
25-2020	Elementary and Middle School Teachers	1,956	6%	391	14%	86%

Source: JobsEQ 2021Q4

The table below presents the occupations having the highest average annual employment demand along with an average annual wage of at least \$68,931 (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.

Table 16

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

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
15-1250	Software and Web Developers,	6,334	13%	1267	25%	75%
53-3030	Driver/Sales Workers and Truck Drivers	5,396	8%	1079	12%	88%
11-1020	General and Operations Managers	3,705	9%	741	16%	84%
31-9090	Miscellaneous Healthcare Support	2,988	11%	598	14%	86%
29-1140	Registered Nurses	2,716	7%	543	21%	79%
35-1010	Supervisors of Food Preparation and Serving	2,673	16%	535	16%	84%
13-1190	Miscellaneous Business Operations	2,450	7%	490	15%	85%
13-1160	Market Research Analysts and Marketing	2,080	14%	416	20%	80%
25-2020	Elementary and Middle School Teachers	1,956	6%	391	14%	86%
41-4010	Sales Representatives, Wholesale and	1,910	6%	382	11%	89%
39-5010	Barbers, Hairdressers, Hairstylists and	1,820	12%	364	17%	83%
27-2010	Actors, Producers, and Directors	1,819	22%	364	28%	72%
49-9070	Maintenance and Repair Workers, General	1,812	8%	362	14%	86%
43-4050	Customer Service Representatives	1,800	3%	360	4%	96%
13-2010	Accountants and Auditors	1,782	7%	356	13%	87%
41-3090	Miscellaneous Sales Representatives,	1,699	7%	340	11%	89%
13-1110	Management Analysts	1,625	10%	325	17%	83%
39-9030	Recreation and Fitness Workers	1,584	17%	317	16%	84%
47-2060	Construction Laborers	1,558	8%	312	13%	87%
15-1210	Computer and Information Analysts	1,536	10%	307	21%	79%

Source: JobsEQ 2021Q4

Employer demand for certain occupations can also be assessed by analyzing on-line job postings. In the Atlanta region, over 40,000 job advertisements were posted on-line in search of Software Developers, Applications. 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 2021 are presented in the following table.

Table 17

Top Occupations by Number of Job Postings in 2021 - Atlanta Region

O*NET Code	Occupation Title	Job Postings
15-1132	Software Developers, Applications*	40,298
15-1199	Computer Occupations, All Other*	34,494
29-1141	Registered Nurses	31,832
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	26,711
11-9199	Managers, All Other*	24,214
53-3032	Heavy and Tractor-Trailer Truck Drivers	22,418
41-2031	Retail Salespersons	21,749
43-4051	Customer Service Representatives	21,609
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	18,493
41-1011	First-Line Supervisors of Retail Sales Workers	14,150
11-2021	Marketing Managers	11,461
11-1021	General and Operations Managers	11,381
13-1071	Human Resources Specialists	10,339
49-9071	Maintenance and Repair Workers, General	10,260
11-2022	Sales Managers	10,150

Source: Labor Insight Jobs (Burning Glass Technologies) 01/01/2021 - 12/31/2021

The table below shows the COVID-19 and automation impacts to the Healthcare occupations. These occupations have been largely impacted by COVID-19, with over 90% of occupations at high risk to COVID-19. Home Health Aides and Physical Therapist Assistance have the highest projected growth.

Occupational Analysis in Healthcare Industry, 6 Digit O*NET – Atlanta MSA

Occupation Code	Occupation Title	Automation Groups	Automation Potential (%)	COVID-19 Risk	COVID-19 Vulnerability Index	Hourly Wage (\$/hr.)	Projected Growth (2018-2026)
31-9094	Medical Transcriptionists	High Potential	85.3%	Small Risk	0.29	17.66	-3.4%
31-1015	Orderlies	High Potential	78.2%	Big Risk	0.79	14.34	8.1%
31-9095	Pharmacy Aides	High Potential	68.5%	Big Risk	0.75	14.03	11.5%
31-9093	Medical Equipment Preparers	Mid Potential	43.4%	Big Risk	0.80	17.82	11.1%
31-9091	Dental Assistants	Mid Potential	38.9%	Big Risk	0.84	18.32	19.5%
31-9092	Medical Assistants	Mid Potential	35.1%	Big Risk	0.76	16.16	29.0%
31-9011	Massage Therapists	Mid Potential	30.5%	Big Risk	0.66	17.62	26.3%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	Mid Potential	30.5%	Big Risk	0.74	13.14	19.4%
31-2022	Physical Therapist Aides	Mid Potential	28.2%	Big Risk	0.82	12.89	29.4%
31-1014	Nursing Assistants	Mid Potential	26.9%	Big Risk	0.75	13.36	11.5%
31-2012	Occupational Therapy Aides	Mid Potential	25.3%	Big Risk	0.78	13.65	24.7%
31-9097	Phlebotomists	Mid Potential	25.2%	Big Risk	0.82	16.23	24.5%
31-9099	Healthcare Support Workers, All Other	Mid Potential	25.2%	Big Risk	0.72	20.02	11.7%

31-2021	Physical Therapist Assistants	Mid Potential	25.1%	Big Risk	0.76	25.32	31.0%
31-2011	Occupational Therapy Assistants	Low Potential	21.6%	Big Risk	0.76	33.40	28.9%
31-1013	Psychiatric Aides	Low Potential	17.9%	Big Risk	0.72	13.40	5.5%
31-1011	Home Health Aides	Low Potential	0.0%	Big Risk	0.72	11.72	47.3%

Source: Accenture Research, Bureau of Labor Statistics, O*Net

Table 18

The table below shows the COVID-19 and automation impacts to IT occupations. Most of the occupations have both a low potential to automation and low risk to COVID-19. Over 69% of the occupations have low potential to automation while over 75% of the occupations are at low risk for COVID-19. Computer programmers are projected to decrease by -7.2% whereas Software Developers and Information Security Analysts are projected to grow 30.7% and 28.5%, respectively.

Occupational Analysis in IT Industry, 6 Digit O*NET – Atlanta MSA

Occupation Code	Occupation Title	Automation Groups	Automation Potential (%)	COVID-19 Risk	COVID-19 Vulnerability Index	Hourly Wage (\$/hr.)	Projected Growth (2018-2026)
15-1152	Computer Network Support Specialists	Mid Potential	41.6%	Mid Risk	0.47	34.51	8.3%
15-1131	Computer Programmers	Mid Potential	38.2%	Small Risk	0.31	46.23	-7.2%
15-1134	Web Developers	Mid Potential	38.2%	Small Risk	0.26	39.35	15.0%
15-1151	Computer User Support Specialists	Mid Potential	23.5%	Mid Risk	0.54	26.26	11.3%
15-1121	Computer Systems Analysts	Low Potential	13.4%	Small Risk	0.39	44.91	9.1%
15-1143	Computer Network Architects	Low Potential	9.0%	Small Risk	0.39	55.70	6.5%
15-1141	Database Administrators	Low Potential	9.0%	Mid Risk	0.41	46.23	11.5%
15-1132	Software Developers, Applications	Low Potential	8.7%	Small Risk	0.27	51.18	30.7%
15-1142	Network and Computer Systems Administrators	Low Potential	4.6%	Mid Risk	0.47	43.27	6.1%
15-1122	Information Security Analysts	Low Potential	3.2%	Small Risk	0.33	46.26	28.5%
15-1133	Software Developers, Systems Software	Low Potential	2.6%	Small Risk	0.25	50.98	11.1%
15-1199	Computer Occupations, All Other	Low Potential	0.0%	Small Risk	0.30	44.66	9.3%
15-1111	Computer and Information Research Scientists	Low Potential	0.0%	Small Risk	0.35	55.68	19.2%

Source: Accenture Research, Bureau of Labor Statistics, O*Net

Table 19

The table below shows the COVID-19 and automation impacts to TDL occupations. Most of the occupations have mid potential to automation and mid risk to COVID-19. Industrial Truck Operators have both the high potential to automation and high risk to COVID-19. Postal Service

Mail Sorters, Processors, and Processing Machine Operators are projected to decrease by 16.5%.

Occupational Analysis in TDL Industry, 6 Digit O*NET – Atlanta MSA

Occupation Code	Occupation Title	Automation Groups	Automation Potential (%)	COVID-19 Risk	COVID-19 Vulnerability Index	Hourly Wage (\$/hr.)	Projected Growth (2018-2026)
53-7051	Industrial Truck and Tractor Operators	High Potential	78.6%	Big Risk	0.65	19.02	6.6%
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	High Potential	71.0%	Mid Risk	0.53	25.14	-16.5%
43-5071	Shipping, Receiving, and Traffic Clerks	Mid Potential	54.5%	Mid Risk	0.61	16.66	0.0%
43-5011	Cargo and Freight Agents	Mid Potential	53.3%	Mid Risk	0.40	21.73	10.4%
51-8012	Power Distributors and Dispatchers	Mid Potential	48.6%	Mid Risk	0.55	37.86	-2.5%
13-1081	Logisticians	Mid Potential	46.6%	Mid Risk	0.40	32.10	6.9%
53-6051	Transportation Inspectors	Mid Potential	46.5%	Mid Risk	0.56	35.24	5.9%
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	Mid Potential	39.7%	Big Risk	0.67	18.34	3.8%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	Mid Potential	35.3%	Mid Risk	0.51	28.45	3.4%
43-5061	Production, Planning, and Expediting Clerks	Mid Potential	34.0%	Mid Risk	0.48	24.28	5.5%
17-2051	Civil Engineers	Mid Potential	24.6%	Mid Risk	0.43	40.60	10.6%
11-3071	Transportation, Storage, and Distribution Managers	Low Potential	17.5%	Mid Risk	0.49	54.77	6.7%

Source: Accenture Research, Bureau of Labor Statistics, O*Net

Table 20

The table below shows the COVID-19 and automation impacts to Skilled Trades occupations. Nearly all the occupations have a big risk to COVID-19, with most also having a high potential to automation. All the Skilled Trades occupations are projected to grow by at least 7% by 2026.

Occupational Analysis in Skilled Trades Industry, 6 Digit O*NET – Atlanta MSA

Occupation Code	Occupation Title	Automation Groups	Automation Potential (%)	COVID-19 Risk	COVID-19 Vulnerability Index	Hourly Wage (\$/hr.)	Projected Growth (2018-2026)
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	High Potential	86.1%	Big Risk	0.70	13.62	7.6%
47-2061	Construction Laborers	High Potential	76.4%	Big Risk	0.70	17.18	12.4%
47-3019	Helpers, Construction Trades, All Other	High Potential	68.8%	Big Risk	0.69	19.97	12.1%

Occupational Analysis in Skilled Trades Industry, 6 Digit O*NET – Atlanta MSA

49-9098	Helpers--Installation, Maintenance, and Repair Workers	High Potential	60.2%	Big Risk	0.75	13.56	11.1%
47-2152	Plumbers, Pipefitters, and Steamfitters	Mid Potential	44.7%	Big Risk	0.71	25.00	15.6%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	Mid Potential	43.6%	Big Risk	0.73	33.04	7.1%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Mid Potential	27.8%	Big Risk	0.84	20.58	14.7%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	Low Potential	11.0%	Big Risk	0.67	33.16	12.6%

Source: Accenture Research, Bureau of Labor Statistics, O*Net

Table 21

The table below shows the COVID-19 and automation impacts to Advanced Manufacturing occupations. Commercial and Industrial Designers have both a low potential for automation and low risk to COVID-19. However, Engine and Other Machine Assemblers have a high potential to automation as well as a high risk to COVID-19. Engine and Other Machine Assemblers are projected to decrease by 17.2%.

Occupational Analysis in Advanced Manufacturing Industry, 6 Digit O*NET – Atlanta MSA

Occupation Code	Occupation Title	Automation Groups	Automation Potential (%)	COVID-19 Risk	COVID-19 Vulnerability Index	Hourly Wage (\$/hr.)	Projected Growth (2018-2026)
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	High Potential	72.7%	Mid Risk	0.61	14.44	-2.3%
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	High Potential	65.1%	Mid Risk	0.58	14.67	-8.7%
51-2031	Engine and Other Machine Assemblers	High Potential	63.0%	Big Risk	0.65	22.63	-17.2%
17-2112	Industrial Engineers	Mid Potential	51.1%	Small Risk	0.39	41.99	9.7%
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	Mid Potential	26.0%	Small Risk	0.40	37.45	5.1%
17-2071	Electrical Engineers	Mid Potential	24.6%	Mid Risk	0.45	42.70	8.6%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Low Potential	21.2%	Mid Risk	0.41	31.63	5.2%
17-3026	Industrial Engineering Technicians	Low Potential	15.7%	Mid Risk	0.56	28.36	0.6%

17-2141	Mechanical Engineers	Low Potential	14.7%	Mid Risk	0.41	41.79	8.8%
17-3029	Engineering Technicians, Except Drafters, All Other	Low Potential	13.0%	Mid Risk	0.53	28.53	5.2%
17-3029	Engineering Technicians, Except Drafters, All Other	Low Potential	13.0%	Mid Risk	0.53	45.98	5.2%
17-2199	Engineers, All Other	Low Potential	12.7%	Mid Risk	0.45	28.47	6.4%
27-1021	Commercial and Industrial Designers	Low Potential	1.9%	Small Risk	0.37	14.44	4.4%

Source: Accenture Research, Bureau of Labor Statistics, O*Net

Table 22

Opportunity Jobs

There are certain occupations to focus on as a region that help job seekers achieve high quality jobs, or “opportunity jobs.” There are certain requirements considered in deciding which occupations provide the best future for job seekers. In the Atlanta MSA, there are 91 opportunity jobs. The requirements are as follows (see Appendix C, D, E for more information):

- Low potential for automation: 22.6% or less of worker time is spent on automatable tasks
- Living wage: hourly wage of at least \$24.90/hr. based upon MIT living wage calculator for 1 Adult & 1 Child
- Projected growth: jobs projected to grow at least 5.7% or more by 2026
- Large job size: more than 600 workers within a certain occupation

Due to COVID impacts, opportunity jobs were split into the risk levels to COVID-19. Of the 91 opportunity jobs, 27 have a low risk to COVID-19. These 27 opportunities jobs are also shown below (Appendix G).

Occupational Analysis for Opportunity Jobs, 6 Digit O*NET – Atlanta MSA

Occupation Code (6 Digit SOC)	Occupation Title	Occupation Size	Hourly Wage (\$/hr.)	Predominant Education Group	Less than bachelor (%), O*NET Base
15-1132	Software Developers, Applications	27030	51.18	Mid Barrier	4.6
15-1199	Computer Occupations, All Other	17270	44.66	Low Barrier	17.9
23-1011	Lawyers	15920	65.81	High Barrier	0
15-1121	Computer Systems Analysts	15740	44.91	Mid Barrier	23.1
11-3021	Computer and Information Systems Managers	12010	70.75	Mid Barrier	35.2
15-1133	Software Developers, Systems	11080	50.98	Mid Barrier	4.8
25-9031	Instructional Coordinators	8160	32.2	High Barrier	2.2
23-2011	Paralegals and Legal Assistants	7290	26.86	Low Barrier	60.9
11-2021	Marketing Managers	6800	70.27	Mid Barrier	9.4
13-2051	Financial Analysts	6050	41.82	Mid Barrier	2.4
15-1143	Computer Network Architects	4750	55.7	Mid Barrier	30.6
13-2052	Personal Financial Advisors	3910	58.74	Mid Barrier	7.1
15-1122	Information Security Analysts	2500	46.26	Mid Barrier	22.0
41-9031	Sales Engineers	1890	48.4	Mid Barrier	37.1
11-2031	Public Relations and Fundraising Managers	1420	58.2	Mid Barrier	11.2

27-4032	Film and Video Editors	1240	29.61	Mid Barrier	50.2
13-2031	Budget Analysts	1200	33.81	Mid Barrier	24.0
17-2011	Aerospace Engineers	980	53.89	Mid Barrier	7.6
27-1014	Multimedia Artists and Animators	970	29.49	Mid Barrier	38.2
19-2041	Environmental Scientists and Specialists, Including Health	840	36.38	Mid Barrier	0.3
27-3043	Writers and Authors	820	30.45	Mid Barrier	34.3
25-1011	Business Teachers, Postsecondary	780	45.94	High Barrier	0
25-1081	Education Teachers, Postsecondary	710	34.65	High Barrier	1.4
19-1029	Biological Scientists, All Other	590	36.23	High Barrier	1.5
19-3022	Survey Researchers	Unknown	32.85	High Barrier	0
19-3092	Geographers	Unknown	38.12	High Barrier	0
41-3099	Sales Representatives, Services, All Other	Unknown	31.48	Low Barrier	26.0

Source: Accenture Research, Bureau of Labor Statistics, O*Net, MIT Living Wage Calculator

Table 23

Educational attainment is a vital component in deciding which job seekers qualify for certain occupations. Predominant educational attainment depicts the degree requirements listed for job seekers to obtain. The three threshold groups consist of Low (up to associate degree), Mid (Bachelor's degree), and High (more than bachelor's degree). Almost 89% of these opportunity jobs require at least a bachelor's degree. However, 42% of these opportunity jobs have inflated bachelor's degree requirements, where **20% or more** of jobs in an occupation are employed by workers who do not possess a bachelor's degree. There is a greater movement to move to skills-based hiring. Recent events, such as the Executive Order for the federal government to focus more on skills rather than a college degree, and some Fortune 500 companies removing the bachelor's degree as a requirement for certain positions, is a testament to this.

- 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 2021 job postings data, the specialized skills most requested by employers can be identified. As presented in the following table, customer service is the largest skill, along with "hard skills" such as Sales, Scheduling, Budgeting, and Project Management. The 15 most frequently requested skills are listed in the table below.

Table 24

DRAFT

Top Specialized Skills by Job Postings in 2021 - Atlanta MSA

Skills	Description	Job Postings
Customer Service	Customer service is the provision of service to customers before, during and after a purchase.	170,080
Scheduling	A schedule or a timetable, as a basic time-management tool, consists of a list of times at which possible tasks, events, or actions are intended to take place, or of a sequence of events in the chronological order in which such things are intended to take place.	118,500
Sales	Sales is activity related to selling or the amount of goods or services sold in a given time period	104,575
Budgeting	A budget is a financial plan for a defined period of time.	75,758
Project Management	Project management is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria.	73,618
Cleaning	Cleaning is the process of removing unwanted substances, such as dirt, infectious agents, and other impurities, from an object or environment.	71,443
Customer Contact	In sales, commerce and economics, a customer (sometimes known as a client, buyer, or purchaser) is the recipient of a good, service, product or an idea - obtained from a seller, vendor, or supplier via a financial transaction or exchange for money or some other valuable consideration.	69,568
Repair	Restoration of a broken, damaged, or failed device, equipment, part, or property to an acceptable operating or usable condition or state.	63,836
Retail Industry Knowledge	Requires Retail Industry Knowledge. All businesses that sell goods and services to consumers fall under the umbrella of retailing, but there are several directions we can take from here. For starters, there are department stores, discount stores, specialty stores and even seasonal retailers.	55,150
Patient Care	The services rendered by members of the health profession and non-professionals under their supervision for the benefit of the patient.	44,787
SQL	SQL (ESS-kew-EL or SEE-kwl, Structured Query Language) is a domain-specific language used in programming and designed for managing data held in a relational database management system (RDBMS), or for stream processing in a relational data stream management system (RDSMS).	41,182
Quality Assurance and Control	Working experience of Quality Assurance and Control. Quality is meeting the requirement, expectation, and needs of the customer being free from defects or substantial variation. Quality Assurance is known as QA and focuses on preventing defects whereas Quality Control is known as QC and focuses on identifying defects.	40,822
Staff Management	Staff management is the management of subordinates in an organization.	40,782
Personal Protective Equipment (PPE)	Working experience of Personal Protective Equipment (PPE). Personal protective equipment consists of types of equipment that is worn to reduce exposure to hazardous materials.	39,814
Lifting Ability	Requires Lifting Ability, which is the ability to raise and object to a higher position or level, or pick up and move an object to a different position.	34,596

Source: Labor Insight Jobs (Burning Glass Technologies) 01/01/2021-12/31/2021

The top specialized skills for the in-demand industries from the COVID-19 pandemic and 2021 are shown in the tables below. Although some skills remained highly requested, new skills were requested as employers adjusted their needs following the COVID-19 pandemic.

For Healthcare job postings, the specialized skills differed from 2021 after the COVID-19 pandemic. Emergency and intensive care, medical support, and general medicine were new to the top 10 requested skills after the COVID-19 pandemic.

Table 25

Top Skills for Healthcare Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Skill	Job Postings	Skill	Job Postings
Basic Patient Care	50,084	Patient Care	13,360
Emergency and Intensive Care	43,398	Advanced Cardiac Life Support (ACLS)	7,797
Basic Customer Service	34,807	Cardiopulmonary Resuscitation (CPR)	5,382
Medical Support	29,785	Scheduling	5,132
Scheduling	25,265	Treatment Planning	5,073
General Medicine	24,872	Acute Care	4,462
Microsoft Office and Productivity Tools	23,534	Pathology	4,458
Basic Living Activities Support	22,801	Customer Service	4,270
People Management	21,012	Personal Protective Equipment (PPE)	4,104
Occupational Health and Safety	20,342	Bloodborne Pathogens	3,982

Source: Labor Insight Jobs (Burning Glass Technologies)

For IT job postings, greatly for 2021 after the COVID-19 pandemic. SQL and Microsoft Office were the only similar software/programming skills were only the top 10 requested skills after the COVID-19 pandemic..

Table 26

Top Skills for IT Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Skill	Job Postings	Skill	Job Postings
Basic Customer Service	8,215	Microsoft Excel	946
General Sales	8,008	SQL	777
Project Management	6,854	Microsoft Office	664
Software Development	5,969	Java	612
Microsoft Office and Productivity Tools	5,480	Software Development	505
Business Process and Analysis	5,176	Microsoft PowerPoint	476
Cloud Solutions	4,403	Oracle	442
Business Strategy	4,248	JavaScript	377
Customer Relationship Management (CRM)	3,893	Python	371
SQL Databases and Programming	3,715	Linux	299

Source: Labor Insight Jobs (Burning Glass Technologies)

For TDL job postings, the specialized skills differed from 2021 after the COVID-19 pandemic. Microsoft Office and productivity tools, general sales and occupations health and safety. new to the top 10 requested skills after the COVID-19 pandemic, in replacement of forklift operation, truck driving and logistics.

Table 27

Top Skills for TDL Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Skill	Job Postings	Skill	Job Postings
Basic Customer Service	245,243	Customer Service	1,385
Microsoft Office and Productivity Tools	154,976	Scheduling	1,201
General Sales	135,299	Forklift Operation	1,166
Scheduling	118,503	Truck Driving	1,154
Project Management	91,584	Logistics	1,152
General Administrative and Clerical Tasks	79,383	Repair	1,074
Business Process and Analysis	79,071	Project Management	665
Budget Management	76,942	Trucking Industry Know	648
People Management	75,001	Sales	630
Occupational Health and Safety	72,786	Commercial Driving	600

Source: Labor Insight Jobs (Burning Glass Technologies)

For Advanced Manufacturing job postings, the specialized skills were greatly differ from 2021 after the COVID-19 pandemic. Microsoft office, general sales, and material handling were new to the top 10 requested skills after the COVID-19 pandemic, in replacement of repair, forklift operation and SAP.

Table 28

Top Skills for Advanced Manufacturing Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Skill	Job Postings	Skill	Job Postings
Microsoft Office and Productivity Tools	13,305	Sales	757
Basic Customer Service	11,957	Customer Service	531
General Sales	8,958	Repair	450
Material Handling	8,474	Scheduling	397
Project Management	8,096	Project Management	366
Scheduling	7,610	Budgeting	301
Business Process and Analysis	7,245	Forklift Operation	211
Enterprise Resource Planning (ERP)	6,667	SAP	211
Occupational Health and Safety	6,201	Customer Contact	198
Budget Management	6,038	Route Sales	193

Source: Labor Insight Jobs (Burning Glass Technologies)

For Skilled Trades job postings, the specialized skills differed from 2021 after the COVID-19 pandemic. Construction management, Microsoft Office and productivity tools were additions to the top 10 requested skills after the COVID-19 pandemic, in replacement of repair, HVAC, hand tools and electric work.

Table 29

Top Skills for Skilled Trades Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Skill	Job Postings	Skill	Job Postings
Construction Management	3,575	Repair	891
Scheduling	2,965	Plumbing	752
Microsoft Office and Productivity Tools	2,938	HVAC	552
Basic Customer Service	2,843	Hand Tools	336
Project Management	2,831	Customer Service	301
Plumbing	2,646	Scheduling	285
Budget Management	2,250	Electrical Work	261
Carpentry	1,865	Carpentry	250
Occupational Health and Safety	1,807	Project Management	211
General Sales	1,474	Budgeting	210

Source: Labor Insight Jobs (Burning Glass Technologies)

Opportunity jobs are important to consider when analyzing skills across industries. As shown in Appendix G, there are 27 opportunity jobs in the Atlanta MSA that have a low risk to COVID-19. 11 of these opportunity jobs (42%) have inflated bachelor's degree requirements, where 20% or more of jobs in an occupation are employed by workers who do not possess a bachelor's degree. The table below depicts which skills are common across the 11 opportunity jobs.

Top Skills by Opportunity Jobs - Atlanta MSA

Skill	Skill Type	Projected Growth (2 Years)	Location Quotient
Editing	Baseline	13.5%	2.2
Physical Abilities	Baseline	11.0%	1.3
Critical Thinking	Baseline	9.8%	1.9
English	Baseline	9.5%	1.8
Microsoft Excel	Software and Programming	7.8%	1.8
Positive Disposition	Baseline	5.9%	1.3
Detail-Oriented	Baseline	5.4%	1.9
Teamwork / Collaboration	Baseline	4.3%	2
Mentoring	Baseline	2.4%	2.1
Decision Making	Baseline	2.4%	2
Building Effective Relationships	Baseline	2.3%	1.7
Prioritizing Tasks	Baseline	2.2%	2
Verbal / Oral Communication	Baseline	1.3%	2.1
Problem Solving	Baseline	1.0%	1.8

Written Communication	Baseline	0.8%	1.7
Self-Starter	Baseline	0.7%	2.3
Presentation Skills	Baseline	-0.6%	2.1
Writing	Baseline	-0.7%	1.7
Creativity	Baseline	-0.8%	1.7
Time Management	Baseline	-1.2%	2.4
Organizational Skills	Baseline	-1.6%	1.9
Communication Skills	Baseline	-1.8%	1.8
Microsoft Word	Software and Programming	-1.8%	1.6
Research	Baseline	-2.3%	1.6
Oral Communication	Baseline	-2.4%	1.4
Planning	Baseline	-2.6%	1.7
Multi-Tasking	Baseline	-3.1%	1.5
Analytical Skills	Baseline	-3.4%	1.5
Project Management	Specialized	-4.3%	1.7
Microsoft PowerPoint	Software and Programming	-6.3%	1.8
Microsoft Office	Software and Programming	-6.6%	1.7
Computer Literacy	Baseline	-7.2%	1.2

Source: Accenture Research, Labor Insight Jobs (Burning Glass Technologies)

Table 30

The different skill types include Baseline (foundational, non-specialized skills), Specialized (trained or developed for a particular purpose or area of knowledge), and Software and Programming (being able to analyze users' needs and then design, test, and develop software to meet those needs).

Additionally, this assessment of 2021 job postings data reveals the credentials most frequently requested by employers. The most requested credentials in the Atlanta region largely reflect the five targeted industries: Healthcare, Information Technology, Transportation and Logistics, Advanced Manufacturing, and Skilled Trades. They include certifications such as Registered Nurse, CDL Class A, and Certified Driver's License. The top 10 certifications requested by employers in the region is summarized in the table below.

Top Certification by Job Postings in 2021 - Atlanta Region

Certification	Job Postings
Driver's License	30,709
Registered Nurse	7,135
First Aid Cpr Aed	5,893
CDL Class A	5,508
Basic Life Saving (BLS)	4,458
Basic Cardiac Life Support Certification	3,200
Advanced Cardiac Life Support (ACLS) Certification	2,946
Child Development Associate (CDA)	2,021
Licensed Practical Nurse (LPN)	1,923
OSHA Forklift Certification	1,585

Source: Labor Insights Jobs (Burning Glass Technologies) 01/01/2021 -12/31/2021

For Healthcare job postings, the certifications were similar from 2021 after the COVID-19 pandemic. Certified Medical Assistant was the only addition to the top 10 requested certifications after the COVID-19 pandemic, in replacement of the Critical Care Registered Nurse (CCRN) Certification.

Top Certifications for Healthcare Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Certification	Job Postings	Certification	Job Postings
Registered Nurse	30,429	Registered Nurse	11,285
Basic Life Saving (BLS)	18,156	Advanced Cardiac Life Support (ACLS) Certification	7,234
Advanced Cardiac Life Support (ACLS) Certification	13,687	Basic Life Saving (BLS)	5,894
First Aid Cpr Aed	13,054	Basic Cardiac Life Support Certification	3,955
Basic Cardiac Life Support Certification	11,878	First Aid Cpr Aed	3,344
Driver's License	11,860	Driver's License	2,881
Licensed Practical Nurse (LPN)	6,878	Critical Care Registered Nurse (CCRN)	2,427
American Heart Association Certification	4,773	Licensed Practical Nurse (LPN)	1,908
Certified Nursing Assistant	4,733	American Heart Association Certification	1,397
Certified Medical Assistant	3,455	Certified Nursing Assistant	1,365

Source: Labor Insight Jobs (Burning Glass Technologies)

For IT job postings, the certifications were similar from 2021 after the COVID-19 pandemic. SANS/GIAC Certification was the only addition to the top 10 requested certifications after the COVID-19 pandemic, in replacement of the Cisco Certified Networks Associate (CCNA).

Top Certifications for IT Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Certification	Job Postings	Certification	Job Postings
Driver's License	1,869	Driver's License	313
Project Management Certification	863	Project Management Certification	211
Project Management Professional (PMP)	567	IT Infrastructure Library (ITIL) Certification	187
IT Infrastructure Library (ITIL) Certification	473	Certified Information Systems Security Professional (CISSP)	154
Certified Information Systems Security Professional (CISSP)	403	Project Management Professional (PMP)	140
Certified Public Accountant (CPA)	392	Certified Public Accountant (CPA)	104
Certified Information Systems Auditor (CISA)	245	Certified Information Security Manager (CISM)	88
Security Clearance	208	Security Clearance	86
Certified Information Security Manager (CISM)	207	Certified Information Systems Auditor (CISA)	84
SANS/GIAC Certification	167	Cisco Certified Network Associate (CCNA)	81

Source: Labor Insight Jobs (Burning Glass Technologies)

For TDL job postings, the certifications were similar from 2021 after the COVID-19 pandemic. CDL Class A continued to be the most requested certification after the COVID-19 pandemic..

Table 31

Top Certifications for TDL Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Certification	Job Postings	Certification	Job Postings
CDL Class A	16,246	CDL Class A	6,030
Driver's License	9,356	Driver's License	2,276
Cdl Class B	836	Forklift Operator Certification	279
OSHA Forklift Certification	554	First Aid Cpr Aed	181
Project Management Certification	270	CDL Class B	160
Good Conduct	217	CDL Class D	154
Project Management Professional (PMP)	151	Emergency Medical Technician (EMT)	134
Certified Public Accountant (CPA)	148	Good Conduct	109
Automotive Service Excellence (ASE) Certification	144	Project Management Certification	85
Hazardous Materials Certification	116	Hazardous Materials Certification	65

Source: Labor Insight Jobs (Burning Glass Technologies)

For Advanced Manufacturing job postings, the certifications were similar from 2021 after the COVID-19 pandemic. The Certified Public Accountant(CPA), Class A and Six Sigma certifications were new to the top 10 requested certifications after the COVID-19 pandemic, in replacement of IT Infrastructure Library (ITIL), Automotive Service Excellence (ASE) and Cisco Certified Network Associate(CCNA) certifications.

Table 32

Top Certifications for Advanced Manufacturing Industry - Atlanta MSA

Full Year 2021		COVID-19 (Mar-Aug 2020)	
Certification	Job Postings	Certification	Job Postings
Driver's License	5,386	Driver's License	389
OSHA Forklift Certification	1,233	Security Clearance	103
Project Management Certification	729	Project Management Certification	79
Certified Public Accountant (CPA)	562	Project Management Professional (PMP)	42
CDL Class A	497	Forklift Operator Certification	41
Project Management Professional (PMP)	450	Certified Information Systems Security Professional (CISSP)	40
Security Clearance	427	IT Infrastructure Library (ITIL) Certification	38
Six Sigma Certification	367	Automotive Service Excellence (ASE) Certification	36
Certified Information Systems Security Professional (CISSP)	235	Cisco Certified Network Associate (CCNA)	32
Cisco Certified Network Associate (CCNA)	215	SANS/GIAC Certification	31

Source: Labor Insight Jobs (Burning Glass Technologies)

For Skilled Trades job postings, the certifications were similar from 2021 after the COVID-19 pandemic. First Aid CPR Aed and Licenced Professional Engine were new to the top 10 requested certifications after the COVID-19 pandemic, in replacement of The North American Technician Excellence (NATE).

Table 33

Top Certifications for Skilled Traded Industry - Atlanta MSA

Full Year 2019		COVID-19 (Mar-Aug 2020)	
	Job Postings	Certification	Job Postings
Driver's License	3,806	Driver's License	708
Environmental Protection Ag	213	Environmental Protection Agency Certification	80
Plumbing Certification	178	Electrician Certification	61
Plumbing License	170	Plumbing Certification	51
Occupational Safety and Heal	166	Plumbing License	41
CDL Class A	164	First Aid Cpr Aed	41
First Aid Cpr Aed	131	CDL Class A	36
Electrician Certification	127	Occupational Safety and Health Administration Certification	27
Licensed Professional Engine	94	North American Technician Excellence (NATE)	15

Source: Labor Insight Jobs (Burning Glass Technologies)

- 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.

COVID-19 and automation has impacted the hourly wage of metro Atlanta occupations. The average wage for all occupations and occupations with high vulnerability to COVID-19 in the Atlanta MSA compared to the MIT living wage is 9.5% and 2.7% higher, respectively. However, the average wage for a worker in a high automation potential role is only 68.4% of the MIT living wage.

Hourly Wages - Atlanta MSA

Living Wage for Atlanta MSA	Average Wage for all occupations	Average wage for a worker in a high automation potential role	Average wage for a worker in a high vulnerability to COVID-19
\$24.90/hr.	\$27.27/hr.	\$17.04/hr.	\$25.58/hr.

Sources: Accenture Research, Bureau of Labor Statistics, O*Net, MIT Living Wage Calculator

Table 34

According to Chmura's JobsEQ analysis, the population of the metro Atlanta region in 2021 was 4.6 million. The region has a civilian labor force of over 2.46 million people, representing a labor force participation rate of 68.1%. This rate exceeds the participation rates of 63.1% and 63.2% in the state and nation, respectively.

Table 35

Demographic Overview - Atlanta Region

	Atlanta Region	GA	USA
Population	4,610,000	10,516,579	326,569,308
Median Age	36.2	36.9	38.2
Labor Force Size	2,464,404	5,201,775	164,759,496
Labor Force Participation Rate	68.10%	63.10%	63.20%
Median Household Income	\$72,226	\$61,224	\$64,994

Source: JobsEQ 2021Q4

The Healthcare sector consists of over 81% females, whereas the Construction sector consists of 90% males. At least two-thirds of the Manufacturing and Transportation industries are male. The Professional, Scientific, and Technical Services industry is approximately split in half for females and males.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

DRAFT

Demographics Overview, Gender - Atlanta MSA

Industry	Female	Male	2021 Total
Retail Trade	49%	51%	354,383
Health Care and Social Assistance	81%	20%	338,781
Professional, Scientific, and Technical Services	43%	57%	301,389
Manufacturing	34%	67%	277,890
Educational Services	72%	28%	275,327
Accommodation and Food Services	55%	45%	242,695
Construction	11%	90%	209,594
Transportation and Warehousing	29%	71%	200,735
Administrative and Support and Waste Management and Remediation Services	44%	56%	173,219
Other Services (except Public Administration)	55%	45%	157,445
Finance and Insurance	55%	45%	154,849
Public Administration	49%	51%	131,121
Wholesale Trade	34%	66%	98,769
Information	41%	60%	95,933
Real Estate and Rental and Leasing	51%	49%	71,933
Arts, Entertainment, and Recreation	46%	55%	57,454
Utilities	26%	74%	24,254
Agriculture, Forestry, Fishing and Hunting	32%	68%	8,105
Management of Companies and Enterprises	44%	56%	6,006
Mining, Quarrying, and Oil and Gas Extraction	18%	82%	1,656
TOTAL	1,539,385	1,642,153	3,181,538

The male population makes up 57% of the general population workforce in the Atlanta region, and is disproportionately affected by COVID-19 and automation vulnerability as they make up a large percentage of impacted roles, as shown below. Males make up the majority of both the high COVID-19 vulnerability and high potential to automation population due to the current occupations which are male dominant, including Truck/Engineering Operators, Construction Laborers, Installation, Maintenance and Repair Workers, and Parts Salespersons.

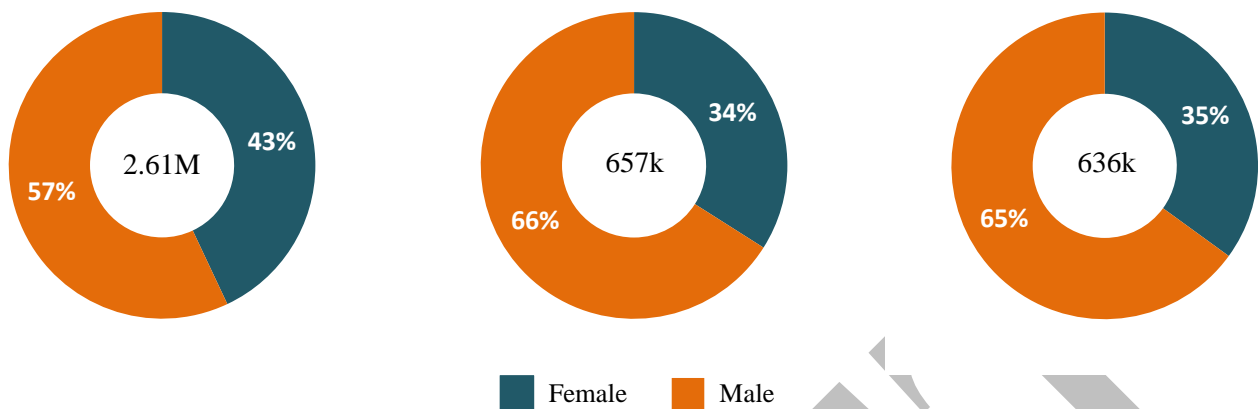


Figure 1: Regional gender breakdown of workforce population

The table below depicts the industry employment by race/ethnicity. The Healthcare sector consists of predominately White/Caucasian and Black/African American, combining for over 87% of the workers. The Transportation sector workers consist of over 52% Black/African American population. The Professional, Scientific, and Technical Services sector workers consist of over 62% of White/Caucasian population. The Hispanic population makes up over one third of the workers in the Construction industry.

Table 36

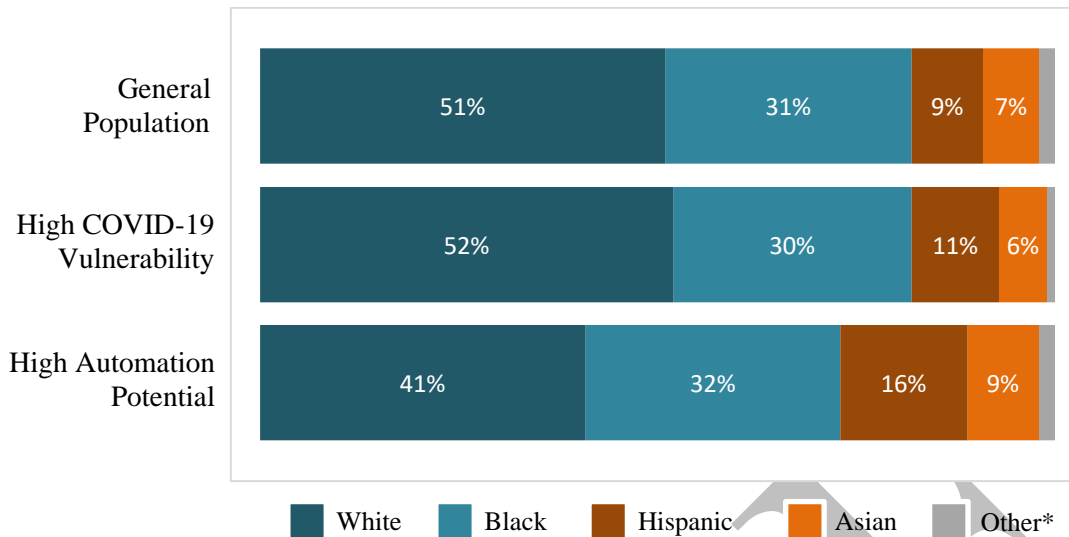
Demographics Overview, Race/Ethnicity - Atlanta MSA

Industry	White	Black or African American	Hispanic or Latino	Asian	Other*	Total
Retail Trade	47%	37%	8%	7%	3%	354,383
Health Care and Social Assistance	44%	44%	5%	5%	2%	338,781
Professional, Scientific, and Technical Services	61%	21%	5%	11%	2%	301,389
Manufacturing	51%	29%	11%	8%	1%	277,890
Educational Services	55%	34%	4%	5%	2%	275,327
Accommodation and Food Services	38%	37%	15%	7%	3%	242,695
Construction	47%	14%	35%	2%	2%	209,594
Transportation and Warehousing	34%	54%	6%	4%	2%	200,735
Administrative and Support and Waste Management and Remediation Services	37%	40%	18%	3%	2%	173,219
Other Services (except Public Administration)	48%	28%	11%	10%	2%	157,445
Finance and Insurance	53%	32%	6%	7%	2%	154,849
Public Administration	43%	47%	5%	3%	2%	131,121
Wholesale Trade	58%	26%	8%	7%	2%	98,769
Information	52%	33%	6%	7%	3%	95,933
Real Estate and Rental and Leasing	59%	27%	8%	4%	2%	71,933
Arts, Entertainment, and Recreation	56%	31%	6%	5%	3%	57,454
Utilities	60%	31%	5%	3%	1%	24,254
Agriculture, Forestry, Fishing and Hunting	60%	13%	23%	2%	2%	8,105
Management of Companies and Enterprises	65%	26%	3%	5%	1%	6,006
Mining, Quarrying, and Oil and Gas Extraction	63%	24%	7%	1%	5%	1,656
TOTAL	1,536,655	1,071,617	314,540	191,729	66,991	3,181,538

Source: Labor Insight Jobs (Burning Glass Technologies) 01/01/2021-12/31/2021

The largest race/ethnicity populations of the Atlanta MSA are the White/Caucasian and Black/African American populations. However, the Hispanic/Latino population is disproportionately affected due to both high vulnerability to COVID-19 and high potential to

automation as they make up a large percentage of impacted roles. The Asian/Asian American population is also disproportionately affected by high potential to automation.

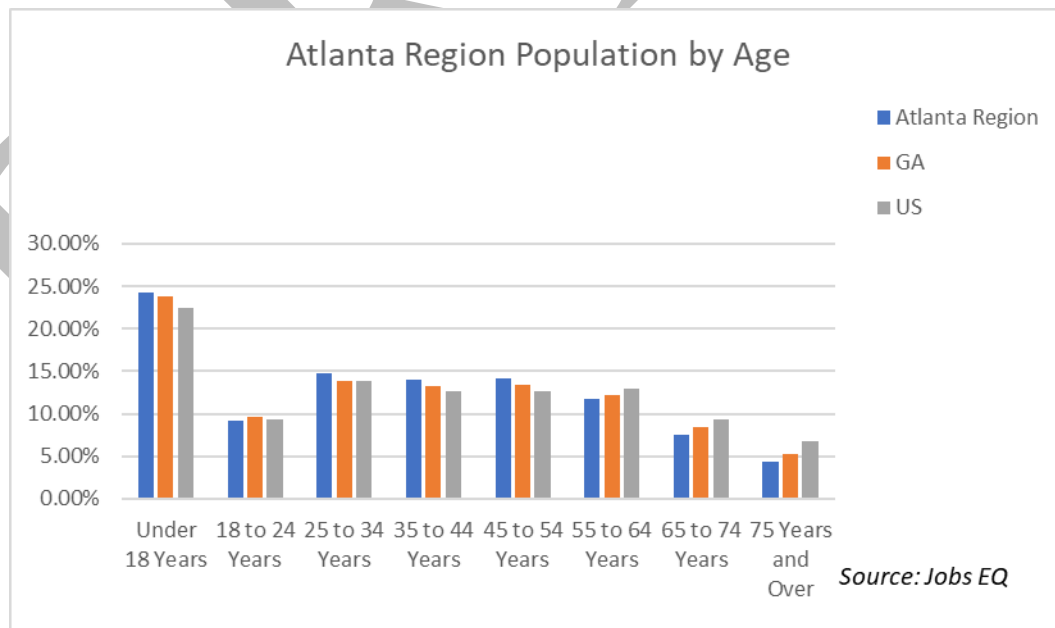


**Other includes Hawaiian, American Indian, and Two or more races*

Figure 2: Regional racial breakdown of workforce population

The distribution of the Atlanta region's population by age largely mirrors that of the state and nation. It is slightly more concentrated in younger age cohorts, including 25-34-year-old and 35-44-year-old. Correspondingly, the region's population is less concentrated in older age cohorts.

Figure 3: Population by age, metro Atlanta region vs. Georgia vs. U.S.



At least one third of the in-demand industries are occupied by the youth/young adults (16-34-

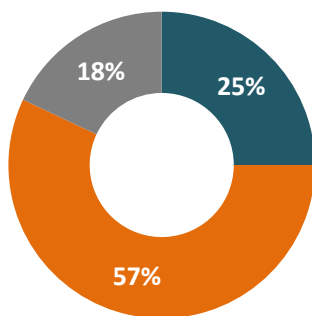
Demographics Overview, Age - Atlanta MSA

Industry	16-34	35-54	55+	Total
Retail Trade	46%	37%	17%	354,383
Health Care and Social Assistance	31%	48%	21%	338,781
Professional, Scientific, and Technical Services	31%	49%	20%	301,389
Manufacturing	27%	50%	22%	277,890
Educational Services	29%	48%	22%	275,327
Accommodation and Food Services	64%	28%	9%	242,695
Construction	34%	49%	17%	209,594
Transportation and Warehousing	30%	49%	21%	200,735
Administrative and Support and Waste Management and Remediation Services	36%	46%	19%	173,219
Other Services (except Public Administration)	33%	45%	22%	157,445
Finance and Insurance	27%	53%	20%	154,849
Public Administration	27%	50%	23%	131,121
Wholesale Trade	28%	50%	23%	98,769
Information	31%	51%	18%	95,933
Real Estate and Rental and Leasing	25%	48%	27%	71,933
Arts, Entertainment, and Recreation	49%	34%	16%	57,454
Utilities	23%	54%	23%	24,254
Agriculture, Forestry, Fishing and Hunting	33%	44%	23%	8,105
Management of Companies and Enterprises	26%	47%	27%	6,006
Mining, Quarrying, and Oil and Gas Extraction	11%	57%	31%	1,656
TOTAL	1,108,440	1,452,913	620,185	3,181,538

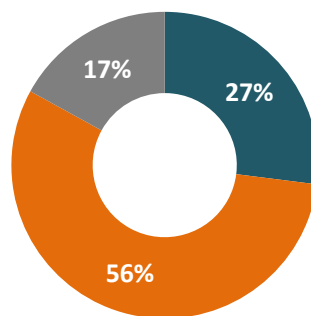
Source: Labor Insight Jobs (Burning Glass Technologies) 01/01/2021-12/31/2021

The adult population (31-54-year-old) make up most of the population. However, the youth/young adults (15-30-year-old) are disproportionately affected by high vulnerability to COVID-19 as well as high potential to automation populations as they make up a large percentage of impacted roles.

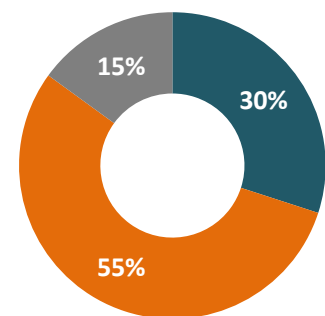
General Population



High COVID-19 Vulnerability



High Automation Potential

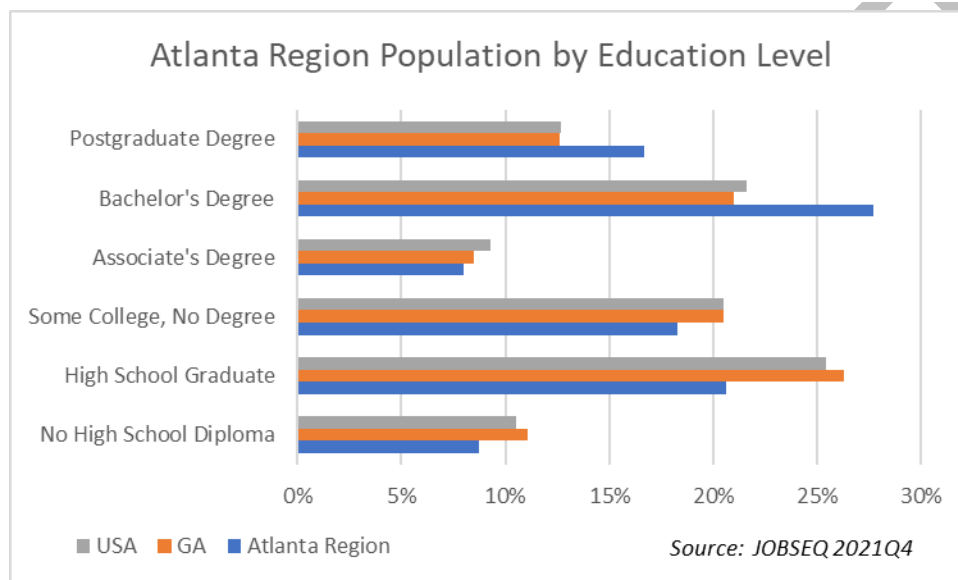


15-30 yo 31-54 yo 55+ yo

Figure 4: Regional age breakdown of workforce population

The Atlanta region's workforce is also highly educated, with over 40% having a bachelor's degree or higher, compared to 30% of the state and nation. Correspondingly, as compared to Georgia and the US, it has a smaller proportion of individuals who possess associate degree or less.

Figure 5: Regional population by education level



From an in-demand industry outlook, over 50% of Healthcare, Manufacturing, Construction, and Transportation industries have workers who possess an associate degree or less. However, the Professional, Scientific, and Technical Services industry have over 70% of workers with at least a bachelor's degree.

Table 38

Demographics Overview, Education Attainment - Atlanta MSA

Industry	Associate Degree or lower	Bachelor's Degree	Master's Degree	Doctorate's Degree	2021 Total
Retail Trade	38%	9%	4%	4%	354,383
Health Care and Social Assistance	32%	11%	11%	24%	338,781
Professional, Scientific, and Technical Services	13%	16%	18%	21%	301,389
Manufacturing	29%	8%	7%	3%	277,890
Educational Services	12%	10%	23%	26%	275,327
Accommodation and Food Services	36%	4%	1%	1%	242,695
Construction	33%	3%	1%	1%	209,594
Transportation and Warehousing	21%	5%	3%	2%	200,735
Administrative and Support and Waste Management and Remediation Services	21%	4%	3%	1%	173,219
Other Services (except Public Administration)	18%	4%	4%	3%	157,445
Finance and Insurance	9%	8%	7%	3%	154,849
Public Administration	9%	5%	6%	7%	131,121
Wholesale Trade	8%	4%	2%	1%	98,769
Information	6%	5%	4%	1%	95,933
Real Estate and Rental and Leasing	6%	3%	2%	1%	71,933
Arts, Entertainment, and Recreation	6%	2%	2%	0.7%	57,454
Utilities	2%	0.9%	0.8%	0.3%	24,254
Agriculture, Forestry, Fishing and Hunting	1%	0.2%	0.1%	0.1%	8,105
Management of Companies and Enterprises	0.3%	0.3%	0.5%	0.1%	6,006
Mining, Quarrying, and Oil and Gas Extraction	0.2%	0.0%	0.1%	0.0%	1,656
TOTAL	1,893,052	815,111	342,029	131,346	3,181,538

Workers in the Atlanta MSA who possess less than a bachelor's are at high risk of workforce impacts related to both COVID-19 and automation. 34% of jobs in the Atlanta MSA that have a high potential of automation also have a high vulnerability to COVID-19 exposure, including occupations such as Construction Laborers, Pharmacy Technicians, Dining Room/Cafeteria Attendants and Bartender Helpers, Parts Industrial Truck Operators, and Parts Salespersons.

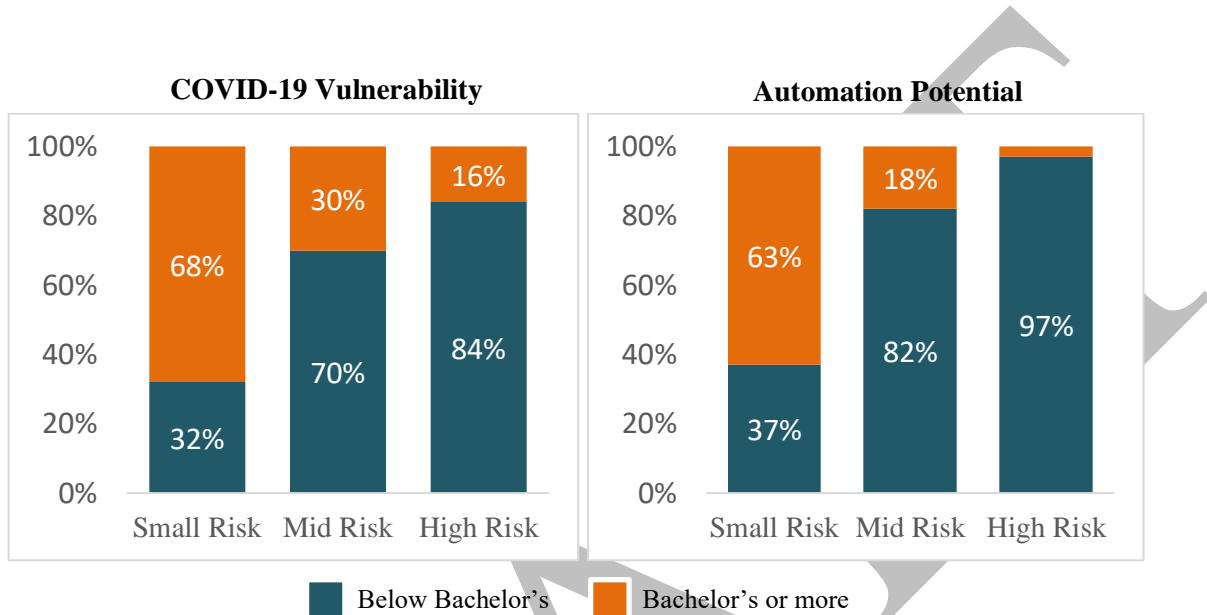


Figure 6: Regional education attainment breakdown of workforce population

The Atlanta region population includes people with barriers to employment, such as Veterans, individuals living below the poverty line, and individuals with disabilities. Approximately 4.3% of the population (aged 18 and older) are Veterans. As shown on the table below, approximately 6.8% of the population are individuals with disabilities and 16.9% live below the poverty line.

Table 39

**Populations with Barriers to Employment
WorkSource Metro Atlanta**

Groups with Barriers to Employment	Population Size
Population 18+	3,490,428
Veterans, Age 18-64	143,287
Older Individuals (65+)	542,760
Ex-Offenders *	3,414
Poverty Level (of all people)	521,154
Households Receiving Food Stamps/SNAP	166,268
Disconnected Youth **	6,292
With a Disability, Age 18-64	233,691
Speak English Less Than Very Well (population 5 yrs and over)	350,181

Source JobsEQ 2021Q4

* DOC Inmate Release Data for 2021

** Disconnected Youth are 16-19 year-olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force)

- 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 Atlanta region is home to 13 public higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities.

Knowledge and skills needed to meet the employment needs of the employers in the region can be found in Section 2b above. WorkSource Metro Atlanta population by education level can be found in Section 2c above.

The Economic Development District for Metro Atlanta prepared a Comprehensive Economic Development Strategy (CEDS) in 2017. The local workforce development boards are involved in the development and implementation of the CEDS, known as CATLYST, to ensure coordination between the workforce plans and the CEDS. With regards to talent and education, CATLYST recorded the following strengths and weaknesses:

STRENGTHS

- Metro Atlanta is well educated. At both the associate's degree and bachelor's degree levels, educational attainment within the region exceeds the U.S. average.
- Racial and ethnic minorities in the region are more likely to possess a post-secondary education than their counterparts in many other major metropolitan areas.
- Programs such as the Georgia Hope Scholarship and public Pre-K programs provide the state with remarkable infrastructure from which to increase access to quality education.
- The region's many colleges and universities have substantial levels of R&D activity.
- Recent initiatives such as Learn4Life, a regional consortium dedicated to improving public education throughout metro Atlanta, and the MAX Provider Portal, demonstrate the power of regional collaboration.
- The Hope Career Grant provides free tuition to technical school students enrolled in programs

WEAKNESSES

- According to Learn4Life's indicators for the five-county core region, just 20% of children attend a "high quality" early education center. Only 40% of 3rd graders are proficient in reading, and only 38% of 8th graders are proficient in math.
- CATLYST survey participants characterized access to early childhood/ pre-school education, elementary and middle schools, and high schools as "below average."
- Although educational attainment levels of racial and ethnic minorities in metro Atlanta exceed those of other regions, they significantly trail educational attainment levels of our region's White, Non-Hispanic individuals.
- Post-secondary enrollment rates among graduating high school students in many counties within the region are less than the statewide average of 60%.
- There are growing concerns that schools don't do enough to boost students' career readiness or promote lifelong learning.

Figure 7: *CATLYST Strengths and Weaknesses on Talent and Education in Metro Atlanta*

More information on CATLYST can be found in Section 3c below. CATLYST will be updated in 2022.

The Regional Directors will leverage Metro Atlanta Chamber's [2019 Your Talent Your Future Report](#) on looking at Georgia's entry-level talent supply vs. employer demand. The Regional Directors will work with training providers and meet with them semi-annually to determine their capacity to train customers.

- 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.](#)

Each of the five Local Workforce Development Boards (LWDB) in the Atlanta region have developed a vision and goals, as included in their local workforce plan. Below is a vision and goals for WorkSource Metro Atlanta, reflecting the collective efforts of the five metro Atlanta LWDBs.

Regional Vision:

The Vision of WorkSource Metro Atlanta is to provide a regional network and collaborative approach to support local service delivery among the five local WorkSource areas that help individuals find and retain careers, as well as improve employer prospects for success in the global marketplace. We will operate a public workforce system with a comprehensive, integrated, inclusive, and streamlined approach to provide equitable and upward career pathways to economic mobility for those that have barriers to employment. We will continuously monitor and improve the quality and performance of the workforce system.

Regional Goals for 2020 - 2024:

1. Support regional innovation and integration activities to be implemented effectively and consistently at the local level.
 - Center all regional strategies and efforts on the customer experience.
 - Support WorkSource staff at the local level to fulfill their role and duty to the customer.
2. Foster meaningful and targeted relationships with key partners in the business,

education, training, and credentialing communities to better serve, educate, skill, and prepare customers for sustainable employment.

3. Promote collaboration among the local workforce development boards to exchange best practices and knowledge sharing for improved efficiency and standardized customer service.
4. Ensure job seekers have access to quality career services either online or in-person through a “common front door” that connects them to the right services for sustainable, self-sufficient employment.
5. Coordinate employer engagement and business services across the region and foster strong relationships with employers to find the talent they need locally and have the resources to continuously develop their talent.
6. Improve economic mobility in the region by collaborating with regional workforce development, economic development, business, and education/training organizations to reduce racial, socioeconomic, and other inequities in workforce outcomes that provide WorkSource customers upward career pathways with sustainable living wages.

All regional and local WorkSource strategies and programs in the Atlanta region will align to one or more of the above goals.

- 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 workforce development boards each detail specific strategies for coordination and delivery of core programs and resources in their local workforce plan. Regional strategies to support the local service delivery are discussed below.

The Regional Directors are tasked to oversee the implementation of this Regional Plan. The Regional Directors consist of the five Executive Directors of WorkSource Metro Atlanta, supported by their key program managers and their respective local WorkSource Board Chairperson. The Regional Directors will meet monthly to discuss the progress against the implementation of this Regional Plan, and share best practices and lessons learned. The regional strategies and initiatives stated in this Regional Plan will be implemented consistently at the local level by each board, with direction and updates discussed at a biannual meeting of the Regional Directors, local program managers, and key stakeholders. The Regional Directors will also discuss the progress of the implementation of the Regional Plan with the LWDB chairmen at the semi-annual Georgia Workforce Leadership Association (GWLA) meeting.

The Regional Directors will coordinate with Metro Atlanta Industry Partnerships (MAIP), which is described in detail in Section 3a, and the Systems Change for Economic Mobility (SCEM) Project, which is described in Section 4c, to carry out regional workforce and economic mobility activities.

Before implementing strategies stated in this Regional Plan, the Regional Directors will coordinate with each of the five LWDBs in the Atlanta region to first determine the baseline capacity by assessing:

- 1) their local staff capacity to provide services to targeted customers,
- 2) local staff capacity to fulfill and implement regional strategies, and
- 3) local training provider capacity, based on funding, to provide services to targeted

customers, based on demographic information (age, gender, race, income-level, education-level) to fulfill strategic vision and goals stated above.

Below is an image that displays and explains the regional plan governance model at a high level: The five Executive Directors in WorkSource Metro Atlanta, also referred to as the Regional Directors, will provide strategic direction and oversee the implementation of this Regional Plan. The Regional Directors will facilitate the necessary relationships with business, workforce development, economic development, education and training partners to fulfill this Regional Plan. The local WorkSource Chairpersons, staff, and program/project managers will implement the strategies put forth in this Regional Plan and by the Regional Directors. The local WorkSource Chairpersons, staff, and program/project managers will manage and evaluate projects and initiatives that come out of regional strategies to help the Regional Directors control and predict the regional strategic direction. The entire governance model is structured and centered around the WorkSource customer and providing quality and consistent service.

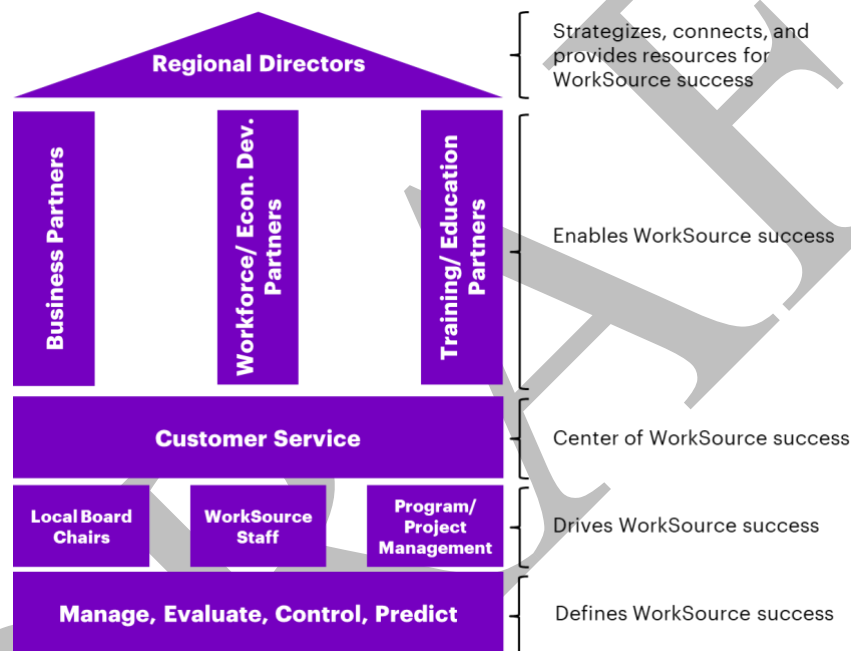


Figure 8: WorkSource Metro Atlanta Regional Directors Governance Model

The following topics will be discussed at Regional Director meetings, but not limited to:

- Workforce Development Activities:
 - Target Industries and employers
 - Increase employer engagement (see Section 3a)
 - Increase and promote work-based learning contracts in targeted industries/employers and share best practices
 - Target education and training for skills needed by targeted industries/employers
 - Pool unrestricted funds for outreach and co-signing grant opportunities with workforce development partners
 - Share best practices on education programs (see Section 19)
 - Coordinate with core partners, such as technical colleges, literacy/adult education, and Georgia Dept. of Labor (see Section 22 – 24)

- Increase entrepreneurship training and promotion (see Section 18)
- Local Area Standardization Activities:
 - Track SCEM project on standardizing processes and improving economic mobility across the region
 - Expand services to eligible individuals and ensure services lead to economic mobility and reduce inequities, as aligned with Regional Workforce Initiative (RWI) (see Section 12)
 - Coordinate statewide rapid response (see Section 14)
 - Implement technology (see Section 29)
 - Explore common RFP to expand digital access (see Section 6b)
 - Review local area metrics and improve transparency across region and with partners (see Section 26 – 27)
 - Standardize Memorandum of Understanding (MOU) and metrics for eligible service providers for accountability (see Section 6a)
 - Share best practices on improving board engagement and orientation (see Section 9b and 9d)

A high-level Regional Plan timeline is outlined in Appendix I.

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?

WorkSource Metro Atlanta leads the Metro Atlanta Industry Partnerships (MAIP), in collaboration with Atlanta CareerRise. MAIP focuses on understanding and responding to employer workforce needs and working with a workforce partner network to implement regional job programs that meet the needs of employers and job seekers. One business service representative from each of the 5 local areas (at least 5 individuals from WorkSource) along with the 5 WorkSource Metro Atlanta Directors will meet regularly and coordinate with MAIP on learning how targeted business industries have been impacted by COVID-19, when they will hire employees again, strategies they have changed in targeting/catering to customers, learn their needs of more employees, and how to create a flexible workforce based on market demand. These same business service representatives will then work with counselors on finding employment for WorkSource customers and coordinate with training providers to provide needed trainings and skills. WorkSource Metro Atlanta can proactively find and train talent for targeted employers. WorkSource Fulton, Cobb and Atlanta Regional have business services units. WorkSource DeKalb and City of Atlanta do not have business services and thus will identify a business service representative from their respective counties. Each of the WorkSource Metro Atlanta areas will need to determine if this business service representative talent and network is represented in their current WorkSource staff.

Outcomes from bi-weekly (twice a month) MAIP meetings will be communicated by the Regional Directors and/or WorkSource business service representatives to their respective local WorkSource training providers to align training/certification/degree needs for WorkSource customers.

The following activities related to employer engagement under the Regional Directors include:

- 1) Create a “Go to Employer” strategy, that demonstrates, incentivizes, and advocates the value of working with WorkSource Metro Atlanta, enhance their current employer toolkit and develop a roadmap for continuous improvement (i.e., promoting the value of OJT/apprenticeships/internships/career coaching and upskilling which leads to reduced turnover and higher morale).
 - a. Strategy includes meeting with targeted businesses in the region to discuss their 12 - 14 month forecast of customers, hiring/laying off, expectations from employees, and see overlaps of skill so if one industry is laying off, those can be reskilled/transitioned to an industry hiring.
 - b. Better communication and education to business and staffing companies in Metro Atlanta region on using federal dollars to upskill and train people and connect businesses with employees.
 - c. Connect employers to employees based on the skills they have and not only based on the degrees they have earned. There is a large move in the industry to increase the use of “non-degree credentials” to identify people for job opportunities, reskilling opportunities, upskilling, and providing job pathways in a more equitable way (inclusive of age, race, disability, veteran). Also, providing second chance employment and non-discrimination based on disability/criminal records to hires.
 - d. Diversify the WorkSource business services portfolio by including and working with more small business companies who can work with WorkSource by mentoring WorkSource customers and in return can provide possible apprentices/interns/employees.
 - e. Promote apprenticeship programs to companies on the advantage of developing a talent pipeline
 - f. Provide a guide to upskill employees within a firm from low-skill, to middle-skill, to high-skill jobs.
 - g. Change perception in the business community that WorkSource only focuses on low-skill jobs.
 - h. Align Work Based Learning contracts
 - i. Work in partnership with county-level Chambers, Atlanta-district Small Business Administration (SBA), Service Corps of Retired Executives (SCORE), Small Business Development Center, Community Improvement Districts (CID), and Invest Atlanta on small business strategy to develop and sustain business relationships with small businesses in targeted industries to hire WorkSource customers as apprentices, interns, employees, etc.
- 2) Create regional best practices for business services to consistently provide the same high standard to employers and customers across the region.
- 3) Request state or federal grant money to fund a shared apprentice program (or other Work Based Learning programs) across companies. Educate employers on benefits of shared WBL programs.
- 4) Create a templated Memorandum of Agreement (MOA) and streamline the MOA process, to simplify the contract process between businesses and the local workforce development boards.

- 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 following is a Metro Atlanta Industry Partnerships (MAIP) roadmap for 2019 – 2021 which will be updated post 2021 to 2023, budget pending.

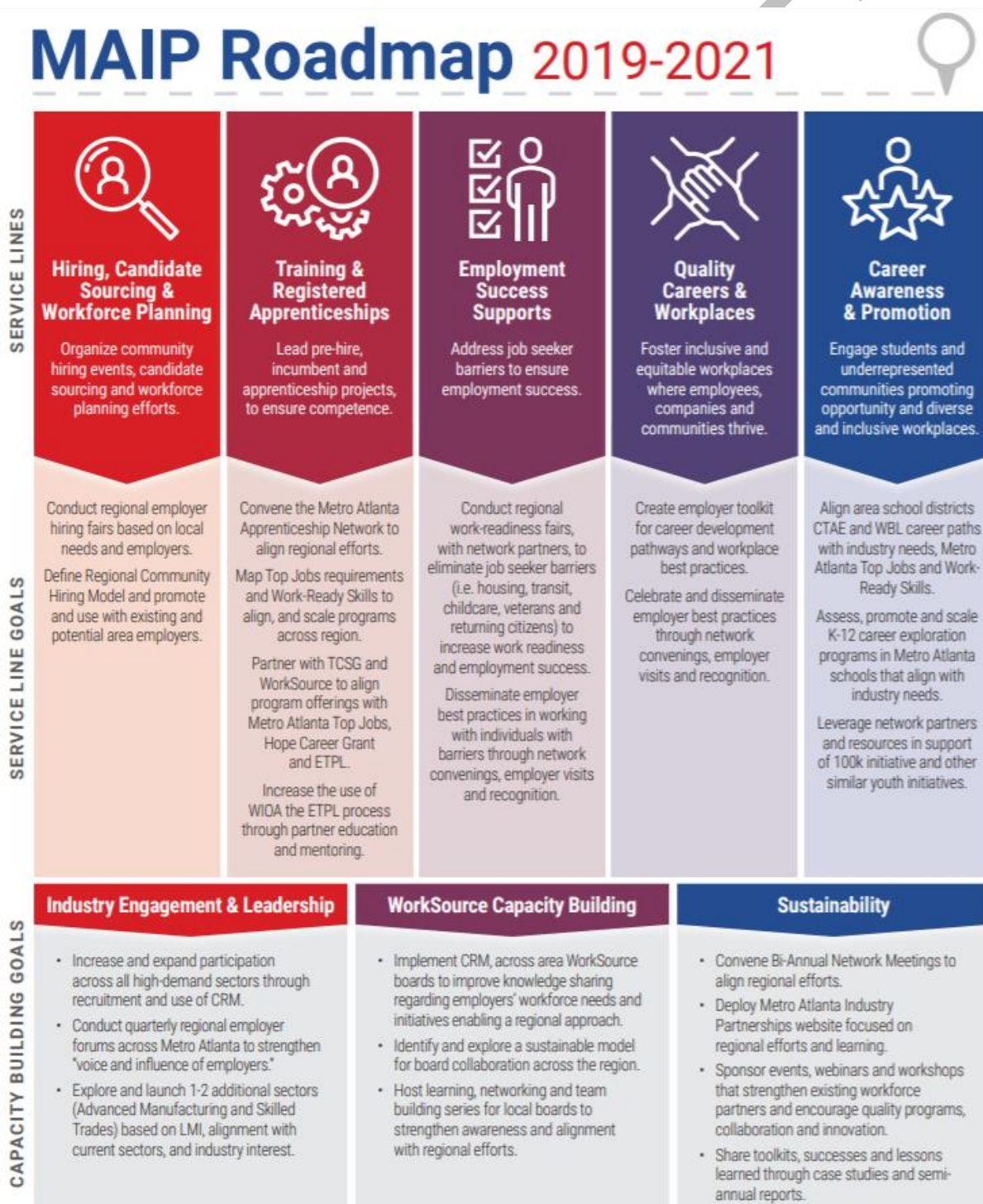


Figure 9: Metro Atlanta Industry Partnership Roadmap for 2019 – 2021

The WorkSource Metro Atlanta regional partnership network through MAIP has developed the Industry Leadership Council and Employer Engagement Council (ILC and EEC).

Of the many challenges to a regional workforce development initiative in Metro Atlanta, the vast number of employers across industries and the abundance of chambers, economic development groups and other organizations trying to engage these employers in workforce efforts is a significant barrier to progress. The MAIP structure seeks to address this through two “linked” councils that are designed to coordinate these efforts and encourage regional collaboration.

- The ILC is an employer council, affiliated with Georgia Business Leaders United (BLU) and is comprised of diverse employers that represent high-demand industries across the Metro geography.
- The EEC is a group that brings together all MAIP “non-employer” members whose jobs are primarily focused on employer engagement.

Together, these two groups work in an intentional way to find common ground in needs, opportunities and actions, including advocacy, that position the area’s workforce development efforts as “non-competitive” to more fully meet the needs of the region’s employers and career seekers.

Industry Leadership Council (ILC) Charter	Employer Engagement Council (EEC) Charter
<p>Purpose – A joint effort of Metro Atlanta Industry Partnerships and Georgia BLU, this group is intended to meet the following goals:</p> <ol style="list-style-type: none"> 1. Be at the forefront of our regional industry partnerships effort leading the “employer voice” steering our direction and helping to expand industry participation by engaging/recruiting additional employers. 2. Participate in and grow the Georgia BLU network to advocate for system change that positively impacts our ability to have a high-quality workforce and workplaces today and in the future. 	<p>Purpose – A joint effort of Metro Atlanta Industry Partnerships and Georgia BLU, this group is intended to meet the following goals:</p> <ol style="list-style-type: none"> 1. Serve as a convener of MAIP Partners focused on employer engagement to coordinate regional efforts and encourage collaboration. Be at the forefront of our regional industry partnerships effort leading the “employer voice” steering our direction and helping to expand industry participation by engaging/recruiting additional employers. 2. Assist in growing the Georgia BLU network to advocate for system change that positively impacts our ability to have a high-quality workforce and workplaces today and in the future. Say how.
<p>Membership – This group would have a total 20-30 Industry Leaders participating. Members would reflect the high-demand sectors in the area including those in Metro Atlanta Industry Partnerships Network sectors (Healthcare, IT, TDL, Skilled Trades and Advanced Manufacturing).</p>	<p>Membership– This group would include all interested MAIP partners who are in positions focused on employer engagement at area chambers and economic development groups, government, workforce boards business services, community partners, K-University, etc. Members would be encouraged to share employer information regarding needs, projects, and contacts through participation in a regional CRM. In addition, the group will actively look for opportunities to collaborate on regional efforts that reflect the needs of an industry or a large employer.</p>
<p>Member Responsibilities – Members would commit to participating in these efforts by...</p> <ol style="list-style-type: none"> 1. Participating in events as able (bi-annual partner meetings at a minimum). 2. Advocating within their own organizations to participate in this work. 	<p>Member Responsibilities – Members would commit to participating in these efforts by...</p> <ol style="list-style-type: none"> 1. Participating in events as able. 2. Contributing information about employers and their needs. 3. Recruiting additional employers through networking and introductions.

Industry Leadership Council (ILC) Charter	Employer Engagement Council (EEC) Charter
<p>3. Recruiting additional employers through networking and introductions.</p> <p>4. When interested, activating the “BLU Network” to advocate for system change as opportunities arise.</p>	<p>4. When interested, help activate the “BLU Network” to advocate for system change as opportunities arise.</p>
<p>ILC Meetings – Meetings would be held in conjunction with planned Industry Partnerships events when possible. These include employer forums and bi-annual all partner meetings.</p>	<p>EEC Meetings – Meetings would be held monthly via zoom and in conjunction with planned Industry Partnerships events when possible. These include employer forums and bi-annual all partner meetings.</p>
<p>Metro Atlanta Local Events – In addition to involving the ILC and other employers in employer forums and bi-annual meetings, 4-6 smaller joint events, including learning events and offerings would be conducted in the next year, in partnership with local chambers and economic development groups, to engage employers “close to home” on their specific needs and interests. Key ILC employer members within the geography or industry would serve as hosts.</p>	<p>Metro Atlanta Local Events – In addition to involving the EEC and other employers in employer forums and bi-annual meetings, 4-6 smaller joint events including learning events and offerings would be conducted in the next year, in partnership with local chambers and economic development groups, to engage employers “close to home” on their specific needs and interests. Key EEC members would serve as lead organizers.</p>
<p>Draft Members List</p>	
<p>All HD sectors except ag</p>	<p>CRM Partners – Phase 1</p> <p>WS Directors and Business Services (15)</p> <p>ATLCR (6)</p> <p>MAC (Amy)</p> <p>UW (Michelle)</p> <p>Another Chamber</p> <p>A TCSG institution (CT, GP, GT, or state)</p> <p>A non-profit (ULGA)</p> <p>A philanthropic org (Community Foundation/Casie)</p> <p>Government Org (GVRA/DOL)</p> <p>All EEC members could provide other members with info and additional members could “buy-in” in phase 2.</p> <p>Brittany and Jamie</p>

Table 40

Source: Metro Atlanta Industry Partnerships

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

The Atlanta Regional Commission, in its role as the Economic Development District for Metro Atlanta, prepared a Comprehensive Economic Development Strategy (CEDS) in 2017. The local workforce development boards are involved in the development and implementation of the CEDS, known as CATLYST, to ensure coordination between the workforce plans and the CEDS. CATLYST 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 strategy is implemented through the work of sub-committees that represent the key elements of the plan. With a core goal of empowering upward

economic mobility for all, CATLYST is a strategy designed to improve regional competitiveness and collaboration throughout the 10-county region. CATLYST will ensure that Metro Atlanta has good jobs, a well-trained workforce, and the regional collaboration needed to invigorate economic growth. It all happens through the work of project teams consisting of leaders from across the region's public, private, and nonprofit spheres. Work began in 2017 with an evaluation of the region's economy, including data analysis and extensive outreach (interviews, focus groups, public forums, and workshops). This work was built on the 2012 Regional Economic Competitiveness Strategy. CATLYST activities will consist of:

- 1) Framework, strategic direction, evaluation framework, and project inspiration.
- 2) Bridge the gap between economic development and workforce development through upskilling strategies.
- 3) Improve coordination and relationship with city/county governments to better serve constituents/customers and prepare for potential budget and staff cuts and filling roles/responsibilities lost.
- 4) Coordinate with strategic partners on tackling upward economic mobility constraints and programs advancing sustainable living wage.
- 5) Work with Regional Workforce Initiative (RWI) on a regional platform leveraging available data for workforce development provider program evaluations and reducing inequities.

CATLYST implementation activities and an update of the plan will begin in 2022.

To strengthen linkages between the one-stop delivery system and unemployment insurance programs, WorkSource Metro Atlanta will continue coordination with Georgia Department of Labor (GDOL) in the role of educating customers on unemployment insurance programs at One-Stops. WorkSource benefit coordination staff members will coordinate with GDOL staff to provide these services to customers.

Also, WorkSource Metro Atlanta is a part of the Metro Atlanta eXchange for Workforce Solutions (MAX) with the Federal Reserve Bank of Atlanta, Atlanta CareerRise, Metro Atlanta Chamber, the State Workforce Development Board and the Governor's Office of Workforce Development. The mission of MAX is to advance economic competitiveness in the Atlanta region by strengthening connections, collaborations, and best practices among workforce developers and organizations engaged in workforce development.

Source: Atlanta Regional Commission CATLYST and Metro Atlanta eXchange websites.

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.

The following regional service delivery strategies will be continued, initiated, or further explored to support implementation of the regional vision and goals. :

- 1) Standardize the customer experience beyond intake/eligibility/application across the Atlanta region (i.e., needs assessment, IEP, service provision, job readiness, job placement, follow-up). This will be accomplished by implementing quality

improvements through a human centered design strategy.

- 2) Implement a common Customer Relationship Management (CRM) system for business services across the Atlanta region.
- 3) Develop strategies to improve transparency and operations of the Metro Atlanta ITA Work Group. Review and coordinate the process for ITA provider contracting, payments, assessment, and related operations across the region.
- 4) Facilitate greater communication and collaboration among the local WorkSource staff and functional program units to discuss achievements, new initiatives, and challenges to promote knowledge sharing and consistent implementation.
- 5) Conduct regional business engagement activities, such as summits, forums, and roundtables for the targeted sectors.
- 6) Develop a regional demand occupation list and share information about related career pathways, with particular focus on targeted industries and jobs impacted by natural disasters and other changing economic conditions (such as COVID and automation).
- 7) Leverage the Metro Atlanta Industry Partnership to identify new and emerging targeted industries and opportunities for pilot projects.
- 8) Collaborate with chambers of commerce, development authorities, and other economic development organizations to support a regional approach for economic development.
- 9) Coordinate business services on a regional basis, including outreach, recruitment, and applicant referral to support a range of employer needs including hiring new employees through On the Job Training (OJT) and Apprenticeship programs, upskill existing employees through Incumbent Worker Training (IWT) programs, and supporting workers through Work Experience and Internship programs.
- 10) Initiate regional procurement methodologies, such as issuing joint procurements or using a standard Request for Proposals instrument/evaluation tool.
- 11) Develop a regional approach for greater alignment of training activities, including policies, program guidelines, and processes, including but not limited to ITAs and other employment and training services.
- 12) Promote document standardization across the region, such as common formats, forms, templates, and tools for WIOA application, contracts, assessment instruments, job readiness curricula, etc.
- 13) Explore funding opportunities on a regional basis beyond the standard WIOA formula allocation.
- 14) Research and share technologies that improve customer service and increase ability to manage operations across the region.
- 15) Establish regional performance and equity-based targets, outside of the LWDB negotiated performance measures, to support implementation of the regional workforce plan and advance the goals herein.
- 16) Explore and coordinate outreach activities to increase awareness and support for the metro Atlanta workforce development system.
- 17) Regularly collect and analyze data to identify new strategies or adjust existing activities to support program implementation and system improvements.
- 18) Engage in and prioritize coordinated activities to support improving economic mobility in the region, such as Equity@Work, the MAX network, MAIP, and related regional initiatives.

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

- 1) Support grant writing (federal/state public and private grant opportunities) with workforce development partners as co-signers.
- 2) Continue to share costs for regional activities, including CRM and targeted outreach.

During the Regional Director regular meetings, discuss funding issues, spending rates, and customer usage of programs to track trends and assist LWDBs in meeting annual financial goals, including obligating first year funds, meeting WEx requirements, and Youth distribution goals.

c. Describe plans for coordination of eligibility documentation and participant outreach.

WorkSource Metro Atlanta is in the process of standardizing the application and eligibility process and paperwork across all 5 local boards through Systems Change for Economic Mobility (SCEM) Project.

The SCEM Project started in January 2019, when the five local WorkSource Boards, Atlanta CareerRise, and workforce funders collaborative managed by the United Way of Greater Atlanta began a three year grant-funded project to address specific system improvements that will enable more individuals from high need areas to successfully access WIOA-funded services. The SCEM project will:

- o Apply a race, equity and inclusion lens to bring focus to how and where workforce training services and supports are deployed across the entire region;
- o Facilitate development of a uniform application and eligibility process informed by a customer-centered design process; and
- o Increase the capacity of the nonprofit provider community to access and connect clients to public funding.

The SCEM project meets monthly and will have completed their pilot programs for the aligned eligibility/suitability process across all metro LWDBs by the end of 2021. By the end of this four-year Regional Workforce Plan, the SCEM project will fully implement the programs and services resulting from the three SCEM goals above.

At a regional level, the following will be conducted to improve participant outreach to lead to intake/ eligibility:

- 1) WorkSource Metro Atlanta's Memorandum of Understanding and its contract with Rocket Camp has developed a regional branding and outreach plan that will continue to be refined and implemented. Activities include:
 - a. Track and review customer intake (geographic, demographic, barriers to employment such as transportation and childcare, etc.) data and who is and is not being targeted using the Rocket Camp platform.
 - b. Continue using digital outreach strategies and measure the effectiveness of the website and ads using Rocket Camp dashboards, such as how many people responded to the message and where they're coming from, who is seeing the digital ads and who is being targeted vs. not.
 - c. Consider other platforms to expand outreach activities that target potential customers, including but not limited to transit facilities, billboards, tv, and partner locations.
 - d. Develop a communications plan to share the new regional model and WorkSource Georgia brand with political leaders across each local area. Those leaders can then increase WorkSource Metro Atlanta outreach via their Twitter, news, media, etc.
- 2) Expand outreach to non-English speakers:
 - a. Ensure outreach materials, including atlworks.org, is accessible for non-English speakers, and making it accessible for the disabled community.

-
- b. Work with diverse organizations such as The Korean American Association of Greater Atlanta and Georgia Hispanic Chamber of Commerce.
 - c. Hire staff, or allow access to outside resources, that provide translations services for non-English speaking customers.
 - d. Improve outreach and services to the diverse communities in the Atlanta region by engaging with local cultural organizations and chambers. Hispanic/Latinx community in non-English languages (perhaps hiring more bi-lingual WorkSource staff or working with providers who do).
- 3) Improve targeting the homeless by working more closely with organizations that serve the homeless and completing outreach via shelters.
 - 4) Develop a regional incarceration strategy to better engage and serve returning citizens and destigmatize for employers to hire.
- d. Describe plans for coordination of work-based-learning (WBL) contracts such as OJT, IWT, CT, and Apprenticeship.

WorkSource Metro Atlanta's regional partnership network through MAIP and the Regional Directors will promote the value of WBL, OJT, IWT, CT, and apprenticeships through its go-to-employer strategy and work with existing and new business partners on providing virtual WBL opportunities.

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.

WorkSource Metro Atlanta's regional partnership network through MAIP includes the following partners:

Employer/Industry Partners

Alliance Solutions Group, Inc.
American Medical Response (AMR)
Amazon
Anthem
Applied Resource Group
ASOS
AT&T Georgia
ATL Freight
Bank of America
CareSource
CVS Health
DeKalb Fleet Management
Delta
DHL
Diaz Foods
Emory Healthcare
Equifax
Fabric.com
Flexport
Fulton County Government
Future Forwarding
Georgia Beverage Association
Georgia Department of Public Health
Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD)
Global Resource Management, Inc.
Good Samaritan Cobb
Grady Healthcare
HD Supply
HWC Logistics
IBM
ICS
InComm
Jackson Healthcare
JAS Forwarding USA Inc.
JC Penney
Kaiser Permanente
Lexis Nexis
McKesson
NCR
Northside Hospital

Piedmont Healthcare
Platinum Cargo Logistics
Prologis
Ryder
State Farm
Stein Mart
Talent Stream
UPS
Upward Global Logistics & Distribution
Verizon
Visiting Nurse Health System
WellStar Health System
Zywie

Workforce Partners

Academic Institutions
Atlanta Public Schools
Atlanta Technical College
Chattahoochee Technical College
Cherokee County Public Schools
Clayton County Public Schools
Clayton State University
Cobb County Schools
Decatur Public Schools
Buford City School District
DeKalb County School District
Douglas County Public Schools
Emory Continuing Education
Fayette County Public Schools
Fulton County Public Schools
Georgia Department of Education Career & Technical Education
Georgia Highlands College
Georgia Institute of Technology
Georgia Piedmont Technical College
Georgia State University
Gwinnett Public Schools
Gwinnett Technical College
Henry County Public Schools
Kennesaw State University
Marietta City Schools
Rockdale Public Schools
Southern Crescent

Technical College
TCSG Office of Apprenticeship
Troy University
West Georgia Technical College

Chambers & Economic Development

Alpharetta Tech Commission
Atlanta Regional Commission
Cherokee Chamber
Clayton Chamber
Cobb Chamber & Select Cobb
Conyers-Rockdale Chamber
DeKalb Chamber
Douglas Economic Development
Fayette Chamber of Commerce
Georgia Hispanic Chamber of Commerce
Greater North Fulton Chamber
Invest Atlanta
Metro Atlanta Chamber
Partnership Gwinnett
Select Fulton

Community Service Providers

Annie E. Casey Foundation
Atlanta CareerRise
Atlanta Center for Self-Sufficiency
Bobby Dodd Institute
Boys and Girls Club Atlanta
Catholic Charities of Atlanta
City of Refuge
Covenant CNA School
First Step Staffing
General Assembly
Georgia Justice Project
Goodwill of North Georgia
Hearts to Nourish Hope
HireGI
Honor Code
International Rescue Committee Jewish Family and Career Services
Latin American Association

Mullins International Solutions
Multi-Agency Alliance for Children
Nobis Works
Per Scholas
TechBridge
United Way of Greater Atlanta
Urban League of Greater Atlanta
YearUp

Government Agencies

Georgia Budget and Policy Institute
Georgia Dept. of Community Affairs
GdEc, Center of Innovation in Logistics
Georgia Department of Human Services/TANF
Georgia Dept. of Labor
Georgia Vocational Rehabilitation Agency
State of Georgia Division of Family and Children's Service

Professional & Trade Organizations

American Production and Inventory Control Society Atlanta (APICS)
Georgia Association of Career & Technical Educators
Georgia Hospital Association
International Forwarders and Brokers Association (AIFBA)

Workforce Initiatives

Aerotropolis Atlanta
Atlanta Airport University
Atlanta Committee for Progress
CATALYST
Regional Economic Competitiveness Strategy
IWORCS
Metro Atlanta eXchange for Workforce Solutions
Opportunity ATL
Supply Chain City Talent & Education Task Force

Figure 10: Metro Atlanta Industry Partnership List of Regional Partners

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

WorkSource Metro Atlanta's regional partnership network through MAIP includes the following meetings with partners:

- Monthly webinars
- Bi-weekly (twice a month) meetings
- Employer forums
- Semi-annual partner meetings
- Special projects
- Monthly newsletter
- Aerotropolis Virtual Career Expo in September 2020 for

businesses around the Hartsfield-Jackson International Airport. In-person with social distancing options will also be available for those without digital access.

Partners are engaged and join MAIP by signing a form. This form is not a formal MOU or agreement; thus, WorkSource Metro Atlanta will work to develop incentives for employers to join the regional partnership network through the go-to-employer strategy.

CATLYST strategy with economic development will begin in 2021.

- 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 MAIP, the Atlanta Regional Economic Competitiveness Strategy (CATLYST), and industry sector focus areas from chambers of commerce and development authorities throughout the region.

- d. [Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:](#)
- i. [Participating employers;](#)
Refer to Section 5a for list of regional employers participating in MAIP.
 - ii. [Target occupations;](#)
Target MAIP top and work-ready skills 2019-2021 can be found [here](#). This list has been updated with research into COVID-19 impacts to the region and automation consideration, seen in Section 2 a – c.
 - iii. [Training programs; and](#)
Through MAIP, partners in the Training and Registered Apprenticeship (TRA) Roadmap Team can be found in Appendix H.
 - iv. [Target Populations.](#)
Individuals with barriers to employment, such as lower income and educational attainment. The Regional Directors will look into expanding outreach to youth/young adult, dislocated workers, English-as-a-second language (ESL) workers and increasing women in technology.
- e. [Describe the plans for future strategy development for future sectors. If applicable, discuss the next sectors to be targeted.](#)
- Future sectors include the Entertainment/Film industry and industries tied directly to the Hartsfield–Jackson Atlanta International Airport through WorkSource Metro Atlanta’s partnership with Aerotropolis. The Aerotropolis Atlanta Alliance is a public-private partnership working to improve the regional economic competitiveness of the area around metro Atlanta’s greatest asset – the world’s busiest and most efficient airport.

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.

One-Stop operators are selected and provide services at the local level and is explained in the local area plans.

At the regional level, the Regional Directors will explore the option of standardizing the MOU template and metrics across the region to each local board's respective agreements with service providers and include clauses for termination if goals are not consistently met. WorkSource Metro Atlanta developed a Metro Atlanta ITA Work Group which meets quarterly and will ensure the continuous improvement of eligible providers of services and meeting employer and jobseeker needs. The Metro Atlanta ITA Work Group reviews and approves WIOA training provider applications for the five separate Workforce Boards in the metropolitan Atlanta area. Approved eligible training providers offer occupational skills training to eligible WIOA-funded adults and dislocated workers through local workforce board areas.

- 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.

One-Stop operators are selected and provide services at the local level and is explained in the local area plans.

At a regional level, the Regional Directors will explore the option of assessing potential vendors for market research prior to release of competitive RFPs at the local level and/or sharing a common RFP and evaluation tool among the areas to expand digital access to WorkSource customers.

- 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

One-Stop operators are selected and provide services at the local level and is explained in the local area plans.

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

One-Stop operators are selected and provide services at the local level and is explained in the local area plans.

- 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.

One-Stop operators are selected and provide services at the local level and is explained in the local area plans.

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 Title I.

Awarding sub-grants and contracts are retained at the local level.

8. **EEO and Grievance Procedures** – Provide a description of local procedures and staffing to address grievances and complaint resolution.

EEO and grievance procedures are at the local level and is explained in the local area plans.

Local Boards and Plan Development:

9. **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. (§ 679.320(g))

This process will be retained at the local level.

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

This process will be retained at the local level; however, the Regional Directors will exchange best practices and lessons learned i.e., board shadowing, minimum engagement requirements, virtual orientation, voting procedures, etc. at quarterly meetings on the process for new member orientation for board members.

- c. Describe how the local board will coordinate local workforce development activities with regional economic development activities being carried out within the planning region.

Each local area has its own approach for coordinating with their local economic development organizations.

At the regional level, the Regional Directors will engage in the update and implementation of CATLYST. Furthermore, WorkSource Metro Atlanta coordinates and partners with the Metro Atlanta Chamber on regional economic development activities.

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

This process will be retained at the local level. The Regional Directors will exchange best practices and lesson learned (i.e., minimum engagement requirements, virtual board meetings and voting, bringing success stories and people through the WorkSource program, etc.) at quarterly meetings on how to improve engagement.

The Regional Directors will continue working to change the State law on allowing to meet virtually as a board and provide access to the public to listen in to virtual meetings and provide comments.

10. Local Board Committees – Provide a description of board committees and their functions. If committees have not been utilized, provide a description of why.

This process is retained at the local level.

11. Plan Development – Provide a description of the process by which the plan was developed to include the participation of core partners, providers, board members, and other community entities. Also describe the process by which the local board provided a 30-day public comment period prior to the submission of the plan to solicit input into the development of the plan, including comment by representatives of businesses, representatives of labor organizations, and representatives of education.

The Atlanta Regional Commission hired a consulting firm pro bono to co-author the regional plan. From May-Aug 2020, they conducted 23 stakeholder interviews, surveyed 232 WorkSource customers, and held three virtual workshops, and completed data analysis on how COVID-19 and automation has impacted the Atlanta region, thus informing what industries, jobs, and skills to target for successful WorkSource customer employment.

The approach for developing the regional plan included:

Phase:	Listen, Learn, Discover	Evaluate and Envision	Recommend	Deliver
Objective:	Gained an in-depth picture of WorkSource operations, its current pain points, and its potential opportunities for improvement and collaborate as a region.	Developed a prioritized list of improvement opportunities to address specific concerns.	Defined and validated proposed high-level future state recommendations.	Designed WorkSource Metro Atlanta Regional Plan.
Output:	23 interviews with WorkSource Metro Atlanta Board Chairs and members, staff, fiscal agents, partners. 232 customer survey responses (~10% response rate).	250+ total feedback points identified. Feedback categorized into 10 regional themes. Prioritized each theme against effort and benefit.	Opportunities identified for WorkSource Metro Atlanta.	Regional Plan developed with input from multiple stakeholders.

Table 41

Through their interviews and surveys, 10 major themes emerged on how to collaborate more as a region and stakeholders prioritized those themes based on benefit and effort:

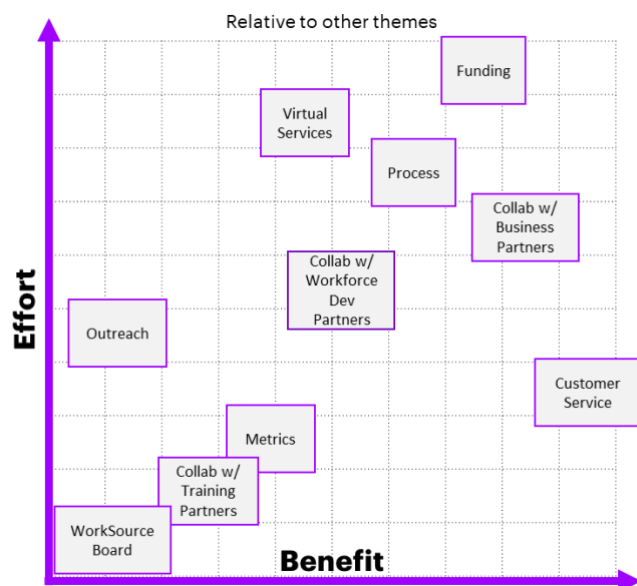


Figure 11: Regional Theme Prioritization Exercise Results

The draft regional plan will be out for public comment by August 31 for 30 days and will be delivered to the State by October 1, 2020.

Service and Delivery Training:

12. **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 in core programs, as appropriate; and how it will improve access to activities leading to a recognized postsecondary, academic, or industry-recognized credential.

Service delivery will remain at the local level. The Regional Directors will support the LWDBs by expanding and standardizing services to eligible individuals who have barriers to employment. Barriers to employment include transit, childcare, income, digital access, housing, disability, veterans, and previously incarcerated. The WorkSource Metro Atlanta MAIP Roadmap works to address job seeker barriers to ensure employment success. The Regional Directors will develop and coordinate the following activities with the LWDBs to support expanding services:

- 1) Develop a COVID-19 Response plan for the region to determine when and how to open career centers, career center social distancing threshold, and messaging to staff, existing customers, advertising to new customers, businesses, partners, and training providers. Track the number of staff and customers in each career center to determine the budget for purchasing masks, gloves, wipes, plastic partitions at each WorkSource career center.
- 2) Coordinate with employers and training providers to make career paths more flexible with seeking jobs (i.e., HVAC person can also work in automotive industry) by analyzing and developing cross-skilling and new credential strategies.
- 3) Collaborate with the Regional Workforce Initiative (RWI) to improve upward mobility and racial equity for customers, specifically due to Atlanta being one of the lowest cities in the U.S. for upward mobility, based on a 2018 Harvard study by Raj Chetty. The WorkSource Metro Atlanta SCEM project will also address improving economic mobility in the region. The project will collectively result in more individuals being able to enter and advance in the labor market with the first step of successfully enrolling in and receiving WIOA

services. Economic mobility will be increased by expanding training opportunities across the region, reducing barriers to enrollment through a uniform, customer-friendly process, and stronger connection between nonprofit organizations and local WorkSource areas to better serve their clients.

- 4) Consider having technical aptitude as part of the intake process, to not deter but help identify workers who do not have the required technical skills.
- 5) Host regional, virtual job fairs or symposiums to share Atlanta business/employer needs and how to train and get those jobs.
- 6) Explore regional RFP to expand internet and digital tool access to customers in need.
- 7) Coordinate with training providers through ETPL and Metro Atlanta ITA Work Group to provide digital and socially distant opportunities for customers to learn and upskill.
- 8) Identify a partner with Technical College System of Georgia (TCSG) to work with to map reputable credentials to job opportunities, highlight different pathways to upskilling, and determine how different credentials might “stack together” to help customers become gainfully employed.

13. 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.

This process will remain at the local level.

14. 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.

Participate in rapid response activities at the local and regional level through the Georgia Dept. of Labor (GDOL) Rapid Response Unit when handling large-scale layoffs and business closures. The Regional Directors will evaluate and communicate how WorkSource Metro Atlanta will regionally handle statewide rapid response to GDOL by developing a standard operating procedure (SOP).

15. 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.

This will remain at the local level.

Regionally, WorkSource Metro Atlanta applied for the Youth Opportunity Fund with the Metro Atlanta Chamber and supports the Opportunity Youth activities. Through MAIP, WorkSource Metro Atlanta developed the Career Compass Academy for youth and have developed a curriculum and webinars in targeted industries and skills virtual. 75 – 100 students joined 15 live webinars in a 4-week program. Career Compass Academy and youth programs alike will be scaled and marketed regionally.

16. 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. If these services are not utilized, provide a description of why.

At the regional level, the MAIP network will coordinate work-based learning efforts, sector strategies, and business services to improve customer service, increase economies of scale, and eliminate duplicative efforts for WorkSource customers in the targeted industries and skills identified above. Through MAIP, WorkSource Metro Atlanta will educate and help launch more employer-based apprenticeship/OTJ/IWT/CT programs and create a value proposition for employers to participate. The Regional Directors will meet quarterly to exchange knowledge and best practices (i.e., Cobb developed a “Earn and learn” model as a piloted pre-apprenticeship program with the emergency power industry and will scale to targeted industries discussed in Section 2 a – e.).

- 17. 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.

WorkSource Metro Atlanta’s Metro Atlanta ITA Work Group developed a regional ITA approval process and have quarterly meetings to standardize the ITA process, policy, and contracts/metrics across the region. The Metro Atlanta Work Group will work with training providers on providing more virtual ITAs.

Also, as a region, the SCEM project is aligning training provider agreements to be more inclusive.

- 18. Entrepreneurial Skills Training and Micro-enterprise Services** – Provide a description of how the area will coordinate and promote entrepreneurial skills training and micro-enterprise services.

As a region, WorkSource Metro Atlanta will work with county-level Chambers, Atlanta-district Small Business Administration (SBA), Service Corps of Retired Executives (SCORE), Small Business Development Center, Community Improvement Districts (CID), and Invest Atlanta to find small businesses/owners for WorkSource customers to apply their entrepreneurship skills through OJT, apprenticeship, work-based learning, etc. opportunities. The Regional Directors will work to establish a relationship with the GA Secretary of State as business owners are applying for licenses and thinking of hiring.

On the promotion side, WorkSource Metro Atlanta and its local boards will communicate entrepreneurship as a path for WorkSource customers. WorkSource Metro Atlanta will expand their relationship with the Russell Center of Innovation and Entrepreneurship, who are minority focused, Invest Atlanta, and Edge Connection for entrepreneurship training and promotion.

- 19. 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.

At the regional level, the MAIP roadmap includes: 1) partnering with TCSG and WorkSource to align program offerings with Metro Atlanta Top Jobs, Hope Career Grant, and ETPL; 2) increase the use of the ETPL process through partner education and mentoring.

The Regional Directors will meet quarterly to exchange best practices on how they are locally coordinating with secondary and postsecondary education programs. For example, having a regional K-12 school event for students to learn and get hands-on experience in targeted industries described in Section 2 a – e.

WorkSource Metro Atlanta also works closely with Metro Atlanta Chamber’s Educated Workforce Council to deliver and align workforce development efforts with education initiatives from early childhood education, K-12, and post-secondary and technical training.

- 20. 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.

This will remain at the local level, but we will revisit the idea of aligning supportive services regionally. The Regional Directors will research non-profits and organizations/grants providing transportation and childcare to WorkSource customers and take a similar approach to identify these partners as done with selecting training providers.

- 21. Coordination with Social Service Programs** – Provide a description of how the local board will coordinate with social service providers, including SNAP and TANF. The description should include the utilizations of both programs as a referral source.

This will remain at the local level.

Coordination with Core Partners:

- 22. 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 the local WIOA plans - each local area will communicate with technical colleges in their respective counties. As a region, WorkSource Metro Atlanta meets semi-annually with their training providers, including technical colleges to carry out workforce development programs aligned to strategies identified in the state plan. Periodically during these meetings, WorkSource Metro Atlanta will share and discuss target industries, jobs, and skills needed for the next upcoming years through this regional plan with technical colleges and training providers, as well as address common challenges and knowledge sharing. In addition, WorkSource Metro Atlanta’s ITA Work Group oversees changes to trainings and meet quarterly. The Regional Directors will encourage local WorkSource areas to have liaisons at technical colleges and vice versa to improve coordination and communication of training WorkSource customers and finding employment for students.

23. 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 local One-Stop operators and GDOL have approved MOUs/IFAs to support coordinated activities.

24. 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 the review of local applications submitted under Title II, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232 of WIOA.

The local One-Stop operators and GDOL have approved MOUs/IFAs to support coordinated activities.

The Regional Directors will encourage local WorkSource areas to expand literacy programs outside technical colleges (i.e., non-profits, organizations) and conduct knowledge sharing of adult education and literacy strategies at quarterly meetings (i.e., Cobb's literacy action).

25. 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 local One-Stop operators and GDOL have approved MOUs/IFAs to support coordinated activities.

Performance, ETPL and Use of Technology:

26. Description of Performance Measures – 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 in the local area of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system.

Performance measures tied to funding and negotiated with the Governor and to WIOA are discussed in local workforce plans.

Beyond WIOA, the Regional Directors will consider using regional performance measures to assess regional program/initiative effectiveness and share out with partners for improved transparency and with WorkSource staff for continuous improvement. The following regional performance measures may be monitored by WorkSource staff and program/project managers and include:

- Outcome-driven measures:
 - Assess the intended and unintended outcomes of WorkSource Metro Atlanta programs across all 5 local boards. Program outputs should be linked to intended outcomes.

Outcome Indicator Category	Outcome Research Question	Evaluation Method	Evaluation Frequency
Employer Satisfaction	How satisfied are employers with the skill-level of WorkSource candidates?	Employer Survey	Bi-Annual
Client Satisfaction	How satisfied with the quality of the WorkSource programs (resources, education, training) are clients/customers?	Client Survey	Ongoing/Post-Program
Sustained Employment	What percentage of clients served are remaining in employment beyond 1 year?	Client Follow-Up	Ongoing
Skill-Labor Market Match	What percentage of clients served are employed in in-demand sectors within the region?	Data Assessment	Bi-Annual
Customer Experience	How do clients/customers rate the WorkSource customer service experience?	Client Survey	Ongoing/Post-Program
Public Assistance Reduction	What percent of clients' experience reduced public assistance dependency as a result of the skill development and job placement?	Client Survey	Ongoing/Post-Program

Table 42

- Process-driven measures:
 - Assess how the program is operating and being implemented across the 5 local WorkSource boards. Process Evaluations should address inputs, activities, and outputs

Indicator Categories	Research Questions	Evaluation Method	Evaluation Frequency
Service Equity	Is the program serving the appropriate demographics of persons in need of workforce development support in the region?	Data Assessment	Annually
Process Satisfaction	Are clients satisfied with each step of the program from referral to follow-up?	Client Survey	Ongoing/Post-Program
Process Improvement	Are there parts of the process that are challenging/should be improved?	Staff and Customer Survey	Bi-Annual
Process Implementation	Is each step of the process being implemented as intended (time-standards, quality standards)?	Data Assessment	Quarterly

Indicator Categories	Research Questions	Evaluation Method	Evaluation Frequency
Training Completion Rate	What % of training participants by category (DW, adult, youth) complete their training programs?	Data Assessment	Annually
Length of Service Time	What is the average amount of time it takes a client type (DW, adult, youth) to go through the program from entry to exit?	Data Assessment	Annually
Attrition Rate	What percentage of clients served successfully make it through to job placement? For those that did not successfully make it through to job placement, why?	Data Assessment	Annually
Reservice Rate	How many clients are being reserviced? What circumstances/reasons brought them back to WorkSource?	Data Assessment	Annually

Table 43

- Cost-Benefit measures:
 - Compare program outputs/benefits to input costs to determine a ratio of cost to benefit. Benefits are difficult to quantify, therefore, each WorkSource board should collectively agree on benefit definitions of each before designing research questions and metrics.

Indicator Category	Research Questions	Evaluation Method	Evaluation Frequency
Cost of Services	What is the total dollar amount spent on each service/training provider?	Data Assessment	Bi-Annual
Outcome Achievement	What is the ratio of cost (\$ spent on service/training provider) versus outcome achievement of service/training provider? (create a service/training provider scorecard based on selected outcome metrics)	Data Assessment	Bi-Annual

Table 44

27. 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 center service delivery and performance assessment will be kept at the local level.

At a regional level, Regional Directors may standardly evaluate one-stop-center/mobile labs by measuring the following for efficiency and effectiveness:

Indicator Category	Research Questions	Method	Frequency
Center Usage	How many visitors do the one-stop centers serve?	Data Assessment	Annually

Indicator Category	Research Questions	Method	Frequency
Visitor Transition	What % of one-stop visitors' transition into WorkSource services/training?	Data Assessment	Annually
Visitor Satisfaction	How satisfied are visitors with their one-stop-center experience?	Visitor Survey	Ongoing/Post-Visit
Center Convenience/Accessibility	What % of visitors rate one-stop-centers/mobile centers as "convenient/accessible?"	Visitor Survey	Ongoing/Post-Visit
Ease of Resource Use	What % of visitors rate on-site center resources as "easy to use?"	Visitor Survey	Ongoing/Post-Visit
Quality of On-Site-Counsel	How satisfied are one-stop visitors with the on-site counseling experience?	Visitor Survey	Ongoing/Post-Visit
Quality of On-Site-Technology	How satisfied are one-stop visitors with the on-site technology?	Visitor Survey	Ongoing/Post-Visit
Service Efficiency	What % of one-stop visitors claim their initial needs were met in their 1st, 2nd, or 3rd one-stop visit?	Visitor Survey	Ongoing/Post-Visit

Table 45

28. 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.

As part of coordination efforts, the Eligible Training Provider List (ETPL) public notification to prospective providers include all five WorkSource local areas within WorkSource Metro Atlanta. This effort is managed under the Metro Atlanta ITA Work Group, under a contractual arrangement with the Atlanta Regional Commission (ARC). Prospective providers can access the training provider application via the ARC website. Applications are evaluations quarterly.

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 part of coordination efforts, these ETPL evaluation activities include all five WorkSource local areas within WorkSource Metro Atlanta. This effort is managed under the Metro Atlanta ITA Work Group, under a contractual agreement with ARC.

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. If the review determines that the provider's status has changed, i.e., moved location, termination of business, etc., an immediate notification is provided to TCSG-OWD for full investigation and possible removal from the State ETPL.

The Metro Atlanta ITA Work Group 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.

The Metro Atlanta ITA Work Group recommended providers are forwarded to the TCSG-OWD for review, acceptance, and inclusion on the State Approved ETPL. If the application is accepted by the State, a provider agreement may be processed and submitted to the provider for signature.

- c. [Provide a description of the formal appeals process for aggrieved ITA customers and providers of unapproved training programs.](#)

The Metro Atlanta ITA Work Group has developed a standard formal appeal process for aggrieved ITA customers and providers of unapproved training programs across the region. If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Metro Atlanta ITA Work Group in the appeals process. Any appeals based on local policies will be handled by the individual local level. The following appeal procedures as required in Section 122 (c) of the Workforce Innovation and Opportunity Act have been established by the Metro Atlanta ITA Work Group 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 Metro Atlanta ITA Work Group, 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 Metro Atlanta ITA Work Group, 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.

- 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 ARC manages its “Individual Training Account System,” which includes updating information on Providers included on the State Eligible Provider List, at least on a quarterly basis. 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 Metro Atlanta ITA Work Group. If approved, they are then transmitted to the TCSG-OWD.

- e. [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 Metro Atlanta ITA Work Group and if approved, transmitted to TCSG-OWD.

- f. [Provide a description of the process to track and manage all ITA activity.](#)

ARC prepares summary reports on evaluation of training provider applications and submits to the Metro Atlanta ITA Work Group for approval. Information is transmitted electronically to the TCSG-OWD for approval. Following state approval and listing of eligible providers on the state list, LWDBs are responsible for rejecting/restricting use through local policies and parameters. ARC provides letter notification to state-approved training providers.

Providers are 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 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.

In the future, the Metro Atlanta ITA Work Group will evaluate standardized payments to approved training providers on the ETPL.

- 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).

This will remain at the local level.

- 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.

Source: Atlanta Regional Local Plan.

29. 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.

At the regional level, WorkSource Metro Atlanta hired Rocket Camp to enhance brand strategy and develop atlworks.org. Rocket Camp provides real-time, data-driven dashboards through their platform on outreach and customer targeting. WorkSource Metro Atlanta through MAIP will implement Launchpad CRM tool across the five local areas to manage business service relationships. ResCare developed a customer satisfaction system that WorkSource Atlanta Regional, WorkSource Fulton, and WorkSource City of Atlanta leverage. The Regional Directors will encourage each local area to post and regularly update job and internship boards and provide easy access to find through atlworks.org.

State Initiatives and Vision:

30. State Branding – Provide a description for how the area has adopted and will continue to utilize the state brand.

To promote unified regional efforts, the five metro boards requested from OWD and were approved for the use of a regional moniker, “WorkSource Metro Atlanta.” WorkSource Metro Atlanta is working together to provide a unified WorkSource outreach initiative, which includes billboards, social media, digital ads, radio, print materials, and its website (atlworks.org).

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

This will remain at the local level.

32. Alignment with State Goals – Describe how the area/region will align with each of the goals listed in the State Unified Plan.

State Unified Plan Goals	WorkSource Metro Atlanta Alignment
Utilize sector partnerships to inform and guide strategic workforce development strategies and enhance partnership coordination.	Strengthen relationship with business partners in the region to determine industry growth, hire and provide OJT/apprenticeship-type opportunities to WorkSource customers, and to value the importance of credentialing/skills as new currency.
Further develop regional integration to ensure streamlined services to both businesses and individuals.	Support regional innovations to integrate and develop approaches that can be delivered and implemented at the local level. Ensure WorkSource customers across the region receive standard and customer service and equitable opportunity regardless of their zip code.
Utilize the workforce system to increase statewide prosperity for rural and urban communities.	Reinforce regional collaboration and brand to open more opportunities with workforce and economic development, business and training partners to improve upward economic mobility and sustainable living wage.
Align the workforce system with education systems at all levels.	Enhance partnerships with education system to provide quality trainings, certifications, and degrees in necessary skills for future jobs in demand and preparing for automation.
Alleviate a tightened labor market by increasing the participation of strategic populations in the workforce system.	Expand virtual services and digital access to WorkSource customers. Provide services in non-English for immigrant populations.

Table 46

Attachments

Attachment 1: Public Comments on the Regional Plan that Express Disagreement

Plan is currently open for public comment.

Comment 1

Originating Entity:

Comment:

Comment 2

Originating Entity:

Comment:

Comment 3

Originating Entity:

Comment:

Comment 4

Originating Entity:

Comment:

DRAFT

WORKSOURCE METRO ATLANTA REGIONAL PLAN 2020 - 2024

Attachment 2: 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.

All signatures will be obtained once the final plan is approved and adopted.

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

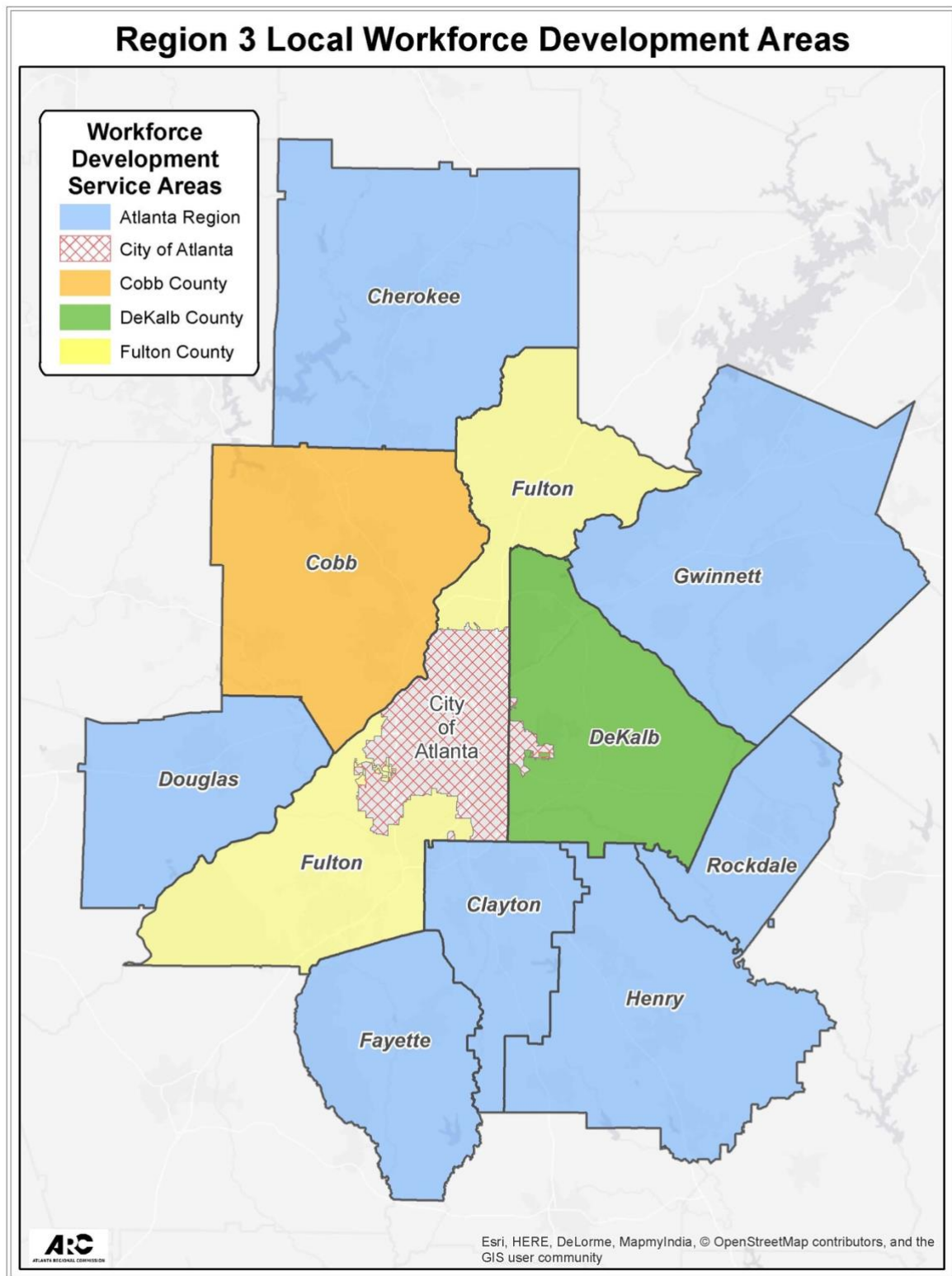
Title: Local Workforce Development Board Chair

Entity Representing: _____

Signature: _____

Appendix

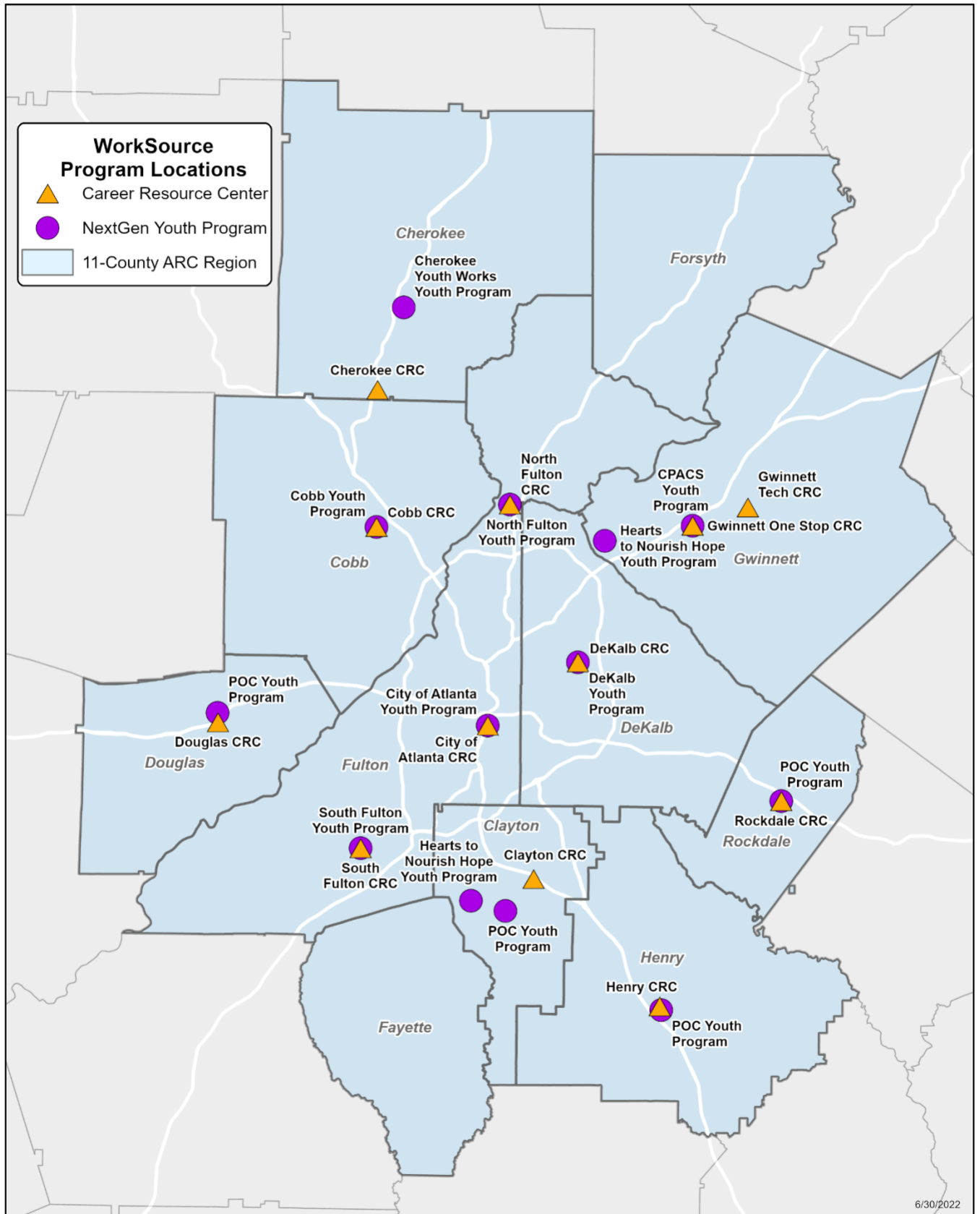
Appendix 1: Map of Georgia Region 3 Local Workforce Development Areas



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

DRAFT

WorkSource Program Locations



Appendix A: COVID-19 Vulnerability

- COVID-19 Vulnerability: index for the tasks associated with an occupation that can be conducted remotely

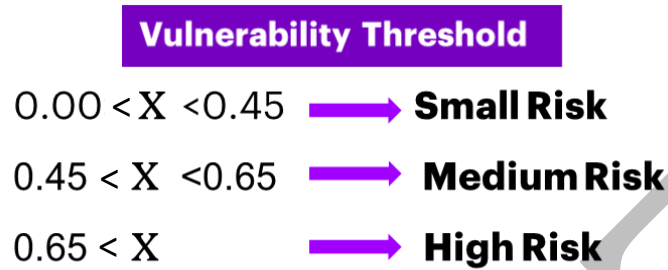
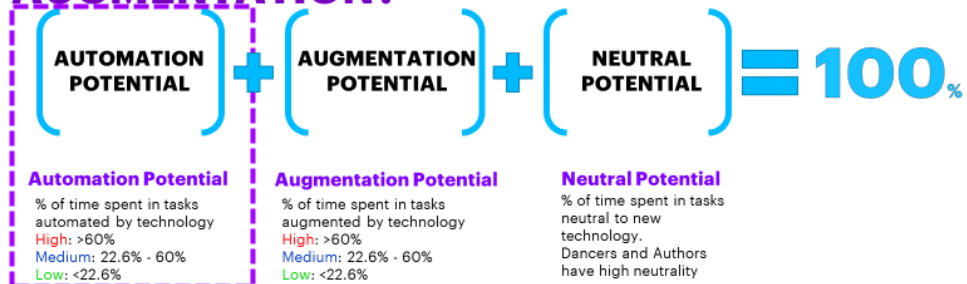


Figure 12

Appendix B: Automation Potential

WHAT IS AUTOMATION AND AUGMENTATION?



Example Occupation: **Cashiers**

$$[73\%] + [18\%] + [9\%] = 100\%$$

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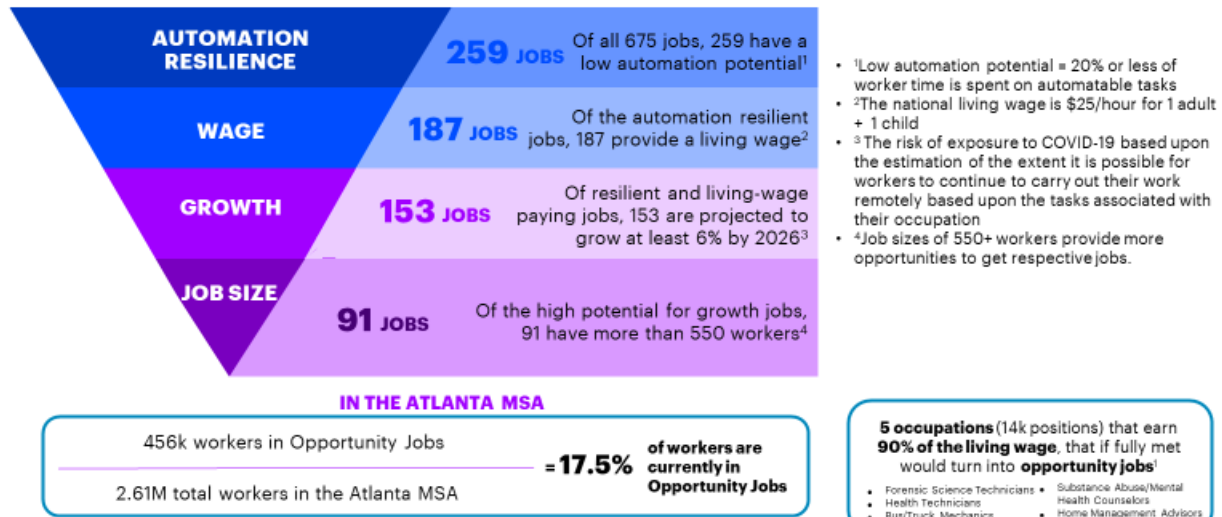
Figure 13

Appendix C: Opportunity Jobs

*Not to be shared widely without Accenture's engagement or permission

OPPORTUNITY JOBS

An "Opportunity Job" is one that has a lower potential for automation, pays a living wage, is projected to grow, and has a large job size.



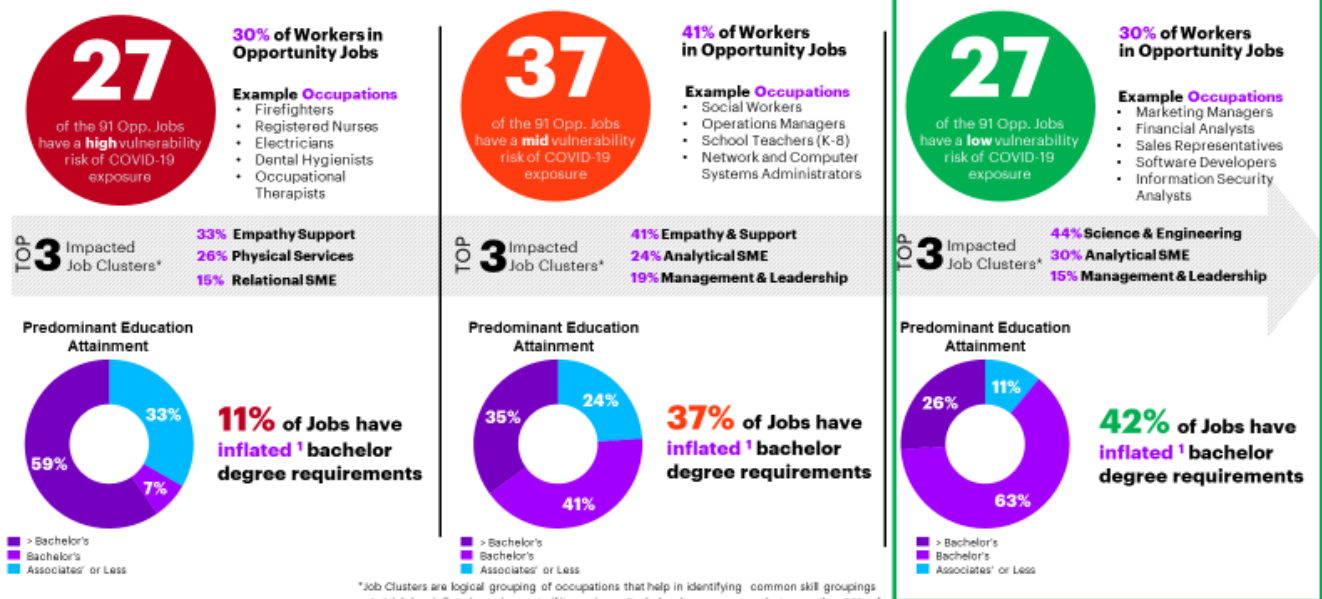
Sources: Accenture Research, Bureau of Labor Statistics, O*Net, MIT Living Wage Calculator

Figure 14

Appendix D: Opportunity Jobs: COVID-19 Lens

*Not to be shared widely without Accenture's engagement or permission

OPPORTUNITY JOBS: COVID-19 LENS



Sources: Accenture Research, Bureau of Labor Statistics, O*Net, MIT Living Wage Calculator

Figure 15

*The inflated bachelor's degree requirement applies to 35% of the opportunity jobs.

Appendix E: Impacted Jobs due to COVID-19 and Automation

MOST IMPACTED JOBS DUE TO COVID-19 & AUTOMATION

44 (34%) occupations with a high potential of automation in Atlanta Metropolitan Statistical Area also have a high risk of exposure to COVID-19

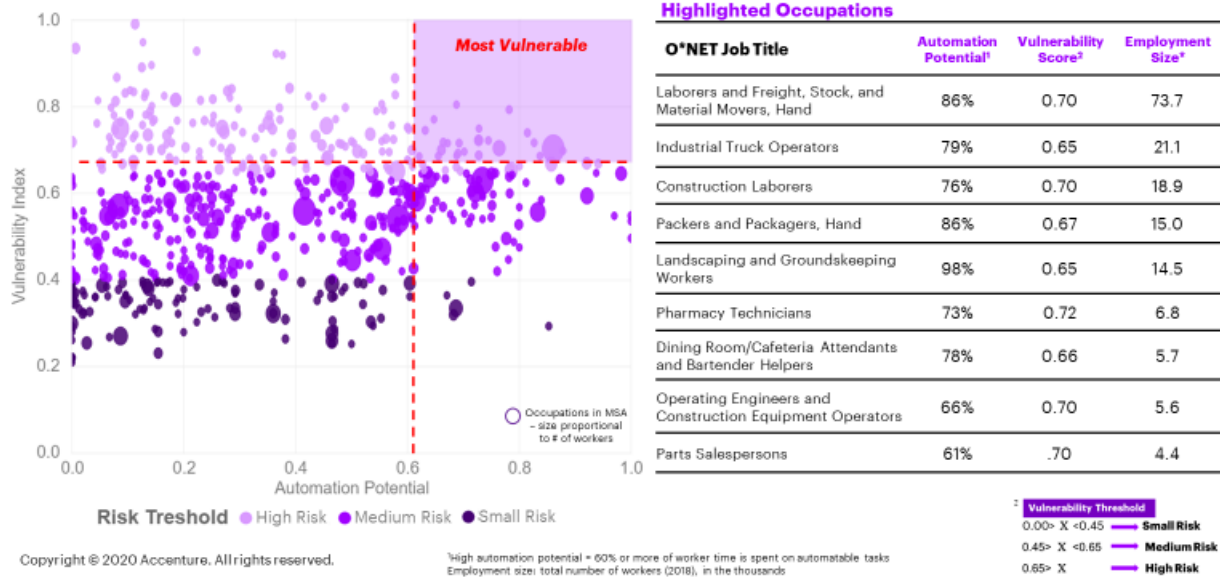


Figure 16

LEAST IMPACTED JOBS DUE TO COVID-19 & AUTOMATION

67 (26%) occupations with a low potential of automation in Atlanta MSA also have a low risk of exposure of COVID-19

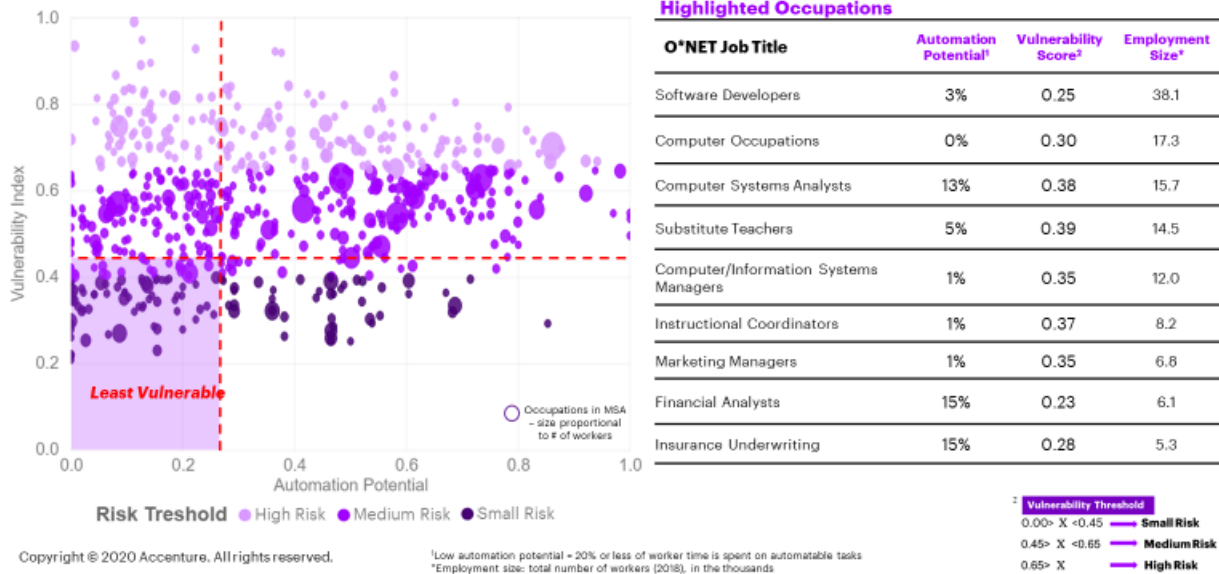


Figure 17

Appendix F: List of Opportunity Jobs

- An “Opportunity Job” is one that has a lower potential for automation, pays a living wage, is projected to grow, and has a large job size. Currently, there are 91 opportunity jobs in the Atlanta MSA
 - Low potential for automation: 23% or less of worker time is spent on automatable tasks
 - Living wage: income based upon MIT living wage calculator for 1 Adult & 1 Child at least \$24.90/hr.
 - Projected growth: jobs projected to grow at least 5.7% or more by 2026
 - Large job size: more than 600 workers within a certain occupation

Opportunity Jobs, 6 Digit O*NET – Atlanta MSA

Industry (2 Digit NAICS)	Industry	Total Employment	2018-2026 Projected Growth	COVID-19 Vulnerability Index	Automation Rate	Hourly Wage (\$/hr.)
11-1021	General and Operations Managers	58320	9.1%	0.57	8.4%	59.01
29-1141	Registered Nurses	41940	14.8%	0.75	8.6%	35.19
25-2021	Elementary School Teachers, Except Special Education	31060	7.4%	0.55	6.3%	27.51
15-1132	Software Developers, Applications	27030	30.7%	0.27	8.7%	51.18
15-1199	Computer Occupations, All Other	17270	9.3%	0.30	0.0%	44.66
23-1011	Lawyers	15920	8.2%	0.38	13.7%	65.81
15-1121	Computer Systems Analysts	15740	9.1%	0.39	13.4%	44.91
	Secondary School Teachers, Except Special and					
25-2031	Career/Technical Education	15530	7.5%	0.48	4.3%	28.29
	Middle School Teachers, Except Special and Career/Technical					
25-2022	Education	13640	7.5%	0.55	6.8%	28.68

11-3021	Computer and Information Systems Managers	12010	12.0%	0.35	9.5%	70.75
11-2022	Sales Managers	11640	7.5%	0.40	0.5%	70.11
15-1133	Software Developers, Systems Software	11080	11.1%	0.25	2.6%	50.98
47-2111	Electricians	10200	8.9%	0.74	13.6%	25.67
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	10170	12.6%	0.67	11.0%	33.16
25-9031	Instructional Coordinators	8160	10.5%	0.37	0.5%	32.20
15-1142	Network and Computer Systems Administrators	8110	6.1%	0.47	4.6%	43.27
23-2011	Paralegals and Legal Assistants	7290	14.6%	0.37	0.0%	26.86
11-2021	Marketing Managers	6800	10.1%	0.35	0.5%	70.27
29-2010	Clinical Laboratory Technologists and Technicians	6660	12.7%	0.61	19.5%	25.30
29-1069	Physicians and Surgeons, All Other	6200	11.4%	0.67	5.2%	113.78
13-2051	Financial Analysts	6050	10.9%	0.23	15.4%	41.82
21-1012	Educational, Guidance, School, and Vocational Counselors	5590	12.6%	0.52	3.7%	28.16
11-9021	Construction Managers	5550	11.1%	0.43	5.7%	51.39
15-1143	Computer Network Architects	4750	6.5%	0.39	9.0%	55.70
27-2012	Producers and Directors	4240	12.2%	0.47	5.0%	42.22
29-2021	Dental Hygienists	4220	19.7%	0.81	7.8%	32.37
13-2052	Personal Financial Advisors	3910	14.9%	0.34	15.4%	58.74
27-3031	Public Relations Specialists	3890	8.8%	0.40	0.0%	30.86
29-1171	Nurse Practitioners	3600	36.1%	0.71	8.6%	52.60
15-1141	Database Administrators	3410	11.5%	0.41	9.0%	46.23
17-2199	Engineers, All Other	3340	6.4%	0.45	12.7%	45.98
25-2052	Special Education Teachers, Kindergarten and Elementary School	3220	7.4%	0.59	13.1%	26.35
29-2034	Radiologic Technologists	3140	12.3%	0.89	12.5%	28.90
17-2141	Mechanical Engineers	2940	8.8%	0.41	14.7%	41.79
29-1123	Physical Therapists	2850	28.0%	0.79	14.0%	40.95
11-3071	Transportation, Storage, and Distribution Managers	2670	6.7%	0.49	17.5%	54.77
25-2012	Kindergarten Teachers, Except Special Education	2630	7.9%	0.58	10.2%	26.07
15-1122	Information Security Analysts	2500	28.5%	0.33	3.2%	46.26
25-2053	Special Education Teachers, Middle School	2450	7.1%	0.58	11.3%	29.73
29-1199	Health Diagnosing and Treating Practitioners, All Other	2360	13.3%	0.66	5.4%	51.49
29-1021	Dentists, General	2300	19.4%	0.83	9.5%	78.39
29-1126	Respiratory Therapists	2300	23.4%	0.87	8.0%	29.19
29-1071	Physician Assistants	2010	37.3%	0.75	7.7%	50.79
13-1121	Meeting, Convention, and Event Planners	1990	10.9%	0.64	15.4%	25.79

13-2021	Appraisers and Assessors of Real Estate	1980	14.4%	0.43	19.4%	28.88
25-2054	Special Education Teachers, Secondary School	1960	7.4%	0.53	9.2%	28.18
41-9031	Sales Engineers	1890	6.9%	0.40	15.3%	48.40
29-1063	Internists, General	1880	14.6%	0.71	12.0%	49.83
21-1022	Healthcare Social Workers	1820	20.1%	0.62	22.2%	27.39
29-1122	Occupational Therapists	1810	23.8%	0.70	14.0%	39.41
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	1690	7.2%	0.93	22.3%	31.67
19-3031	Clinical, Counseling, and School Psychologists	1470	14.3%	0.47	7.9%	46.27
11-2031	Public Relations and Fundraising Managers	1420	10.4%	0.38	8.3%	58.20
19-1042	Medical Scientists, Except Epidemiologists	1390	13.4%	0.42	0.0%	35.41
29-1131	Veterinarians	1270	18.8%	0.77	14.7%	46.39
27-4032	Film and Video Editors	1240	17.0%	0.38	6.2%	29.61
29-1031	Dietitians and Nutritionists	1240	14.6%	0.60	5.2%	26.81
29-2032	Diagnostic Medical Sonographers	1220	23.2%	0.82	13.0%	30.94
13-2031	Budget Analysts	1200	6.5%	0.28	0.0%	33.81
27-4031	Camera Operators, Television, Video, and Motion Picture	1110	7.0%	0.68	17.4%	30.09
17-2011	Aerospace Engineers	980	6.1%	0.36	4.2%	53.89
27-1014	Multimedia Artists and Animators	970	8.4%	0.37	0.0%	29.49
29-2031	Cardiovascular Technologists and Technicians	960	9.9%	0.83	11.0%	29.45
29-9011	Occupational Health and Safety Specialists	870	8.1%	0.55	7.5%	35.78
27-3091	Interpreters and Translators	860	17.7%	0.52	0.0%	27.31
19-2041	Environmental Scientists and Specialists, Including Health	840	11.1%	0.37	9.6%	36.38
29-2035	Magnetic Resonance Imaging Technologists	830	13.7%	0.79	10.4%	34.57
27-3043	Writers and Authors	820	7.6%	0.27	6.7%	30.45
25-1011	Business Teachers, Postsecondary	780	18.1%	0.37	2.2%	45.94
27-4099	Media and Communication Equipment Workers, All Other	770	7.9%	0.55	13.1%	37.09
25-1081	Education Teachers, Postsecondary	710	10.3%	0.33	12.8%	34.65
33-9021	Private Detectives and Investigators	700	10.6%	0.49	10.2%	25.18
19-2031	Chemists	680	6.5%	0.56	14.5%	41.87
29-1041	Optometrists	640	17.9%	0.70	6.7%	44.71
19-1022	Microbiologists	640	8.2%	0.56	17.5%	44.99
29-1011	Chiropractors	630	12.5%	0.76	4.5%	31.73
21-1029	Social Workers, All Other	630	8.3%	0.58	21.7%	32.45
27-2042	Musicians and Singers	630	6.0%	0.56	0.0%	36.37
29-1064	Obstetricians and Gynecologists	590	15.5%	0.73	10.9%	112.76
19-1029	Biological Scientists, All Other	590	8.0%	0.40	17.5%	36.23
29-1029	Dentists, All Other Specialists	Unknown	13.3%	0.81	4.7%	57.65

29-1067	Surgeons	Unknown	9.1%	0.75	12.8%	126.82
29-1151	Nurse Anesthetists	Unknown	14.8%	0.84	8.0%	66.66
29-1181	Audiologists	Unknown	7.4%	0.68	14.7%	36.15
19-1021	Biochemists and Biophysicists	Unknown	30.7%	0.40	17.5%	39.24
19-1032	Foresters	Unknown	9.3%	0.58	0.7%	25.75
25-2023	Career/Technical Education Teachers, Middle School	Unknown	8.2%	0.54	10.4%	28.13
19-3022	Survey Researchers	Unknown	9.1%	0.25	0.0%	32.85
29-1062	Family and General Practitioners	Unknown	7.5%	0.64	14.1%	104.47
19-3092	Geographers	Unknown	7.5%	0.34	0.0%	38.12
41-3099	Sales Representatives, Services, All Other	Unknown	12.0%	0.29	12.7%	31.48

Source: Accenture Research, Bureau of Labor Statistics, O*Net, MIT Living Wage Calculator

Table 47

Appendix G: List of Opportunity Jobs with low risk to COVID-19

- Of 91 opportunity jobs, 27 have a low risk to COVID-19.
 - 42% of these opportunity jobs (11) have an inflated bachelor's degree requirement, where **20% or more** of jobs in an occupation are employed by workers who do not possess a bachelor's degree, which are bolded below

Occupational Analysis for Opportunity Jobs, 6 Digit O*NET – Atlanta MSA

Occupation Code (6 Digit SOC)	Occupation Title	Occupation Size	Hourly Wage (\$/hr.)	Predominant Education Group	Less than bachelor (%), O*NET Base
15-1132	Software Developers, Applications	27030	51.18	Mid Barrier	4.6
15-1199	Computer Occupations, All Other	17270	44.66	Low Barrier	17.9
23-1011	Lawyers	15920	65.81	High Barrier	0
15-1121	Computer Systems Analysts	15740	44.91	Mid Barrier	23.1
11-3021	Computer and Information Systems Managers	12010	70.75	Mid Barrier	35.2
15-1133	Software Developers, Systems Software	11080	50.98	Mid Barrier	4.8
25-9031	Instructional Coordinators	8160	32.2	High Barrier	2.2
23-2011	Paralegals and Legal Assistants	7290	26.86	Low Barrier	60.9
11-2021	Marketing Managers	6800	70.27	Mid Barrier	9.4
13-2051	Financial Analysts	6050	41.82	Mid Barrier	2.4
15-1143	Computer Network Architects	4750	55.7	Mid Barrier	30.6
13-2052	Personal Financial Advisors	3910	58.74	Mid Barrier	7.1
15-1122	Information Security Analysts	2500	46.26	Mid Barrier	22.0
41-9031	Sales Engineers	1890	48.4	Mid Barrier	37.1
11-2031	Public Relations and Fundraising Managers	1420	58.2	Mid Barrier	11.2
27-4032	Film and Video Editors	1240	29.61	Mid Barrier	50.2
13-2031	Budget Analysts	1200	33.81	Mid Barrier	24.0
17-2011	Aerospace Engineers	980	53.89	Mid Barrier	7.6
27-1014	Multimedia Artists and Animators	970	29.49	Mid Barrier	38.2
19-2041	Environmental Scientists and Specialists, Including Health	840	36.38	Mid Barrier	0.3

27-3043	Writers and Authors	820	30.45	Mid Barrier	34.3
25-1011	Business Teachers, Postsecondary	780	45.94	High Barrier	0
25-1081	Education Teachers, Postsecondary	710	34.65	High Barrier	1.4
19-1029	Biological Scientists, All Other	590	36.23	High Barrier	1.5
19-3022	Survey Researchers	Unknown	32.85	High Barrier	0
19-3092	Geographers	Unknown	38.12	High Barrier	0
41-3099	Sales Representatives, Services, All Other	Unknown	31.48	Low Barrier	26.0

Source: Accenture Research, Bureau of Labor Statistics, O*Net, MIT Living Wage Calculator

Bold: Inflated Bachelor's Degree Requirements

Table 48

Appendix H: MAIP Partners – TRA Roadmap Team, provided by CareerRise

Accenture
 Alliance Solutions Group HOPE Foundation
 Altierus Career College
 Atlanta Regional Commission
 Atlanta Technical College
 Bobby Dodd Institute
 CEFGA
 Chattahoochee Technical College
 CKS Packaging
 Construction Education Foundation of Georgia
 Conyers Rockdale Economic Development Council
 Covenant CNA School
 Crossroads Community Ministries
 DHS DFCS
 Douglas County School System
 Emory Continuing Education
 Emory University
 First Step Staffing
 Fulton County Government, Department of Community Development-Youth and Community Services Division
 Fulton County Schools
 Georgia Center for Opportunity
 Georgia Department of Public Health
 Georgia Highlands College
 Georgia Mental Health Consumer Network
 Georgia Piedmont Technical College
 Goodwill of North Georgia
 Great Promise Partnership
 Greater North Fulton Chamber
 Gwinnett County Public Schools
 Gwinnett Technical College
 Hearts to Nourish Hope
 Holder Construction
 Inspiritus
 Integrity CDC

Interapt
International Operating Engineers
Jewish Family and Career Services
Kennesaw State University
LISC
Mullins International Solutions
National Center for Supply Chain Automation
New Birth Employment Network
Paulding County School District
Per Scholas
Rockdale County Board of Education
Safe PC Solutions/Safe PC Cloud
Semais
Soft Skills Zone, LLC
SOSSI- Saving Our Sons & Sisters International
Stinson & Associates, Inc.
STRIVE Atlanta
Technical College System of GA
Wisdom to BELIEVE Foundation
Women In Technology
WorkSource Cobb
WorkSource Atlanta
WorkSource Atlanta Regional
WorkSource DeKalb
WorkSource Fulton
Year Up, Inc

Appendix I: High-Level Regional Timeline:

The following is a high-level project timeline of implementing this Regional Plan by the Regional Directors. The projects/strategies are categorized and prioritized by 10 major themes found through the methodology explained in Section 11. Most projects/strategies are in the first two years of the Regional Workforce Plan before the plan is updated again.

Themes	Oct – Dec 2020	2021	2022	2023	2024
Funding Projects	Pool Unrestricted Funds for Outreach and Co-sign Grant Opportunities with Workforce Development Partners				
Business Partners Projects	Go-to Employer Strategy	CRM			
		Outreach to Targeted Business Partners on jobs, WBL contracts	Continued Employer Engagement & Sector Strategy based on updated regional data and plan		
Customer and Virtual Service Projects	COVID-19 Response Plan	Service Delivery and Expand Services Strategies + RWI		Standardize supportive services	
	Digital Divide	Develop common RFP to expand internet and devices to customers in region			
Process Projects	SCEM Pilot		Expand SCEM throughout region		
Workforce Dev. Partners Projects		Coordinate with Workforce Dev. Partners on WorkSource targets			
		GDOL Rapid Response and Co-locating services			
		Update CATLYST and Implementation			
Metrics		Increase regional transparency with metrics			
Training Partners Projects		Coordinate with training providers on targeted skills	Update regional data and plan	Coordinate with training providers on updated targeted skills	
		Promote entrepreneurship training and small businesses through County Chambers, SBA, SCORE, SBDC, CID, and GA SoS			
Outreach		Expand outreach to customers and educate on targeted industries, jobs, and skills	Update regional data and plan	Expand outreach based on updated targeted industries, jobs, and skills	
		Develop social media strategy/presence			
Board	Resource Capacity Planning and 2-year implementation		Update 2-year implementation of updated regional data and plan		
	Virtual access for board meetings				

Figure 18