Atlanta Regional Workforce Development Board Plan
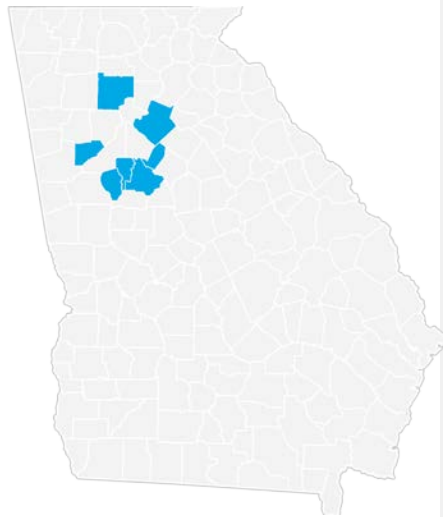
Workforce Innovation and Opportunity Act

2016 to 2020

2018 Update

The Atlanta Regional Workforce Development Board (Local Area 7) is comprised of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale Counties, as displayed on the map on the right.

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Strategic Elements, Governance and Structure

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

Local Workforce Development Area 7 is comprised of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties. In accordance with the Workforce Innovation and Opportunity Act, the Local Elected Officials have named the Atlanta Regional Workforce Development Board (ARWDB) as the local board for the area. ~~The current One-Stop Operators include CorVel Corporation (Career Resource Centers Douglas Branch, Rockdale Branch, Gwinnett Branch), Clayton State University (Clayton Branch), Chattahoochee Technical College (Cherokee Branch), and Gwinnett Technical College (Gwinnett Tech Branch).~~

And, as designated in the Local Elected Official-Fiscal Agent Agreement, the Fiscal Agent is as follows:

<div align="center">

Atlanta Regional Commission
Doug Hooker, Executive Director
~~40 Courtland~~229 Peachtree Street, NE
Suite 100
Atlanta, GA 30303

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2. **Description of Strategic Planning Elements – Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.**
   a. **Provide an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. Include the listing of occupations in demand within the region and describe how the list was developed citing source data.**

Atlanta Regional Workforce Development Board Industry Analysis

The Atlanta Regional Workforce Development Board (ARWDB) encompasses the following 7 counties in the mMetro Atlanta rRegion: Cherokee County, Clayton County, Douglas County, Fayette County, Gwinnett County, Henry County, and Rockdale County. Combined, these counties account for over 808,000 ~~756,000~~ jobs. The largest industries are Retail Trade, with over 100,000 jobs, Accommodation and Food Services, and Healthcare and Social Assistance. The ARWDB industries are summarized in the following table, with the largest industries highlighted in bold. The Retail Trade and Accommodation and Food Service industries have below average wages.

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

Industry Overview, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2017 Jobs	% of Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	1,151	0%	0.10	$30,073
21	Mining, Quarrying, and Oil and Gas Extraction	371	0%	0.11	$64,942
22	Utilities	2,469	0%	0.58	$85,767
23	Construction	53,600	7%	1.21	$52,951
31	Manufacturing	52,332	7%	0.80	$60,854
42	Wholesale Trade	48,679	6%	1.57	$70,395
44	**Retail Trade**	**103,881**	**13%**	**1.22**	**$29,928**
48	**Transportation and Warehousing**	**71,225**	**9%**	**2.06**	**$66,962**
51	Information	14,388	2%	0.91	$76,446
52	Finance and Insurance	25,883	3%	0.82	$65,515
53	Real Estate and Rental and Leasing	13,088	2%	0.96	$52,836
54	Professional, Scientific, and Technical Services	44,321	6%	0.85	$70,223
55	Management of Companies and Enterprises	11,932	1%	1.02	$104,136
56	**Administrative and Support and Waste Management and Remediation Services**	**65,187**	**8%**	**1.27**	**$32,522**
61	**Educational Services**	**64,151**	**8%**	**0.98**	**$41,111**
62	**Health Care and Social Assistance**	**74,881**	**9%**	**0.66**	**$45,845**
71	Arts, Entertainment, and Recreation	9,391	1%	0.59	$22,022
72	**Accommodation and Food Services**	**76,393**	**10%**	**1.07**	**$17,306**
81	Other Services (except Public Administration)	38,670	5%	1.11	$28,574
92	Public Administration	22,668	3%	0.60	$49,988
99	Unclassified	2,437	0%	1.77	$51,136
	Total - All Industries	**797,101**	**100%**	**1.00**	**$47,090**

Bold designates the largest industries by number of jobs in 2017
Source: JobsEQ 2017Q4

Industry Overview, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	1,182	0%	0.1	$26,273
21	Mining, Quarrying, and Oil and Gas Extraction	249	0%	0.1	$64,565
22	Utilities	2,520	0%	0.6	$77,618
23	Construction	49,796	7%	1.2	$48,830
31	Manufacturing	50,983	7%	0.8	$61,753
42	Wholesale Trade	47,163	6%	1.6	$65,659
44	**Retail Trade**	**100,019**	**13%**	**1.2**	**$29,155**
48	**Transportation and Warehousing**	**63,778**	**8%**	**2.1**	**$63,139**
51	Information	14,987	2%	1.0	$74,994
52	Finance and Insurance	25,215	3%	0.8	$63,850
53	Real Estate and Rental and Leasing	12,090	2%	0.9	$48,174
54	Professional, Scientific, and Technical Services	44,659	6%	0.9	$63,584
55	Management of Companies and Enterprises	10,140	1%	0.9	$109,499
56	**Administrative and Support and Waste Management and Remediation Services**	**63,572**	**8%**	**1.3**	**$30,916**
61	**Educational Services**	**60,936**	**8%**	**1.0**	**$38,358**
62	**Health Care and Social Assistance**	**68,368**	**9%**	**0.6**	**$44,080**
71	Arts, Entertainment, and Recreation	8,794	1%	0.6	$20,020
72	**Accommodation and Food Services**	**70,020**	**9%**	**1.1**	**$16,307**
81	Other Services (except Public Administration)	37,271	5%	1.1	$26,903
92	Public Administration	22,849	3%	0.6	$46,629
99	Unclassified	3,365	0%	2.4	$43,711
	Total - All Industries	757,955	100%	N/A	$44,899

Bold designates the largest industries by number of jobs in 2015

Source: JobsEQ 2015Q4

~~The region suffered during the recent recession, with employment contracting by 20,000 jobs between 2005 and 2010.~~ Overall, th~~ee~~e region continues to ~~has~~ recover~~ed f~~or~~om~~ the recent recession ~~, adding over~~by adding over ~~86,000~~125,00 jobs between 201~~0~~2 and 201~~5~~7, expanding employment by ~~13~~16%. Between 201~~0~~2 and 201~~5~~7, the Accommodation and Food Services, Transportation and Warehousing, and Retail Trade industries added the most jobs. ~~The Educational Services industry contracted slightly over this period.~~

~~Overall, employment growth in the region between 2010 and 2015 outpaced growth in Georgia and the US. The Information industry expanded employment more rapidly than Georgia and the US, growing by 3.6% annually while Georgia grew by 0.8% and the nation grew by 0.3%.~~

Over the next 5 years, the region is expected to continue to grow, adding over 42,000 jobs, expanding employment by ~~6~~12%. This growth will be driven by the Healthcare and

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

Social Assistance industry, which is expected to add over 8,600 9,000 jobs, and the Retail Trade industry. The Manufacturing industry is expected to shed nearly 1,000250 jobs over this period.

Annually, over 27,000 jobs openings will need to be filled in this region. This employment demand will primarily be driven by replacement demand, which is expected to account for nearly 70% of openings. The Accommodation and Food Services and Healthcare and Social Assistance industries are expected to have the highest annual employment demand.

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

Projected Change in Employment, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2017 Jobs	% of All Jobs	Avg. Annual	% of new	% Replacement
		5 Year Projection			**Employment Demand**	
11	Agriculture, Forestry, Fishing and Hunting	10	1%	138	9%	91%
21	Mining, Quarrying, and Oil and Gas Extraction	243	65%	38	0%	97%
22	Utilities	126	5%	241	7%	93%
23	**Construction**	**10,949**	**20%**	**6,203**	**15%**	**85%**
31	Manufacturing	7,228	14%	5,414	-1%	101%
42	Wholesale Trade	4,037	8%	5,551	8%	92%
44	**Retail Trade**	**10,175**	**10%**	**14,783**	**6%**	**94%**
48	Transportation and Warehousing	5,046	7%	8,358	9%	91%
51	Information	1,376	10%	1,510	7%	93%
52	Finance and Insurance	1,282	5%	2,771	11%	89%
53	Real Estate and Rental and Leasing	1,663	13%	1,467	9%	91%
54	Professional, Scientific, and Technical Services	5,025	11%	4,637	17%	83%
55	Management of Companies and Enterprises	3,109	26%	1,233	12%	88%
56	**Administrative and Support and Waste Management and Remediation Services**	**10,797**	**17%**	**8,525**	**11%**	**89%**
61	Educational Services	4,125	6%	6,556	9%	91%
62	**Health Care and Social Assistance**	**12,273**	**16%**	**8,816**	**20%**	**80%**
71	Arts, Entertainment, and Recreation	348	4%	1,452	9%	91%
72	**Accommodation and Food Services**	**16,111**	**21%**	**13,406**	**7%**	**93%**
81	Other Services (except Public Administration)	4,165	11%	4,866	9%	91%
92	Public Administration	332	1%	2,290	9%	91%
99	Unclassified	-333	-14%	308	10%	90%
	Total - All Industries	**98,088**	**12%**	**97,114**	**10%**	**90%**

Bold designates the largst industries by number of jobs in 2017
Red designates industries that re projected to lose the most jobs
Green designates industries that are projected to add the most jobs
Source: JobsEQ 2017Q4

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Local Workforce Development Area 7
August 2016October 18, 2018

Projected Change in Employment, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	10	1%	44	5%	95%
21	Mining, Quarrying, and Oil and Gas Extraction	12	5%	9	28%	72%
22	Utilities	-45	-2%	64	0%	100%
23	Construction	4,580	9%	1,929	47%	53%
31	Manufacturing	-997	-2%	1,174	0%	100%
42	Wholesale Trade	2,585	5%	1,581	33%	67%
44	**Retail Trade**	**5,155**	**5%**	**4,193**	**25%**	**75%**
48	Transportation and Warehousing	1,154	2%	1,921	12%	88%
51	Information	413	3%	450	18%	82%
52	Finance and Insurance	1,346	5%	878	31%	69%
53	Real Estate and Rental and Leasing	454	4%	364	25%	75%
54	Professional, Scientific, and Technical Services	4,114	9%	1,781	46%	54%
55	Management of Companies and Enterprises	482	5%	316	31%	69%
56	**Administrative and Support and Waste Management and Remediation Services**	**4,413**	**7%**	**2,347**	**38%**	**62%**
61	Educational Services	2,293	4%	1,750	26%	74%
62	**Health Care and Social Assistance**	**8,613**	**13%**	**3,106**	**55%**	**45%**
71	Arts, Entertainment, and Recreation	541	6%	382	28%	72%
72	**Accommodation and Food Services**	**3,578**	**5%**	**3,215**	**22%**	**78%**
81	Other Services (except Public Administration)	2,008	5%	1,356	30%	70%
92	Public Administration	865	4%	734	24%	76%
99	Unclassified	196	6%	123	32%	68%
	Total - All Industries	42,211	6%	27,355	31%	69%

Bold designates the industries with the highest average annual employment demand
Red designates industries that are projected to lose the most jobs
Green designates industries that are projected to add the most jobs
Source: JobsEQ 2015Q4

Regional Perspective

In 2015,7 the mMetro Atlanta region was home to nearly 2.34 million jobs. The largest industries in 201567 were Accommodation and Food Services, Healthe Care and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services and Construction. Combined, these three industries represent nearly over one-third of all employment in the region.

Overall, employment in the region has grown steadily over the past 10 years., adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Employment growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this 5-year period, the region added over 240305,000 jobs, increasing employment by 12%, or an average annual rate of 2.83%. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.92.3% and 1.62.1%, respectively.

Employment in the region is expected to continue to grow, increasing by over 112,000 jobs, or 22,400 new jobs annually. In addition to new jobs, approximately 2564,600 jobs

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are expected to need to be filled due to workers retiring or other turnover (Replacement Demand). Replacement demand accounts for over 7090% of total annual job demand. Combined, new and replacement demand are expected to account for nearly 80292,000 job openings in the mMetro Atlanta rRegion annually.

Regional In-Demand Industries

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

- Healthcare
- Information Technology
- Transportation and Logistics

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

Healthcare Industry

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 202260,000 jobs in the mMetro Atlanta region. General and Medical Surgical Hospitals account for over a third fourth of industry employment, representing nearly 705,000 jobs in 20157. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 42,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2017 Jobs	% of Jobs	Location Quotient	Avg. Annual Wages
621111 Offices of Physicians (except Mental Health Specialists)		44,740	17.2%	1.09	$84,767
621210 Offices of Dentists		15,150	5.8%	1.02	$55,480
621610 Home Health Care Services		13,934	5.3%	0.58	$31,668
622110 General Medical and Surgical Hospitals		75,991	29.1%	0.83	$61,068
623110 Nursing Care Facilities (Skilled Nursing Facilities)		11,783	4.5%	0.45	$34,375

Source: JobsEQ 2017Q4

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2015Q4

Employment in the Healthcare industry ~~continued~~ continues to grow ~~during post-~~ the ~~recession, dramatically~~recession, dramatically outpacing overall employment growth in the region over the same period. Since 201~~0~~2, the industry has added ~~29,600~~40,000 jobs, expanding employment by 1~~7~~8%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 8,000 jobs. ~~The Home Health Care Services grew rapidly over this period as well, expanding employment by 35%, or nearly 3,300 jobs.~~ The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

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

NAICS	Industry	Employment		5 Year	
		2,012	2017	# Change	% Change
621111	Offices of Physicians (except Mental Health Specialists)	37,417	44,740	7,323	20%
621210	Offices of Dentists	13,159	15,150	1,991	15%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,941	5,382	2,441	83%
621399	Offices of All Other Miscellaneous Health Practitioners	2,907	4,275	1,368	47%
621610	Home Health Care Services	12,043	13,934	1,891	16%
622110	General Medical and Surgical Hospitals	62,544	75,991	13,447	22%
	Total - Healthcare Industry	**220,794**	**260,806**	**40,012**	**18%**

Source: JobsEQ 2017Q4

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

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

Source: JobsEQ 2015Q4

Employment in the Healthcare industry is expected to continue to grow, expanding employment by 2513%, or over 350,000 new jobs. Annually, the industry is expected to have 1835,7000 job openings in the region, due to both new demand and replacement demand. Unlike many industries, new demand (jobs created from employment growth) account for more than half of these openings. General and Medical Surgical Hospitals are projected to drive employment growth in the industry, adding over 4,000 jobs and 3,800 jobs, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

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

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
621111	Offices of Physicians (except Mental Health Specialists)	7,323	16%	4,640	23%	78%
621210	Offices of Dentists	1,991	13%	1,654	20%	80%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2,441	45%	629	31%	69%
621399	Offices of All Other Miscellaneous Health Practitioners	1,368	32%	507	26%	74%
621610	Home Health Care Services	1,891	14%	2,011	28%	72%
622110	General Medical and Surgical Hospitals	13,447	18%	6,624	12%	88%
623312	Assisted Living Facilities for the Elderly	2,186	40%	838	21%	78%
	Total Healthcare Industry	40,012	15%	30,081	18%	82%

Source: JobsEQ 2017Q4

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

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

Source: JobsEQ 2015Q4

Information Technology Industry

The Information Technology industry is also a major employer in the mMetro Atlanta region, accounting for over 960,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, Custom Computer Programming Services, and Computer Systems Design ServicesMotion Picture and Video Production, and Data Processing, Hosting and Related Services., which each account for between 20,000 and 23,700 jobs.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2017 Jobs	% of Jobs	Location Quotient	Avg. Annual Wages
511210	Software Publishers	13,058	14.4%	2.18	$122,671
512110	Motion Picture and Video Production	10,958	12.1%	2.56	$68,324
517311	Wired Telecommunications Carriers	25,473	28.1%	2.83	$110,492
518210	Data Processing, Hosting, and Related Services	9,836	10.8%	1.88	$121,535

Source: JobsEQ 2017Q4

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2015Q4

BBetween 2012̶0̶ and 2̶0̶1̶5̶2017, the Information Technology industry added over 13,000 jobs, expanding employment by 16%. This g̶r̶o̶w̶h̶growth was driven by the C̶o̶m̶p̶u̶t̶e̶r̶ S̶y̶s̶t̶e̶m̶s̶ ̶D̶e̶s̶i̶g̶n̶ ̶S̶e̶r̶v̶i̶c̶e̶s̶ Data Processing, Hosting, and Related Services and Motion Picture and Video Productiona̶n̶d̶ ̶C̶u̶s̶t̶o̶m̶ ̶C̶o̶m̶p̶u̶t̶e̶r̶ ̶P̶r̶o̶g̶r̶a̶m̶m̶i̶n̶g̶ ̶S̶e̶r̶v̶i̶c̶e̶s̶ sectors, which added 5̶,̶7̶0̶0̶4,640 jobs and 5̶,̶0̶0̶0̶8,947 jobs, respectively. The Information Technology industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

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

		Employment				5 Year	
NAICS	Industry	2,012	2017	Avg Ann Wages	LQ	# Change	% Change
511210	Software Publishers	10,730	13,058	$122,671	2.18	2,328	22%
512110	Motion Picture and Video Production	2,011	10,958	$68,324	2.56	8,947	445%
515120	Television Broadcasting	4,829	8,269	$122,087	3.94	3,440	71%
517311	Wired Telecommunications Carriers	23,373	25,473	$110,492	2.83	2,100	9%
518210	Data Processing, Hosting, and Related Services	5,196	9,836	$121,535	1.88	4,640	89%
	Total - Information Technology Industry	**78,256**	**90,763**	**$104,917**	**1.90**	**12,507**	**16%**

Source: JobsEQ 2017Q4

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

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

Source: JobsEQ 2015Q4

Growth in Information Technology is expected to continue over the next 5 years. The industry is expected to add over 1412,500 jobs, expanding employment by 154%. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 7,3009,400 job openings. The employment demand will largely be driven by replacement demand, which accounts for 6194% of annual employment.

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

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
511210	Software Publishers	2,328	18%	1,310	22%	78%
512110	Motion Picture and Video Production	8,947	82%	1,227	14%	86%
515120	Television Broadcasting	3,440	42%	841	8%	92%
518210	Data Processing, Hosting, and Related Services	4,640	47%	1,013	16%	84%
	Total - Information Technology Industry	**12,507**	**14%**	**9,406**	**6%**	**94%**

Source: JobsEQ 2017Q4

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

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

Source: JobsEQ 2015Q4

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Transportation & Logistics Industry
The Transportation and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the mMetro Atlanta region, this industry represents nearly 132158,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

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

NAICS	Industry	2017 Jobs	% of Jobs	Location Quotient	Avg. Annual Wages
481111	Scheduled Passenger Air Transportation	38,432	24%	5.63	$98,951
484121	General Freight Trucking, Long-Distance, Truckload	12,656	8.0%	1.38	$49,975
484122	General Freight Trucking, Long-Distance, Less Than Truckload	10,376	6.5%	2.54	$55,807
485111	Mixed Mode Transit Systems	4,512	2.8%	2.37	$75,053
488510	Freight Transportation Arrangement	7,867	5%	2.10	$58,496
491110	Postal Service	8,936	6%	0.92	$63,097
492110	Couriers and Express Delivery Services	18,459	12%	1.86	$55,720
493110	General Warehousing and Storage	20,899	13%	1.47	$40,766

Source: JobsEQ 2017Q4

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

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

Source: JobsEQ 2015Q4

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The Transportation and Logistics industry has expanded employment over the past 5 years, adding over ~~16,300~~28,000 jobs since 201~~0~~2, expanding employment by ~~14~~22%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. ~~Long distance trucking and support activities have grown the most rapidly, with the Other Support Activities for Road Transportation industry expanding employment by over 300% since 2010.~~ The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

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

NAICS	Industry	Employment		5 Year	
		2,012	2017	# Change	% Change
481111	Scheduled Passenger Air Transportation	37,447	38,432	985	3%
481112	Scheduled Freight Air Transportation	344	194	-150	-44%
484121	General Freight Trucking, Long-Distance, Truckload	12,340	12,656	316	3%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	7,793	10,376	2,583	33%
485111	Mixed Mode Transit Systems	4,218	4,512	294	7%
488510	Freight Transportation Arrangement	5,672	7,867	2,195	39%
488991	Packing and Crating	123	168	45	37%
491110	Postal Service	8,723	8,936	213	2%
492110	Couriers and Express Delivery Services	14,209	18,459	4,250	30%
493110	General Warehousing and Storage	13,406	20,899	7,493	56%
493120	Refrigerated Warehousing and Storage	2,106	2,537	431	20%
	Total - Transportation & Logistics Industry	**129,828**	**158,740**	**28,912**	**22%**

Source: JobsEQ 2017 Q4

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

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

Source: JobsEQ 2015Q4

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Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation and Logistics industry in the Metro Atlanta region is expected to add 5,7009,500 jobs., expanding employment by 4%. The sectors that demonstrated strong growth over the past 5 years are expected to continue on the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

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

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

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	985	3%	4,221	7%	93%
484110	General Freight Trucking, Local	800	30%	306	7%	93%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	2,583	25%	1,161	6%	94%
488510	Freight Transportation Arrangement	2,195	28%	882	12%	88%
492110	Couriers and Express Delivery Services	4,250	23%	2,301	6%	94%
493110	General Warehousing and Storage	7,493	36%	2,998	17%	83%
	Total - Transportation & Logistics Industry	**28,912**	**18%**	**18,743**	**10%**	**90%**

Source: JobsEQ 2017Q4

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

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

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

Source: JobsEQ 2015Q4

Atlanta Regional Workforce Development Board Occupational Analysis

The Atlanta Regional Workforce Development Board region accounts for 758797,000 jobs. The distribution of jobs across various occupational groups largely mirrors the distribution of employment in the nation overall. The largest occupational group is Office and Administration Support Occupations, followed by Sales and Related Occupations. The jobs represented by these occupational groups are typically present across most industries and not specific to one industry group. The third largest occupational groups, Transportation and Material Moving Occupations, mirrors the strength of the Transportation and Logistics industry in the region. The following table provides an overview of key occupations in the region. The largest occupations are highlighted in bold.

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

Industry Overview, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	2017 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	**Management Occupations**	**50,071**	**6%**	**1.04**	**$113,500**
13-0000	Business and Financial Operations Occupations	37,229	5%	0.91	$68,000
15-0000	Computer and Mathematical Occupations	24,521	3%	1.05	$79,900
17-0000	Architecture and Engineering Occupations	10,401	1%	0.77	$73,600
19-0000	Life, Physical, and Social Science Occupations	2,992	0%	0.46	$64,700
21-0000	Community and Social Service Occupations	8,709	1%	0.68	$46,400
23-0000	Legal Occupations	4,273	1%	0.66	$99,700
25-0000	**Education, Training, and Library Occupations**	**46,322**	**6%**	**1.03**	**$44,500**
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	12,171	2%	0.85	$45,800
29-0000	Healthcare Practitioners and Technical Occupations	31,959	4%	0.71	$75,200
31-0000	Healthcare Support Occupations	15,448	2%	0.69	$29,400
33-0000	Protective Service Occupations	12,265	2%	0.72	$37,100
35-0000	**Food Preparation and Serving Related Occupations**	**73,550**	**9%**	**1.07**	**$20,800**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	27,542	3%	0.99	$25,700
39-0000	Personal Care and Service Occupations	25,967	3%	0.84	$24,400
41-0000	**Sales and Related Occupations**	**97,564**	**12%**	**1.20**	**$36,000**
43-0000	**Office and Administrative Support Occupations**	**116,308**	**15%**	**0.99**	**$34,600**
45-0000	Farming, Fishing, and Forestry Occupations	821	0%	0.16	$27,200
47-0000	Construction and Extraction Occupations	39,554	5%	1.10	$41,800
49-0000	Installation, Maintenance, and Repair Occupations	35,174	4%	1.16	$44,500
51-0000	**Production Occupations**	**43,071**	**5%**	**0.89**	**$33,300**
53-0000	**Transportation and Material Moving Occupations**	**81,190**	**10%**	**1.48**	**$36,600**
	Total - All Occupations	**797,101**	**100%**	**1.00**	**$44,700**

Bold designates the largest occupations by number of jobs in 2017
Source: JobsEQ 2017Q4

Industry Overview, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	**Management Occupations**	**41,498**	**5%**	**0.9**	**$105,400**
13-0000	Business and Financial Operations Occupations	33,003	4%	0.9	$65,700
15-0000	Computer and Mathematical Occupations	20,704	3%	1.0	$76,200
17-0000	Architecture and Engineering Occupations	10,410	1%	0.8	$73,100
19-0000	Life, Physical, and Social Science Occupations	3,261	0%	0.5	$59,600
21-0000	Community and Social Service Occupations	8,221	1%	0.7	$41,000
23-0000	Legal Occupations	4,058	1%	0.7	$92,500
25-0000	**Education, Training, and Library Occupations**	**45,866**	**6%**	**1.1**	**$42,100**
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	11,794	2%	0.9	$46,800
29-0000	Healthcare Practitioners and Technical Occupations	29,629	4%	0.7	$73,600
31-0000	Healthcare Support Occupations	14,881	2%	0.7	$26,800
33-0000	Protective Service Occupations	10,369	1%	0.7	$29,500
35-0000	**Food Preparation and Serving Related Occupations**	**69,737**	**9%**	**1.1**	**$18,800**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	30,237	4%	1.1	$23,500
39-0000	Personal Care and Service Occupations	25,023	3%	0.8	$22,700
41-0000	**Sales and Related Occupations**	**94,464**	**12%**	**1.2**	**$35,600**
43-0000	**Office and Administrative Support Occupations**	**118,228**	**16%**	**1.0**	**$32,800**
45-0000	Farming, Fishing, and Forestry Occupations	858	0%	0.2	$24,600
47-0000	Construction and Extraction Occupations	37,664	5%	1.1	$38,000
49-0000	Installation, Maintenance, and Repair Occupations	33,337	4%	1.2	$41,400
51-0000	**Production Occupations**	**42,632**	**6%**	**0.9**	**$30,800**
53-0000	**Transportation and Material Moving Occupations**	**72,082**	**10%**	**1.4**	**$38,300**
	Total - All Occupations	757,955	100%	1.0	$41,800

Bold designates the largest occupations by number of jobs in 2015

Source: JobsEQ 2015Q4

Since 20102012, employment in the ARWDB region has increased by 1312%, adding over 8698,000 jobs. Office and Administrative Support Occupations accounted for most of the growth, followed by Food Preparation and Serving Related Occupations and Transportation and Material Moving Occupations. ~~Production Occupations also expanded rapidly, increasing employment by 16%, despite a dip during the recession. These occupations are closely associated with the Manufacturing industry.~~

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 20102 and 20157 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 1127% and 147%, respectively.

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

Annually, nearly 29,000 job openings are expected in the region. Sales and Related Occupations and Office and Administrative Support Occupations are expected to have the highest number of annual openings. For most occupations, openings will be driven primarily by replacement demand, due to retirement and turnover. For Healthcare-related occupations, however, a slightly higher proportion of openings will be due to new demand than replacement demand.

The following table presents projected employment trends and demand.

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

Projected Change in Employment Overview, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% new	% replacement
11-0000	**Management Occupations**	**5,859**	**11.7%**	**4,860**	**15%**	**85%**
13-0000	Business and Financial Operations Occupations	3,499	9.4%	4,072	13%	87%
15-0000	Computer and Mathematical Occupations	2,925	11.9%	2,127	20%	80%
17-0000	Architecture and Engineering Occupations	1,197	11.5%	924	15%	85%
19-0000	Life, Physical, and Social Science Occupations	417	13.9%	322	14%	86%
21-0000	Community and Social Service Occupations	606	7.0%	1,161	12%	88%
23-0000	Legal Occupations	514	12.0%	333	20%	80%
25-0000	**Education, Training, and Library Occupations**	**3,028**	**6.5%**	**4,615**	**11%**	**89%**
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	954	7.8%	1,362	11%	89%
29-0000	Healthcare Practitioners and Technical Occupations	4,863	15.2%	2,494	27%	73%
31-0000	Healthcare Support Occupations	2,736	17.7%	2,333	17%	83%
33-0000	Protective Service Occupations	1,240	10.1%	1,446	9%	91%
35-0000	**Food Preparation and Serving Related Occupations**	**14,547**	**19.8%**	**14,339**	**7%**	**93%**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2,903	10.5%	4,000	10%	90%
39-0000	Personal Care and Service Occupations	2,689	10.4%	4,386	11%	89%
41-0000	**Sales and Related Occupations**	**10,055**	**10.3%**	**14,348**	**6%**	**94%**
43-0000	**Office and Administrative Support Occupations**	**12,767**	**11.0%**	**14,183**	**5%**	**95%**
45-0000	Farming, Fishing, and Forestry Occupations	69	8.4%	134	5%	95%
47-0000	**Construction and Extraction Occupations**	**7,263**	**18.4%**	**4,909**	**13%**	**87%**
49-0000	Installation, Maintenance, and Repair Occupations	4,503	12.8%	3,821	11%	89%
51-0000	**Production Occupations**	**6,228**	**14.5%**	**5,145**	**2%**	**98%**
53-0000	**Transportation and Material Moving Occupations**	**9,228**	**11.4%**	**11,158**	**9%**	**91%**
	Total - All Occupations	98,088	12.3%	102,556	9%	91%

Bold designates the largest occupations by number of jobs in 2017
Green designates occupations that are projected to add the most jobs
Source: JobsEQ 2017Q4

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

Projected Change in Employment, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	**Management Occupations**	**2,330**	**6%**	**1,777**	**26%**	**74%**
13-0000	Business and Financial Operations Occupations	2,412	7%	1,251	39%	61%
15-0000	Computer and Mathematical Occupations	1,876	9%	695	54%	46%
17-0000	Architecture and Engineering Occupations	444	4%	353	25%	75%
19-0000	Life, Physical, and Social Science Occupations	242	7%	151	32%	68%
21-0000	Community and Social Service Occupations	569	7%	296	38%	62%
23-0000	Legal Occupations	289	7%	140	41%	59%
25-0000	Education, Training, and Library Occupations	2,111	5%	1,445	29%	71%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	536	5%	542	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,403	11%	1,337	51%	49%
31-0000	Healthcare Support Occupations	2,113	14%	745	57%	43%
33-0000	Protective Service Occupations	495	5%	348	28%	72%
35-0000	**Food Preparation and Serving Related Occupations**	**3,685**	**5%**	**3,437**	**21%**	**79%**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,686	6%	1,029	33%	67%
39-0000	Personal Care and Service Occupations	2,044	8%	1,239	33%	67%
41-0000	**Sales and Related Occupations**	**4,923**	**5%**	**4,041**	**24%**	**76%**
43-0000	**Office and Administrative Support Occupations**	**4,047**	**3%**	**3,535**	**23%**	**77%**
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	3,318	9%	1,383	48%	52%
49-0000	Installation, Maintenance, and Repair Occupations	1,833	5%	1,195	31%	69%
51-0000	Production Occupations	548	1%	1,254	9%	91%
53-0000	**Transportation and Material Moving Occupations**	**3,106**	**4%**	**2,615**	**24%**	**76%**
	Total - All Occupations	42,238	6%	28,880	29%	71%

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

Source: JobsEQ 2015Q4

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Employment demand can also be assessed by analyzing the number of online job advertisements for various jobs in a region. In 2015, over 10~~0~~4,000 advertisements were posted online for jobs in the ARWDB region. Among the jobs that had the most advertisements were Heavy and Tractor-Trailer Truck Drivers and Registered Nurses, mirroring the targeted industries for the region. The 15 occupations with the most job advertisements in the region are summarized in the following table.

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

Top Occupations by Number of Job Postings in 2017 - ARWDB

O*NET Code	Occupation	Job Postings
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	7,388
29-1141.00	Registered Nurses	6,536
41-2031.00	Retail Salespersons	4,234
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,080
43-4051.00	Customer Service Representatives	2,997
41-1011.00	First-Line Supervisors of Retail Sales Workers	2,796
15-1132.00	Software Developers, Applications	2,207
11-9051.00	Food Service Managers	1,655
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	1,522
11-9199.00	Managers, All Other	1,346
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	1,282
29-1141.03	Critical Care Nurses	1,267
11-9111.00	Medical and Health Services Managers	1,235
49-9071.00	Maintenance and Repair Workers, General	1,131
29-1127.00	Speech-Language Pathologists	980

Source: Labor Insight Jobs (Burning Glass Technologies) - 01/01/17 - 12/31/2017

Top Occupations by Number of Job Postings in 2015 - ARWDB

O*NET Code	Occupation	Job Postings
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	8,933
41-2031.00	Retail Salespersons	5,804
29-1141.00	Registered Nurses	4,384
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,190
15-1132.00	Software Developers, Applications	3,142
41-1011.00	First-Line Supervisors of Retail Sales Workers	3,062
43-4051.00	Customer Service Representatives	2,860
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	1,793
11-9199.00	Managers, All Other	1,752
49-9071.00	Maintenance and Repair Workers, General	1,465
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	1,243
15-1199.02	Computer Systems Engineers/Architects	1,169
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	1,011
13-1111.00	Management Analysts	982
13-1071.00	Human Resources Specialists	978

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

Regional Occupational Analysis

The mMetro Atlanta region accounts for nearly 2.43 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2010 and 2015 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.

Over the next 5 years, the Metro Atlanta region is projected to add over 112,000301,000 jobs, or nearly 2260,500 jobs annually. In addition to these openings created by new jobs, nearly 60,000 90% of the openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

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

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of new	% Replacement
35-3020	Fast Food and Counter Workers	12,476	20%	13,715	8%	92%
53-7060	Laborers and Material Movers, Hand	12,725	17%	12,459	8%	92%
41-2030	Retail Salespersons	7,334	10%	11,326	4%	96%
41-2010	Cashiers	5,827	12%	9,499	1%	99%
35-3030	Waiters and Waitresses	6,851	16%	8,910	5%	95%
43-4050	Customer Service Representatives	6,917	12%	7,901	6%	94%
37-2010	Building Cleaning Workers	4,297	9%	7,106	9%	91%
53-3030	Driver/Sales Workers and Truck Drivers	9,110	16%	6,789	8%	92%
35-2010	Cooks	6,321	16%	5,955	6%	94%
43-6010	Secretaries and Administrative Assistants	7,198	13%	5,925	-1%	101%
43-9060	Office Clerks, General	6,420	14%	5,498	3%	97%

Source: JobsEQ 2017Q4

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

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

Source: JobsEQ 2015Q4

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual

employment demand and an average annual wage of at least $~~44,600~~50,897. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT's living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.

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

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of new	Replacement
11-1020	General and Operations Managers	7,595	15%	5,094	14%	86%
29-1140	Registered Nurses	5,701	16%	2,685	25%	75%
15-1130	Software Developers and Programmers	5,596	14%	3,573	24%	76%
41-4010	Sales Representatives, Wholesale and Manufacturing	4,030	10%	4,795	9%	91%
43-1010	First-Line Supervisors of Office and Administrative Support Workers	3,065	13%	2,626	6%	94%
41-3090	Miscellaneous Sales Representatives, Services	2,872	13%	2,864	9%	91%
27-2010	Actors, Producers, and Directors	2,619	45%	682	14%	86%
13-1110	Management Analysts	2,503	13%	2,016	16%	84%
13-2010	Accountants and Auditors	2,440	9%	2,875	13%	87%
15-1150	Computer Support Specialists	2,365	12%	1,797	15%	85%

Source: JobsEQ 2017Q4

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

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

Source: JobsEQ 2015Q4

Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In the Metro Atlanta region, over ~~30~~27,000 job advertisements were posted online in search of ~~Software Developers~~Registered Nurses. Other top occupations

were related to the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 20175 are presented in the following table.

Top Occupations by Number of Job Postings in 2017 - Atlanta Region

O*NET Code	Occupation	Job Postings
29-1141.00	Registered Nurses	27,078
15-1132.00	Software Developers, Applications	21,826
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	21,207
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	15,080
41-2031.00	Retail Salespersons	10,969
43-4051.00	Customer Service Representatives	10,450
11-9199.00	Managers, All Other	10,282
41-1011.00	First-Line Supervisors of Retail Sales Workers	7,236
11-2022.00	Sales Managers	6,235
15-1199.02	Computer Systems Engineers/Architects	5,730
11-9111.00	Medical and Health Services Managers	5,716
13-1111.00	Management Analysts	5,651
13-1071.00	Human Resources Specialists	5,500
29-1141.03	Critical Care Nurses	5,224

Source: Labor Insight Jobs (Burning Glass Technologies) - 1/1/2017 - 12-31/2017

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

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

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

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow~~th~~ the most rapidly over the next 10 years, increasing by 1.~~8~~2% annually. Jobs typically requiring an ~~Associate's~~associate degree or certification are also expected to grow rapidly, increasing employment by 1.5% annually.

Annual Average Projected Job Growth by Training Required for Other 7 Counties WFD
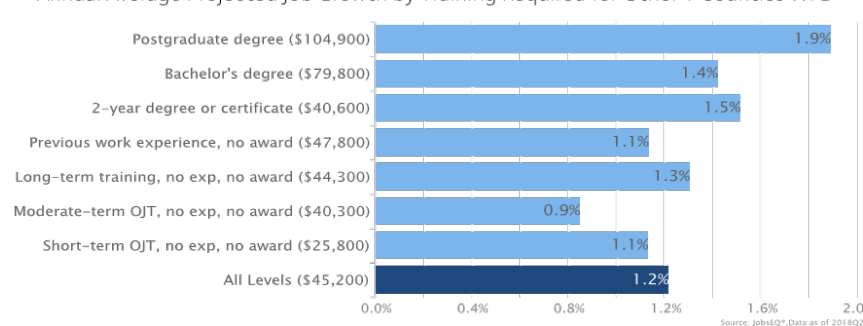
Source: JobsEQ®,Data as of 2018Q2

Annual Average Projected Job Growth by Training Required for Other 7 Counties WFD
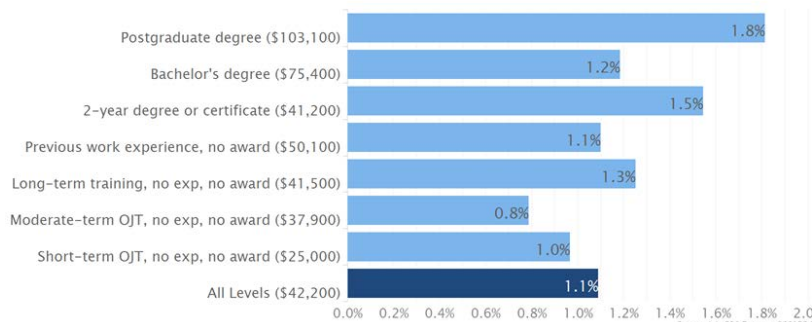
Source: Labor ~~Insight~~Insight Jobs (Burning Glass Technologies) – 1/1/15 to

Through an analysis of ~~2015~~ 2017 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to "soft skills," such as Communication Skills, Problem Solving, and Teamwork. Several "hard skills" are also frequently requested, including Microsoft Excel, Microsoft Office, and Computer Skills. The 15 skills most requested by employer in the ARWDB region are presented in following table.

Top Skills by 2017 Job Posting - ARWDB

Skills	Job Postings
Customer Service	20,450
Sales	15,714
Scheduling	9,866
Retail Industry Knowledge	8,307
Repair	7,461
Customer Contact	6,588
Patient Care	6,233
Budgeting	5,589
Merchandising	5,029
Product Sales	4,335
Project Management	4,230
Lifting Ability	4,002
Teaching	3,864
Quality Assurance and Control	3,748
Advanced Cardiac Life Support (ACLS)	3,656

Source: Labor Insight Jobs (Burning Glass Technologies) - 1/1/17 - 12/31/17

Top Skills by 2015 Job Postings - ARWDB

Skills	Job Postings
Communication Skills	27,505
Customer Service	17,235
Writing	15,850
Organizational Skills	12,372
Microsoft Excel	11,050
Problem Solving	10,683
Physical Demand	10,168
Microsoft Office	9,595
Computer Skills	9,511
Detail-Oriented	9,063
Planning	8,520
Team Work/ Collaboration	8,227
Supervisory Skills	6,734
Multi-Tasking	6,197
Building Effective Relationships	6,173

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

Additionally, this assessment of ~~2015~~ 2017 job postings data reveals the credentials most frequently requested by ARWDB employers. The most requested credentials in the region largely reflect the three targeted industries in the region: healthcare, information technology, and transportation and logistics and include certifications such as Registered Nurse, Certified Driver's License, and Certified Public Accountants (CPA)~~Cisco Certified Network Associate.~~ The top 10 certifications requested by employers in the region is summarized in the following table.

Top Certifications by 2017 Job Postings - ARWDB

Certifications	Job Postings
Driver's License	9,547
Registered Nurse	7,549
CDL Class A	5,910
Advanced Cardiac Life Support (ACLS) Certification	3,479
First Aid Cpr Aed	1,812
Basic Life Saving (BLS)	1,644
Critical Care Registered Nurse (CCRN)	1,576
Basic Cardiac Life Support Certification	1,053
Licensed Practical Nurse (LPN)	992
Real Estate Certification	749
Certified Public Accountant (CPA)	674
Project Management Certification	465
Forklift Operator Certification	458
ServSafe	449
Certified Nursing Assistant	438

Source: Labor Insight Jobs (Burning Glass Technologies) - 01/01/2017 - 12/31/2017

Top Certifications by 2015 Job Postings - ARWDB

Certifications	Job Postings
Registered Nurse	4,213
CDL Class A	4,034
First Aid CPR AED	2,055
Commercial Drivers License	1,635
Basic Cardiac Life Support Certification	817
Automotive Service Excellence Certification	769
Certified Public Accountant	669
Forklift Operator Certification	608
Project Management Certification (e.g. PMP)	592
Cisco Certified Network Associate	495

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

According to Chmura's JobsEQ, the population of the ARWDB region in 2014 2017 was nearly 2.8 million. Between 2004 and 2014, the region's population grew at an average annual rate of 2.1 1.3%. This rate of growth outpaced population growth in the state and

nation. The region has a civilian labor force of 958,5001,447,202 people, representing a labor force participation rate of 687.2%. This labor force participation rate exceeds the participation rates of 62.67% and 63.35% in the state and nation, respectively.

Demographics Overview - ARWDB

	ARWDB	GA	USA
Population	2,833,775	10,899,320	318,558,162
Population Ave. Annual Growth	1.6%	1.1%	0.8%
Median Age	36.5	36.2	37.7
Labor Force	1,447,202	4,908,225	159,807,099
Labor Force Participation	67.2%	62.7%	63.3%
Median Household Income	$ 63,901	$ 51,037	$ 55,322

JobsEQ 2017Q4

Demographics Overview - ARWDB

	ARWDB	GA	USA
Population	1,926,512	10,097,343	318,857,056
Population Avg. Annual Growth	2.1%	1.4%	0.9%
Median Age	34.6	35.3	37.2
Labor Force	958,566	4,819,365	157,940,014
Labor Force Participation	68.2%	62.6%	63.5%
Median Household Income	$58,662	$49,342	$53,482

Source: JobsEQ

The distribution of the ARWDB region's population by age largely mirrors that of Georgia and nation. The region is slightly more concentrated in middle age cohorts, including 35 to 44 year44-year olds, than the state and nation. The region is also relatively highly concentrated in residents under the age of 18, which accounts for nearly 30% of the population. Correspondingly, the region's population is less concentrated in older age cohorts.

ARWDB Region Population by Age

Source: JobsEQ 2015Q4 Source EQ 2017Q4

ARWDB Region Population by Age
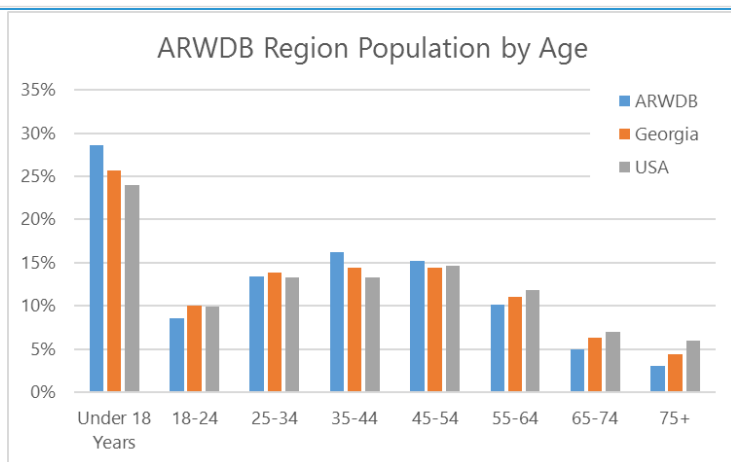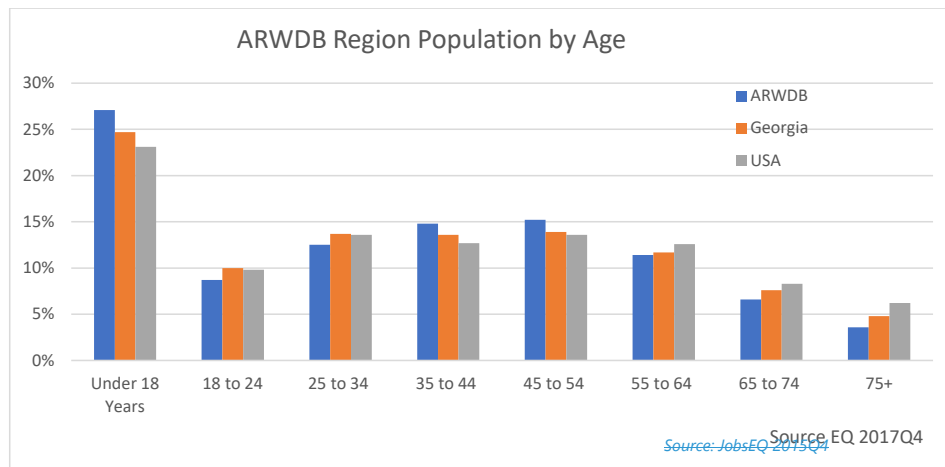
The Atlanta region's workforce like its population is growing older. Labor Force participation rates for the 65+ population have been steadily rising and are projected to reach record levels by 2040. Older people are staying in the workforce for a variety of reasons - they are healthier than previous generations and with the growing dominance of the service sector their work is less physically taxing than the works of their parents and grandparents. Many older individuals need additional income to support a retirement that is likely to extend 2 and possibly 3 decades. Lastly many employers want to retain their older skilled laborers and are creating incentives for them to stay. These older workers contribute to important economic indicators for the metro region including personal income and GDP.

Labor Force - 2013

Labor Force - 2040
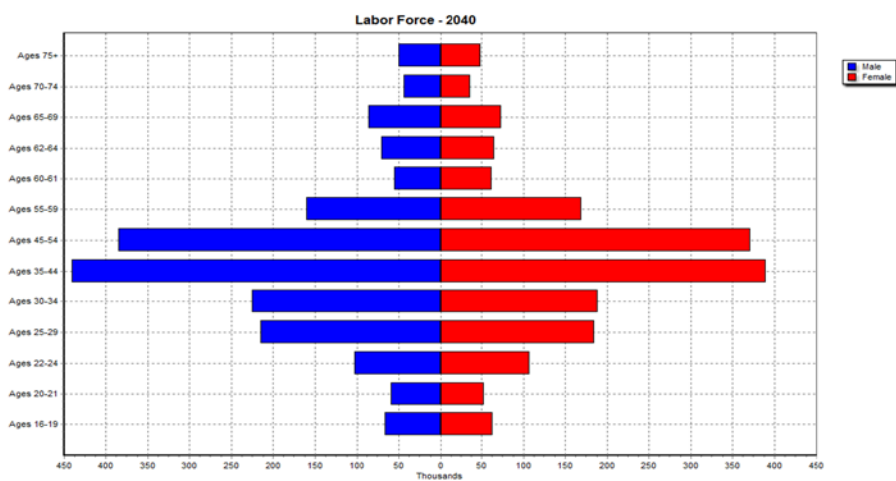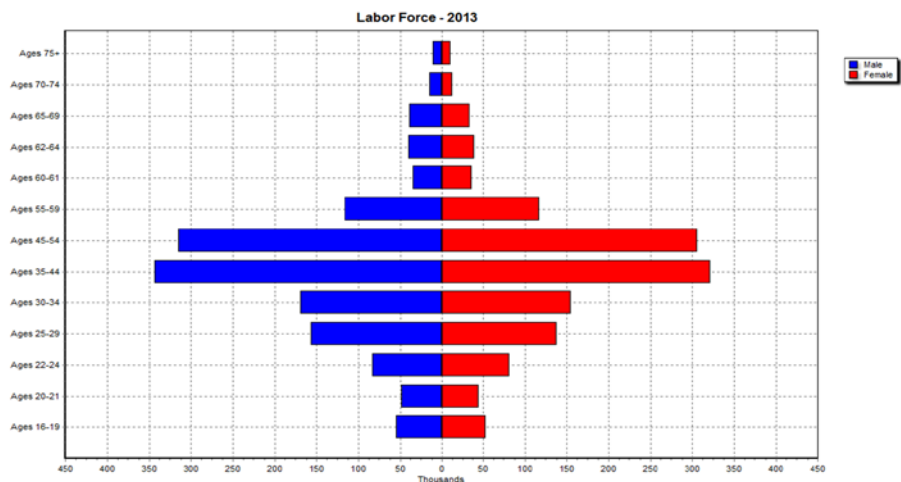
The educational attainment of the ARWDB region's population largely mirrors the state and nation. The region is slightly more concentrated in residents with a Bachelor'sbachelor's degree but less concentrated in residents with a postgraduate degree. The region also has a smaller proportion of residents with only a high school diploma or less and a higher proportion of the population with some college but no degree or an Associate'sassociate degree.

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

ARWDB Population by Education Level

Source: JobsEQ 2017Q4 — USA, GA, ARWDB

ARWDB Population by Level of Edu.

Source: JobsEQ 2015Q4 — ARWDB, Georgia, USA
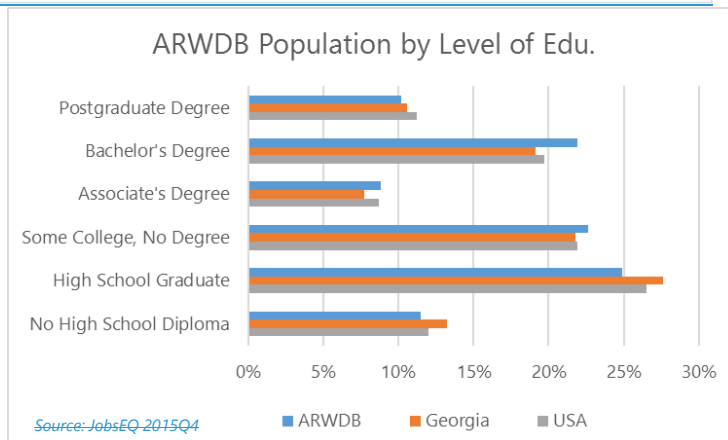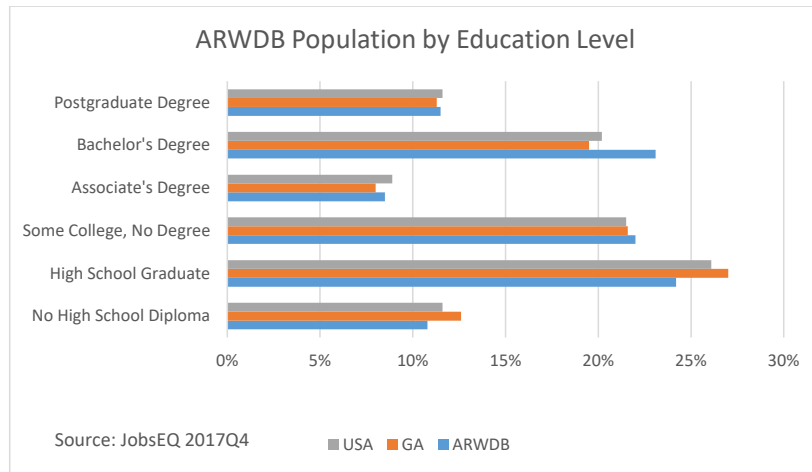
Of the approximately 1.43 million residents in the ARWDB region aged 18 and over, approximately 124% live below the poverty line and 112% have disabilities. Approximately 97% of ARWDB residents are veterans. Of the veterans in the region, 64% live below the poverty line and 193% have a disability.

WORK SOURCE GEORGIA

Targeted Populations Overview - ARWDB

	Gen. Populaition		Veterans	
	#	%	#	%
Population 18+	1,488,458	n/a	105,337	7.1%
Below Poverty Line Past 12 Months	217,724	14.6%	8,632	4.0%
With Disabilities	183,236	12.3%	24,888	13.6%
Source: American Community Survey				

Targeted Populations Overview - ARWDB Region

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	1,345,372	n/a	117,786	9%
Below Poverty Line in Past 12 Months	161,956	12%	7,532	6%
With Disabilities	147,316	11%	22,929	19%
Source: American Community Survey				

The Aspen Institute's Opportunity Index tracks "disconnected youth" in communities across the country. The Opportunity Index defines "disconnected youth" as individuals aged 16 to 24 who are neither working nor in school. Disconnected youth are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. In the ARWDB region, the number of disconnected youth has ~~grown since 2011, from just under 30,000 youth to~~remained steady at nearly 37,500.

Disconnected Youth - ARWDB Region

	2011	2015
Population Aged 16-24	199,005	221,896
Disconnected Youth*	29,870	37,590
% of Youth Disconnected	15.0%	16.9%
*Aged 16 to 24 not in school and not working		
Source: Opportunity Index		

Disconnected Youth -ARWDB Region

	2015	2017
Population Ages 16-24	221,896	233,366
Disconnected Youth *	37,590	37,025
% of Youth Disconnected	16.90%	15.80%
* Aged 16 to 24 not in school and not working		
Source: Opportunity Index		

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

Education & Training Analysis – ARWDB
The ARWDB region has nearly 20 institutions offering academic degrees and certificates. Gwinnett Technical College issued over ~~32,000~~ 900 academic awards and certificates, the highest number of awards in region. Of these academic awards, 2,~~3~~400 were for certificates while the remainder were ~~Associate's~~associate degree.

Regionally, most academic awards (~~58~~55%) were for certificates. Approximately ~~a quarter~~third~~a third~~ of awards were for ~~Bachelor's~~bachelor's degrees while 10.5% were for ~~Associate's~~associate degrees.

Over ~~400~~ 300 degrees and certificates were awarded in programs related to Business/Commerce, General ~~cosmetology~~. The region also produces a large number of awards related to the healthcare industry, including over ~~350~~ 300 awards related to Medical/Clinical Assistants,~~ 340 related to Nursing Assistants, and~~ 214 250 related to registered nurses. The region also offers a range of programs related to business, accounting, and administration.

Education & Training Analysis – Regional Perspective
According to the Supply-Demand Analysis, the Metro Atlanta region is home to 13 public higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. ~~52,~~53,700 higher educational degrees were awarded in the ~~2013~~2016/~~2014~~ 2017 academic year. Over 2~~01,6~~090 of these awards were for ~~Bachelor's~~bachelor's degrees, 14,~~300~~ 020 were for certificates, and ~~6,400~~5,600 were for ~~Associate's~~associate degrees.

Of the ~~52~~53,700 academic awards in 201~~63~~/201~~4~~7, over ~~10,100~~4,221 were related to Business Administration and Management~~ and Marketing~~. Health-related programs were the second most popular, with nearly ~~8,500~~2,200 awards.

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

At the ~~Associate's~~associate degree level, the region has a large gap between the number of degrees related to Healthcare profession and the number of job openings. In 2015, there were over 16,000 job postings for Healthcare professions, while only 5,000

~~Associate's~~associate degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied at the ~~Associate's~~associate degree level.

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

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

ARWDB Region Occupation Overview

Industry Overview, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	1,182	0%	0.1	$26,273
21	Mining, Quarrying, and Oil and Gas Extraction	249	0%	0.1	$64,565
22	Utilities	2,520	0%	0.6	$77,618
23	Construction	49,796	7%	1.2	$48,830
31	Manufacturing	50,983	7%	0.8	$61,753
42	Wholesale Trade	47,163	6%	1.6	$65,659
44	**Retail Trade**	**100,019**	**13%**	**1.2**	**$29,155**
48	**Transportation and Warehousing**	**63,778**	**8%**	**2.1**	**$63,139**
51	Information	14,987	2%	1.0	$74,994
52	Finance and Insurance	25,215	3%	0.8	$63,850
53	Real Estate and Rental and Leasing	12,090	2%	0.9	$48,174
54	Professional, Scientific, and Technical Services	44,659	6%	0.9	$63,584
55	Management of Companies and Enterprises	10,140	1%	0.9	$109,499
56	**Administrative and Support and Waste Management and Remediation Services**	**63,572**	**8%**	**1.3**	**$30,916**
61	**Educational Services**	**60,936**	**8%**	**1.0**	**$38,358**
62	**Health Care and Social Assistance**	**68,368**	**9%**	**0.6**	**$44,080**
71	Arts, Entertainment, and Recreation	8,794	1%	0.6	$20,020
72	**Accommodation and Food Services**	**70,020**	**9%**	**1.1**	**$16,307**
81	Other Services (except Public Administration)	37,271	5%	1.1	$26,903
92	Public Administration	22,849	3%	0.6	$46,629
99	Unclassified	3,365	0%	2.4	$43,711
	Total - All Industries	757,955	100%	N/A	$44,899

Bold designates the largest industries by number of jobs in 2015

Source: JobsEQ 2015Q4

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

ARWDB Region Historic Change in Employment

Historic Change in Employment, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	1,474	1,114	1,182	68	6%	-292	-20%
21	Mining, Quarrying, and Oil and Gas Extraction	517	154	249	95	62%	-268	-52%
22	Utilities	2,436	2,384	2,520	136	6%	84	3%
23	Construction	60,419	44,182	49,796	5,614	13%	-10,623	-18%
31	Manufacturing	53,723	43,454	50,983	7,529	17%	-2,740	-5%
42	Wholesale Trade	46,208	42,824	47,163	4,339	10%	955	2%
44	**Retail Trade**	**94,083**	**90,380**	**100,019**	**9,639**	**11%**	**5,936**	**6%**
48	**Transportation and Warehousing**	**48,817**	**54,060**	**63,778**	**9,718**	**18%**	**14,961**	**31%**
51	Information	16,271	12,534	14,987	2,453	20%	-1,284	-8%
52	Finance and Insurance	24,442	22,340	25,215	2,875	13%	773	3%
53	Real Estate and Rental and Leasing	13,671	11,351	12,090	739	7%	-1,581	-12%
54	Professional, Scientific, and Technical Services	36,890	38,340	44,659	6,319	16%	7,769	21%
55	Management of Companies and Enterprises	8,165	7,409	10,140	2,731	37%	1,975	24%
56	**Administrative and Support and Waste Management and Remediation Services**	**59,342**	**55,234**	**63,572**	**8,338**	**15%**	**4,230**	**7%**
61	**Educational Services**	**53,898**	**61,897**	**60,936**	**-961**	**-2%**	**7,038**	**13%**
62	**Health Care and Social Assistance**	**51,410**	**59,587**	**68,368**	**8,781**	**15%**	**16,958**	**33%**
71	Arts, Entertainment, and Recreation	7,549	8,628	8,794	166	2%	1,245	16%
72	**Accommodation and Food Services**	**58,667**	**57,847**	**70,020**	**12,173**	**21%**	**11,353**	**19%**
81	Other Services (except Public Administration)	33,881	33,656	37,271	3,615	11%	3,390	10%
92	Public Administration	19,482	22,759	22,849	90	0%	3,367	17%
99	Unclassified	525	1,572	3,365	1,793	114%	2,840	541%
	Total - All Industries	691,868	671,703	757,955	86,252	13%	66,087	10%

Bold designates the largest industries by number of jobs in 2015
Red designates industries that lost the most jobs since 2010
Green designates industries that added the most jobs since 2010

Source: JobsEQ 2015Q4

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

ARWDB Region Projected Change in Employment

Projected Change in Employment, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	10	1%	44	5%	95%
21	Mining, Quarrying, and Oil and Gas Extraction	12	5%	9	28%	72%
22	Utilities	-45	-2%	64	0%	100%
23	Construction	4,580	9%	1,929	47%	53%
31	Manufacturing	-997	-2%	1,174	0%	100%
42	Wholesale Trade	2,585	5%	1,581	33%	67%
44	**Retail Trade**	**5,155**	**5%**	**4,193**	**25%**	**75%**
48	Transportation and Warehousing	1,154	2%	1,921	12%	88%
51	Information	413	3%	450	18%	82%
52	Finance and Insurance	1,346	5%	878	31%	69%
53	Real Estate and Rental and Leasing	454	4%	364	25%	75%
54	Professional, Scientific, and Technical Services	4,114	9%	1,781	46%	54%
55	Management of Companies and Enterprises	482	5%	316	31%	69%
56	**Administrative and Support and Waste Management and Remediation Services**	**4,413**	**7%**	**2,347**	**38%**	**62%**
61	Educational Services	2,293	4%	1,750	26%	74%
62	**Health Care and Social Assistance**	**8,613**	**13%**	**3,106**	**55%**	**45%**
71	Arts, Entertainment, and Recreation	541	6%	382	28%	72%
72	**Accommodation and Food Services**	**3,578**	**5%**	**3,215**	**22%**	**78%**
81	Other Services (except Public Administration)	2,008	5%	1,356	30%	70%
92	Public Administration	865	4%	734	24%	76%
99	Unclassified	196	6%	123	32%	68%
	Total - All Industries	42,211	6%	27,355	31%	69%

Bold designates the industries with the highest average annual employment demand
Red designates industries that are projected to lose the most jobs
Green designates industries that are projected to add the most jobs
Source: JobsEQ 2015Q4

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

ARWDB Region Competitiveness Analysis

Competitiveness Analysis, 2 Digit NAICS - Atlanta Regional WDB

NAICS	Industry	2010 to 2015 Annual Change			
		Atl. Reg. WDB	Atl. Region	GA	USA
11	Agriculture, Forestry, Fishing and Hunting	1.2%	1.4%	0.5%	1.2%
21	**Mining, Quarrying, and Oil and Gas Extraction**	**10.0%**	**3.5%**	**-0.5%**	**2.9%**
22	Utilities	1.1%	0.1%	0.4%	0.1%
23	Construction	2.4%	2.3%	1.0%	2.1%
31	Manufacturing	3.2%	1.5%	1.8%	1.4%
42	Wholesale Trade	1.9%	1.3%	1.9%	1.4%
44	Retail Trade	2.0%	2.4%	2.1%	1.5%
48	Transportation and Warehousing	3.4%	2.4%	2.0%	2.2%
51	**Information**	**3.6%**	**0.8%**	**0.8%**	**0.3%**
52	Finance and Insurance	2.5%	2.3%	2.1%	0.8%
53	Real Estate and Rental and Leasing	1.3%	2.0%	1.8%	1.2%
54	Professional, Scientific, and Technical Services	3.1%	3.6%	3.4%	2.5%
55	**Management of Companies and Enterprises**	**6.5%**	**5.5%**	**4.3%**	**3.5%**
56	Administrative and Support and Waste Management and Remediation Services	2.9%	3.0%	3.5%	3.1%
61	Educational Services	-0.3%	0.0%	-0.4%	0.2%
62	Health Care and Social Assistance	2.8%	3.1%	2.0%	2.2%
71	Arts, Entertainment, and Recreation	0.4%	2.8%	2.7%	1.8%
72	**Accommodation and Food Services**	**3.9%**	**3.7%**	**3.5%**	**3.0%**
81	Other Services (except Public Administration)	2.1%	1.7%	1.1%	-0.2%
92	Public Administration	0.1%	-1.1%	-1.0%	-0.8%
99	**Unclassified**	**16.5%**	**16.8%**	**12.5%**	**12.5%**
	Total - All Industries	2.4%	2.3%	1.9%	1.6%

Bold designates the fastest growing industries (2010 to 2015)

Green designates industries that have grown at least 1% faster than the US

Source: JobsEQ 2015Q4

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ARWDB Region Occupation Overview

Industry Overview, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	**Management Occupations**	**41,498**	**5%**	**0.9**	**$105,400**
13-0000	Business and Financial Operations Occupations	33,003	4%	0.9	$65,700
15-0000	Computer and Mathematical Occupations	20,704	3%	1.0	$76,200
17-0000	Architecture and Engineering Occupations	10,410	1%	0.8	$73,100
19-0000	Life, Physical, and Social Science Occupations	3,261	0%	0.5	$59,600
21-0000	Community and Social Service Occupations	8,221	1%	0.7	$41,000
23-0000	Legal Occupations	4,058	1%	0.7	$92,500
25-0000	**Education, Training, and Library Occupations**	**45,866**	**6%**	**1.1**	**$42,100**
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	11,794	2%	0.9	$46,800
29-0000	Healthcare Practitioners and Technical Occupations	29,629	4%	0.7	$73,600
31-0000	Healthcare Support Occupations	14,881	2%	0.7	$26,800
33-0000	Protective Service Occupations	10,369	1%	0.7	$29,500
35-0000	**Food Preparation and Serving Related Occupations**	**69,737**	**9%**	**1.1**	**$18,800**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	30,237	4%	1.1	$23,500
39-0000	Personal Care and Service Occupations	25,023	3%	0.8	$22,700
41-0000	**Sales and Related Occupations**	**94,464**	**12%**	**1.2**	**$35,600**
43-0000	**Office and Administrative Support Occupations**	**118,228**	**16%**	**1.0**	**$32,800**
45-0000	Farming, Fishing, and Forestry Occupations	858	0%	0.2	$24,600
47-0000	Construction and Extraction Occupations	37,664	5%	1.1	$38,000
49-0000	Installation, Maintenance, and Repair Occupations	33,337	4%	1.2	$41,400
51-0000	**Production Occupations**	**42,632**	**6%**	**0.9**	**$30,800**
53-0000	**Transportation and Material Moving Occupations**	**72,082**	**10%**	**1.4**	**$38,300**
	Total - All Occupations	757,955	100%	1.0	$41,800

Bold designates the largest occupations by number of jobs in 2015

Source: JobsEQ 2015Q4

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

ARWDB Region Historic Change in Employment

Historic Change in Employment, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11-0000	**Management Occupations**	**39,139**	**37,279**	**41,498**	**4,219**	**11%**	**2,359**	**6%**
13-0000	Business and Financial Operations Occupations	29,536	28,629	33,003	4,374	15%	3,467	12%
15-0000	Computer and Mathematical Occupations	18,871	17,910	20,704	2,794	16%	1,833	10%
17-0000	Architecture and Engineering Occupations	10,480	9,430	10,410	980	10%	-70	-1%
19-0000	Life, Physical, and Social Science Occupations	2,786	2,939	3,261	322	11%	475	17%
21-0000	Community and Social Service Occupations	7,382	7,623	8,221	598	8%	839	11%
23-0000	Legal Occupations	4,013	3,702	4,058	356	10%	45	1%
25-0000	**Education, Training, and Library Occupations**	**41,293**	**46,743**	**45,866**	**-877**	**-2%**	**4,573**	**11%**
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	10,834	10,828	11,794	966	9%	960	9%
29-0000	Healthcare Practitioners and Technical Occupations	23,903	26,404	29,629	3,225	12%	5,726	24%
31-0000	Healthcare Support Occupations	10,934	12,620	14,881	2,261	18%	3,947	36%
33-0000	Protective Service Occupations	8,174	9,470	10,369	899	9%	2,195	27%
35-0000	**Food Preparation and Serving Related Occupations**	**58,800**	**58,231**	**69,737**	**11,506**	**20%**	**10,937**	**19%**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	24,696	26,196	30,237	4,041	15%	5,541	22%
39-0000	Personal Care and Service Occupations	19,923	22,585	25,023	2,438	11%	5,100	26%
41-0000	**Sales and Related Occupations**	**90,181**	**85,704**	**94,464**	**8,760**	**10%**	**4,283**	**5%**
43-0000	**Office and Administrative Support Occupations**	**107,934**	**103,120**	**118,228**	**15,108**	**15%**	**10,294**	**10%**
45-0000	Farming, Fishing, and Forestry Occupations	891	752	858	106	14%	-33	-4%
47-0000	Construction and Extraction Occupations	44,433	33,629	37,664	4,035	12%	-6,769	-15%
49-0000	Installation, Maintenance, and Repair Occupations	31,473	28,961	33,337	4,376	15%	1,864	6%
51-0000	**Production Occupations**	**43,096**	**36,596**	**42,632**	**6,036**	**16%**	**-464**	**-1%**
53-0000	**Transportation and Material Moving Occupations**	**63,098**	**62,352**	**72,082**	**9,730**	**16%**	**8,984**	**14%**
	Total - All Occupations	691,868	671,703	757,955	86,252	13%	66,087	10%

Bold designates the largest occupations by number of jobs in 2015
Red designates occupations that lost the most jobs since 2010
Green designates occupations that added the most jobs since 2010

Source: JobsEQ 2015Q4

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Local Workforce Development Area 7
August 2016October 18, 2018

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

ARWDB Region Projected Change in Employment

Projected Change in Employment, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	**Management Occupations**	**2,330**	**6%**	**1,777**	**26%**	**74%**
13-0000	Business and Financial Operations Occupations	2,412	7%	1,251	39%	61%
15-0000	Computer and Mathematical Occupations	1,876	9%	695	54%	46%
17-0000	Architecture and Engineering Occupations	444	4%	353	25%	75%
19-0000	Life, Physical, and Social Science Occupations	242	7%	151	32%	68%
21-0000	Community and Social Service Occupations	569	7%	296	38%	62%
23-0000	Legal Occupations	289	7%	140	41%	59%
25-0000	Education, Training, and Library Occupations	2,111	5%	1,445	29%	71%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	536	5%	542	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,403	11%	1,337	51%	49%
31-0000	Healthcare Support Occupations	2,113	14%	745	57%	43%
33-0000	Protective Service Occupations	495	5%	348	28%	72%
35-0000	**Food Preparation and Serving Related Occupations**	**3,685**	**5%**	**3,437**	**21%**	**79%**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,686	6%	1,029	33%	67%
39-0000	Personal Care and Service Occupations	2,044	8%	1,239	33%	67%
41-0000	**Sales and Related Occupations**	**4,923**	**5%**	**4,041**	**24%**	**76%**
43-0000	**Office and Administrative Support Occupations**	**4,047**	**3%**	**3,535**	**23%**	**77%**
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	3,318	9%	1,383	48%	52%
49-0000	Installation, Maintenance, and Repair Occupations	1,833	5%	1,195	31%	69%
51-0000	Production Occupations	548	1%	1,254	9%	91%
53-0000	**Transportation and Material Moving Occupations**	**3,106**	**4%**	**2,615**	**24%**	**76%**
	Total - All Occupations	42,238	6%	28,880	29%	71%

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

Source: JobsEQ 2015Q4

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

ARWDB Region Competitiveness Analysis

Competitiveness Analysis, 2 Digit SOC - Atlanta Regional WDB

SOC	Occupation	2010 to 2015 Annual Change		
		Atl. Reg. WDB	GA	USA
11-0000	Management Occupations	2.2%	2.1%	1.5%
13-0000	**Business and Financial Operations Occupations**	**2.9%**	**2.4%**	**2.0%**
15-0000	**Computer and Mathematical Occupations**	**2.9%**	**3.0%**	**2.9%**
17-0000	Architecture and Engineering Occupations	2.0%	1.7%	2.2%
19-0000	Life, Physical, and Social Science Occupations	2.1%	1.1%	0.8%
21-0000	Community and Social Service Occupations	1.5%	1.4%	0.6%
23-0000	Legal Occupations	1.9%	0.9%	0.6%
25-0000	Education, Training, and Library Occupations	-0.4%	0.1%	-0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1.7%	2.4%	2.4%
29-0000	Healthcare Practitioners and Technical Occupations	2.3%	2.8%	2.0%
31-0000	**Healthcare Support Occupations**	**3.4%**	**3.1%**	**2.1%**
33-0000	Protective Service Occupations	1.8%	0.8%	0.7%
35-0000	**Food Preparation and Serving Related Occupations**	**3.7%**	**3.7%**	**3.4%**
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**	**2.9%**	**2.1%**	**1.7%**
39-0000	Personal Care and Service Occupations	2.1%	2.2%	1.7%
41-0000	Sales and Related Occupations	2.0%	2.1%	1.9%
43-0000	Office and Administrative Support Occupations	2.8%	2.3%	2.0%
45-0000	Farming, Fishing, and Forestry Occupations	2.7%	2.1%	0.8%
47-0000	Construction and Extraction Occupations	2.3%	2.1%	1.0%
49-0000	**Installation, Maintenance, and Repair Occupations**	**2.9%**	**1.9%**	**1.6%**
51-0000	**Production Occupations**	**3.1%**	**2.3%**	**2.3%**
53-0000	**Transportation and Material Moving Occupations**	**2.9%**	**2.6%**	**2.4%**
	Total - All Occupations	2.4%	2.3%	1.9%

Bold designates the fastest growing occupations (2010 to 2015)

Green designates occupations that have grown at least 1% faster than the US

Source: JobsEQ 2015Q4

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

The mission of the Atlanta Regional Workforce Development Board (ARWDB) is to ensure competitive advantage FOR EMPLOYERS through quality people and FOR PEOPLE through quality Jobs.

The vision of the ARWDB is to serve as a local partnership of business, education, labor, and community leaders that achieves excellence by providing high-quality services that meet labor market needs of employers and residents.

The **goals** of the ARWDB include the following:

- Ensure Atlanta region employers have a trained workforce and labor market services to make us more competitive in the global economy, and to maximize economic development opportunities for the Atlanta region.

- Ensure Atlanta region residents have access to high-quality labor market information, quality training, and employment services to facilitate finding jobs or obtaining better jobs in the local economy.

- Ensure Atlanta region residents will have access to literacy, basic education, and basic workplace skills necessary for educational and career advancement.

- Be recognized by customers and stakeholders as a responsive and effective workforce system.

The guiding beliefs and commitments for the ARWDB are:
- Our overarching commitment is to provide quality information and services to meet and maximize employment and economic development opportunities in the Atlanta region.

- The employers of the Atlanta region are the primary customers for workforce services. The workforce needs of local residents can best be met by first identifying and meeting employer needs.

- The Atlanta Regional Workforce Development BoardARWDB operates on the belief that true competitive advantage lies in the ability of people to think, to identify and analyze problems, and to work cooperatively to solve them. Accordingly, we will make investments in education and training to endow the Atlanta regions'

residents with such qualities and therefore provide employers with more productive and more competitive workers.

- An integrated local workforce system driven by the needs of the Atlanta region employers and residents ~~will be~~ is the most efficient and effective approach. Therefore, the ARWDB is committed to operating a system that runs primarily on economic considerations.

- Our goals can best be achieved through strategic alliances with our customers and stakeholders.

- We recognize that success depends upon the employees of the system directly involved in serving the customer. We will advance the success of employees of the ~~Atlanta Regional Workforce Development Board~~ARWDB by encouraging individual initiative, innovation, and learning, seeking excellence in performance and basing performance upon results.

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

As discussed further in the response to Strategic Elements, Governance and Structure, below, ARWDB, in cooperation and collaboration with other ARC initiatives, anticipates hosting business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, in cooperation with Metro Atlanta region, ARWDB will expand these efforts to convene businesses, community partners, and other key workforce stakeholders on strategies to coordinate core programs to align the resources available in the local area. Examples of the strategies to be ~~explored~~ implemented include, but are not limited to:

- Engag~~eing~~ local businesses (particularly through the HDCI infrastructure) to determine their current and projected workforce needs

- Identify~~ing~~ new or emerging certifications that may be required by businesses or regulatory entities

- Creat~~eing~~ appropriate training mechanisms, including work-based learning activities, to fill current and projected job openings

- In collaboration with employers engaged in the High Demand Career Initiative, ~~I~~identify~~ing~~ career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors

- Recruit~~ing~~ job seekers who are interested in careers in the targeted industries

- Develop~~ing~~ a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors

- Attracting new businesses to the local area by improving the skills and qualifications of the area's labor force and by collaborating with State and local economic development organizations to include work-based training into their offerings

- Helping existing businesses grow their operations by improving incumbent worker skills and productivity

3. **Description of Strategies and Services – Provide a description of the strategies and services that will be used in the local area in order to accomplish the items listed below.**
   a. **How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations?**

The ARWDB will use a variety of strategies to identify and engage employers in workforce development programs including small employers and employers in the in-demand industry sectors and occupations. These strategies will include but not limited to an aggressive Industry Sector strategy, an effective Business Services strategy through the Career Centers, dedicating Business Service Representatives to specific counties to build deeper relationships, develop specializations in target industries, and collaboration with county, regional, state and national economic development partners, trade associations, organized labor and other stakeholder organizations. Other parts of this plan delineate specific strategies and examples related to these areas.

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

ARWDB provides a menu of business services to support existing and new businesses in the region. These services include:

- General information for businesses include: orientation to the one-stop system for businesses; labor market information; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing

- Small business development materials are available at each one-stop. Information on self-employment and entrepreneurial development is included in the materials

- Employee recruitment services including: job fairs; interview space and application

processing.

- Employee recruitment/retention services: screening (no-fee or fee, pre-hire testing, credential verification, referral of "best" candidates); positive recruitment, job development; assistance in providing appropriate accommodations for employees with disabilities; Employee skills information and services; information on skill certification;

- Downsizing/lay-off services: rapid response; outplacement assistance

- One-stop system training services: one-stop access to partner and WIOA training; pre-and post-employment skills training; workplace training combined with related skills instruction; workplace literacy; pre and post-hire job readiness training; and pre-employment vocational training.

- A variety of work-based learning programs are available to meet business needs including On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, and Apprenticeships. The ARWDB adopted revisions to these programs at their meeting in June 2016 to meet WIOA regulations and state guidance. These work-based learning programs will continue to be adjusted as needed to meet business and job seeker needs.

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

The Atlanta Regional Commission's Workforce Solutions ~~Division~~ Group and the ARWDB are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives and developing and implementing talent development strategies that support economic growth in regional economies. State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

ARWDB staff work closely with the chambers of commerce, economic development authorities, and other organizations involved in economic development in the region. Workforce Solutions staff routinely participate in local chamber of commerce and development authority events, programs, and working groups. A key function of the business services staff is to remain engaged with each of these organizations in their assigned counties. Examples include participating in the Cherokee Workforce Development Strategic Implementation Plan, the One Henry Workforce Development Steering Committee, and the Gwinnet Workforce Partners Workgroup. ~~For example, ARWDB staff is working with the Metro Atlanta Chamber of Commerce (MAC) Workforce Council (http://www.metroatlantachamber.com/business/workforce-development) . The goals of the Council include:~~

- Aligning workforce development efforts with education
- Creating and advocating for various workforce development policies
- Keeping the business community informed of available resources to help with workforce challenges
- Identify and address workforce challenges for the Chamber's target industries and at various skill levels.

The Council is completing its work through three subcommittees, with ARWDB staff an active participant on the Workforce Council and the Awareness subcommittee.

The ARWDB and ARC are working closely with many organizations, including Atlanta CareerR Wise, Metro Atlanta Chamber and other key stakeholders to continue to refine the critical factors for labor market success. These three organization jointly purchase Burning Glass data and produce regular reports to monitor and analyze labor market data. ARC also serves as the Economic Development District for the region. As such, ARC staff is responsible for preparing the required CEDS. ARWDB staff is intimately involved in the development and implementation of the CEDS, known as the Atlanta Regional Economic Competitiveness StrategyCATLYST. This strategy is built on extensive input from stakeholders across the region, andregion and supported by the leadership of work group and steering committee members. This strategy is intended to serve as a roadmap for mMetro Atlanta on issues affecting regional competitiveness, andcompetitiveness and reflects the economic development objectives and initiatives of local governments throughout the region. The Competitiveness sStrategy is being implemented through the work of four sub-committees that represent the key elements of the plan: Livable Communities, Innovative Entrepreneurs, Prosperous Business, and Education Workers.

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

The ARWDB and the Career Centers work closely to re-employ individuals as quickly as possible as it fits their career plan. ARWDB staff have held meeting with the core one-stop partners and actively communicated to initiate the co-location and integration of services as required by WIOA. The ARWDB expects to compliedy with the state and federal mandates and have a fully integrated one-stop center located in Gwinnett County. (s) offices by July 1, 2017. The ARWDB realizes the system is currently dispersed through the region with little integration. To date the Core Partners have completed 2 meetings and will continue to meet regularly to ensure an integrated one-stop system by July 1, 2017.

4. Regional Service Delivery – (Only applies to regions that encompass two or more local areas) Describe how the region will address the items listed below.
   a. Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).

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The ARWDB is committed to exploring, developing, and establishing regional service delivery strategies, including the use of cooperative service delivery agreements, to better assist the businesses and job seekers of the mMetro Atlanta Workforce rRegion. The Board was an active participant in the preparation of the Regional WIOA Plan that complements the ARWDB Local Plan. Regional services are detailed in the Regional Plan document.

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

As described in the Regional WIOA Plan, workforce representatives from the ARWDB, the City of Atlanta, DeKalb County, Cobb County, and Fulton County are working together to identify possible methods to effectively and efficiently coordinate administrative and other costs.

c. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.

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

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

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

    Using burning glass, jobs EQ, American Community Survey

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

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

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

Each local area has its own approach for coordinating economic development activities. As discussed in the response to **Local Boards and Development 1.c.** below, the local boards continue to explore better ways to coordinate their economic activities.

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

Three sectors are identified as regional priorities – healthcare, transportation/distribution/ & logistics, and information technology. These sectors and the strategies to address them are detailed in the Regional Plan component.

In addition to the regional sectors, the ARWDB identified four sectors that are significant to the seven-county service area – Film, Television & Digital Media; Manufacturing; Financial Services; Construction.

Priority effort will is initially focused on the three regional sectors. As these strategies arend developed and begin implementation, additional focus will be given to the local sector priorities, with a focus on Film, Television & Digital Media, and Manufacturing. Full sector strategies will be developed around these two sectors.

- Film, Television, & Digital Media is a statewide priority and rapidly growing sector in the state and Atlanta region. The Atlanta region is home to a number of film and productions studies, including Pinewood Studios located in Fayette County. Furthermore, Clayton State University and Gwinnett Tech, recently began offering film programs with associated credentials.

- Manufacturing has long been a strong foundational sector in the state and region. Although this sector has lost some jobs recently, it remains a vital component of the economy and pathway for workers in the region.

While Financial Services and Construction are important industries for the region, ARWDB staff does not intend to develop full sector strategies for them. Financial Services enjoys strong attention from the many colleges and universities in the region with significant investment is producing trained workers in this field. ARWDB will support work-based learning and other programs to support this industry, but a full sector strategy is not warranted at this time.

Likewise, Construction has long been a significant employment sector for the Atlanta region. Construction is a "bellwether" industry with increased activity is this area signifying an upturn in the economy; likewise, significant decreases in this area may indicate a coming downturn. While ARWDB does not intend to develop a full sector strategy for Construction, staff will work to replicate recent success supporting workforce in the construction field as seen with Go Build Cobb and Westside Works. WorkSource Atlanta Regional supports classes of the Construction Education Foundation of Georgia's (CEFGA) Construction Ready program operating in multiple sites in the region, with particular emphasis in the Aerotropolis.

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

development.

In determining the sector strategies, several key factors were considered including labor market data, state priorities through the High Demand Career Initiative, the Atlanta Regional Economic Competitiveness Strategy, and industry sector focus areas from chambers of commerce and development authorities throughout the region.

The ARWDB is fortunate to be part of the Atlanta Regional Commission (ARC). As part of the ARC, the ARWDB and Workforce Solutions division are privy to a great deal of research and related initiatives that are the foundation for sector development. This could include areas such as land use, environment, transportation, local government or aging resources. Additionally, the ARC and ARWDB also utilize, among other research basis, the information provided by the Georgia Competitiveness Initiative as well as those of the counties throughout the Atlanta Metro region. ARC, as of the lead for the Regional Economic Competitiveness Strategy, work with all the county Chambers and Economic Development entities to compile a listing of focus centers across the region. These ongoing and updated results can be found at http://www.atlantaregional.com/local-government/economic-competitiveness.

There are multiple organizations and local governments throughout the region involved in economic development and targeting industry sectors for business activities. A scan of 36 organizations in the 10--county region found over 60 different industry targets by these various organizations. The ten most frequently targeted industries (with the frequency noted in parentheses) are:

- Logistics/Distribution (25)
- Healthcare and Bioscience (20)
- Advanced Manufacturing (17)
- Information Technology (17)
- Corporate & Regional Headquarters (17)
- Professional and Business Services (16)
- Life Sciences (12)
- Tourism/Hospitality (12)
- Aerospace/Aviation (10)
- Film/Entertainment (9)

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

The ARWDB, through relationships with key stakeholders aligned with the seven sectors listed above, serve as a convener and catalyst to address the sectoral needs of the ARWDB and surrounding region. For example, due to the relationships and partnerships

built during the GEM Work Ready Grant activities, ARWDB staff are serving as part of the leadership team with the Georgia Department of Economic Development to attract companies to the region as part of the Digital Entertainment and Media Sector. Partly due to this effort, Clayton State University is underway with building a film school in Peachtree City.

Similarly, with the Supply Chain/Logistics sector, the ARWDB is alsowill continue working with Atlanta CareerRise through the HDCI on a Transportation/Distribution/ Logistics/Supply Chain work program to assist employers and potential employees with sector strategies and filling with employment needsopportunities in the Atlanta Region's Southern Crescent (Clayton, South Fulton, Henry and Fayette) counties.

For the advanced manufacturing, health care, health care IT, life science (bio-science technology) and information technology sectors, and construction sectors, the ARWDB and ARC will be aligning appropriate companies and will be meeting to develop these sectors over the life of the plan.

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

In determining the sector strategies, several key factors were considered including labor market data, state priorities through the High Demand Career Initiative, the Atlanta Regional Economic Competitiveness Strategy, and industry sector focus areas from chambers of commerce and development authorities throughout the region.

One of the key drivers of sector growth, not just in the Logistics and Transportation sector but many other related sectors, is the impact of Georgia's two ports on the Atlanta region.

The shipping Port of Savannah and the Hartsfield-Jackson Atlanta International Airport are significant economic drivers for the Atlanta Region, the State of Georgia, and the Southeast United States. The Port of Savannah has started on a channel deepening projects to accommodate larger container ships coming through the Panama Canal. This will result in more freight traffic entering the state, much of which will pass through the Metro Atlanta region by rail or truck. In addition, the HJAIA is the world's busiest airport for passenger boardingsboarding's, and includes a significant amount of freight activity. Development plans at the airport include major improvements to cargo facilities and other shipping options. This increase in international commerce through the Atlanta region will provide significant opportunities to track job growth not only in as it reflects Transportation and Logistics but the impact on other sectors such as advanced manufacturing, information technology and construction to name a few.

As part of the ARC, the ARWDB and Workforce Solutions division are privy to a great deal of research and related initiatives that are the foundation for sector development. This could include areas such as land use, environment, transportation, local government or aging resources. Additionally, the ARC and ARWDB utilize, among other research basis, the information provided by the Georgia Competitiveness Initiative as well as those

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of the counties throughout the Atlanta Metro region. ARC, as the lead for the Regional Economic Competitiveness Strategy, work with all the county Chambers and Economic Development entities to compile a listing of focus centers across the region. These ongoing and updated results can be found at http://www.atlantaregional.com/local-government/economic-competitiveness.

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

Key stakeholders are continually identified as essential leadership for each of the sectors identified. In all cases, the critical initial implementation is formed through having employers at the head and center of the table in formation, implementation and sustainability of each identified sector.

For example, in the Advanced Manufacturing sector, ARC/ARWDB is working with the Georgia Department of Economic Development (GDEcD) and Chambers of Commerce to attract employers through workforce training opportunities in both Supply Chain/Logistics and Advanced Manufacturing. ARC/ARWDB's most recent examples in advanced manufacturing are partnerships with NAECO LLC, Medline Industries, Micromeritics, and Roytec Industries to provide entry level and advanced skills training through the OJT, IWT and Registered Apprenticeship programs. Tara Materials Inc., and Gerresheimer working with ARC/ARWDB in OJT or in OJT contract negotiations.

        ii. Target occupations;

Target occupations will vary by specific skills needs as identified by specific sectors. However, at times the skill needs will also overlap to serve multiple sectors. Of the seven sectors identifies by ARWDB, examples exist in several sectors.

Within the Supply ChainTransportation/Distribution/Logistics sector, the Coca-Cola Refreshment Project offers a focus on three critical job areas. In July 2013, The ARWDB was selected by the Coca-Cola Refreshments Company and the United States Department of Labor (USDOL) to participate in a pilot-project to provide talent assessment to three critical job areas Warehouse/Order Builder, Merchandiser and Commercial Truck Driver (Route Sales) that are challenging to fill. Automation Technicians, Mechanics, Fork Lift Operators and Drivers with CDL certification are also in high demand.

        iii. Training programs; and

Training programs represent responses to demands from industry and employers that are part of the sector and are key responses by education and other providers to the specific needs of the sector. Several examples exist to demonstrate the responsiveness of the public workforce and education communities to sectoral needs.

iv. Target Populations.

One of the advantages of sector strategies is to align industry dedicated resources for demand occupations for target populations that can most benefit from these opportunities. Examples exist throughout the priority sectors of the ARWDB.

A typical example involves the Digital Entertainment and Media Sector. With the lure of the sector, several ARC/ARWDB youth programs have aligned activities and are partnering with institutions involved in training and work experiences in video, film, and media production for the digital entertainment and media sector workforce preparation. Hearts to Nourish Hope, Prevention Plus and the Youth programs in Clayton County Public Schools are all using Continuing Education opportunities at Clayton State University for sector preparation. Career, Technical, and Agricultural Education (CTAE) Ccareer pPathways in Clayton County Public Schools serve as pipelines for youth to provideis developing connections and exposure towith the sectors to be supported by youth program work experiences opportunities and funds.

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

Using the pattern already developed, the partnership with ARC and linkages with many industry-based organizations and educational institutions, the ARWDB will continue to convene key stakeholders throughout the ARWDB and Mmetro Atlanta region to align the existing and emerging sectors. This will help the ARWDB maintain current and responsive positions with the demand--based labor market throughout the Mmetro Atlanta region. Key anticipated sectors over the next few years include the Finance and Construction industries. As the three key regional sectors and the ARC specific sectors are developed, these two sectors will be reviewed and engaged by the ARWDB at that time.

6. **Description of the One-Stop Delivery System – Provide a description of the one-stop delivery system in the local area that includes the items detailed below.**
   a. **Provide a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers.**

The ARWDB has developed an umbrella Memorandum of Understanding (MOU) and Infrastructure Funding Agreement with the regional required WIOA partners to operate a fully functional One-Stop Center in Gwinnett County. The MOU specifies minimum services to be provided in the ARWDB's one-stop systemand costs associated with operatingopering the One-Stop Center. Separate Resource Sharing Aagreements are in place for the one-stops/affiliate sites located in each of the seven counties in the ARWDB service area. Clayton County, Cherokee County, Douglas County, Rockdale County, and an agreement that serves the four centers in Gwinnett County, including Gwinnett

~~Technical College, the Career Resource Center, Gwinnett Branch, and Gwinnett County Corrections.~~ Each ~~Resource Sharing A~~agreement includes a section on ~~R~~resource ~~C~~contributions and includes each partner's contribution. ~~The RSA includes the establishment of a local Career Resource Center Management Team with representatives from each partner agency as well as representatives from the business community.~~ ARC provides the facilities management for most of the one-stops and works closely with each Center to provide efficient and effectiveness customer service, including assistance with computer systems, technology and disability enhancements, and workforce resources.

The system partners include the following:

Mandated WIOA Partner	State or Local Agency
Title I Workforce ~~Investment~~Innovation and Opportunity ~~Act~~ programs	ARWDB Contractor(s)
~~Welfare-to-Work activities~~	~~Division of Family and Human Services~~
Title II~~A~~ Workforce ~~Investment Act~~Innovation and Opportunity Act adult education and Literacy activities	Technical College System of Georgia
Carl Perkins post-secondary vocational education activities	Technical College System of Georgia
Title I Vocational Rehabilitation Act programs	Georgia Vocational Rehabilitation Agency
Title V Older Americans Act activities	Atlanta Regional Commission and contractor(s)
Title II Trade Act activities	Georgia Department of Labor
Wagner-Peyser Act programs	Georgia Department of Labor
State Unemployment Insurance compensation laws	Georgia Department of Labor
Veterans employment and outreach activities	Georgia Department of Labor
Job Corps	Atlanta Job Corps Center
~~Housing and Urban Development employment and training activities~~	~~Jonesboro Housing Authority~~
~~Community Services Block Grant employment and training activities~~	~~Partnership for Community Action~~

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This will continue to be updated as partners become more engaged and participate in the One Stop system.

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

ARWDB established and maintains a series of collaborations to utilize the ARWDB Mobile Unit at area libraries and other community organization/agencies in counties lacking

public transportation or areas to which a need has been identified. The mobile unit is staffed with professional job coaches who provide resume and interview assistance, job search assistance, coaching, and referral to free or WIOA training opportunities. ARWDB Mobile Unit supports various local county activities such as job fairs, community business expos, school career days, and rapid respond needs. The mobile unit is outfitted with a wheelchair lift and equipped with assistive technology to ensure all individuals are able tocan be served.

The collaborations exist in all seven ARWDB counties. In program year 20175, over 1,30170736 individuals were served on the mobile unit during numerouswith 218 visits to the following locations:

- Clayton Library, Riverdale Branch
- Clayton Library, Headquarters, Jonesboro Branch
- Fayette County Library, Fayetteville
- Peachtree City Library, Fayetteville
- Cochran County Public Library, Stockbridge
- Nancy Guinn LibraryJ.P. Carr Services Center, Conyers
- R.T. Jones Library, Canton
- Douglas County Library, Lithia Springs Branch
- Douglas County Library, Dog River Branch
- Douglas County Courthouse, Douglasville
- Department of Veteran Services, Fort McPherson
- Georgia Department of Community Supervision, Clayton County
- Grayson Library, Grayson Branch
- Gwinnett Library, Lawrenceville Branch, Lawrenceville
- Gwinnett Library, Snellville Branch, Snellville

The ARWDB will continue to assess the use of the mobile unit and adjust the use schedule and location as community demand dictates.

   c. **Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

All ARWDB approved and utilized facilities, including the One Stop locations, are accessible and in accordance with the Americans with Disabilities Act of 1990 including physical and programmatic accessibility of all facilities, programs and services, technology and materials for individuals with disabilities. This also includes the provision of staff training and support in addressing needs of individuals with disabilities.

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

The ARWDB operates 6 1 One-Stop centers (22 full-service centers and 4 6 affiliate centers) throughout the ARWDB region. The chart below depicts the roles and resource contributions of the One-Stop Partners.

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

Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Clayton Branch ~~One Stop Operator Clayton State University~~	~~Clayton State Univ~~ResCare	X	X			X	Education Services
	Clayton Co Bd of Educ - Adult Education Pgms						Adult Education, GED Prep, ESL
	GDOL Clayton Career Center	X	X		X	X	
	Vocational Rehabilitation Services			X			
	Clayton Co Dept of Family & Children Services						Support Services, child care, TANF, Food stamps
	Atlanta Regional Commission	X	X			X	Title V Emp Svcs, Aging Svcs WIOA Services
	Job Corps	X	X			X	
	Jonesboro Housing Authority						Housing Services
	CorVel						Customer Support Service Payments
	~~Clayton Co Bd of Education~~		~~X~~	~~X~~		~~X~~	~~WIOA Youth Pgms, services for disabled~~
	Clayton Co Dept of Economic Development						LMI, Economic Development
	Clayton Co Chamber of Commerce						Economic Dev, LMI, Business Services
	Clayton Co Collaborative						Resources & Networking Opportunities
	The Bridge Academy (Prevention Plus)	X	X			X	WIOA Youth Pgms, alternative high school~~, YouthBuild~~
	~~AVPRIDE (Association of Village Pride)~~	~~X~~	~~X~~			~~X~~	~~WIOA youth dev program~~
	Hearts to Nourish Hope	X	X			X	WIOA youth pgm, Juvenile Justice Reporting Center

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

Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Gwinnett Branch One Stop Operator CorVel Corporation	CorVel Corporation	X	X			X	WIOA Youth Pgms, youth GED Classes at the center
	GDOL, Gwinnett Career Center	X	X		X	X	
	Gwinnett County Dept of Family Services	X					TANF, Food Stamps, Child Care Support
	Atlanta Reg Commission	X	X			X	Title V Emp Svcs, Aging Svcs WIOA Services
Gwinnett Career Center Georgia Dept of Labor Gwinnett Technical Coll One Stop Operator Gwinnett Technical Coll Gwinnett County Correctional Services (Special Prison Pop)		X			X	X	Work Readiness Workshops
		X	X			X	GED ESL and other edu services
	Gwinnett Co Correctional Services	X	X			X	GED and literacy work preparedness classes
	Georgia Dept of Labor TOPSTEP					X	
	(GAP) Gwinnett Adv Pgm, Gwinnett Technical College	X	X			X	WIOA Youth Dev program
	Gwinnett Co Youth Project (CorVel)	X	X			X	WIOA youth dev program
	BPSOS	X	X			X	WIOA youth dev program
	Center for Pan Asian Community Services (CPACS)	X	X			X	WIOA youth dev program

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

Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Cherokee Branch ResCareOne Stop Operator Chattahoochee Tech Coll	GDOL Cobb/Cherokee Career Center	X	X		X	X	
	Vocational Rehabilitation Services			X			
	Cherokee Co Dept of Family & Children Services						TANF, Food Stamps, child care support
	Cherokee Co Chamber of Commerce						Economic Development, LMI, Business Services
	Chattahoochee Tech College	X	X				GED, ESL
	Atlanta Regional Commission	X	X			X	Title V, older worker pgms, WIOA services
	Cherokee Youth Works/ Cherokee FOCUS	X	X			X	WIOA Youth Development Program

Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Douglas Branch One Stop Operator CorVel CorporationResCare	Atlanta Regional Commission	X	X			X	Title V, older worker pgms, WIOA services
	Douglas Co Dept of Family and Children Services	X					TANF, Food Stamps, child care support
	GDOL South Metro Career Center	X	X			X	
	Vocational Rehabilitation Services			X			
	Douglas Co Board of Commissioners						Free space & utilities at center
	CorVel Corporation	X	X			X	
	PEPP	X	X			X	WIOA Youth Development Pgm

Comprehensive Service Sites	Lead Partner/One Stop Operator Other Partners	Major Services Provided by Each Provider					
		Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Career Resource Center Rockdale Branch ~~One Stop Operator~~ **CorVel Corporation**	Atlanta Regional Commission	X	X			X	Title V, older worker pgms, WIOA services
	Vocational Rehabilitation Services			X			
	GDOL Career Center	X	X		X	X	
	CorVel	X	X			X	
	Rockdale Emergency Relief						Housing, food emerg aid, free space for center
	Rockdale Co Dept of Family & Children Services						TANF, Food Stamps, Child Care Support
	~~Seek to Fulfill~~	~~X~~	~~X~~			~~X~~	~~WIOA Youth Development Pgm~~

These partners and their roles represent the most recent (February 2014) review. These charts will be updated as the partners grow and change with the implementation of WIOA.

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

The current One-Stop Operators in the ARWDB region include:

- ResCare (One-Stop Operator in Gwinnett, Affiliate Center provider in Cherokee, Clayton, Douglas, Fayette, Henry, Rockdale Counties),
- CorVel Corporation (~~Career Resource~~ Affiliate Center~~s~~ provider in ~~Douglas Branch,~~ Rockdale County~~Branch~~, Career Services provider at the One-Stop Center in Gwinnett County~~Branch~~)
- ~~Clayton State University (Clayton Branch)~~
- ~~Chattahoochee Technical College (Cherokee Branch).~~
- Gwinnett Technical College (Gwinnett Tech Affiliate Center~~Branch~~),
- Gwinnett County Board of Commissioners (Affiliate Center at Gwinnett Corrections)

As part of the ARC, the ARWDB utilizes the extensive and complete "Purchasing, Contracting and Procurement Policy" that governs and identifies the appropriate processes for a complete competitive bidding procedure. This document provides a

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template for how market research, requests for information, and conducting cost and price analyses are best conducted as part of the procurement effort.

The ARWDB is also aware of the "One Stop Funding and Procurement Working Group Recommendations for One-Stop Operator Procurement" as well as the pending WIOA Final Regulations regarding this is issue may have an impact on final decisions in this regard.

Upon final or complete enough guidance, the ARWDB will proceed with the procurement and competitive bid process in accordance with conditions of the funder(s) and ARC procurement policies.

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

The ARWDB, as part of the ARC, maintains and follows the Purchasing, Contracting, and Procurement Policy of the Atlanta Regional Commission. This extensive and complete 37-page document provides a comprehensive outline for all procurement and purchases completed under the auspices of ARC.

Unless otherwise noted as a condition of the funder related to WIOA funds, these procedures will be followed as part of the purchasing at ARC. This procurement process complies with federal requirements set forth in 2 CFR § 200.

The ARWDB passed a resolution directing staff to prepare an RFP to competitively procure services for Career Services, Youth Services, and a One-Stop Operator. The resolution further directed staff to provide Business Services in-house, and authorized staff to fill any gaps in Career or Youth Services as needed.

ARC staff prepared a single RFP with a menu of options, allowing for respondents to propose on one or all of the One-Stop Operator, Career Services, and Youth Services in any combination of the 7 counties in the ARWDB service area. The RFP included the review criteria and scoring percentages that staff and ARWDB members will use during the selection process.

ARC staff ~~will~~ comprised an internal committee to review and rate each proposal. In addition, the ARWDB Youth Committee ~~will~~ selected several members to review and provide recommendations on the Youth Services proposals. The ARWDB staff recommendations and Youth Committee recommendations ~~will be~~were presented to the ARWDB Executive Committee for review, discussion, and final selection.

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

Procedures for anyone wishing to file a grievance or complaint are available on the ARWDB website regarding "Grievance/Complaint Procedures and Equal Opportunity Policy for Applicants and Participants WIOA Adult and Dislocated Worker Programs" and Youth Applicants and Participants" at https://atlantaregional.org/workforce-economy/services-for-job-seekers/job-training-education/. http://www.atlantaregional.com/workforce-solutions.

From the general policy, "If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Applicants and Participants for services through the Workforce Innovation and Opportunity Act paid for by the Atlanta Regional Commission (ARC) and/or the Atlanta Regional Workforce Board (ARWDB) will be treated fairly."

A summary of the ARWDB EEO and Grievance Procedure is provided below:

All staff are trained on grievance policies and procedures to ensure the required documents are properly explained to each applicant for required signature. Once the document has been signed by applicant a copy is given to the applicant and a copy is placed in applicant/participant's file.

 a. ARWDB grievance policies and procedures are directed to three groups:
 1) Adult and Dislocated Worker Applicants/Participants, 2) Youth Applicants/Participants and 3) WIOA Program Staff, One Stop Staff and Service Providers. Each document contains pertinent information on the process in to file a grievance/complaint.

 b. Grievances/Complaints are handled by Anna Thompson at ARCthe WIOA EO Officer. When notified of a complaint it is immediately logged to include but not limited to date, name, contact information and comments on complaint and next steps. The form for filing a grievance with all of the information required for the grievance to be considered is a part of the grievance procedures which has been given to each applicant/participant. When the Equal Opportunity Officer is contacted, the complainant is offered the choice of an electronic copy of the form which can be completed on the computer and emailed or by filling out the form they received earlier.
   i. The first step in the process is a meeting of all parties with the hope of achieving mutually satisfactory resolution.

ii.   Complainant my request a hearing in writing within 60 days of the date of the complaint.
iii. Informal attempts to achieve resolution can take place once the grievance is filed.
iv.   If mutually satisfactory resolution is not achieved at the first meeting, a Hearing is scheduled by the Equal Opportunity Officer within 30 days.
v.   Meeting notes and a recording of the first meeting are provided to each person who attends

In addition to general complaints, the ARWDB procedures include the process for filing complaints of discrimination, complaints of fraud, abuse or other alleged criminal activity and complaints against public schools.

Local Boards and Plan Development

1. **Local Boards – Provide a description of the local board that includes the components listed below.**
   a. **Describe how local board members are identified and appointed. Include a description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))**

Membership recruiting is accomplished through the county Chambers of Commerce as well as the County Chief Elected Officials. The Technical Colleges nominate a potential member from the Technical College who is appointed to represent Adult Education and the Technical College. The local area is provided a list of State Labor Union Representatives within the area who can serve as a labor representative. When vacancies occur, the pertinent Chamber or agency is notified and the recruitment process begins. Additionally, the current members of the board are asked to be involved in recruiting for vacancies.

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

New Board member orientation currently encompasses a meeting with the new member to review and discuss the roles and responsibilities of the Board, an orientation to the role of workforce development in the regional economy, and an opportunity for questions and answers related to the member's business- related background. The ARWDB is ~~planning and is~~ in the process of developing a more formal orientation package ~~in concert with the implementation of WIOA~~.

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

The Atlanta Regional Commission's Workforce Solutions ~~Division~~ Group and the ARWDB are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives and developing and implementing talent development strategies that support economic growth in regional economies. State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

During the past several years, the ARWDB has taken steps to align with economic development goals and expand the scope of the Board's activities in relation to regional competitiveness. The Atlanta Region's Plan is ARC's comprehensive plan undertaken pursuant to Georgia Department of Community Affairs (DCA) rules. ARC undertakes economic strategies through its Regional Commission authority as outlined in Georgia law.

Traditional economic development resources and activities undertaken by the Georgia Department of Economic Development, the Chambers of Commerce, Development Authorities, and public utilities, such as Georgia Power, are the main drivers behind businesses locating in Georgia. The myriad of research universities and incubators in the metro Atlanta contribute significantly to economic growth in some sectors.

Research undertaken by ARC indicates substantial regional resources among state government, Chambers of Commerce, Development Authorities, and public utilities to undertake traditional economic development activities, such as global recruitment of business and tax incentives. While ARC supports economic development activities, duplicating or seeking to supplement traditional economic development activities is not ARC's role. Through its core responsibilities of transportation, land use and water planning, as well as workforce development, ARC supports the larger economic needs of the region.

ARC's primary role under workforce as it relates to economic development is the implementation of regional industry strategies to address workforce needs of employers as well as development of workforce pipelines of trained ~~individuals, and~~individuals and preparing in-school and out-of-school youth as the emerging workforce. Identification of workforce skills, workforce needs, training and coordination with broad partners including educational institutions are a focus for ARC/ARWDB.

Atlanta Regional Economic Competitiveness Strategy:

ARC serves as the Economic Development District authorized by the US Economic Development Administration. In this role, ARC prepares a Comprehensive Economic Development Strategy, known locally as ~~the Atlanta Regional Economic Competitiveness Strategy~~CATLYST.   ARWDB staff was involved in the development, update, and implementation of this strategy.

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 built on the 2012 Regional Economic Competitiveness Strategy.

In 2012, ARC facilitated the development of a Regional Economic Competitiveness Strategy for ~~M~~metro Atlanta by engaging over 100 regional business, education, nonprofit, government, and economic development leaders in a nine-month strategic planning process. This strategy ~~wa~~is built on extensive input from stakeholders across

the region, and supported by the leadership of work group and steering committee members. This strategy iwas intended to serve as a roadmap for mMetro Atlanta on issues affecting regional competitiveness, andcompetitiveness and reflects the economic development objectives and initiatives of local governments throughout the region.

Implementation of the strategy is being carried out by over 350 volunteers organized in four committees, each devoted to one of the four goals identified by the region's stakeholders during the planning process: Developing an Educated Workforce, Growing Prosperous Businesses, Supporting Innovative Entrepreneurs, and Developing Livable Communities. ARWDB staff are actively engaged in the Educated Workforce and Prosperous Businesses committees.

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

The ARWDB meets 5 times per year where Board members are regularly updated on status and progress of activities. ARWDB staff update the ARWDB web page making this information regularly available and also update via email or other methods on specific topics should the need arise.

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

Per the most recent by-laws, tThe ARWDB currently has threewo standing committees:, the Executive Committee, and the NextGen (Youth) Committee, . The ARWDB anticipates adding aand the Business Services Standing Committee. Additional Standing or Special Committees may be established as deemed appropriate by the ARWDB Co-Chairs.

Executive Committee

ARWDB shall have an Executive Committee which shall be composed of the Co-Chairman, Vice-Chairman, and four (4) members to be elected from the ARWDB. The Executive Committee may have such authority as may be designated by the LWDB. The Executive Committee shall be responsible for coordinating and overseeing the activities of the board and committees to ensure the satisfactory performance of functions stipulated by the Governor, the Bylaws and all pertinent statues and regulations. The Executive Committee shall also guide the administrative management of the board.

The Executive Committee shall have general supervision of the affairs of the board in the intervals between board meetings. The Executive Committee may meet as often as it deems necessary. The Executive Committee shall make recommendations to the board and exercise such powers as may be delegated to it by the board. The Executive Committee shall act on behalf of the board between regularly scheduled board meetings. Actions of the Executive Committee shall be the actions of the board unless rejected by

the board at its next meeting.

The Executive Committee shall act on behalf of the board when quorums are not established at a board meeting. When the Executive Committee acts on behalf of the board in the absence of a board quorum, the acts of the Executive Committee shall be the acts of the board.

NextGen (Youth) Committee

The ARWDB shall have a standing NextGen (Youth) Committee to provide information and to assist with planning, operational oversight, and other issues relating to the provision of services to youth. The NextGen (Youth) Committee members shall include: a member of the ARWDB who chairs the committee, members of community-based organizations with a demonstrated record of success in serving eligible youth, and other individuals with appropriate expertise and experience who are not members of the ARWDB. The NextGen (Youth) Committee shall reflect the needs of the local area. Members may represent agencies such as education, training, health, mental health, housing, public assistance, and the justice system or be representatives of philanthropic or economic and community development organizations and employers. The NextGen (Youth) Committee may also include parents, WIOA youth participants, and non-WIOA youth. The NextGen (Youth) Committee members may be voting members of the committee but non-voting members of the ARWDB.

The overall purpose of the ARWDB NextGen (Youth) Committee is to provide expertise in youth policy and assist the ARWDB in developing and recommending youth employment and training policy, broadening the youth employment and training focus in the community to incorporate a youth development perspective; establishing linkages with other organizations serving youth in the local area and taking into account a range of issues that can have an impact on the success of youth the in labor market.

To effectively carry out the responsibilities of being active and involved members as indicated above, the NextGen (Youth) Committee is responsible for engaging in the following four core practices:

1.   Program Oversight & Guidance
2.   Strategic Planning
3.   Economic Development
4.   Leveraging Resources

The ARWDB shall have a standing Youth Committee to provide information and to assist with planning, operational, oversight and other issues relating to the provision of services to youth. The Youth Committee members shall include: a member of the ARWDB who chairs the committee, members of community based organizations with a demonstrated record of success in serving eligible youth and other individuals with appropriate expertise and experience who are not members of the ARWDB. The Youth Committee shall reflect the needs of the local area. Members may represent agencies such as education,

training, health, mental health, housing, public assistance, and justice or be representatives of philanthropic or economic and community development organizations and employers. The Youth Committee may also include parents, participants and youth. (WIOA sec. 129 (c)(3)(C). The Youth Committee members may be voting members of the committee but non-voting members of the ARWDB. The ARWDB may designate the existing Youth Council if it fulfills the requirements above.

The purpose of the ARWDB Youth Committee is to provide expertise in youth policy and assist the ARWDB in developing and recommending youth employment and training policy, broadening the youth employment and training focus in the community to incorporate a youth development perspective; establishing linkages with other organizations serving youth in the local area and taking into account a range of issues that can have an impact on the success of youth the in labor market. The Youth Committee is responsible for providing policy guidance for and exercising oversight with respect to, a local workforce investment youth system conducted under the WIOA in partnership with the Chief Elected Officials.

As noted earlier, a business services committee is being established as a standing to committee to actively advise and assist staff in engaging business in the workforce system.

Business Services Committee
The ARWDB established a standing Business Services Committee to actively advise and assist staff in engaging businesses in the workforce system. The Committee's role and responsibilities include providing advice and guidance to the Business Services unit on the following:
• Ways to better engage the business community to carry out WIOA Goals and Objectives
• Issues of importance to identified Business sectors and the formation of Sector Partnerships
• Identify business associations and other groups for the Business Services outreach efforts
• Issues of importance to the business community in each of the 7 ARWDB counties
• Effective regional business services coordination
• Emerging business needs and trends

The Committees' composition includes:
• 9 to 11 members
• Chaired by an existing ARWDB Member
• Representation from each of the three ARWDB identified Business Sectors
• Representation from each of the four additional regional

ARWDB identified Business Sectors
-                           A labor and/or education representative
-                           Can include non ARWDB members

Additional Standing or Special Committees

The Co-Chairman shall have the authority to appoint standing or special committees for any legitimate purpose, at his/her discretion. A legitimate purpose is defined as one needed to achieve the stated and approved objectives of the ARWDB. The term of any special committee shall expire upon the completion of the task for which it was created.

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

For the WIOA plan, the ARWDB completed several public meetings with stakeholders, including core partners and businesses, in cooperation with the five metro Atlanta workforce development areas in mid-May 2016. Additional survey and follow up interviews with various organizations also occurred. While the WIOA plan is being written and during the 30-day public notice, additional solicitation and comment will be sought to ensure broad and complete opportunity for comment. The ARWDB, through the larger ARC will ensure maximum contact and solicitation for comment from throughout the complete area and region.

Staff provided a local and regional workforce plan overview presentation to the full ARWDB at their meeting in June 2016. Due to time constraints, the Executive Committee will take action to open the plan for public comment, then take additional action to accept changes based on public comment and transmit the local and regional workforce plan for review to the state Workforce Office. The full ARWDB will review and approve the final local and regional plan after state comments are received and final revisions are made in the Fall of 2016.

Service Delivery and Training

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

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

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

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

Additionally, the ~~Board will~~ARWDB ~~expand and~~ is ~~further~~actively developing sector-strateg~~ies~~ and sector partnerships~~y initiatives~~, including the identification of career pathways ~~in ARWDB targeted~~in targeted industries.

The ~~Board~~ ARWDB will engage key public and private stakeholders, including its One-Stop partners and local business organizations to gather input and feedback. It has~~will~~ begu~~i~~n to identify and develop career pathways that lead to better jobs through the HDCI Employer and Partner Councils in the previously identified sectors.~~.~~ It will also identify skills gaps for the identified careers. It will work with its training provider partners to develop appropriate programs and curricula to fill these gaps. Finally, it will continue to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the ARWDB area.

The ARWDB has been working with the core programs extensively for over 20 years. ARWDB will continue to research and identify effective practices to help ~~help~~increase the number of persons with barriers/disabilities that are served and~~~~ co-enrolled. An effective practice to be considered includes the efforts that has been underway to increase the number of recognized credentials is to work with training providers to review their program design and build in incremental industry related credential attainment versus waiting until the attainment of the ultimate credential, i.e. diploma or associate degree. This effort will be continued and expanded.

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

Also, to promote regionalization, the five Metro Atlanta boards will share best practices of these efforts, especially those related to the career pathways of the targeted industries.

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

Basic~~Career~~, Individualized Career~~. Services~~ and Training services may be provided by any partner agency with funding from non-WIOA grant sources. Career Resource Centers provide services to adults and dislocated workers through the delivery system and shall at a minimum, include:

A. Basic Career Services
- determination of eligibility to receive assistance
- outreach, intake, orientation and other services available through the Career Resource Center
- initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- local labor market, job search and placement assistance, and where appropriate, career counseling
- reviewing and coaching on resume writing and techniques
- referral to other services/resource as appropriate
- follow-up services for participants in WIOA activities not less than 12 months after the first day of unsubsidized employment, as appropriate

B. Individualized Career Services

These services are for individuals:
- who are unemployed and are unable to obtain employment through basic career

services
- who have been assessed and determined to be in need of more than basic services to obtain employment or,
- who are employed, but are determined to be in need of additional services retain employment that allows for self sufficiency

Such individualized career services shall be provided:
- directly through the Career Resource Center
- through contracts with public, private-for-profit and private-non-profit service providers approved by the ARWDB

Such individualized career services may include:
- evaluation of skill levels and service needs by administering comprehensive, specialized diagnostic and/or other assessments
- provide in depth interviewing and evaluation to complete an individual employment plan (IEP) to determine employment barriers and document appropriate employment goals
- group counseling, individual counseling and career planning
- case management for participants seeking training services
- short term prevocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training as identified as a need by the Career Resource Center staff
- for those who lack occupational credential/certification and require short-term continuing education in order to acquire certification/credentialing for required for success in growing occupations, customers can be enrolled into short-term preparation, review and occupational training courses

C. Training Services
These services are for individuals (Adults, Dislocated Workers, and Out of School YouthOlder Youth) who haves met the eligibility requirements for individual career services and who are unable to obtain or retain employment through such services. Training services may be made available to employed and unemployed individual who:

- after an interview, evaluation, or assessment, and case management, have been determined by Career Resource Center Staff or partner, as appropriate, to be in need of training services and to obtain skills and qualifications to successfully participate in training services

- are in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages form previous employment
- who are determined to be eligible in accordance with the priority system established by the ARWDB

Youth program-aged individuals (OSY, 18-24 years old) may be served directly by the Career Resource Center if occupational training is requested and approved. Typically, however, youth without a high school diploma/GED are asked to become part of the most available youth project, funded by WIOA Youth dollars.

Additional qualifications include but not limited to:

- Individuals have selected a training program that is directly linked to employment opportunities in the planning region or in another area to which they are willing to commute or even relocate
- Are unable to obtain grant assistance from other sources to pay the costs of training to include HOPE, Pell, and TAA or require WIOA assistance in addition to the other sources of gran assistance.

The Career Resource Centers will make the State list of approved eligible training providers (ETPL) available to all individuals seeking training information. The ETPL includes eligible program descriptions and information identifying training providers.

Performance and cost information relating to providers is also available.

Training Services may include:

- occupational skills training, including training for nontraditional employment
- on-the-job training
- programs that combine workplace training with related instruction which may include cooperative education programs
- training programs operated by the private sector
- skill upgrading and retraining
- entrepreneurial training
- job readiness training (an intensive service)
- adult education and literacy activities provided in combination with services described above, and
- customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services. Each applicant is required to conduct program research on a minimum of three training providers, assessing the type of training, method of training, length of training, location, etc. A decision is made based on all these factors so that the customer will have more likelihood of training success.

Training services shall be provided to eligible adults and dislocated workers through the use of Individual Training Accounts (ITAs), through which a participant chooses among qualified training providers, to include apprenticeships, with the exception of on-the-job training, customized training or where the ARWDB determines there is an insufficient number of eligible providers of training services in the local area involved to accomplish the purposes of a system of individual training accounts, or the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment . See Attachment H for the ARWDB ITA Policies.

A customer determined eligible for WIOA training services may select a provider from the State-approved Eligible Training Provider Listing (ETPL) either during the application process or through consultation with a WIOA career advisor. Access to the ETPL is provided through the one-stop system, through GDEcD/WD'sTCSG-OWD's website and through ARC's website. Customers are encouraged to review on-line information as well as handouts including web addresses and on-line resources during Rapid Response sessions as well as during Orientation or visits to the Career Resource Centers. In 2011, ARWDB went to a web basedweb-based application process, with all the information needed by an applicant readily available on the ARC website. This process has cut down waiting time for orientation and whereas self-motivated and informed customers can self-assess with information provided. For others needing more assistance, orientations to services are provided at each Career Resource Ceenter.

During periods of sufficient funding, the criteria for adult services is that the customer is 18 years of age and unemployed. During periods of low or limited funding, priority for careerintensive and training services will be given to individuals who have met the minimum eligibility, buteligibility but have one or more characteristics that often act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment. If an individual can be trained for a quality job more quickly and economically by building on existing skills first, that may take precedence over training the individual for an entirely new occupation, unless the occupation has undergone substantial change. The customer's interests, the demands of the labor market and limited training dollars are considered.

Criteria for determining "in need of training": "In need of training" will be the summary result of the assessment information, labor market analysis, and review of the desired training course to establish that the customer's likelihood of securing and/or maintaining regular full-time employment will be significantly improved with additional skills obtained

from training. Customers applying for training services with recent training or attainment of a recognized technical school certificate, college degree or diploma (2 years or less) may not be considered "most in need" of training services. This is particularly relevant for customers with recent training or education in areas considered to be "in-demand". Career pathways in healthcare may be approved on a case-by-case basis.

Demonstrate ability to successfully participate in training: An individual may demonstrate ability to successfully participate in training by meeting all entry level criteria for a specified training program; being accepted by the school and/or program without conditions; having a training plan that indicates the individual has a reasonable likelihood of successfully attending and completing desired training and securing training-related employment upon completion of training. At a minimum, the training plan should address issues that affect the individual's ability to attend/complete training such as: availability to attend classes offered (time and/or location of training); need and likelihood of part-time or interim employment while attending training; other financial support mechanisms (how is the individual going to live while in training?) such as unemployment benefits, public assistance, severance pay, employment income of another family member; and an indication that assessment results indicate a match between the individual's interests and aptitudes for the training area and training related occupations.

The training plan must also address other occupational or industry related criteria that may preclude an individual from securing employment. Some examples may include: driving record for individuals interested in commercial truck driver training; felony conviction or patterns of arrest or conviction for some positions with education or health care institutions; clean criminal background check for positions with education, information technology, financial institutions, etc.

Customers may be required to demonstrate that current job openings exist, and/or are projected in the region for occupational clusters that have been the target of major layoffs or pending announced layoffs. Customers may be required to assist with researching employment options related to their desired training and provide reasonable verifiable information concerning job openings and/or documentation that the customer has a bona fide job offer pending the completion of specific training activities. When there has been Due to large a recent large layoffs, training requests would need to indicate that viable job openings are available and that the customers have the necessary experience to compliment the proposed training to qualify for the available openings.

Documentation of efforts to obtain other financial assistance: Individuals must demonstrate that they have applied for federal and state financial aid with schools or organizations that received federal or state financial aid. A copy of the application or notification of financial aid must be presented or verified electronically. Individuals who have recently applied for assistance, but have not received an award of notice, may be approved to begin training with WIOA funding.

It is the policy of the ARWDCB to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if eligible. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other

grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available under these grant assistance programs. Customers should apply as soon as a school is selected. Customers may begin training while these applications are in process. This policy applies to those customers who are seeking assistance for funding for schools that provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. If Pell and HOPE funding is denied, documentation of the denial must be included in the customer's file. ARWDB has incurred WIOA additional training costs due to the changes in HOPE as well as the movement of the technical college system to the semester calendar.

Currently, TRADE Act funding is available for those affected by TRADE layoffs. If funds were not available, the ARWDB will equally share costs of training and related approved expenses for Trade Act programs.

Staff also will encourage customers to review funding assistance listed on the Georgia Career Information System and on the ARC website. ARC maintains a current listing of Financial Aid/Scholarships websites.

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

Although responsibility for coordinating this function has been moved to the Georgia Department of Labor, ARWDBC staff supportcoordinate Rapid Response employer and employee layoff meetings and participate in the strategic planning of activities as needed. In cases of mass layoffs, ARC staff, one-stop staff or a combination of agencies join the Rapid Response team in on-site visits to employers/employees. In cases where employer/employee meetings are not conducted, information will be mailed to the employer, if appropriate, or directly to the employees, if their addresses are available. Business Services Representatives will advise on opening with companies in the same industry and geographic area.

Special services are generally provided for layoffs that involve 100 or more employees. Specific training programs also may be designed to meet the needs of a mass layoff or closing. One-stop staff are available to provide core and intensive services both for satellite access points and for larger layoffs.

Teams, involving one-stop staff, GDL Career Center staff, and Rapid Response staff, may be assembled to assist with large layoffs to provide on-site services either at layoff sites or at another local setting. Training providers also may assist with large layoffs in order to quickly process appropriate candidates for training. Dislocated Worker funding is utilized for core, intensive and training services, with the majority of training services accomplished through the individual training account system. ARWDB's web- based customer information and intake system gives customers the required and necessary information for WIOA training or retraining. Customers take the first step and complete

their application with all necessary backup submitted to the Career Resource Centers. Customers who are self-motivated and who already have a career plan in mind may be "fast tracked" into training. Phone and email hot lines are available for answering specific concerns by potential customers with response within 24 hours.

During Rapid Responses employee meetings, information regarding Registered Apprenticeship programs is disseminated and discussed. Several apprenticeship programs now appear on the Statewide Eligible Provider Listing.

When an employee/employer is designated as affected by the Trade Act, one-stop staff complete the assessment for training suitability and process the submittal to receive Reemployment Benefits.

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

ARWDB youth services are administered by the NextGen Program (NGP). Direct services with evidence-based practices and holistic approach to identify and address youths' education/training, employment, personal and social development needs are provided through NextGen Service Providers (NGSPs). Program Design: Youth service providersNGSPs are independent community-based organizations selected through a competitive procurement process issued via Request for Proposal (RFP) as recommended by the NextGenYouth Committee and recommended to the ARWDB for approval. ARC contracts with the selected organizations, whose contracts may be extended annually for up to fourthree years. In addition to WIOA youth service requirements, RFPs address target groups populations and seek certain types of service organizations, as determined prior to the issuance by the Youth NextGen Committee.

WIOA provides for services to ISY and OSY ages 14-24; however, the NextGen Committee's strategic service delivery design provides for services to youth ages 16-24. For OSY, the NextGen Committee emphasizes services to school dropouts (youth did not obtain a secondary diploma); for ISY, participants must be high school rising juniors or seniors. NGSPs must acquire prior approval from ARWDB's NGP to serve youth ages 14-15. The Youth Committee emphasizes service to out-of-school youth (primarily dropouts) and selected contractors whose ability and experience in services to that population are appropriate. For in-school youth, the emphasis has been on transition to work/real world activities, and services focus almost exclusively on youth who are no younger than high school rising juniors, with a strong emphasis on rising seniors.

Youth must meet WIOA age, school status, be ages 14-24, low income (if required), and meet at least one of thesix specific barriers to employment to enroll in WIOA youth programs. An elaborate definition of "needs additional assistance" has been defined by the ARWDB Youth Committee Five percent may be non-low income if they have one or

more specified barriers to school completion or employment. A minimum oft least 75 percent of the youth program funds must be spent on OSY. out-of-school youth. Services include school, work and community-based learning, summer youth activities, job shadowing, mentoring and work readiness skills training. Continual case management and follow-up activities which last for at least twelve (12) months include a career plan, preparation for post-secondary opportunities and linkages to employers in the area.

The fourteen program elements of the WIOA are included in the ARWDB strategic plan for youth services, and are part of all youth provider contracts. The ARWDB may negotiate with all providers for State of Georgia selected targets (and desired activities) Youth service provider contacts considers their ability to provide "occupational skills training," o "GED instruction," integration of youth projects with area One-Stops, a Business focus (developing the emerging workforce), business community connections and employment placement, the possibility of community youth resource development activity beyond WIOA funding, leading to additional youth funding for communities.

Youth activities will:

1) provide to eligible youth seeking assistance in achieving academic and employment success, effective and comprehensive activities, which shall include a variety of options for improving educational and skill competencies and provide effective connections to employers
2) ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities
3) provide opportunities for training to eligible youth
4) provide continued supportive services for eligible youth
5) provide incentives for recognition and achievement to eligible youth, and
6) provide opportunities for eligible youth in activities related to leadership, development, decision making, citizenship, and community service

Program designs for eligible youth will:
1. provide an objective assessment of the academic levels, skill levels, and service needs of each participant which assessment shall include a review of basic skills, occupational skills, prior work experience, employability interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant, except that a new assessment of a participant is not required if the provider carrying out such program determines it appropriate to use a recent assessment of the participant conducted pursuant to another education or training program

2. develop service strategies for each participant that shall identify an employment goal (including in appropriate circumstances nontraditional employment), appropriate achievement objectives, and appropriate services for the participant

~~taking into account the objective assessment conducted, except that a new service strategy for a participant is not required if the provider carrying out such program determines it is appropriate to use a recent service strategy developed for the participant under another education or training program~~

3. ~~provide preparation for postsecondary educational opportunities in appropriate cases~~

4. ~~provide strong linkages between academic and occupational learning~~

5. ~~provide preparation for unsubsidized employment opportunities in appropriate cases~~

6. ~~provide effective connections to intermediaries with strong links to the job market and local and regional employers~~

~~7.~~1. ~~provide job search and job placement assistance~~

NGSPs offer the WIOA youth fourteen p~~P~~rogram elements which focus on three core areas: (1) Training/Education, (2) Employment/Economic Development and (3) Personal/Community Development. These services are available to all youth enrolled in the WIOA Youth Program whether through the NGSPs, by community partners, or hybrid (by the NGSPs and community partners). ~~for eligible youth will consist of the fourteen required WIOA elements:~~

Training / Education
1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential;
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in- 8 demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123;
4. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
5. Activities that help youth prepare for and transition to post-secondary education and training;
Employment / Economic Development

6. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences: (a) summer employment opportunities and other employment opportunities available throughout the school year; (b) pre-apprenticeship programs; (c) internships and job shadowing; and (d) on-the-job training opportunities;

7. Entrepreneurial skills training;

8. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;

Personal / Community Development

9. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;

10. Supportive services;

11. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;

12. Follow-up services for not less than 12 months after the completion of participation;

13. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;

14. Financial literacy education

Current active providers of all or some of the fourteen WIOA youth program elements are funded by WIOA, through the competitive process employed by an RFP in April 2013. Contracts from these RFPs have been funded for and extendable based on acceptable performance. All elements are provided directly by each ARC/ARWDB contract, or through referrals to a combination of programs and services which are part of the area's workforce system. Future WIOA contracts will be expected to fill needs and gaps, or will target services to specific youth populations. Eligible youth participants are provided information on the various applicable or appropriate services that are available through contract providers or Career Resource Center partners. Participants receive referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

The ARWDB continues to build partnerships with community agencies and local school systems to provide adequate and career enhancing programs. Partnerships also assist in the development of academic standards in successfully preparing students for careers and job placement. Employers working with this partnership will have access to well-trained, competent and motivated workers. Several key Board and Youth Council

members are already involved in integrating services within respective counties. +

The WIOA youth fourteen program elements are included in the ARWDB strategic plan for youth services and are part of all NGSPs' Contracts. As directed by the fourteen program elements, services to assist with attainment of credential (GED, high school diploma, occupational, or post-secondary), development of employability skills (resume writing, interview preparation, financial literacy, job shadowing, internships, etc.), placement in employment (job search and other related activities that leads to long-term career) and/or placement in education (grant/scholarship research and other related activities that transition to advanced training or post-secondary) are vital for youth long-term success in the labor force. A "Service Plan" (to guide the full array of ongoing services/activities needed and provided to meet long/short-term goals/objectives) and an "Exit Plan" (to guide the limited services provided and the retention requirements/expectation after exit from NGP and during the twelve (12) months follow-up period) are developed and implemented throughout the course of the youth connection with WIOA services.

NGP Design – NGSPs' program designs conform to WIOA Youth Program requirements (sec.129(c)) and include the following components:

a. a) An operational plan which identifies and outlines how access to all fourteen required service elements will be made available to participants.

a) b) Access to the fourteen required service elements and shall identify which of the elements will be provided by the NGSPs, or by community partner(s), or hybrid (NGSPs and community partner). If a service element is provided by access to another organization or community resource, NGSPs shall have an agreement in the form of a Memorandum of Understanding (MOU) or a Contract with said organization or community resource.

b) c) Identify the expected performance outcomes for the Program Design elements and anticipated areas of improvement. This will also incorporate the NGSPs' "Best Practices". NGSPs must indicate how they will track and evaluate the accessibility and success of the service element design and service delivery.

c) d) Identify the NGSPs' strategy to increase enrollment, access to services, and successful outcomes for the NextGen Program's target youth population: (English language learners (ELL) (e.g. Spanish, Asian-based languages, etc.) – English as a second language (ESL), individuals with disabilities, foster youth, school dropouts and individuals who were or are currently involved in the Justice System (Juvenile/Adult System)).

d) e) An objective assessment of the academic and occupational

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skill levels and service needs of each participant for the purpose of identifying appropriate services and career pathways and for developing a Service Plan.

e) ~~f)~~ Identify innovative experiences that help youth gain marketable skills.

f) ~~g)~~ Identify strategy that assist and inspire youth through work-based learning experiences.

g) ~~h)~~ Identify training opportunities that leads to a recognized credential.

h) ~~i)~~ Connect youth to education and career choices.

i) ~~j)~~ Link youth to labor market information and demand.

j) ~~k)~~ Identify a holistic approach to serving youth that also encompasses personal and social development.

k) ~~l)~~ Identify and develop appropriate linkages and formalize collaborative relationships with other entities possessing expertise and resources relevant to the needs of youth being served.

l) ~~m)~~ Identify the process to refer for further assessment as necessary and to appropriate programs that have the capacity to serve youth applicants who do not meet WIOA and the Contractor's enrollment requirements.

Referrals/Partnerships/Leveraging Resources – NGSPs utilizes a referral process to provide optimal service to the youth community. NGSPs collaborate with other non-WIOA service programs for youth, and may jointly enroll participants in activities that enhance, re-enforce or extend services. Joint services are expected to provide youth certain of the WIOA youth fourteen program elements that are appropriate for each youth. NGSPs coordinate their activities with other WorkSource Atlanta Regional Service Providers (amongst NGSPs and the Career Resource Centers (CRC) and its affiliate partners). Youth referred to NGSPs from other agencies may be advised jointly by the referring agency and NGSPs throughout their participation in education, training and job placement. NGSPs are responsible for making partner connections to leverage resources in the form of staff, funds for training, wages, operational needs related to training space/equipment, etc. If NGSPs does not directly provide one or more of the fourteen required program elements, they must have a process to make seamless referrals to the appropriate community partners who can provide such services to address the youths' needs. Youth receive referrals to appropriate training and educational programs that have the capacity to serve youth either on a sequential or concurrent basis. NGSPs also ensure that any eligible or non-eligible youth who are not enrolled in WIOA Youth Program be provided referral information regarding the full array of applicable or appropriate services available through other community organizations and other local programs including the CRC and its affiliate partners. In addition, youth are given referrals for further assessment

if determined appropriate.

Coordination – NGSPs actively participate in appropriate community and State-led comprehensive youth development strategies and activities when needed. NGSPs also actively participate in special WIOA-related projects when those are made available or requested by ARWDB, NGP, NextGen (Youth) Committee, State Office of Workforce Development, or the United States Department of Labor (USDOL), based on the USDOL's "Strategic Plan" (https://www.dol.gov/sites/default/files/StrategicPlan2014-2018.pdf, and other subsequent directives announcing priority strategies and service directions. As practical, ARWDB activities will align with and reinforce the Governor's strategic directions and the WIOA State Plan, as well as the WorkSource Atlanta Regional Local and Regional Plans. NGSPs are expected to participate in activities coordinated by the CRC to support or enhance the services provided to youth.

Employer Connections & Work Experience – NGSPs actively network to ensure the development of strong and sustainable connections to employers. Such connections are essential in the creation of a system of employers that can effectively assist participants to gain exposure to the world of work, become highly skilled and employable. These connections lead to placements in employment or continuing education, as well as meaningful exposure to the world of work with resultant measurable skill increases. These may be described as work-based learning experiences, which are structured, supervised, contextual world-of-work experiences, with documented learning outcomes that take place in the context of actual work environments, link to learning outcomes, developed with employer involvement and input, align with industry-specific skill standards and competencies, and are based upon labor market information.

The Job Corps serves as an alternative learning program for disadvantaged youth ages 16-24. This program gives youth the opportunity to advance in their academic and vocational training beyond local school systems. With training, individuals are given the opportunity to work in entry-level positions, join the military, and attend classes for GED preparation. Job Corps also provides continual community outreach and teaches their students citizenship skills by working on community projects. Referrals to the Job Corps are frequently provided based on individualized assessment. Job Corps staff are members of the ARWDB Youth Committee.

Efforts to work with foster youth and youth with disabilities have increased. Staff hasFor foster youth, NGSPs continuously participate participated in meetings related to youth who are currently in foster care, those in the and a retreat for Independent Living Program (ILP), and those who hare/will age out of the foster care system. For youth with disabilities, NGSPs actively work with Vocational Rehabilitation and the school systems to recruit and serve disable youth. staff. Local ILP coordinators are having initial or update meeting with ARWDB provider staff, to further Foster care and youth disability programs and NGSPs continue to strengthen their working relationships, and to possibly increase the number of foster and disabled youth served by the ARWDB. A special project to serve foster youth has been implemented.

The Youth Challenge Academy in Georgia provides "at-risk" youth with academic and life skills training to improve their employment opportunities and leadership skills. Youth participants are introduced to military life, GED preparation, and post-secondary instruction. Participants are given the opportunity to enroll into college-level courses and identify their work skills and job search abilities through job shadowing with local employers in the area. Referrals to this resource will occur as a regular part of providing services that meets the needs of the youth. NGSPs in Clayton County ~~Hearts to Nourish Hope, an ARWDB WIOA provider,~~ actively engages youth from the Youth Challenge Academy in Augusta and at Fort Stewart south of Savannah, as a local entity supporting their return to metro Atlanta, often connecting them to employers or local mentors.

CTAE – Career Academies or specialized occupational-focused high schools in Gwinnett ~~(currently being reformed and expanded)~~, Rockdale, Henry, ~~and most recently, in~~ Douglas, and Fayette ~~(in the planning stages)~~ counties are strong partners, and WIOA youth activities orient to offer any service gap coverage.

Youth ~~A~~pre-apprenticeship and Registered Apprenticeship programs are sponsored by local employer and labor groups to combine on-the- job training and classroom instruction for highly skilled occupations. ARWDB continues to work with NGSPs, local employers, and labor groups in placing 16 to 24 years old in these activities. ~~Efforts continue to be made to bring this youth resource into the system mix, with some significant success through the efforts of with the IBEW~~

Based on the availability of funds, OSY ~~ITA-age~~ youth ~~18-24,~~ who meet the eligibility criteria for training are provided ITA funding through the youth ~~as well as adult~~ funding stream and may be funded by other sources, including WIOA Adult Program when youth funding is limited . ~~Using this funding approach~~, there may be participants who are 18-24 who are WIOA-enrolled~~registered~~ as Adults-only, or co-enroll as both Adults and Youth. For co-enrollment, the youth must meet the respective program eligibility requirements to participate in the adult and youth programs concurrently. Youth must be eligible under either the youth or adult eligibility criteria applicable to WIOA program enrollment. Co-enrollment will require prior approval from both the Youth and Adult Program Administrators.~~Coordinators~~ During co-enrollment, to ~~ensure there is an individualized assessment tool in place to~~ determine and guide the appropriateness of services as well as to prevent duplication of services, individualized assessments are conducted prior to placement in the ITA training. Since~~Because~~ services are concurrent, funding allocation will be tracked by the Program ~~Coord~~Administrators and the Finance Manager to ensure costs for services provided are allocated to the appropriate funding stream.

When adult funds are not available, the ARWDB requests that the State waiver will be employed (currently, which funds to use are optional). For the Youth ITA Waiver the Area, these guidelines will be followed:

- The parameters for the Youth ITAs would be the same as those for Adult ITAs regarding training length, allowable funding, demand occupations, etc., as found

elsewhere in the Plan.

- ITAs for youth ~~will be~~are deemed appropriate on an individual basis, following full assessment and career exploration. ~~with each affected~~ Youth ITAs ~~will be~~are used only in conjunction with WIOA youth programs. ~~, which will assist the youth in making well-guided career decisions.~~ These same programs will be responsible for counseling and support services, placement and follow-up services, to assure that youth benefit from the ITA training.

- This program option for youth will not supplant the availability and use of the fourteen ~~required WIOA youth~~program elements.

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

Business Services for the area are being implemented with updated policies for On-The-Job Training, Incumbent Worker Training, Customized Training, ~~and~~ Workplace Fundamentals and Registered ~~Apprenticeships.~~Apprenticeships. Input from business representatives and organized labor representatives on the ARWDB and Business Services Committee will continue as the menu of business services is developed. All policy changes are reviewed by the Business Services Committee before Board action is taken. The following services are available:

- General information for businesses include: orientation to the one-stop system for businesses; labor market information; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing.

- Small business development materials are available at each one-stop. Information on self-employment and entrepreneurial development is available. In addition, ARC is logical host for the business engagement activities such as forums, summits, and roundtables for the targeted sectors. Natural partners and business intermediaries for Entrepreneurial Skills Training and Microenterprise Services include the Small Business Administration, and their SBDC Center Network which is operated by the University of Georgia. Other Universities have Tech focused entrepreneurial programs and resources which may fit well with sector strategies.

- Employee recruitment services including: job fairs; interview space and

application processing are provided.

- Employee recruitment/retention services (including screening, pre-hire testing, credential verification, and referral of "best" candidates) are coordinated through the one-stop centers, as are job development, employee skills information, and information on skill certification.

- Downsizing/lay-off services: rapid response; outplacement assistance is ~are~ offered whenever ARWDB is notified of a layoff. Services and information are usually provided in coordination with the Georgia Department of Labor Rapid Response Team.

- A variety of work-based learning programs are available to meet business needs including OJT, IWT, Customized Training, and Workplace Fundamentals, and Registered Apprenticeships. The ARWDB adopted revisions to these programs at their meetingbeginning in June 2016 and have made updates as additional regulations and market conditions dictate. to meet WIOA regulations and state guidance. These work-based learning programs will continue to be adjusted as needed to meet business and job seeker needs. Following is a brief summary of each work basedwork-based learning program:

On the Job training

On-the-Job Training (OJT) ias training that is provided by an employer in the public, private non-profit, or private sector to a paid participant while engaged in productive work. It provides knowledge or skills essential to the full and adequate performance of the job. OJT provides reimbursement for the employer of up to 750% of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training. It is limited in duration for the occupation, taking into account the content of the training and prior work experience of the participant. OJT may be provided to eligible WIOA participants who, after assessment, are found to be in need of and suitable for training services in order to obtain or retain employment that leads to self-sufficiency.

Incumbent Worker Training

Incumbent Worker Training (IWT) is designed to improve the skills of employees and the competitiveness of an employer. It is intended to retain skilled employees or avert a potential layoff. IWT may be offered to employers who, after assessment, are found to be in need of training for existing employees in order to remain competitive. IWT must between employees and employers with an established relationship in which all individuals receiving training have been employed by the company for at least six months at the time of training. It must improve the skills of the existing workforce, and it is encouraged that this training lead to an industry-recognized credential. In addition, it must mitigate the impact of a layoff if utilized as a part of a layoff aversion strategy.

Customized Training

Customized Training designed to meet the special requirements of an employer (or group of employers) by allowing them to tailor and design work-based skills training.

It is conducted with a commitment by the employer to employ an individual upon successful completion of the training. Employers may be reimbursed by the WIOA program for not more than 50% of the costs incurred in providing the training including staff/instructor time or training materials. Customized Training may be provided for an employer or group of employers when the employee is not earning a self-sufficient wage, and the customized training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes.

Workplace Fundamentals

- Workplace Fundamentals is a program that is designed in partnership with an employer or group of employers, ARWDBC, and local training providers to offer WIOA-eligible participants opportunities to learn basic and personal skills needed for an entry-level position. It is intended to be a recruitment training series for employers who endorse the program by guaranteeing interviews to those participants that successfully complete the program. Workplace Fundamentals may be offered to employers who have open, full-time positions and have not been able to find qualified job candidates.

Registered Apprenticeship
The Registered Apprenticeship (RA) program helps companies in to build and develop a talent pipeline for high demand career opportunities. The RA program is a partnership between employer and educational institution to provide training to apprentices. Apprentices are typically full-time employees of the Employer and receive technical instruction from the training provider simultaneously. RA results in higher skilled employees and increase employee retention. The cost of the training tuition, books, supplies, and fees are covered for eligible apprentices. Employers may receive wage reimbursement for up to 75% of the apprentice wage per year in training. Apprentices will also receive industry-recognized credentials after successful completion of the program.

Apprenticeships and internships will also be pursued as an options for work-based learning. Add more about apprenticeships being automatically part of the ETPL.

Finally, the ARWDB, business organizations and the employer community have been integrally involved in strategic planning. A majority of the ARWDB members are business representatives, including those relating to targeted industries an organized labor (the International Brotherhood of Electrical Workers and the Sheet Metal Workers).

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

- A customer may access the array of services and program information available on the statewide ETPL and may choose from a variety of Eligible Training Providers. There is no guarantee that a customer will enroll in a specific course or program of study after referral. It is the responsibility of the customer and the career adviser to develop a career plan. A customer may be determined WIOA eligible during WIOA career services. If it appears that the customer is eligible and suitable for provider training, they will be approved for enrollment by LWDA staff. Once approved for enrollment, LWDA staff will provide written authorization to both the customer and the training organization through an Individual Training Account (ITA).

- Services that LWDAs are responsible for providing ~~f~~to~~r~~ adults and dislocated workers through~~under~~ WIOA~~.~~ ~~c~~Career services may include initial assessment of skill levels, job search and placement assistance, provision of information on in-demand sectors and occupations, information on nontraditional employment, labor market information, provision of information about the performance and cost of education and training providers in the area, career counseling, information about filing unemployment compensation claims, information relating to the availability of supportive services such as child care, meals and transportation, specialized assessments of individual skill levels and service needs, individual or group counseling and career planning, development of an individual employment plan, short-term job-readiness activities, literacy activities related to basic workforce readiness, etc.

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

ARC/ARWDB is a logical host for the business engagement activities such as forums, summits, and roundtables for the targeted sectors., For Entrepreneurial Skills Training and Microenterprise Services natural partners for this include the Small Business Administration, and their SBDC Center Network which is operated by the University of Georgia. We will coordinate with other university-based entrepreneurial programs and other resources which may fit well with sector strategies.

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

- Taking initiative;
- Creatively seeking out and identifying business opportunities;
- Developing budgets and forecasting resource needs;
- Developing a customer-centered environment;

- Understanding various options for acquiring capital and the tradeoffs associated with each option;
- Communicating effectively and marketing oneself and one's ideas.

As the demand demonstrates, the ARWDB will partner with other Metro Atlanta Workforce Areas and/or work closely with other partners to identify and establish appropriate services and training in this area. Special emphasis will be placed on those areas that complement the priority industry and sector preferences.

Business Services also provides information on self-employment and entrepreneurial development. Youth programs in Douglas and Clayton Counties focus heavily on Entrepreneurial Skills Training and Microenterprises Services for their target populations (individuals with disabilities and offenders) to gain marketable skills and financial stability that contribute to the economic growth of the region and Georgia as a whole.

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

The ARWDB and ARC have completed the Regional Competitiveness strategy – CATLYST - noted previously. This effort is anchored by four committees pillars with one being the Educated Workforce CommitteePrepared & Productive, which states that the region must continually invest in improving educational outcomes for all residents. residents. This pillar is being addressed by a very active project teamcommittee that includesthat includes educational partners from Pre-K through college with significant participation by ARC and ARWDB staff.

Additionally, the ARWDB membership includes adult education and higher education officials from Gwinnett Tech and Clayton State University. Clayton State University is also a One Stop Operator. Gwinnett Tech has an affiliate site on campus focused on Adult Education. Chattahoochee Technical College also has a physical presence on their campus with an affiliate site. The ARWDB and ARC will continue to pursue, enhance and expand these already robust relationships as WIOA is implemented.

The ARWDB will work with the Title II and Perkins providers in the region. Their comprehensive program provides basic skills instruction in reading, math, and language; English as a Second Language (ESL) classes; GED test preparation classes; literacy tutors; and leveled classes in math and writing. It also provides individualized study plans, group instruction, one-on-one instruction, technology/computer usage and distance learning instruction to help students make literacy skills progress.

As may be required by WIOA, it is planned that the technical colleges will provide the Board with an outline of the AEL grant application that includes the following: counties/areas

served within the grant, how AEL is providing instruction that supports the chosen sector strategies of the region, the partner activities that prepare individuals for careers, AEL and WIOA co-enrollment processes, evidence of a service strategy between the AEL and the Board, and promotion of AEL services in the One-Stop.

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

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

ARWDB supportive services costs are in accordance with ~~GDEcD, Workforce Division~~TCSG-OWD's policies and procedures. By maintaining this coordination, the ARWDB supportive services program will continue to be cost effective in providing customer supportive services.

- Supportive services are available only for WIOA eligible participants actively enrolled in ITA based training activities or pre-vocational training activities.
- Documentation of eligibility will be determined for adults, dislocated workers and youth based on ARWDB policy and using the priority of service plan, (if implemented due to funds shortages).
- Eligibility and determination of need information will be entered into the participant's case file and/or the VOS system- including uploading attachments verifying eligibility.

Determination of Need

- Financial/Physical Need: There must be documentation in the participant's case file and/or the VOS system that participants are incapable of providing these services for themselves.

Documentation may consist of:
- Low income verification
- Receipt of federal or state public assistance
- Receipt of UI benefits
- Lack of employment or underemployment (UI records or separation notice)
- Documentation of skill upgrading that would lead to employment in a local or state in-demand occupation Birth certificates of children receiving childcare

ARWDB does not offer the following Support Services at this time:
- Out-of-Area Job Search Assistance Relocation Assistance
- Needs-based payments

Staff will discuss supportive services requirements at a regional level to consider a consistent delivery of these services across the LWDAs in the region.

Coordination with Core Partners

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

The ARWDB has developed a~~n umbrella~~ Memorandum of Understanding (MOU) with the regional WIOA partners. The MOU specifies minimum services to be provided in the ARWDB's one-stop system. Separate ~~Resource Sharing A~~agreements are in place for the ~~one-stops/~~affiliate sites located in ~~Clayton County, Cherokee County, Douglas County, Rockdale County, and an agreement that serves the four centers in Gwinnett County, including Gwinnett Technical College, the Career Resource Center, Gwinnett Branch, and Gwinnett County Corrections~~each of the seven counties in the ARWDB service area. Each ~~Resource Sharing A~~agreement includes a section on ~~r~~Resource ~~c~~Contributions and includes each partner's contribution. ~~The RSA includes the establishment of a local Career Resource Center Management Team with representatives from each partner agency as well as representatives from the business community.~~ ARC provides the facilities management for most of the one-stops and works closely with each Center to provide efficient and effectiveness customer service, including assistance with computer systems, technology and disability enhancements, and workforce resources.

Local Career Resource Center staff participate in partner meetings in their service area and have resource referral processes in place. These meetings offer an opportunity to share agency service information and provide customer referrals for services not available at the center. Partner agencies provide information on programs/ services to Career Resource Centers for publication in the center and distribution to all customers.

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

2. **Coordination with Wagner-Peyser – Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.**

The ARWDB and ARC staff have met with the Georgia Department of Labor (GDOL) staff, specifically the Wagner-Peyser related and funded staff as suggested by the Georgia Department of Commerce Workforce Development. This initial meeting was productive. The Wagner-Peyser staff also met with the Camoin Associates consultant team in May, 2016, (the team hired to complete the local and regional WIOA plans) to discuss opportunities and next steps in merging and integrating the offices.

The Metro Area Georgia Department of Labor (GDOL) Career Centers struggle with space availability, staff cuts and vacancies, therefore, it is difficult to fully integrate WIOA and Wagner-Peyser services. When the Career Centers were built, the vision was space for one staff per one-stop partner. In the metro area, that vision is not sufficient to serve customers at either the Gwinnett or the Clayton Career Center which are located in the ARWDB Service area. Currently it is difficult to maintain a DOL staff presence at the Gwinnett and Clayton ARWDB sites on a full time basis. GDOL staff are on location one day a week. Referrals are made between the Gwinnett, Cobb-Cherokee, Clayton, Covington, and South Metro GDOL Career Centers and ARWDB Career Resource Centers. ARWDB One-stop staff are located at the Gwinnett GDOL Career Center and the Cobb-Cherokee GDOL Career Center and ARWDB provides weekly orientation presentations at the Clayton Career Center.

As part of the One-Stop Center MOU, GDOL is provided an office at the Gwinnett Career Resource Center and assign staff to this location on a full-time basis. In addition, a career advisor representing WorkSource Atlanta Regional participates in orientation sessions at the GDOL Center in Gwinnett County weekly. Outside of the arrangements in Gwinnett County, referrals for service are regularly made between the WorkSource Atlanta Regional affiliate sites in each of the seven counties and the closest GDOL center.

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

The ARWDB recognizes the value of adult education and its critical role in the success of individuals in the labor force. Toward that end, ARWDB has extensive engagement of the Title II Adult Education providers at the Career Centers including Gwinnett Technical College and Chattahoochee West Georgia Technical College. These services will continue to be reviewed and further integrated as part of the oOne- sStop network development under WIOA.

In addition, the ARWDB Board currently has adult education well represented on the ARWDB includingBoard from Gwinnett and Chattahoochee Technical Colleges. These institutions and their adult education representatives will be involved in the policy

development and direction to better integrate Adult Education in the public workforce system.

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

All ARWDB Career Resource Centers delivering WIOA services provide full accessibility to sites and services. Staff have received training and written instructions regarding assistive technology in resource rooms. Consideration is given to any additional assistive devices (under $200) which may be requested by an individual with disability to enhance their utilization of resources in the career resource center.

Vocational Rehabilitation Services is the primary community rehabilitation provider with whom ARWDB partners for training and mutual referrals. An ARC/ARWDB staff member work with the ARC Human Services Transportation Team, which has been heavily involved in planning for and providing additional transit-related resources for individuals with disabilities, older individuals, and low-income individuals

With the award of a sub grant several years ago, ARWDB increased access to services for individuals with disabilities and developed additional in-service training for all staff in disability awareness and resource development. Centers have specific workstations with adaptive technology and software, plus additional adaptive equipment for individual use within the center and a resource services manual.

All Career Resource Centers' supportive assistive technology is monitored annually to ensure operational and functionality to meet the needs of our customers. Centers undertake an ADA accessibility survey which is part of the monitoring tool to ensure compliance.Updating of all centers' supportive technology is currently being undertaken as well as an ADA accessibility survey.

Performance, ETPL and Use of Technology

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

The AR~~CWD~~B regularly negotiates with the State to agree on local performance measures. ~~has new standards under WIOA, however, specific targets have yet to be negotiated. Once this negotiation and further guidance is received, the ARWDB will then implement the programs with the appropriate measure engaged.~~

~~The Board is awaiting proposed levels of performance from the Governor before it can begin negotiations.~~ The ~~following lists the~~ WIOA Primary Indicators of Performance for ARWDB ~~to be addressed~~ in program years 2018 and 2019 are found in the Attachment 2.~~:~~

~~Adults and Dislocated Workers~~	
~~Percentage of Participants in Unsubsidized Employment During the 2nd Quarter After Exit~~	~~TBD~~
~~Percentage of Participants in Unsubsidized Employment During the 4th Quarter After Exit~~	~~TBD~~
~~Median Earnings of Program Participants in Unsubsidized Employment During the 2nd Quarter After Exit~~	~~TBD~~
~~Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit~~	~~TBD~~
~~Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment~~	~~TBD~~
~~Effectiveness in Serving Employers~~	~~TBD~~

~~Youth~~	
~~Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 2nd Quarter After Exit~~	~~TBD~~
~~Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 4th Quarter After Exit~~	~~TBD~~

~~Median Earnings of Program Participants in Unsubsidized Employment During the 2nd Quarter After Exit~~	~~TBD~~
~~Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit~~	~~TBD~~
~~Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment~~	~~TBD~~
~~Effectiveness in Serving Employers~~	~~TBD~~

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

Locally/Regionally Developed One-Stop Performance Standards. At this time the ~~Board~~ ARWDB has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Metro Atlanta Workforce Region.

Each partner agency is responsible for ensuring that it's legislated programs, services, and activities are provided at the ~~CRC~~ One-Stop Center in accordance with the goals, objectives and performance measures of the ARWDB and the WIOA. Each partner agrees to work to support the achievement of the One-Stop Center ~~CRC~~ performance measures, which include applicable WIOA measures. ~~The ARWDB performance measures are attached as part of the One Stop Business Plan and all one-stop operators understand the relationship between performance at each center/site and the overall performance of the ARWDB.~~

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

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

ARC, as agent for the ARWDB, with input from fourthree participating LWDBs, accepts requestssolicits bids through a public invitation process by posting of a training provider application on the ARC website. Each interested provider receivesLetters of noticereceives notice of receipt and application are forwarded to any agency that requests to be placed on thea bidders listagenda for recommendation of approval determined by a committee comprised of LWDB members and staff. The solicitation is an open solicitation.

- Prospective providers can access the training provider application via the ARWDB website.
- This solicitation seeks applications for funding in a variety of skills training areas. A list of occupational training options in the metropolitan region is included in the application. The list includes a variety of occupations from lower skill to higher skill levels, each customer will be provided with wage rates of specific occupations. Training in areas not listed may be considered, if the institution can demonstrate an employer need for trainees (e.g. employer references).
- ARWDB accepts and evaluates applications for the following counties: of Clayton, Cherokee, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale, and the City of Atlanta.
- The tentative schedule for evaluations is January 31, April 30, July 31, and October 31.
- The deadline for application submission is January 1, April 1, July 1, and October 1. Applications received after the deadline will be held for the next quarterly evaluation date.

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

A quarterly desk review of each eligible provider determines performance outcome measures compared to ARWDB plan performance outcomes. Criteria are outlined in the Training Provider Agreement. ARC requires that each provider's performance meet and/or exceed established ARC performance measure goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, they are placed on hold for receipt of new enrollees until the minimum standard is obtained. For new providers a "limited slot" requirement is instituted. Under this restriction, a limited number of customers are allowed to attend the provider's training. Once the number has been reached, no other customers may attend training until a review of performance is conducted.

Depending on the results of the review, the limited slots requirement is lifted or continues until performance is met. If the review determines that the provider's status has changed, i.e., moved location, termination of business, etc., an immediate notification is provided to GDEcD/WDTCSG-OWD for full investigation and possible removal from the State

ETPL.

- A Regional ITA Committee reviews all responsive provider applications for recommendation. If responsive, staff may conduct employer reference checks, program graduate reference checks, and a training observation to ensure that customers receive quality services.
- For providers seeking initial eligibility, verifiable program specific performance information must be provided. Applicants must provide the following:

    1. A detailed description of each training program to be considered
    2. Performance information for each training program will include (See Required Performance Information below)
        a. Median earnings
        b. Average wage at placement
        c. Attainment of Post-Secondary Credential
        d. Completion rate
        e. Employment rate
        f. Training Related Employment Rate
    3. Describe in detail provider partnerships with business
    4. Describe the recognized post-secondary credential attained after training completion
    5. Describe how the training program(s) aligns with in demand industries and occupations
    6. A provider must also comply with the following to be considered for inclusion on the ETPL:
        a. In business for at least 6 months prior to the initial application and have a current business license or proof of active compliance with the Secretary of State Corporations Division.
        b. Training must be available to the general public, have published catalog price structures and each program must have completed and placed in training related employment at least 10 students per program.
        c. Current of all federal and state taxes (Must supply certification from accounting/tax firm of current tax standing regarding federal and state taxes, including Unemployment Insurance taxes).
        d. In statutory compliance with the laws of the state related to the operation as a training of education institution. Proprietary colleges or schools operating in Georgia are required by the Nonpublic Post-Secondary Educational Institution Act of 1990 to have a certificate of authorization from the NPEC before beginning operation of advertising in the state.
        e. Provide documentation of current accreditation/authorization.
        f. In good standing with the Better Business Bureau with no outstanding complaints.
        g. Not be found in fault in criminal, civil or administrative proceeding related to its performance as a training or educational institution.

Must disclose any pending criminal, civil or administrative proceeding as either a defendant or a respondent.

h. Disclose any and all conflicts of interest with state or local LWDB staff or Board members, including but not limited to family ties (spouse, child, parent), fiduciary roles, and employment or ownerships interests in common.

i. Include a current federal tax identification number.

- The Regional ITA Committee recommended providers will be~~are~~ forwarded to the ~~Georgia Dept. of Economic Development, Workforce Division (WFD)~~TCSG-OWD for review, acceptance and inclusion on the State Approved Eligible Training Provider Listing (ETPL). If the application is accepted by the ~~WFD~~State, a ~~completed~~ provider agreement may be processed and submitted to the provider for signature.

- Each individual LWDB will be responsible for local provider policies, processes and agreements. Depending on Local WFB policy, new providers may be limited to fifteen (15) referrals until satisfactory performance outcomes are obtained.

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

If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Regional ITA Committee in the appeals process. Any appeals based on local policies will be handled by the individual LWDB.

The ARWDB Appeals Process is included in the ITA application for providers who think that they did not receive proper consideration for a program of training services. The ARWDB Grievance/Complaint Procedures for WIOA applicants and participants can be found on the website.

- The following appeal procedures as required in Section 122 (c) of the Workforce Innovation and Opportunity Act have been established by the Regional ITA Committee to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services. The Atlanta Regional Commission, acting as an agent for the Regional ITA Committee, will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as, the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factor (e.g. conflict of interest, nepotism), which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected.

- If any organization has a complaint against the Regional ITA Committee, informal resolution should be attempted before filing a grievance. If there is not resolution of the complaint, the complainant (s) has/have a right to file a grievance by sending a written request for a hearing.
- If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Applicants and Participants for services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by the Atlanta Regional Commission (ARC) and/or the Atlanta Regional Workforce Development Board (ARWDB) will be treated fairly. Grievance/complaints should be filed in accordance with the written procedures established by Workforce Solutions of the Atlanta Regional Commission. Signed and dated grievance forms with accurate contact information are included in all participant case files.

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

ARC has established performance goals that each provider is required to meet or exceed. If the goals are met, the training provider agreement continues without interruption.

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

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

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

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

d.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 ITA Committee and if

approved, transmitted to ~~GDEcD/~~TCSG-OWD.

- Approved Training Providers for WIOA services are required to submit progress reports on WIOA customers enrolled in training programs. The reports are used to record information and forward to the customer's assigned Career Advisor.
    i. The WIOA Customer Activity form is completed and forwarded to the Career Advisor when a customer's training status has changed.
    ii. The WIOA Customer Employment/End of Service Form is completed by the provider when a customer finds employment, earns a credential and/or ends training services and forwarded to the assigned Career Advisor. Employment information will be verified before reported on
- Approved Training Providers may request to add additional programs to the Eligible Training Provider List, or to make changes to current approved programs.
    i. All Program Change requests and Additional Program requests must be submitted on the ITA Program Request Form.
    ii. All program changes are subject to the ITA Committee review. Notification of committee recommendations will be provided in writing following the meeting.

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

Receipt, logging of applications and evaluation of responsiveness occur upon application transmittal to ARC. Applications are reviewed for responsiveness and letter/electronic notification of non-responsiveness is forwarded to training providers denoting reasons for non-responsiveness and information needed to resolve to resubmit the application. Training provider applications are reviewed and evaluated by ~~staff~~the ITA Manager. The evaluation includes the application evaluation elements in the evaluation criteria, such as accreditation, accessibility, credentials, employer advisory committees, etc. Also included are pre-award visits to new providers, verification of performance information (through VOS), employee interviews, participant/student interviews, etc. State WIOA performance goals, regional goals and ARC goals are reviewed against provider performance outcome goals. UI Wage Reports may be used to verify employment, employment dates, and wages, when available. Letters/electronic responses are forwarded to training providers who fail to submit adequate information and applications may be reviewed upon submittal of additional information. If fraudulent or faulty information is received, the application is denied and if an appeal ensues, the Regional ITA Committee hears the appeal.

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

- Providers will be evaluated bi-annually by ARC based on meeting or exceeding the above- mentioned performance measures.
- The evaluation may be on-site, desktop or a combination of methods. The Provider will agree to cooperate in any and all components of the evaluation and will make records available to the monitors in a timely manner.
- Bi-annual review results are posted on the ARC website.

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

The ARWDB will utilize the state list of approved eligible training providers as the master list of available training for all individuals seeking training information. Since the ETPL includes eligible training program descriptions and information identifying training providers, performance and cost information, this will be a critical tool in helping individuals make an informed choice. Access to the ETPL will be done through the one-stop system through GDEcD/TCSG-OWD's website and through ARC's website.

It is the policy of the ARWDB to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if eligible. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available under these grant assistance programs. Customers should apply as soon as a school is selected. Customers may begin training while these applications are in process. This policy applies to those customers who are seeking assistance for funding for schools that provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. If Pell and HOPE funding is denied, documentation of the denial must be included in the customer's file. ARWDB has incurred WIOA additional training costs due to the changes in HOPE as well as the movement of the technical college system to the semester calendar. Staff also will encourage customers to review funding assistance listed on the Georgia Career Information System and on the ARC website. ARC maintains a current listing of Financial Aid/Scholarships websites.

The ARWDB works closely with their regional partner local workforce development areas in the Greater Metro Atlanta region. Toward that end, should an individual from an adjoining local workforce development area request services in an ARWDB county/area, they will be referred to that home county to determine availability of funding. Every effort will be made to coordinate services accordingly.

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

In accordance with WIOA, all Registered Apprenticeship programs will beare automatically placed on the Eligible Training Provider List and not go through the

AR~~C~~**D**B committee process. Agreements are then signed by the Registered Apprenticeship and returned to ARWDB prior to participants enrolling in programs.~~ARCWB looks forward to working with, orienting, and integrating Registered Apprenticeship programs into the WIOA public workforce system and as an option for our job seekers and businesses. This will be addressed appropriately across all programs including Adult, Dislocated Worker and Youth (including pre-apprenticeship).~~

~~**Implementation of Technology – Provide a description of the technology used to enhance customer (participant and business) experience and any additional data analytics used to enhance planning and measure outcomes beyond mandated performance measures.**~~

~~An application for WIOA services is available on the ARWDB web site. A customer can complete the application online, review eligibility criteria, print and submit it along with the required documentation. The website explains the entire process for completing career services and entering training. Links appear on the web site to the Georgia Workforce Online Participant Portal where a customer completes a personal profile and accesses link to the ETPL. ARWDB is working with ARC Communications Department is preparing an online orientation video and plans to update the Facebook page along with ARC web site. The new Workforce Solutions page will include the new WorkSource Georgia statewide brand. Career advisors use email blasts to communicate with their caseloads.~~

~~ARWDB has a mobile career lab equipped with computers that visits area libraries on a regular schedule. It is also available for other activities such as rapid response, job fairs and other workforce development events.~~

~~Digital translation services in multiple languages are used to serve ESL customers for documents and email.~~

Under WIOA, all Registered Apprenticeship (RA) programs that are registered with the USDOL Office of Apprenticeship (OA) are automatically eligible to be included on the State Eligible Training Provider/Program List. All RA programs will be informed of their automatic eligibility to be included on the list and will be provided an opportunity to consent to their inclusion, before being placed on the State ETPL. In order for Registered Apprenticeship programs to be included on the ETPL, completion of an abbreviated form is necessary to collect information needed for populating the ETPL. If the program is viable and active, the program will remain on the ETPL as long as the program is registered or until the program sponsor notifies the State that it no longer wants to be included on the list.

4. **Implementation of Technology – Provide a description of the technology used to enhance customer (participant and business) experience and any additional**

data analytics used to enhance planning and measure outcomes beyond mandated performance measures.

An application for WIOA services is available on the ARWDB web site. A customer can complete the application online, review eligibility criteria, print and submit it along with the required documentation. The website explains the entire process for completing career services and entering training. Links appear on the web site to the Georgia Workforce Online Participant Portal where a customer completes a personal profile and accesses link to the ETPL. ARWDB is working with ARC Communications Department is preparing an online orientation video and plans to update the Facebook page along with ARC web site. The new Workforce Solutions page will include the new WorkSource Georgia statewide brand. Career advisors use email blasts to communicate with their caseloads.

ARWDB has a mobile career lab equipped with computers that visits area libraries on a regular schedule. It is also available for other activities such as rapid response, job fairs and other workforce development events.

Digital translation services in multiple languages are used to serve ESL customers for documents and email.

State Initiatives and Vision

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

The ARWDB applauds the State in their efforts to bring consistency to the WIOA public workforce system across Georgia. The ARWDB looks forward to being a full partner in rolling this system out across the ARWDB local area, ~~M~~metro Atlanta region, and the State.

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

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

The ARWDB has been and will continue to be a strong partner in implementing the state workforce initiatives.

Go Build Georgia is designed to introduce and prepare aspiring young professionals for employment opportunities in skilled trades, such as construction, transportation, energy, telecommunications and manufacturing. The ARWDB will work closely with all partners involved in this grant to better serve those targeted by the program. This program will work well with the regional and local development of sectors. Recognizing the success of Go Build Cobb, ARWDB anticipates working closely with the same organization to expand Go Build Georgia to the ARWDB counties and local workforce area.

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

WorkSmart Georgia. Georgia WorkSmart is a work-based learning initiative operated by WFD. It promotes apprenticeship programs as a workforce development tool and assists Georgia companies in developing and implementing customized programs to meet their specific hiring and training needs. Using the apprentice model helps businesses grow their own talent and builds a motivated and qualified workforce.

Employers use apprentice programs to recruit and train new employees and to upskill their current workforce. ARWDB plans to work with WFD to implement Georgia WorkSmart in ARWDB counties.

High Demand Career Initiative (HDCI). The HDCI allows state partners involved in training Georgia's future workforce – primarily the University System of Georgia (USG) and the Technical College System of Georgia (TCSG) – to hear directly from the private sector about what specific needs they have from a workforce perspective (i.e., degrees/majors, certificates, courses, skillsets, etc.). With decision-makers from each of these entities at one table, the ARWDB have used this list and information when preparing our local and regional sector strategies in these areas. HDCI is being implemented in coordination with other Workforce Boards in the region. As discussed earlier, ARWDB is focusing on the TDL Sector; while DeKalb is focusing on Healthcare and Fulton on Information Technology. Each Workforce Board has formed Employer and Partner Councils to gather input on industry needs, career paths and emerging trends. Each target industry initiative is staffed by a Subject Matter Expert and a Workforce Co-lead. Overall coordination is handled by CareerRise; and Workforce Board Directors meet quarterly to monitor progress.

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

The ARWDB has extensive experience in working with individuals from special populations. In addition to and in complement of the priority of service policy below, the ARWDB has several programs focused on special populations.

An existing program with the Gwinnett Corrections Office has been successful to date. ARWDB will continue to work with this program and look for opportunities to expand this program to other counties and their correctional facilities.

ARWDB also currently has a program through incentive funds to focus on Long Term Unemployed. This program, with ARC leading and in cooperation with Cobb, Fulton and DeKalb counties, concentrates on those that have completed Information Technology training but have not yet been able to local a job offer over the past year. The program assesses the individuals to determine the salient issues and then apply those remedies (e.g., job search, additional training, etc.). This program then assesses the success and makes appropriate adjustments to the services. This will then be used to complete and roll out additional services relevant to Long Term Unemployed.

ARWDB applied and received a grant award of $500,000 to provide structured and intensive employment and training services from March 1, 2018 to December 31, 2019 to fifty WIOA eligible at-risk OSY who are 18 – 24 years of age, reside in Clayton and Gwinnett Counties and are receiving government assistance. The Social Welfare

Program Initiative (SWPI) identifies that structured and intensive employment and ~~training services~~training services are most required to ensure successes for the special population, but are often not possible or limited due to resources, exposure and opportunity. As a result, SWPI
created and implemented an integrated and sustainable service design that will ensure that participants receive opportunities which lead to placement in post-secondary/advanced education, employment, and entrepreneurship opportunities with family sustaining-wages.

The ARWDB will continue to pursue these types of special services and initiatives to address the needs of special populations not necessarily served through existing mix of local and community resources.

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

Priority for individualized career services, training and support services ~~will be~~is given to residents of the ARWDB service area for adult, ~~youth and~~ dislocated worker, and youth applicants. Services for dislocated workers ~~will also be~~are also given to employees of companies whose place of employment is/was within the metropolitan Atlanta service area. ~~Informational, core~~Basic, career, and ~~training~~intensive services ~~will be~~are available to all eligible applicants. When funds are sufficient, residents of other service areas may be served by the ARWDB or referred to apply for training services with the other WDB offices if more convenient and feasible.

Veterans priority implementation is in place at the ARWDB Career Resource Centers. Veterans are provided the complete compliment of basic and career ~~Core and Intensive Services~~ervices prior to entering training. Services to Veterans are coordinated with the Georgia Department of Labor and the Veterans Administration liaison. A link to the USDOL veterans' services web site appears on the Atlanta Regional Commission web site. One-Stops identify Veterans as quickly as possible whenever they seek One-Stop services. ~~ARWDB continues to advertise in the Employment Guide regularly and in their special Veteran Issues.~~

- WIOA establishes a priority requirement with respect to funds allocated for Adult employment and training activities; this priority will be given to individuals who have met minimum eligibility requirements.
- Priority of service must be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient: those with reading, math, and language scores below 9th grade level and youth or adults unable to compute or solve problems, read, write or speak English at a level necessary to function on the job, in their family or in society.
- Veterans and eligible spouses receive priority of service.

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

- Priority for WIOA Adult career services must be provided in the following order to specific groups:
  i. First, Veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
  ii. Second, Individuals who are not veterans or eligible spouses who are included in the groups given priority for WIOA formula funds. This includes public assistance recipients and low-income individuals who meet income guidelines in the chart below and those determined basic skills deficient.
  iii. Third, veterans and eligible spouses who are not included in WIOA priority groups.
  iv. Last, to persons outside the groups given priority under WIOA.

ARWDB target groups include Individuals that have one or more of the following characteristics that act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment. These include:

- TANF, SNAP
- Unemployed, Underemployed, or Discouraged Worker
- Offender
- Disabled
- Older Worker
- Dislocated Workers who also meet low-income eligibility
- Lacks a high school diploma or GED
- Poor employability skills
- Poor work history
- Poor basic skills
- Limited English proficiency
- Lacks self-sufficiency (working poor)

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Local Workforce Development Area 7
August 2016October 18, 2018

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Mandy Chapman	CEO	Roytec Industries, LLC	Manufacturing, Small Business
Aundra Walthall	CEO	Infrastructure and Communication Solutions	IT, Small Business
Steven Wilson	General Manager	Haralson Metals	Manufacturing and Production
Eric Dial	President	Dial Strategic Consulting, Inc	Consulting, Small Business
Randy Hayes	President	Hayes Development Corp	Real Estate Development
Andrew GreenbergVACANT	Executive Director	Georgia Game Developers Assoc.	Digital Media
Eddie Ausband	Managing Partner	Revanta Financial Group	Financial Services
Lisa Phillips	HR Manager	Dart Container Corporation	Manufacturing and Production
Mark Rowe	Director of Recruitment	Kaiser Permanente	Health Care
Rodney Leonard	Sr. Director, Manufacturing Quality	Newell Rubbermaid	Logistics
Sonia Carruthers	Executive Director	Cherokee FOCUS	Non-Profit CBO, Youth Services
Lindsay Martin	Director, Existing Industry & Regional Recruitment	Ga Dept of Economic Dev.	Economic Development
Karen LaMarshVACANT	Director of Professional Development & Training	Clayton State University	Higher Education
James Jackson, III	Organizer	Sheet Metals Workers Local 85	Organized Labor
Robert Duffield	Business Manager	Iron Workers Local 387	Organized Labor
Chuck Little	HR Director	Atlanta Electrical Contractors	Apprenticeships, Construction
Stephanie Rooks	Dean, Adult Education	Gwinnett Technical College	Adult Education
Lee Hunter	Regional Economic Coordinator	Ga Department of Labor	DOL
Debbie Slaton	Unit Manager	GVR Rehabilitation Services	Vocational Rehabilitation

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

Attachment 2: Local Negotiated Performance

Atlanta Regional WDB LocalWDB Local Performance		
Adult Program	**PY 186**	**PY 197**
Employment Rate 2nd Quarter After Exit	853.00%	864.00%
Employment Rate 4th Quarter After Exit	8076.00%	8179.00%
Median Earnings 2nd Quarter After Exit	$6,60150	$6,7400
Credential Attainment within 4 Quarters After Exit	701.00%	713.00%
Dislocated Worker		
Employment Rate 2nd Quarter After Exit	876.00%	887.00%
Employment Rate 4th Quarter After Exit	862.00%	876.00%
Median Earnings 2nd Quarter After Exit	$7,6400	$7,8600
Credential Attainment within 4 Quarters After Exit	706.00%	729.00%
Youth		
Employment Rate 2nd Quarter After Exit	7169.00%	71.00%
Employment Rate 4th Quarter After Exit	697.500%	7069.00%
Credential Attainment within 4 Quarters After Exit	740.050%	743.50%

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August 2016October 18, 2018

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

Attachment 3: Comments that Express Disagreement

No comments were received

Attachment 4: Signature Page

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

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____

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Local Workforce Development Area 7
~~August 2016~~October 18, 2018