Metro Atlanta Regional Workforce Plan

Workforce Innovation and Opportunity Act

2016 to 2020

2018 Update

The mMetro Atlanta rRegion is defined as the following Workforce Areas: City of Atlanta, Area 3; Cobb County, Area 4; DeKalb County, Area 5; Fulton County, Area 6; and Atlanta Regional, Area 7
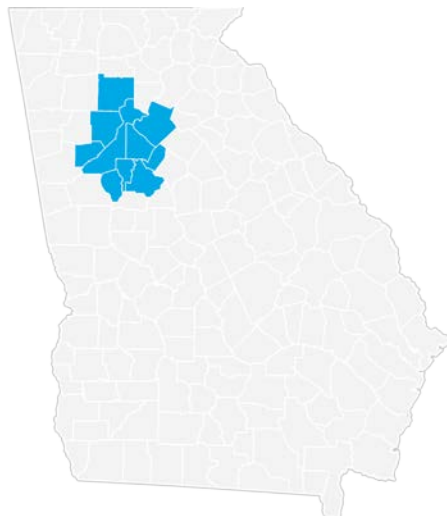
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Strategic Elements, Governance and Structure

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.**

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

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

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

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

Overview. In 201~~5~~7, the ~~m~~Metro Atlanta ~~r~~Region was home to nearly 2.~~3~~4 million jobs. Overall, employment has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this five-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This growth rate outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9% and 1.6%, respectively.

The largest industries in 201~~5~~7 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.

Regional In-Demand Industries.   The three targeted in-demand industries were

selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. They are as follows:

- Healthcare
- Information Technology
- Transportation, Distribution, and Logistics

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

Healthcare

Healthcare represents a range of sectors, including offices of physicians, hospitals, home health services, and nursing homes. It accounts for ~~202~~260,000 jobs in the ~~Metro Atlanta Region~~metro Atlanta region. General and Medical Surgical Hospitals account for over a third of industry employment, representing nearly 70,000 jobs in 2017 ~~5~~. Offices of Physicians (except Mental Health Specialists) is another major sector, accounting for over 42,000 jobs. [1]

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	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

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

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

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

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Employment in the Healthcare industry continued to grow during the recession, dramatically outpacing overall employment growth in the region over the same period. Annually it is anticipated ~~Since 2010,~~ the industry will ~~has~~ added 30,500~~29,600~~ jobs, expanding employment by 17%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 13~~8~~,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by ~~35%, or~~ nearly 3,300~~1,800~~ jobs. The Healthcare industry sectors that have added the most jobs over the past five years are summarized in table found on the following page.

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

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

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

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

Source: JobsEQ 2015Q4

Employment in the Healthcare industry is expected to continue to grow rapidly, expanding employment by ~~25~~18%, or over ~~5~~40,000 new jobs. ~~Annually, the industry is expected to have 18,700 job openings in the region, due to both new demand and replacement demand.~~ Unlike many industries, new demand (jobs created from employment growth) account for more than half of these openings. General and Medical Surgical Hospitals are projected to drive employment growth in the industry, adding over ~~4,000 jobs and 3,800~~ 6,600 jobs, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next five years are summarized in the following table.

Projected Change in Healthcare 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

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

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

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

Source: JobsEQ 2015Q4

Information Technology

The Information Technology industry is another major employer in the ~~Metro Atlanta Region~~metro Atlanta region, accounting for over 9~~6~~0,000 jobs. It is composed of businesses ranging from data centers to software designers and consultants. The largest sectors are Wired Telecommunications Carriers, ~~Custom Computer Programming Services~~Motion Picture and Video Production, and ~~Computer Systems Design Services~~Data Processing, Hosting and Related Services.   Each accounts for approximately 2~~0~~10,000 - 2~~3~~25,700 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

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

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

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

NAICS	Industry	Employment				5 Year	
		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%

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

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

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

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~~,~~ ~~Distribution,~~ and Logistics

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

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

NAICS	Industry	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

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

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

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

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

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

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

NAICS	Industry	Current		Employm		
		# Change	% Change	Avg. Annual	% New	% Replacement
481111	Scheduled Passenger Air Transportation	985.00	0	4221	0	93%
484110	General Freight Trucking, Local	800.00	0	306	0	93%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	2583.00	0	1161	0	94%
488510	Freight Transportation Arrangement	2195.00	0	882	0	88%
492110	Couriers and Express Delivery Services	4250.00	0	2301	0	94%
493110	General Warehousing and Storage	7493.00	0	2998	0	83%
	Total - Transportation & Logistics Industry	**28912.00**	**0**	**18743**	**0**	**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%

Source: JobsEQ 2015Q4

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

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

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

NAICS	Industry	5 Year Projection			Employment Demand		
		# Change	% Change	Region	Avg. Annual	% of new	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	-39	-2%	-0.5%	983	9%	91%
21	Mining, Quarrying, and Oil and Gas Extraction	319	43%	12.6%	365	1%	99%
22	Utilities	-38	-1%	-0.1%	3,682	5%	95%
23	**Construction**	**26,438**	**22%**	**5.1%**	**70,235**	**14%**	**86%**
31	**Manufacturing**	**11,849**	**10%**	**2.2%**	**60,306**	**-1%**	**101%**
42	Wholesale Trade	6,744	5%	1.1%	72,726	7%	93%
44	**Retail Trade**	**26,694**	**11%**	**2.3%**	**175,615**	**5%**	**95%**
48	**Transportation and Warehousing**	**28,912**	**18%**	**4.1%**	**95,945**	**10%**	**90%**
51	**Information**	**12,507**	**14%**	**3.0%**	**47,564**	**6%**	**94%**
52	**Finance and Insurance**	**12,176**	**11%**	**2.4%**	**59,531**	**11%**	**89%**
53	Real Estate and Rental and Leasing	7,652	15%	3.3%	29,060	9%	91%
54	**Professional, Scientific, and Technical Services**	**27,655**	**13%**	**2.9%**	**109,226**	**16%**	**84%**
55	Management of Companies and Enterprises	11,138	21%	4.9%	27,052	10%	90%
56	**Administrative and Support and Waste Management and Remediation Services**	**31,487**	**15%**	**3.3%**	**138,857**	**11%**	**89%**
61	Educational Services	8,358	5%	1.0%	95,040	11%	89%
62	**Health Care and Social Assistance**	**40,012**	**15%**	**3.4%**	**156,709**	**18%**	**82%**
71	Arts, Entertainment, and Recreation	6,863	17%	3.9%	30,794	9%	91%
72	**Accommodation and Food Services**	**39,075**	**17%**	**4.0%**	**196,011**	**7%**	**93%**
81	Other Services (except Public Administration)	8,576	8%	1.7%	68,278	9%	91%
92	Public Administration	520	1%	0.1%	50,537	7%	93%
99	Unclassified	-1,052	-14%	-2.9%	4,313	10%	90%
	Total - All Industries	**305,846**	**13%**	**2.8%**	**1,495,336**	**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

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

Projected Change in Employment, 2 Digit NAICS - Atlanta Region

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

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

Source: JobsEQ 2015Q4

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

Projected Change in Employment 5 Digit SOC - Atlanta Region (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

Source: JobsEQ 2015Q4

WORK SOURCE GEORGIA
Metro Atlanta

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

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%

The table below presents the occupations having the highest average annual employment demand along with an average annual wage of at least ~~$44,600~~50,897.60. (This is the living wage for a one-adult/one-child household in the Atlanta MSA, as determined by MIT's living wage calculator.) As shown, these jobs are generally management and supervisory positions in the office or manufacturing industry, healthcare occupations, professional occupations, information technology occupations, and skilled trades.

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

SOC	Occupation	10 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% 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

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

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

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

Source: JobsEQ 2015Q4

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

The top 15 occupations by the number of job advertisements posted in 201~~5~~7 are presented in the following table.

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

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.

Through an analysis of 201~~5~~7 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to "soft skills," such as Communication, Problem Solving, and Teamwork. Several "hard skills" are also frequently cited, including Microsoft Excel, Microsoft Office, and Computer Skills. The 15 most frequently requested skills are listed in the table on the following page.

Top Skills by 2017 Job Postings - Atl. Region

Skills	Job Postings
Communication Skills	143,081
Teamwork / Collaboration	69,087
Problem Solving	59,277
Microsoft Excel	57,378
Organizational Skills	55,454
Planning	52,705
Microsoft Office	47,093
Writing	47,034
Detail-Oriented	45,285
Research	45,121
Computer Literacy	39,756
Building Effective Relationships	38,201
Written Communication	33,698
Troubleshooting	30,607
Multi-Tasking	28,631
Source: Labor Insight Jobs (Burning Glass Technologies) - 1/1/17 - 12/31/17	

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

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

Top Skills by 2015 Job Postings - Atl. Region

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

Additionally, this assessment of 201~~75~~ job postings data reveals the credentials most frequently requested by employers. The most requested credentials in the ~~Metro Atlanta Region~~metro Atlanta region largely reflect the three targeted industries in region: Healthcare, Information Technology, and Transportation and Logistics. They include certifications such as Registered Nurse, ~~Cisco Certified Network Associate~~ CDL Class A, and Certified Driver's License. The top 10 certifications requested by employers in the region is summarized in the table below.

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

Certifications	Job Postings
Driver's License	31,223
Registered Nurse	30,612
CDL Class A	17,794
Advanced Cardiac Life Support (ACLS) Certification	12,863
Basic Life Saving (BLS)	7,564
Basic Cardiac Life Support Certification	5,642
Certified Public Accountant (CPA)	5,512
First Aid Cpr Aed	5,512
Project Management Certification	4,937
Critical Care Registered Nurse (CCRN)	4,649
Licensed Practical Nurse (LPN)	3,896
Project Management Professional (PMP)	2,951
Security Clearance	2,854
IT Infrastructure Library (ITIL) Certification *Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15*	2,661
Certified Information Systems Security Professional (CISSP)	2,538

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

Top Certifications by 2015 Job Postings - Atl. Region

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

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

According to Chmura's JobsEQ, the population of the ~~Metro Atlanta Region~~metro Atlanta region in 201~~4~~7 was 4.~~83~~75 million. ~~Between 2004 and 2014, it grew at an average annual rate of 1.8% which outpaced the population growth in the state and nation.~~

The region has a civilian labor force of 2.~~25~~56 million people, representing a labor force participation rate of 6~~8~~7.~~7~~8%. This rate exceeds the participation rates of 62.~~6~~7% and 63.~~5~~3% in the state and nation, respectively.

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

Demographics Overview - Atlanta Region

	Atl. Region	GA	USA
Population	4,884,747	10,099,320	318,558,162
Population Ave. Annual Growth	1.5%	1.1%	0.8%
Median Age	36	36.2	37.7
Labor Force	2,562,362	4,908,225	159,807,099
Labor Force Participation	67.8%	62.7%	63.3%
Median Household Income	$63,799	$51,037	$55,322

JobsEQ 2017Q4

Demographics Overview - Atl. Region

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

Source: JobsEQ 2015Q4

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

Atlanta Region Population by Age

JobsEQ 2017Q4
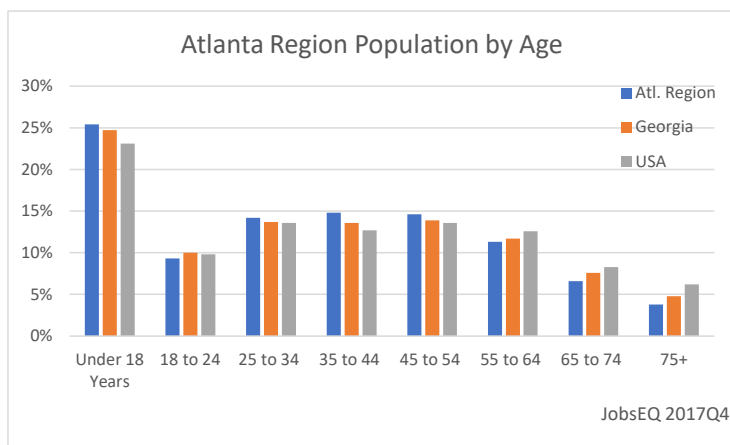
Region 3: ~~Metro Atlanta Region~~Metro Atlanta region – WIOA Plan for 2016-2020
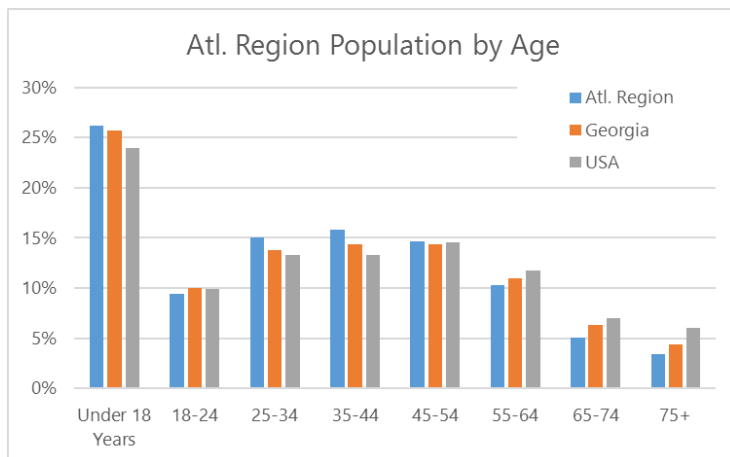
The ~~Metro Atlanta Region~~metro Atlanta region's workforce is also highly educated, with 40% having a ~~b~~Bachelor's degree or higher, compared to just 30% of the state and nation. Correspondingly, as compared to Georgia and the US, it has a smaller proportion of individuals who possess only a high school diploma or less. The region also has a slightly smaller proportion of the population with an ~~A~~associate~~'s~~ degree.
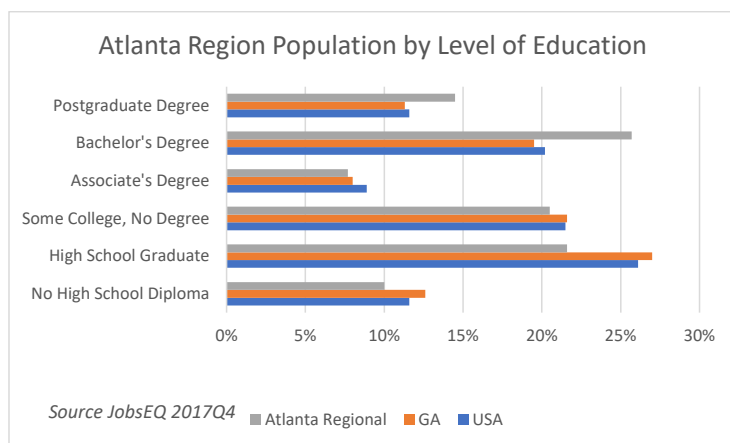
Region 3: ~~Metro Atlanta Region~~Metro Atlanta region – WIOA Plan for 2016-2020
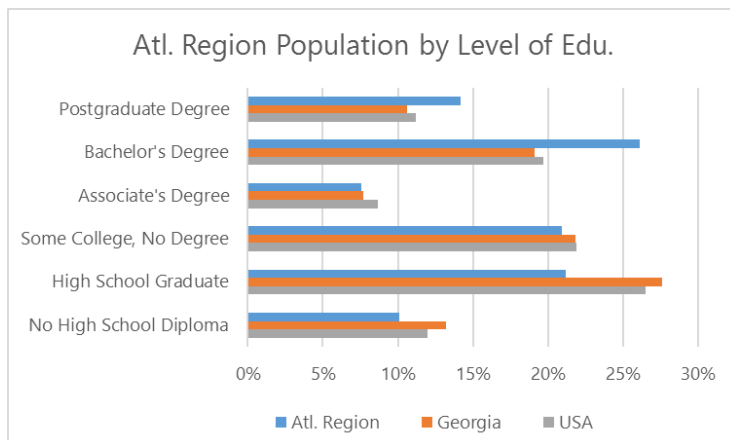
The ~~Metro Atlanta Region~~metro Atlanta region has a large population of Veterans, individuals living below the poverty line, and individuals with disabilities. Approximately ~~8~~5.6% of the population (aged 18 and older) are Veterans. Of those, 2.7% lived below the poverty line in the past 12 months and ~~24~~10% are individuals with disabilities. As shown on the table on the following page, approximately 1~~4~~8.6% of the population are individuals with disabilities and ~~13~~18.5% live below the poverty line.

Targeted Populations Overview - Atlanta Regional

	Gen. Populaition		Veterans	
	#	%	#	%
Population 18+	3,765,190	n/a	209,916	5.6%
Below Poverty Line Past 12 Months	275,503	18.5%	7,406	2.7%
With Disabilities	276,949	18.6%	28,104	10.1%
Source: American Community Survey				

Targeted Populations Overview - Atl. Region

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

The Aspen Institute's Opportunity Index tracks "disconnected youth" in communities across the country. (The Opportunity Index defines "disconnected youth" as individuals aged 16 to 24 who are neither working nor in school.) These individuals are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. As shown in the table ~~on the following page~~below, the number of disconnected youth in the ~~Metro Atlanta Region~~metro Atlanta region has ~~grown from~~from just under 8~~7~~0,000 to nearly ~~80~~75,000.

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

Disconnected Youth - Atl. Region

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

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

Disconnected Youth - Atlanta Region

	2015	2017
Population Ages 16-24	518,090	532,123
Disconnected Youth *	79,975	75,000
% of Youth Disconnected	15.4%	14.1%

* 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.

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

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

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

At the ~~A~~associate~~'s~~ degree level, the region has a large gap between the number of degrees related to Healthcare profession and the number of job openings. In 2015, there

were over 16,000 job postings for Healthcare professions, while only 5,000 ~~A~~associate~~'s~~ degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied.

Finally, at the ~~b~~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 in this occupation. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.

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

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

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

Region 3 Vision:

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

Region 3 Goals:

- One-Stop <u>Center</u>s are recognized as a valuable community resource and are known for high quality, comprehensive services for customers.

- The core programs and One-Stop <u>Center</u> Partners provide seamless, integrated customer service.

- Program performance, labor market, and related data drive policy and strategic decisions and inform customer choice.

- Youth programs reconnect out-of-school youth (OSY) to education and jobs.

- Job seekers access quality career services either online or in person through a "common front door" that connects them to the right services.

- One-Stops facilitate access to high quality, innovative education and training.

- Services to businesses are robust and effective, meeting businesses' workforce needs across the business lifecycle.

  -

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

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

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

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

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

As part of regional coordination~~ization~~ efforts, the five local boards continue~~will be~~ exploring how they can coordinate their individual activities, including conducting regional business forums, summits, and roundtables for the targeted sectors. Priority efforts ~~will~~ are being made to coordinate a regional approach to business engagement related to the three regional targeted industries, particularly through the HDCI implementation efforts led by CareerRise.

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

Through HDCI, the ~~Workforce Board~~LWDBs ~~are now~~have identif~~ying~~ied initiatives, training programs, and strategies that can be elevated from the local level to the regional level. Several successful initiatives have been planned and implemented at the local level, serving as an important pilot for potential regional initiatives. Local initiatives that could

be expanded include CHAMP, a training initiative implemented in partnership with Atlanta CareerRise, which focused on training nurses at hospitals in DeKalb County to help them access higher level nursing positions and open up their former positions to new workers. This strategy was considered a major success by employers in the region. Additionally, as Atlanta's TechHire initiative is implemented, there will be many opportunities for workforce boards across the region to participate by recruiting employers, recruiting potential workers and students, and developing programs and initiatives.

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

- Atlanta CareerRise

- Local and regional chambers of commerce

- Local and regional economic development organizations

- Employer and industry groups

- Society of Human Resource Management (SHRM)

- Local community colleges and universities and other education providers

- Georgia Department of Labor

- Small Business Development Centers

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

- Technical colleges and K-12 education

- Community colleges and universities

- Adult education programs

- Unions

- Industry groups

- Private educational institutions

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

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

As detailed in the local workforce ~~WIOA P~~plans, each local area possesses its own business services personnel and menu of business services. On an informal basis, the local business services staff members communicate with one another about regional employer needs and opportunities, and coordinate to provide mass recruiting services. A more formalized approach is emerging under the High Demand Career Initiative where industry specific successful programs developed in one area are shared and implemented throughout the metro area. Joint recruitments are becoming common, along with a free flow of information and resource sharing.~~may also conduct coordinated mass recruiting services; however, there is no formalized approach.~~

Therefore, as part of regional~~ization~~ efforts, the local areas will ~~be~~ continue to explor~~eing~~ how they can better coordinate business services to improve services to employers, increase economies of scale for local area operations, and eliminate duplicative efforts.

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

Feedback from partners, including employers, was essential to developing this plan and its strategies, as well as to the regular operation of the ~~Workforce Boards~~LWDBs, both at the local and regional level. The ~~Boards~~ LWDBs hosted an employer focus group to receive feedback from employer as well as a focus group for economic development and chamber representatives, who have close ties to the business community and are able to communicate their challenges. Both of these groups emphasized the need for more collaboration regionally, streamlining processes and paperwork, coordinating employer engagement to minimize the number of organizations meeting with an individual employer while maximizing the information shared among partners for these meetings, and developing specific, tailored programs to meet the training needs of employers.

In addition to the strategies and partnerships described in Section 3.A, the ~~Boards~~LWDBs have begun implementing an improved communications strategy focused on business services. The local ~~D~~directors meet at least quarterly to discuss new and ongoing business services strategies and identify opportunities to collaborate and share expertise and past experience. In addition, the ~~Boards~~LWDBs are developing a regional business services committee that includes a business service representative from each local area. This committee will catalogue the business services operations of each local area, identify overlapping strategies and any duplication of services, and develop recommendations as to how business services can be improved and streamlined across the region.

Recommendations may include a customer relationship management system, consolidating required paperwork to become more uniform across the region, and improving the ability to recruit and refer job seekers to various local initiatives.

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

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

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

~~Metro Atlanta Workforce Board~~LWDB Directors ~~both~~often serve on the boards of chambers of commerce and economic development organizations, as well as ~~and~~ invite those representatives to serve on their workforce boards and committees to~~and~~ provide feedback ~~to~~ on the workforce system. Key economic development partners include:

- The Metro Atlanta Chamber of Commerce

- Local chambers of commerce and economic development organizations

- Industry and employer trade groups

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

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

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

The Aerotropolis Atlanta Workforce Collective is an example of a sub-regional approach to coordinate economic development and workforce issues. It envisions

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creating an integrated workforce development plan to better prepare residents for career opportunities and support the businesses in and around the Hartsfield-Jackson Atlanta International Airport. As the world's most travelled airport, it is a key economic driver that brings opportunities to an area that has lower than average employment and household income numbers. Chaired by a local workforce Director, ~~T~~the Aerotropolis Atlanta Workforce Collective will help ensure that local talent is prepared to fill local jobs.

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

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

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

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

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

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

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

- Creating pilot projects for training programs in the targeted sectors

- Identifying new and emerging targeted industries for the region

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

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

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

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

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

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

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

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

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

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

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

- Establishing regional performance goals

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

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ACTION ITEM	STATUS	COMMENTS
Conduct regional business engagement activities, such as summits, forums, and roundtables for the targeted sectors	🟩	Through the HDCI-MA grant, we have a strong start with business engagement activities in the three regional target sectors. Two employer roundtables have been held for each sector, and numerous coordinated outreach activities have been conducted with individual businesses.
Develop a regional demand occupation list and share information about the related career pathways	🟩	A regional demand occupations list is prepared annually. The most recent list was prepared and distributed in September 2018.
Create pilot projects for training programs in the targeted sectors	🟨	Through HDCI-MA, programs have been developed in the healthcare industry, building upon the success of CHAMP. Additional programs will be developed as HDCI-MA continues. The workforce boards are also actively involved in CEFGA Construction Ready training.
Identify new and emerging targeted industries for the region	🟩	3 targeted industries have been selected. LWDBs will review data periodically to track emerging industries.
Institute a regional approach for economic development efforts to attract new businesses and expand existing businesses	🟨	Regional Economic Plan - CATLYST - was updated in 2018. Workforce development activities are included in the plan. Some workforce staff was involved in the plan development, but more workforce involvement should be included in implementation and future updates.
Coordinate business services on a regional basis, including outreach, recruitment, and applicant referral	🟨	LWDB business services staff have conducted preliminary discussions for coordinated activities. The HDCI-MA grant has also assisted in some coordinated activities. UPS SMART Hub employment activities is a positive coordinated activity. More focused and deliberate coordination activities should be conducted in the future.
Initiate regional procurement methodologies, such as issuing joint procurements or using a standard Request for Proposals	🟥	This item has been discussed among the local areas, but no specific progress has been made.
Develop a regional approach for training activities, including consistent guidelines for ITA, OJT, IWT, customized training, and regional supportive service guidelines	🟥	LWDA business services staff have met and discussed, but no specific progress has been made.
Build on the current ETPL efforts by Atlanta Regional, DeKalb County, and Fulton County to include the City of Atlanta and Cobb County	🟩	The five metro Atlanta LWDBs have all approved the Regional ITA agreement and actively participate on Regional ITA committee.
Encourage co-location efforts at each of comprehensive One-Stops in the local areas to increase partner participation; improve customer access to services	🟨	Each of the metro Atlanta LWDBs have approved and certified their One-Stop Centers with the required partners. Informal coordination activities occur between the LWDBs as needed, but more coordinated efforts are warranted. A regional workforce web landing page is available that allows customers to input an address and determine their appropriate LWDA.
Promote standardization across the region, such as common formats/tools for applications, contracts, templates, assessment instruments, curricula, and software	🟨	LWDB career services staff held an initial meeting to discuss collaborative opportunities, but more targeted efforts are needed to make advance this item.
Pursue alternative grants and other funding opportunities on a regional basis	🟩	The metro LWDBs regularly research, apply for, and support efforts to bring additional funding sources to support workforce activities in the region. WorkSource Metro Atlanta was successful in receiving the HDCI-MA grant and the 100K Opportunities Initiative. The local areas recently provided their support to a $800,000 regional grant application submitted by Atlanta CareerRise.
Research and share technologies that improve customer service and increase ability to manage operations across the region, such as a CRM system for business services	🟨	The LWDBs have reviewed options for a regional CRM; options are still under consideration. The local areas recently reviewed a common customer registration application - VOS Greeter - and will continue to consider options. The WorkSource Metro Atlanta landing page is operational
Share best practices (and pitfalls to avoid) with regional counterparts	🟨	The local Directors meet periodically to discuss issues, opportunities, and best practices. More concerted efforts should be made for functional area staff to meet as well.
Establish regional performance goals	🟥	The local Directors met with State workfroce staff to discussed regional performance goals in 2017. All parties agreed to not pursue this action item at the time.
	🟩	*Good Progress*
	🟨	*Some Progress*
	🟥	*Little to No Progress*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Healthcare – DeKalb County

- Information Technology – Fulton County

- Transportation, Distribution, and Logistics – Atlanta Regional

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

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

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

- Addressing the needs of both employers and workers

- Convening a broad range of partners with common workforce goals

- Developing and supporting demand-driven partnerships

- Identifying and disseminating best practices that improve results

- Helping low-wage individuals complete training and secure jobs with family-sustaining wages and long-term career pathways

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

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refine and implement the specific sector strategies discussed below.

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

CHAMP has partnered with ten Atlanta-area hospitals to provide training for incumbent workers to move up the career ladder, so that new job seekers may move into the healthcare field. It analyzes the hospitals' workforce needs along with the aspiration of their current employees to create programs and services that meet the needs of both. Typically, the incumbent worker training includes School at Work™ support, coaching, needs assessment, and on-site occupational skills training.

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

CHAMP has achieved the following results:

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

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

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

Current EWA outcomes include:

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

Transportation, Distribution, and Logistics.   The region's Logistics Workforce Partnership was created in 2014, primarily for employers in airport-based

logistics, distribution, and transportation. Along with businesses, it includes training providers, community-based organizations, economic development organizations, and workforce boards Its goal is to establish a pipeline of qualified workers to fill the need for growth in this sector.

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

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

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

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

- Established a 9-day curriculum for data entry clerks to transition to import administrators

- Arranged for import administrator graduates to immediately sit for the Certified Customs Specialist Certification through National Customs Brokers and Forwarders Association of American Educational Institute

- Created a 3-week intensive Warehousing and Distribution Certificate Program for individuals to earn the Certified Logistics Associate and Certified Logistics Technicians credentials

- Trained and certified 75 customers as Certified Logistics Associates or Certified Logistics Technicians.

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

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

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

- A substantial amount of data was reviewed including data from Burning Glass, JobsEQ, and BLS. Some of this data was summarized earlier in this document.

- The Governor's High Demand Career Initiative was considered, with particular emphasis on the industry sector reports.

- The current CEDS for the Atlanta region was referenced. It highlighted the following hubs as targeted sectors for the region:

- **Knowledge Hub**. This hub includes the targeted industry sector of Information Technology, along with Telecommunications; Corporate and Regional Headquarters; Professional Services; and Corporate and Customer Support Operations.

  - **Logistics Hub.** In addition to the targeted industry sector of Transportation and Logistics, this hub includes Supply Chain Management; Transportation Services; Warehousing and Storage; and Wholesale Trade.

  - **Production Hub.** The Production Hub relates primarily to advanced manufacturing sectors, including Paper, Plastics, and Chemicals; Transportation Equipment; Metal and Metal Products; and Computer, Electronic, and Electrical Equipment. Interestingly, it also includes the Bioscience and Medical Technologies sectors which cross into the Healthcare industry sector.

- A regional scan of current sectors targeted by Chambers of Commerce and Economic Development Authorities in the 10-county region was conducted. This scan assessed 36 organizations and found the highest referenced sectors:

  - Logistics and Distribution (25)

  - Healthcare and Bioscience (20)

  - Manufacturing (17)

  - Information Technology (17)

  - Corporate and Regional Headquarters (17)

  - Professional and Business Services hubs (16)

d. **Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**
   i. **Participating employers;**
   ii. **Target occupations;**
   iii. **Training programs; and**
   iv. **Target Populations.**

~~As they move forward with further developing and implementing the i~~Initial sector strategies identified in the response to **Strategic Elements, Governance and Structure 5.b.** above, are well underway. ~~t~~The local ~~Bb~~oards and key workforce stakeholders ~~will~~ have identif~~ied~~y ~~the~~ participating employers, target occupations, training programs, and

target populations for the ~~Metro Atlanta Region~~metro Atlanta region. Following are the Industry Specific Priorities and Opportunities.

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

Entry Level

- Environmental Services Technicians
- Food and Nutrition Services Workers
- Administrative/Clerical ~~Suppport~~Support
- Specialized CNAs

  *Technical Note: There is a need, reported by several employers, for Certified Nursing Assistants with specializations in behavioral health and geriatrics. We are currently investigating this as there are no programs in our area we know of who provide this. This type of CNA is sought after by long term care and home care employers who care for these populations. Visiting Nurse Health System, one of our partners has an interest in pursuing this and we are contacting additional employers to assess the need.

Middle Level
- Patient Care Technicians
- Sterile Processing Technicians
- EMT/Paramedic
- Medical Assistants
- Medical Coders

High Level
- Bachelor of Science in Nursing

While healthcare jobs continue to grow exponentially in our region, there are a limited number of community and technical college workforce providers who offer training for entry-level positions. These positions are abundant and in high demand but training for them is largely done by employer's post-hire at their expense. Employers have an interest in partnering on these programs/curriculums that are often underdeveloped or don't exist.

A good example of this is the environmental services technician. There is no "certification path" or standardized curriculum that is used across healthcare systems in general and no known workforce partners who had this program. An additional issue with this and other entry skill level jobs is that the starting hourly rate is below WIOA guidelines.

While there are programs available for high-demand middle skill healthcare jobs, there are challenges in having employers be able to use them strategically and having them

lead to good jobs for unemployed and working adults. Community workforce providers in our region are almost solely focused on Certified Nursing Assistant training, a position not utilized in many of our area hospitals. Those receiving a CNA designation are largely relegated to work in home health or long-term care for low wages and in organizations where career growth opportunities may not be available. In addition, though technical colleges and university-based schools of continuing education offer middle skills training, the timing, scheduling and length of training makes is difficult to align with the immediate needs of employers and difficult for job seekers to access. For the unemployed, the programs are too long when compared to the urgent need to earn wages and for working adults the programs are not convenient enough. This is particularly true with more complex middle skills healthcare jobs (i.e. EMT/paramedic, medical assistant and medical coder) where training programs are longer and more time intensive. Especially for these types of programs a registered apprenticeship approach makes sense.

The opportunity in this area is for employers to "up-skill" their current workforce using workforce partners and funding. Barriers include a lack of knowledge about what is available, a perception that this gives license for the government to "get involved in your business" and that the burden (paperwork and process) is too great. The BSN Scholars Program, already in progress is helping to dispel this misperception by working with each hospital system individually to explain the opportunity and process and address their highest priority – nursing shortages. For employers, the possibility of being able to leverage WIOA dollars to do this has been a "game-changer" and is encouraging multiple employers to consider participating. This program also provides a career bridge for middle skill healthcare employees hoping to move into high skill and high pay nursing jobs – providing a supported career pathway.

Information Technology - Participating employers include IBM, NCR and Lexis Nexis. Specific opportunities include:

Entry Level
- Administrative/Clerical Support

Middle Level
- IT Support

High Level
- Developer/Programmer

While we are still early in our employer discussions, our initial scan has helped determine some high demand positions along with an understanding of the existing provider programs that map to these jobs. Like the other sectors there is a high need for administrative/clerical support positions. These entry-level jobs can provide a good start for individuals and set them up for career growth. We are currently discussing a cross-sector program to address this need with Goodwill of North Georgia and Per Scholas.

The most often discussed middle skill job in IT is IT Support (desktop support). Per

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Scholas has an established program for this and received funding from WorkSource Cobb for pilot cohorts this year in partnership with Chattahoochee Technical College who may provide a training site. As mentioned earlier, we are working with Anthem to support an IT registered apprenticeship they have developed with Year Up.

In the high skill area, developers and programmers are of the most interest to employers. However, understanding what the job requirements are for these positions is complicated by the many variations of technologies and programming languages employed unique to an IT niche (Fin-tech vs. Cyber Security), proprietary software and rapidly changing expectations. We are continuing to explore this to determine more specifics (job requirements).

Transportation, Distribution & Logistics - Participating employers include UPS, Delta, DHL and Ryder. Specific opportunities include:

Entry Level
- E- Commerce Specialist
- Package Handlers
- Administrative/Clerical Support

Middle Level
- Lift Operators
- Logistics Specialist/ Coordinators

High Level
- Automotive Mechanics
- Facility Maintenance Techs
- Supply Chain Managers

Our TDL sector work is also in the early stages and like the IT Sector, employers have helped us achieve an initial understanding of their priorities. As with the other sectors administrative/clerical support jobs along with e-commerce specialists, package handlers and a variety of similar distribution center job titles. In particular, because of several large employers are opening new facilities in ~~m~~Metro Atlanta this year, E-commerce specialists and package handlers are in high demand with fierce competition amongst employers for applicants. Though the training requirements for these positions are relatively low, soft skills (work-ready and able to get along with supervisors and co-workers) has been cited by most employers as a challenge. We are currently working with Goodwill of North Georgia and the Georgia Tech Leap Program to see if their combined programs could fit the need to prepare individuals for these positions.

In addition, we have been working with UPS and DHL on utilizing our high demand partner network to source candidates and conduct hiring events. The Center for Working Families, City of Refuge and the Georgia Department of Labor have been important partners in these efforts. Through these experiences of working collaboratively a model is emerging that can be utilized throughout the region for providing employers with support for hiring, their top priority.

One learning, from these hiring efforts, has been the large number of applicants who are not "ready to apply". These are individuals who face significant barrier to employment (transportation, housing, childcare, criminal backgrounds, digital illiteracy, clothing, etc.) that need to be resolved pre-application. This learning has contributed to our understanding of the "Increasing Employability" service line as critical to addressing high barrier populations.

Middle TDL Skill Jobs – At the middle skill level, lift operators and logistics specialists and coordinators are in high demand. Like with entry-level, we are working with Goodwill of North Georgia, the Georgia Tech Leap Program and our TCSG partners to consider options to address these needs.

High TDL Skill Jobs – For high skills TDL jobs, mechanics (auto/diesel, automation and heavy equipment have emerged. We are working with DeKalb Fleet Management, TCSG Office of Apprenticeship, Georgia Piedmont Technical College (Auto and Heavy Machinery) and Atlanta Technical College (Diesel) on a Registered Apprenticeship to address these. In addition, Atlanta Technical College is working with MARTA on a similar effort and we have interest from multiple employers who have similar needs.

~~Participating employers for Transportation, Distribution and Logistics include:~~

- ~~UPS~~
- ~~Ryder~~
- ~~Prologis~~
- ~~DHL~~
- ~~Flexport~~
- ~~Platinum Cargo Logistics~~

~~Some of the common target occupations include over the road and long-haul drivers, Forklift operators and higher skilled occupations such as automotive mechanics and automation technicians.~~

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

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The Entertainment Hub, which includes Film, Music, and Television; Construction remains a strong sector for metro Atlanta and the local areas routinely coordinate with CEFGA's Construction Ready ~~trainig~~training; ~~Arts and Entertainment~~; and Hospitality has been identified as an emerging industry sector to be explored by the region as part of its sector strategy development.

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

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

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

Each of the ~~l~~Local workforce~~WIOA~~ ~~P~~plans contains a description of how the local board facilitates access to services provided through the One-Stop system.

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

As described in the ~~L~~local workforce ~~WIOA~~ ~~P~~plans, each board ensures that provides individuals with disabilities with physical and programmatic accessibility of facilities, programs and services, and technology and materials.

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

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

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

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

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

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

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

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

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

Individual descriptions of the local areas' EEO and Grievance Procedures are found in each of the ~~L~~local workforce~~WIOA~~ ~~P~~plans.

Local Boards and Plan Development

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

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

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

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

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

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

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

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

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

Each local area has described its board committees and their functions in its ~~L~~local ~~workforce~~WIOA ~~p~~Plan.

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

WORK SOURCE GEORGIA

the local plan.

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

A major engagement activity during this plan development was a three-day series of meetings involving the consultant team, the local workforce boards' staff, and numerous local and regional partners, providers, and other community entities. During these meetings, participants engaged in a series of workforce planning meetings and regional strategy sessions in~~during~~ May 2016.

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

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

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

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

~~In September~~In September, 2018, the TCSG -OWD provided plan update guidance to the LWDAs. This guidance required the local areas to update the plans, conducts a 30-day public comment period, and submit the plans for State review by November 30, 2018. Each of the five LWDBs developed a schedule and process to update their local plans, including Board approval and public comment to meet the State guidance.   WorkSource Atlanta Regional prepared the initial updates to the regional plan and submitted ~~to the~~to the other LWDBs for their review and input prior to submission to the State.

Service Delivery and Training

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

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

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

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

With respect to training activities, the five local boards have similar policies and procedures for postsecondary credentials and other certifications. ~~Moving forward~~As identified in the regional strategies section, the LWDBs~~y~~ will ~~meet to identify~~ explore regional strategies for these activities, including the possibility of specific set aside percentages for training individuals for employment in the key sectors.   Additionally, they will also explore regional strategies to increase access to services through coordinated outreach efforts, use of technology, cross-training of personnel, and co-enrollment of customers between programs. ~~Together~~Through the HDCI-MA, they will further refine their sector-strategy initiatives, including the identification of specific career pathways. | **Formatted:** Not Highlight

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

Each local area has described its Adult and Dislocated Worker employment and training activities in its ~~L~~local ~~workforce~~WIOA ~~p~~Plan.

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

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

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

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

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

As detailed in the ~~L~~local workforce~~WIOA~~ ~~p~~Plans, each area has its own approach to incumbent worker training, on-the-job training, and customized training as well as sector strategies, career pathways, and business intermediaries. As part of the HDCI-MA grant~~discussed~~, and as part of regional~~ization~~ coordination efforts~~.~~ the five local boards will explore ways to coordinate ~~these~~ work-based learning efforts, especially the development of career pathways, sector strategies, and business services to improve customer service, increase economies of scale, and eliminate duplicative efforts.

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

The specific policies for the provision of ITAs is provided in each of the ~~l~~Local workforce~~WIOA~~ ~~p~~Plans.

It should be noted that due to the cooperative efforts of the five local boards, most of the

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

ITA policies are the same for tuition and support. In addition, all five LWDBs participate in the regional ITA approval process and committee meetings. ~~Moving forward, t~~They LWDBs will continue to work together to identify methods to further align their individual ITA policies to promote a more regional approach

7. **Entrepreneurial Skills Training and Microenterprise Services – Provide a description of how the area will coordinate and promote entrepreneurial skills training and microenterprise services.**
Each ~~l~~Local workforce~~WIOA~~ pPlan describes how a workforce area will carry out entrepreneurial skills training and microenterprise services.

8. **Coordination with Education Programs – Provide a description of how the local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.**
The local boards have detailed how they will coordinate their areas' education and workforce development activities to enhance services and avoid duplication of services in their ~~l~~Local workforce~~WIOA~~ pPlans.

Overall, the m~~M~~etro Atlanta R~~r~~egion has many outstanding educational providers, including secondary and postsecondary programs as well as numerous technical colleges and universities. As part of the regional plan strategy and the HDCI-MA grant, 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, Distribution, and Logistics.

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

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

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

Coordination with Core Partners

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

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

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

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

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

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

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

4. **Coordination with Vocational Rehabilitation – Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the**

provision of services to individuals with disabilities and to other individuals, cross-train staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.

The individual ~~l~~Local ~~workforce~~~~WIOA~~ ~~p~~Plans describe the cooperative agreements between Georgia Vocational Rehabilitation and the local board.

Performance, ETPL and Use of Technology

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

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

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

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

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

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

The ~~local boards for Atlanta Regional, DeKalb County, and Fulton County~~five LWDBs utilize a regional approach for the ETPL system. Under a contractual arrangement, the Atlanta Regional Commission (ARC) solicits bids through a public invitation process for the five~~three boards~~ LWDAs by posting a training provider application on its website. ~~It also ensures that the WFD website directs interested applicants to this site.~~

Further, in an effort to expand the industry offering among service providers and in response to the local economy, DeKalb County and Fulton County also provide notification of the application process via local media and by issuing a public announcement. Additionally, ~~the~~ they distribute letters of notice to any agency that has

previously requested to be on their individual Potential Bidders' Lists.

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

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

As discussed in the response to **Performance, ETPL, and Use of Technology, 3a. above**, the ~~local boards for Atlanta Regional, DeKalb County, and Fulton County~~LWDBs participate in a regional approach for the ETPL system. Under the contractual arrangement, ARC is responsible for evaluating training provider applications.

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

Additionally, as needed, ARC will issue letters to applicants who fail to submit adequate information. If it is determined that fraudulent or faulty information has been submitted, then the application will be denied. Once a provider is approved, ARC electronically transmits the information ~~WFD~~ TCSG-OWD for its approval and inclusion on the ETPL.

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

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

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

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

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

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

1. Name of the training provider

2. Address and phone number of the training provider

3. The specific program which was denied (if applicable)

4. A copy of the Local Board's decision

5. An explanation of why an appeal is being filed, and

6. If applicable, documentation of any specific factor (e.g., conflict of interest, nepotism, procedural non-adherence, etc.) which put the aggrieved training provider at a competitive disadvantage.

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

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

As part of a regional approach, the ~~local boards for Atlanta Regional, DeKalb County, and Fulton County~~LWDBs have established performance goals that each provider is required to meet or exceed. If the goals are met, the training provider agreement continues without interruption.

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

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

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

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

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

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

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

As outlined in the response to **Service Delivery and Training, 6.** above, each local board has established its own policies and procedures related to ITAs. However, it is important to note that due to the cooperative efforts of the boards, most of the local policies are the same for tuition and support.

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Additionally, as discussed, to further promote regionalization and provide economies of scale, the ~~local boards for Atlanta Regional, DeKalb County, and Fulton Coun~~LWDBs~~ty~~ work together to carry out the ETPL processes related to application and evaluation, reference and performance checks, and monitoring and reporting services.

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

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

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

Each local area tracks and manages its own ITA activity. A description is found in the ~~L~~local workforce~~WIOA~~ ~~p~~Plans.

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

A description of the local boards' policies on use of statewide ETPL is found in the ~~L~~local workforce~~WIOA~~ ~~p~~Plans.

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

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

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

As described in the ~~l~~Local workforce~~WIOA~~ ~~p~~Plans, each board uses a wide variety of technologies to enhance customer experience as well as improve strategic planning and

performance management.

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

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State Initiatives and Vision

1. **State Branding – Provide a description for how the area will adopt and utilize the state brand.**
As described in the ~~l~~Local workforce~~WIOA~~ ~~p~~Plans, each of the local areas will adopt and utilize the WorkSource Georgia brand and logo. Additionally, when referencing the five local workforce development areas collectively, the brand and logo "WorkSource ~~Metro Atlanta Region~~Metro Atlanta region" will be used to represent Region 3.

2. **State Initiatives – Describe how the area will coordinate with WFD state initiatives, including: Go Build Georgia, Operation: Workforce, WorkSmart Georgia and the High Demand Career Initiative.**
At this time, there is no formalized regional approach for the state initiatives for the ~~m~~Metro Atlanta ~~r~~Region. Instead, each of the local areas has described how it will coordinate with ~~WFD~~ TCSG-OWD regarding Go Build Georgia; Operation: Workforce; WorkSmart Georgia; and the High Demand Career Initiative.

3. **Special Populations – Describe how the area will provide services to the special populations specified in the state plan, to include ex-offenders, veterans, at-risk youth, long-term unemployed, adult learners and individuals with disabilities. If the region has identified additional target groups, please list.**
The ~~m~~Metro Atlanta ~~r~~Region does not currently have an institutionalized regional approach to serving special populations. The individual strategies for the five local areas are found in the ~~l~~Local workforce~~WIOA~~ ~~p~~Plans.

4. **Priority of Service – Describe how the region will identify and administer the state's priority of service policy. Identify if the region will add target populations in addition to one's specified by state and federal policy.**
As a whole, the region has not identified and added any other target populations in addition to the ones that are specified by state and federal policy. As applicable, each local area has defined additional priority populations within its ~~l~~Local workforce~~WIOA~~ ~~p~~Plan.

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

Attachment 1: Local Workforce Development Board Member Listing

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

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

Attachment 2: Local Negotiated Performance

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

Attachment 3: 2018 Plan Update Comments

Comment 1
Originating Entity: Jennifer (Nack) Garcia of WellStar Health System Workforce Engineering
~~**Comment:** I was researching the workforce development plan for Georgia and I was wondering how I can get involved? I am a clinical nurse leader currently working in the Workforce Engineering department at WellStar Health System. Where can I find more details about the workforce development regional plan?~~ ~~**Response:** Representatives from the Atlanta Regional Commission will contact this individual to provide the requested information.~~

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:
Comment:

Atlanta Region Workforce Stakeholder Survey

Atlanta Region Workforce Stakeholder Survey

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

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

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

Background Information

Please provide brief responses to the following questions.

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

   _____

2. **Type of Organization**
   Mark only one oval.

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

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

   _____

4. **Primary Industry or Clientele (as applicable)**

   _____

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

   _____
   _____
   _____
   _____
   _____

Atlanta Region Workforce Stakeholder Survey

Awareness of Workforce Services

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

	1	2	3	4	5	
Not familiar	○	○	○	○	○	Very familiar

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

   _____
   _____
   _____
   _____

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

   ☐ Monthly newsletter highlighting services and success stories

   ☐ Workforce 101 Training for area organizations to learn about workforce services and for workforce boards to understand the services of local organizations

   ☐ Online "decision tree" that helps guide local organizations to make a referral to the appropriate organization

   ☐ Pamphlets and marketing materials that summarize workforce services

   ☐ Sharing employer and job seeker success stories

   ☐ Other: _____

9. **Additional Comments**

   _____
   _____
   _____
   _____

Challenges and Opportunities

Atlanta Region Workforce Stakeholder Survey

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

☐ Not aware of the workforce board's resources/capabilities

☐ Unclear where to refer clients

☐ No systematic process for making referrals

☐ Regulations/bureaucracy/paperwork

☐ Don't have the kinds of workers/skills we need

☐ System moves too slowly

☐ Not sure how to access the system

☐ Other: _____

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

☐ Job placement

☐ Job training

☐ Supportive services (childcare subsidies, transportation subsidies, etc.)

☐ Employer engagement (to understand future skill/job needs)

☐ Hosting jobs fairs

☐ Creating opportunities to promote jobs to local K-12 or post-secondary students

☐ Creating opportunities for businesses to solve challenges collaboratively

☐ Other: _____

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

_____

_____

_____

_____

_____

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

_____

_____

_____

_____

_____

Region 3: ~~Metro Atlanta Region~~<u>Metro Atlanta region</u> – WIOA Plan for 2016-2020

Atlanta Region Workforce Stakeholder Survey

14. Additional Comments

_____
_____
_____
_____
_____

Local and Regional Strategic Plans

15. Have you reviewed the local and/or regional WIOA plans?
Mark only one oval.

◯ Yes

◯ No

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

_____
_____
_____
_____
_____

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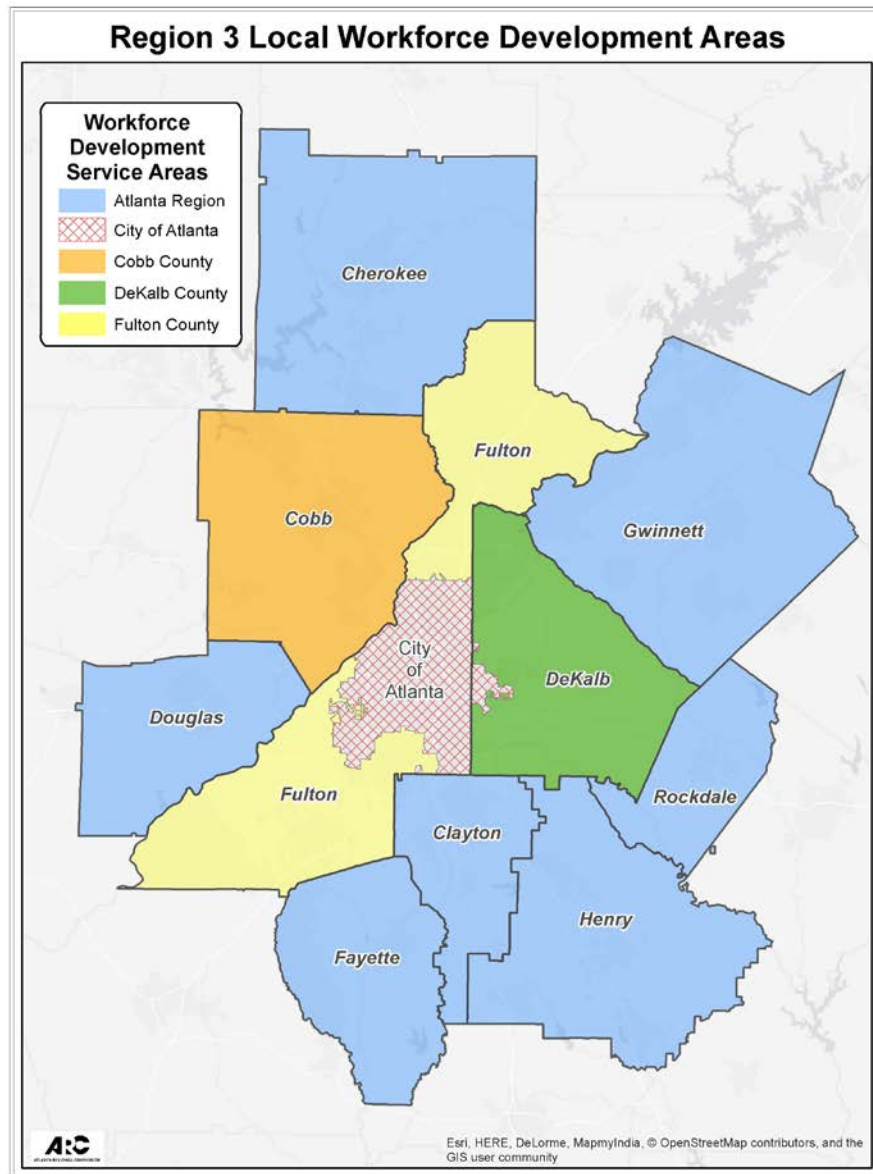
17. Name of Organization

_____

18. Name of Respondent

_____

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

Attachment 4: Signature Page

See Original

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

Region 3 Local Workforce Development Areas

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

Career Resource Centers