

Metro Atlanta



**WORKSOURCE METRO ATLANTA
REGIONAL PLAN 2020 - ~~2023~~2024
UNDER THE WORKFORCE
INNOVATION AND OPPORTUNITY
ACT FOR THE STATE OF GEORGIA**

~~DECEMBER 2020~~AUGUST 2022

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

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Overview:

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

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

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

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

Instructions:

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

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

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

Plan Approval Requirements:

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

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

Executive Summary

This document is the 2020 – [2023-2024](#) Regional Plan for WorkSource Metro Atlanta that comprises ten counties and five Local Workforce Development Areas: City of Atlanta, Cobb, DeKalb, Fulton, and Atlanta Regional (Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties). This plan strives for WorkSource Metro Atlanta and its partners to work collaboratively in the Atlanta region for the betterment of the community and customers they serve with regards to workforce development. This plan discusses the following in the Atlanta region:

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

Strategic Elements, Governance and Structure:

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

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

- City of Atlanta, Area 3
- Cobb County, Area 4
- DeKalb County, Area 5
- Fulton County, Area 6
- Atlanta Regional, Area 7 (serving the counties of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale); Fiscal Agent: Atlanta Regional Commission

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

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

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

Overview: In ~~2019~~2021, the metro Atlanta region was home to nearly 2.~~7~~74 million jobs. Overall, employment has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the Great Recession and COVID. The largest industries in 2019 were Retail Trade, Healthcare and Social Assistance, and Professional, Scientific, and Technical Services. Combined, these three industries represented over one-third of all employment in the region. While these occupational groups employ the most people, Retail generally offers lower annual wages than the region's overall average.

~~Prior to COVID-19, t~~The next five years for the metro Atlanta region was projected to add ~~over almost 306~~192,000 jobs; nearly ~~80~~90% expected due to replacement needs (retirement, relocation, temporary leave, etc.). Projected employment trends by industry are summarized in the following table.

Projected Change in Employment, 2 Digit NAICS Code—WorkSource Metro Atlanta

| NAICS | Industry | 5 Year Projection (2019-2024) | | Employment Demand | | |
|-----------------------------|--|----------------------------------|------------|-------------------|------------|---------------|
| | | # Change | % Change | Avg. Annual | % of New | % Replacement |
| 21 | Mining, Quarrying, and Oil and Gas Extraction | 310 | 42% | 62 | 71% | 29% |
| 55 | Management of Companies and Enterprises | 25,046 | 35% | 5009 | 68% | 32% |
| 71 | Arts, Entertainment, and Recreation | 9,535 | 22% | 1907 | 28% | 72% |
| 23 | Construction | 25,101 | 20% | 5020 | 33% | 67% |
| 53 | Real Estate and Rental and Leasing | 10,419 | 19% | 2084 | 33% | 67% |
| 11 | Agriculture, Forestry, Fishing and Hunting | 339 | 18% | 68 | 29% | 71% |
| 48 | Transportation and Warehousing | 29,925 | 18% | 5985 | 30% | 70% |
| 62 | Health Care and Social Assistance | 40,942 | 15% | 8188 | 25% | 75% |
| 54 | Professional, Scientific, and Technical Services | 29,540 | 14% | 5908 | 26% | 74% |
| 56 | Administrative and Support and Waste Management and Remediation Services | 30,130 | 14% | 6026 | 21% | 79% |
| 72 | Accommodation and Food Services | 31,883 | 14% | 6377 | 15% | 85% |
| 51 | Information | 10,394 | 11% | 2079 | 21% | 79% |
| 31 | Manufacturing | 12,051 | 10% | 2410 | 19% | 81% |
| 52 | Finance and Insurance | 10,078 | 9% | 2016 | 17% | 83% |
| 81 | Other Services (except Public Administration) | 9,451 | 8% | 1890 | 13% | 87% |
| 44 | Retail Trade | 18,243 | 7% | 3649 | 11% | 89% |
| 61 | Educational Services | 13,244 | 7% | 2649 | 14% | 86% |
| 92 | Public Administration | 2,815 | 3% | 563 | 6% | 94% |
| 42 | Wholesale Trade | 116 | 0% | 23 | 0% | 100% |
| 22 | Utilities | -161 | -2% | -32 | -5% | 105% |
| 99 | Unclassified | -2,410 | -39% | -482 | -62% | 162% |
| Total All Industries | | 306,993 | 12% | 61399 | 20% | 80% |

Table 4

Bold designates the largest industries by number of jobs in 2019

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Source: JobsEQ 2019Q3

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

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

Unemployment Rate for Metro Atlanta

| | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|
| Atlanta Regional Commission | 2.7% | 3.3% | 3.4% | 4.5% | 12.9% | 10.3% | 9.0% |

Source: Georgia Department of Labor

Table 12

Unemployment Rate for Metro Atlanta March 2020 - June 2022

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

Source: Georgia Department of Labor, Bureau Labor of Statistics

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

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

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

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

Healthcare

Healthcare represents a range of sub-industries, including offices of physicians, hospitals, home health services, and nursing homes. It accounted for ~~almost 250,000~~**278,000** jobs in the Atlanta region in ~~2019~~**2021**. General and Medical Surgical Hospitals account for almost one third of this industry's employment, representing over ~~871,000~~**871,000** jobs. Offices of Physicians (except Mental Health Specialists) is another major sub-industry, accounting for over ~~4757,000~~**4757,000** jobs.¹ The tables below represent the top sub-industries within each industry.

Healthcare Industry Overview, 6 Digit NAICS—WorkSource Metro Atlanta

| NAICS | Industry | 2019 Jobs | % of Jobs | Location Quotient | Avg Ann Wages |
|--------|--|-----------|-----------|-------------------|---------------|
| 622110 | General Medical and Surgical Hospitals | 81,184 | 29% | 0.86 | \$65,080 |
| 621111 | Offices of Physicians (except Mental Health Specialists) | 47,175 | 17% | 1.11 | \$87,143 |
| 624410 | Child Day Care Services | 23,862 | 9% | 1.27 | \$23,404 |
| 621210 | Offices of Dentists | 15,928 | 6% | 1.03 | \$55,992 |
| 621610 | Home Health Care Services | 14,640 | 5% | 0.56 | \$32,771 |
| 623110 | Nursing Care Facilities (Skilled Nursing Facilities) | 11,925 | 4% | 0.46 | \$37,619 |

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

Source: JobsEQ 2019Q3

Table 23

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2021Q4

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

Annually, the Healthcare industry is anticipated the industry will add 422,840 jobs, expanding employment by 179%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sub-industries, which added approximately 1614,000 and 7,000 jobs, respectively. The Home Health Care Services grew rapidly over this period as well, expanding employment by over 2,000 jobs. The Healthcare sub-industries that have added the most jobs over the past five years are summarized in table found below.

Historic Change in Healthcare Industry Employment, 6 Digit NAICS – WorkSource Metro Atlanta

| NAICS | Industry | Employment | | 5-Year | |
|------------------------------|--|------------|---------|----------|----------|
| | | 2014 | 2019 | # Change | % Change |
| 622110 | General Medical and Surgical Hospitals | 66,434 | 81,184 | 14,750 | 22% |
| 621111 | Offices of Physicians (except Mental Health Specialists) | 40,482 | 47,175 | 6,693 | 17% |
| 624410 | Child Day Care Services | 22,340 | 23,862 | 1,522 | 7% |
| 621210 | Offices of Dentists | 13,844 | 15,928 | 2,084 | 15% |
| 621610 | Home Health Care Services | 12,261 | 14,640 | 2,379 | 19% |
| Total – Health Care Industry | | 236,480 | 278,304 | 43,838 | 19% |

Source: JobsEQ 2019Q3

Table 24

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

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

Source: JobsEQ 2021Q4

Prior to COVID-19, ~~E~~-employment in the Healthcare industry ~~was~~is expected to continue to grow rapidly, expanding employment by ~~10%~~17%, or over ~~278,000~~300 new jobs. The Offices of Physicians (Except Mental Health Specialists) sub-industry was projected to drive employment growth in the industry, adding over ~~4,200~~5,64,700 jobs, respectively. The employment demand will largely be driven by replacement demand, which accounts for ~~98~~83% of annual employment demand. The Healthcare sub-industries that are projected to add the most jobs over the next five years are summarized in the following table.

Projected Change in Healthcare Industry, 6 Digit NAICS – WorkSource Metro Atlanta

| NAICS | Industry | 5-Year Projections (2019-2024) | | Employment Demand | | |
|---------------------------|--|-----------------------------------|----------|-------------------|-------|-------------------|
| | | # Change | % Change | Avg- Annual | % New | %- Replacement |
| 622110 | General Medical and Surgical Hospitals | 3,772 | 5% | 754 | 16% | 84% |
| 621111 | Offices of Physicians (except Mental Health Specialists) | 4,282 | 9% | 856 | 27% | 73% |
| 624410 | Child Day Care Services | 1,440 | 6% | 288 | 17% | 83% |
| 621210 | Offices of Dentists | 1,229 | 8% | 246 | 10% | 90% |
| 621610 | Home Health Care Services | 3,446 | 24% | 689 | 54% | 46% |
| 624120 | Services for the Elderly and Persons with Disabilities | 2,053 | 21% | 411 | 40% | 60% |
| Total Healthcare Industry | | 27,305 | 10% | 5461 | 2% | 98% |

Source: JobsEQ 2019Q3

Table 45

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

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

Source: JobsEQ 2021Q4

Information Technology

The Information Technology industry is another major employer in the metro Atlanta region, accounting for over 91,400 jobs. It is composed of businesses ranging from data centers to software designers and consultants. The largest sub-industries are Wired Telecommunications Carriers; Software Publishers; Motion Picture and Video Production; and Data Processing, Hosting and Related Services, ~~each of~~ which account for over 66.8% of the jobs.

IT Industry Overview, 6 Digit NAICS—WorkSource Metro Atlanta

| NAICS | Industry | 2019 Jobs | % of Jobs | Location Quotient | Avg Ann Wages |
|--------|---|-----------|-----------|-------------------|---------------|
| 517311 | Wired Telecommunications Carriers | 22,384 | 24% | 2.67 | \$121,391 |
| 511210 | Software Publishers | 15,173 | 17% | 2.14 | \$122,749 |
| 512110 | Motion Picture and Video Production | 11,927 | 13% | 2.87 | \$78,251 |
| 518210 | Data Processing, Hosting, and Related Services | 10,908 | 12% | 1.93 | \$132,937 |
| 515120 | Television Broadcasting | 8,355 | 10% | 3.93 | \$138,504 |
| 517312 | Wireless Telecommunications Carriers (except Satellite) | 4,699 | 5% | 2.69 | \$109,059 |
| 519130 | Internet Publishing and Broadcasting and Web Search Portals | 4,345 | 5% | 0.99 | \$96,165 |

Source: JobsEQ 2019Q3

Table 56

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2021Q4

Between ~~2014~~ 2016 and ~~2021~~ 19, the Information Technology industry added over ~~8,000~~ 12,270 jobs, expanding employment by ~~16~~ 15%. This growth was driven by the Motion Picture and Video Production sub-industry, which added over ~~8,900~~ 10,000 jobs.

Historic Change in IT Industry Employment, 6 Digit NAICS—WorkSource Metro Atlanta

| NAICS | Industry | Employment | | 5-Year | |
|--|--|-------------------|-------------------|-------------------|-----------------|
| | | 2014 | 2019 | #Change | %Change |
| 517311 | Wired Telecommunications Carriers | 24,079 | 22,384 | -1,695 | -7% |
| 511210 | Software Publishers | 11,165 | 15,173 | 4,008 | 36% |
| 512110 | Motion Picture and Video Production | 3,020 | 11,927 | 8,907 | 295% |
| | Data Processing, Hosting, and Related | | | | |
| 518210 | Services | 6,397 | 10,908 | 4,511 | 71% |
| Total - Information Technology Industry | | 83,119 | 91,485 | 8,366 | 10% |

Source: JobsEQ 2019Q3

Table 67

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

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

Source: JobsEQ 2021Q4

Prior to COVID-19, ~~G~~growth in Information Technology ~~was-is~~ expected to continue over the next five years. The industry ~~was-is~~ expected to add over ~~21,700~~ jobs, expanding employment by ~~31~~ 18%. Growth is primarily driven by Software Publishers; ~~Data Processing, Hosting, and Related Services~~; and Motion Picture and Video Production. The employment demand will largely be driven by replacement demand, which accounts for ~~94~~ 82% of annual employment

demand.

Projected Change in IT Industry, 6 Digit NAICS—WorkSource Metro Atlanta

| NAICS | Industry | 5-Year Projections (2019-2024) | | Employment Demand | | |
|--|---|-----------------------------------|-----------|-------------------|-----------|---------------|
| | | # Change | % Change | Avg. Annual | % New | % Replacement |
| 517311 | Wired Telecommunications Carriers | -1,599 | -7% | -320 | -18% | 82% |
| 511210 | Software Publishers | 1,896 | 12% | 379 | 23% | 77% |
| 512110 | Motion Picture and Video Production | 651 | 5% | 130 | 10% | 90% |
| 518210 | Data Processing, Hosting, and Related Services | 1,286 | 12% | 257 | 21% | 79% |
| Total—Information Technology Industry | | 2,759 | 3% | 552 | 6% | 94% |

Source: JobsEQ 2019Q3

Table 78

Projected Change in Information Technology Industry - Employment - Atlanta Region

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

Source: JobsEQ 2021Q4

Transportation, Distribution, and Logistics

The Transportation, Distribution, and Logistics industry includes a range of groups, including Truck Freight, Air Transportation, and Warehousing. In the Atlanta region, it represents nearly ~~162~~174,000 jobs. As shown in the following table, the largest sub-industries include Scheduled Passenger Air Transportation, General Warehousing and Storage, and Couriers and Express Delivery Services, ~~and General Freight Trucking~~.

TDL Industry Overview, 6 Digit NAICS – WorkSource Metro Atlanta

| NAICS | Industry | 2019 Jobs | % of Jobs | Location Quotient | Avg Ann Wages |
|--------|--|-----------|-----------|-------------------|---------------|
| 481111 | Scheduled Passenger Air Transportation | 30,892 | 19% | 4.42 | \$109,386 |
| 493110 | General Warehousing and Storage | 26,065 | 16% | 1.55 | \$42,910 |
| 492110 | Couriers and Express Delivery Services | 20,424 | 11% | 1.79 | \$40,343 |
| 484121 | General Freight Trucking, Long-Distance, Truckload | 12,903 | 8% | 1.34 | \$52,890 |
| 484122 | General Freight Trucking, Long-Distance, Less Than Truckload | 11,019 | 7% | 2.52 | \$59,334 |
| 491110 | Postal Service | 9,034 | 6% | 0.94 | \$67,372 |
| 488510 | Freight Transportation Arrangement | 8,493 | 5% | 2.07 | \$62,838 |
| 485111 | Mixed Mode Transit Systems | 4,714 | 3% | 2.42 | \$79,578 |

Source: JobsEQ 2019Q3

Table 89

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

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

Source: JobsEQ 2021Q4

Transportation, Distribution and Logistics has expanded over the past five years, adding [over-nearly 272,000](#) jobs, expanding employment by [2014](#)%. The largest sub-industries in the Transportation and Logistics industry are summarized in the following table.

Historic Change in TDL Industry Employment, 6 Digit NAICS – WorkSource Metro Atlanta

| NAICS | Industry | Employment | | 5-Year | |
|--------|--|------------|--------|----------|----------|
| | | 2014 | 2019 | # Change | % Change |
| 481111 | Scheduled Passenger Air Transportation | 38,847 | 30,892 | -7,955 | -20% |
| 493110 | General Warehousing and Storage | 12,982 | 26,065 | 13,083 | 101% |
| 492110 | Couriers and Express Delivery Services | 14,804 | 20,424 | 5,620 | 38% |

| | | | | | |
|---|--|----------------|----------------|---------------|------------|
| 484121 | General Freight Trucking, Long Distance, Truckload | 12,568 | 12,903 | 335 | 3% |
| 484122 | General Freight Trucking, Long Distance, Less Than Truckload | 8,851 | 11,019 | 2,168 | 24% |
| Total - Transportation & Logistic Industry | | 135,380 | 162,066 | 26,686 | 20% |

Source: JobsEQ 2019Q3

Table 240

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

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

Source: JobsEQ 2021Q4

Prior to COVID-19, growth in the industry ~~was~~ is projected to continue, but at a lower rate over the next five years. Specifically, Transportation, Distribution, and Logistics in the Atlanta region ~~was~~ is expected to add ~~8,500~~ 14,200 jobs, expanding employment by ~~5.3~~ 13%. The sub-industries that demonstrated strong growth over the past five years are expected to continue the trajectory, while some sub-industries that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sub-industries that are expected to add the most jobs over the next five years are summarized in the following table.

Projected Change in TDL Industry, 6 Digit NAICS - WorkSource Metro Atlanta

| NAICS | Industry | 5-Year Projections (2019-2024) | | Employment Demand | | |
|--|--|-----------------------------------|-------------|-------------------|-----------|---------------|
| | | # Change | % Change | Avg- Annual | % New | % Replacement |
| 481111 | Scheduled Passenger Air Transportation | 1,156 | 3.7% | 231 | 7% | 93% |
| 493110 | General Warehousing and Storage | 2,709 | 10.4% | 542 | 14% | 86% |
| 492110 | Couriers and Express Delivery Services | 706 | 3.5% | 141 | 6% | 94% |
| 484121 | General Freight Trucking, Long-Distance, Truckload | 463 | 3.6% | 93 | 6% | 94% |
| 484122 | General Freight Trucking, Long-Distance, Less Than Truckload | 419 | 3.8% | 84 | 7% | 93% |
| Total - Transportation & Logistics Industry | | 8,517 | 5.3% | 1703 | 9% | 91% |

Source: JobsEQ 2019Q3

Table 1044

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

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

Source: JobsEQ 2021Q4

Construction Industry

The Construction industry includes a range of sub-industries including Nonresidential Electrical Contractors and Other Wiring Installation Contractors; Commercial and Institutional Building Construction; and Nonresidential Plumbing, Heating and Air-Conditioning Contractors. In the Atlanta region, this industry represents over 12~~89~~,000 jobs. The largest sub-industries are summarized in the table below.

Skilled Trades Industry Overview, 6 Digit NAICS – WorkSource Metro Atlanta

| | Industry | 2019 Jobs | % of Jobs | Location Quotient | Avg Ann Wages |
|--------|---|-----------|-----------|-------------------|---------------|
| 238212 | Nonresidential Electrical Contractors and Other Wiring Installation Contractors | 13,405 | 10% | 1.28 | \$67,793 |
| 236220 | Commercial and Institutional Building Construction | 12,090 | 9% | 1.07 | \$87,623 |
| 238222 | Nonresidential Plumbing, Heating, and Air-Conditioning Contractors | 10,219 | 8% | 1.13 | \$68,751 |
| 236118 | Residential Remodelers | 7,481 | 6% | 0.80 | \$51,873 |
| 238221 | Residential Plumbing, Heating, and Air-Conditioning Contractors | 6,969 | 5% | 0.69 | \$50,494 |
| 236115 | New Single Family Housing Construction (except For Sale Builders) | 6,037 | 5% | 0.82 | \$83,703 |
| 237310 | Highway, Street, and Bridge Construction | 5,223 | 4% | 0.65 | \$66,963 |

Source: JobsEQ 2019Q3

Table 12

Construction Industry Overview, 6 Digit NAICS - Atlanta Regional

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

Source: JobsEQ 2021Q4

Between ~~2014~~2016 and ~~2019~~2021, the Construction industry added over ~~25~~13,000 jobs, expanding employment by ~~24~~12%. The growth was driven by Nonresidential Electrical Contractors; Commercial and Institutional Building Construction; and Nonresidential Plumbing, Heating and Air-Conditioning Contractors which combined added over ~~7,66~~400 jobs. The Construction sub-industries that have added the most jobs over the past five years are summarized in the following table.

~~Historic Change in Skilled Trades Industry Employment, 6 Digit NAICS — WorkSource Metro Atlanta~~

| NAICS | Industry | Employment | | 5-Year | |
|---------------------------------|---|------------|---------|----------|----------|
| | | 2014 | 2019 | # Change | % Change |
| 238212 | Nonresidential Electrical Contractors and Other Wiring Installation Contractors | 9,841 | 13,405 | 3,564 | 36% |
| 236220 | Commercial and Institutional Building Construction | 9,764 | 12,090 | 2,326 | 24% |
| 238222 | Nonresidential Plumbing, Heating, and Air-Conditioning Contractors | 8,503 | 10,219 | 1,716 | 20% |
| 236118 | Residential Remodelers | 6,461 | 7,481 | 1,020 | 16% |
| 238221 | Residential Plumbing, Heating, and Air-Conditioning Contractors | 5,330 | 6,969 | 1,639 | 31% |
| Total — Skilled Trades Industry | | 103,004 | 128,172 | 25,168 | 24% |

Source: JobsEQ 2019Q3

Table ~~11~~13

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

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

Source: JobsEQ 2021Q4

Prior to COVID-19, growth in the Construction industry was expected to continue over the next five years. The industry was expected to add over 9,780 jobs, expanding employment by 8.1%. Growing is primarily driven by the Nonresidential Electrical Contractors and Other Wiring Installation Contractors; Commercial Institutional Building Construction and Nonresidential Plumbing, Heating; and Air-Conditioning Contractors. Annually, the Construction industry is expected to have over 1,900-500 job openings. The employment demand will largely be driven by replacement demand, which accounts for 87.8% of annual employment demand.

Projected Change in Skilled Trades Industry, 6 Digit NAICS—WorkSource Metro Atlanta

| NAICS | Industry | 5-Year Projections (2019-2024) | | Employment Demand | | |
|-------------------------------|---|-----------------------------------|----------|-------------------|-------|---------------|
| | | # Change | % Change | Avg. Annual | % New | % Replacement |
| 238212 | Nonresidential Electrical Contractors and Other Wiring Installation Contractors | 938 | 7% | 188 | 11% | 89% |
| 236220 | Commercial and Institutional Building Construction | 963 | 8% | 193 | 14% | 86% |
| 238222 | Nonresidential Plumbing, Heating, and Air-Conditioning Contractors | 972 | 10% | 194 | 15% | 85% |
| 236118 | Residential Remodelers | 553 | 7% | 111 | 14% | 86% |
| 238221 | Residential Plumbing, Heating, and Air-Conditioning Contractors | 666 | 10% | 133 | 15% | 85% |
| Total—Skilled Trades Industry | | 9,955 | 8% | 1,991 | 13% | 87% |

Source: JobsEQ 2019Q3

Table 1244

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

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

Source: JobsEQ 2021Q4

Advanced Manufacturing Industry

The Advanced Manufacturing industry includes a range of sub-industries including, Commercial Printing, Plastic Product Manufacturing, and Aircraft Manufacturing. In the Atlanta region, this industry represents nearly 11~~94~~,000 jobs. The largest sub-industries in Advanced Manufacturing are summarized in the following table.

Advanced Manufacturing Industry Overview, 6 Digit NAICS — WorkSource Metro Atlanta

| NAICS | Industry | 2019 Jobs | % of Jobs | Location Quotient | Avg Ann Wages |
|--------|---|-----------|-----------|-------------------|---------------|
| 323111 | Commercial Printing (except Screen and Books) | 6,039 | 5% | 1.19 | \$54,601 |
| 326199 | All Other Plastics Product Manufacturing | 4,947 | 4% | 1.01 | \$52,136 |
| 336411 | Aircraft Manufacturing | 4,911 | 4% | 1.31 | \$129,039 |
| 311812 | Commercial Bakeries | 2,468 | 2% | 1.11 | \$47,972 |
| 322211 | Corrugated and Solid Fiber Box Manufacturing | 2,113 | 2% | 1.36 | \$96,407 |
| 333415 | Air Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing | 2,025 | 2% | 1.43 | \$59,087 |

Source: JobsEQ 2019Q3

Table ~~1345~~

Advanced Manufacturing Industry Overview, 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2021Q4

Between 2014 and 2019, the Advanced Manufacturing industry added over 12,100 jobs, expanding employment by 12%. This growth was driven by [All Other Plastics Product Sheet Metal Work](#) Manufacturing which added almost 1,300 jobs. The largest Advanced Manufacturing sub-industries are summarized in the following table.

Historic Change in Advanced Manufacturing Industry Employment, 6 Digit NAICS – WorkSource Metro Atlanta

| NAICS | Industry | Employment | | 5-Year | |
|--|---|----------------|----------------|---------------|------------|
| | | 2014 | 2019 | # Change | % Change |
| 323111 | Commercial Printing (except Screen and Books) | 6,147 | 6,039 | -108 | -2% |
| 326199 | All Other Plastics Product Manufacturing | 3,635 | 4,947 | 1,312 | 36% |
| 336411 | Aircraft Manufacturing | 6,405 | 4,911 | -1,494 | -23% |
| 311812 | Commercial Bakeries | 2,258 | 2,468 | 210 | 9% |
| 322211 | Corrugated and Solid Fiber Box Manufacturing | 1,857 | 2,113 | 256 | 14% |
| 333415 | Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing | 1,995 | 2,025 | 30 | 2% |
| Total – Advanced Manufacturing Industry | | 103,004 | 128,172 | 25,168 | 24% |

Source: JobsEQ 2019Q3

Table 16

Advanced Manufacturing Industry Overview , 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2021Q4

Significant growth in Advanced Manufacturing is not expected over the next five years. The industry is expected to add ~~only 600~~5,079 jobs. The employment demand will largely be driven by replacement demand, which accounts for ~~99~~92% of annual employment demand.

~~Projected Change in Advanced Manufacturing Industry, 6 Digit NAICS – WorkSource Metro Atlanta~~

| NAICS | Industry | 5-Year Projections (2019-2024) | | Employment Demand | | |
|---------------------------------------|---|-----------------------------------|----------|-------------------|-------|---------------|
| | | # Change | % Change | Avg- Annual | % New | % Replacement |
| 323111 | Commercial Printing (except Screen- and Books) | -409 | -6.77% | -82 | -15% | 115% |
| 326199 | All Other Plastics Product Manufacturing | 50 | 1.01% | 10 | 2% | 98% |
| 336411 | Aircraft Manufacturing | -56 | -1.14% | -11 | -3% | 103% |
| 311812 | Commercial Bakeries | 58 | 2.35% | 12 | 3% | 97% |
| 322211 | Corrugated and Solid Fiber Box Manufacturing | -32 | -1.51% | -6 | -3% | 103% |
| 333415 | Air Conditioning and Warm Air- Heating Equipment and Commercial- and Industrial Refrigeration- Equipment Manufacturing | -18 | -0.89% | -4 | -2% | 102% |
| Total Advanced Manufacturing Industry | | 604 | 0.51% | 121 | 1% | 99% |

Source: JobsEQ 2019Q3

Table 17

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

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

Source: JobsEQ 2021Q4

Industry Impact due to COVID-19 and Automation.

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

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

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

- Workers in the Atlanta MSA who possess less than a bachelor's are most vulnerable to both COVID-19 and automation²; 1 in 3 jobs that have a high potential of automation also have a high vulnerability to COVID-19 exposure.
- Lack of a bachelor's degree is a leading indicator for risk to automation, and these workers face a double disadvantage with a majority making less than the living wage; 97% of occupations (~614k workers) with high potential for automation fall below the living wage in the Atlanta MSA.

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

- Workers in less complex and more routine roles face a “double disadvantage.” They are seven times more likely to spend a significant proportion of time on automatable activities vs. workers in more complex roles. In addition, they have a more limited financial safety net, lower job security, lower proficiency in high-demand skills and unequal access to training.

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

Industry Analysis, 6 Digit O*NET – Atlanta MSA

| Industry (2 Digit NAICS) | Industry | Total Employment (2018) | Industry Growth Due to COVID-19 Impact (2018-2026) | Automation Rate | Mean Hourly Wage |
|---|---|--|---|----------------------------|---------------------------------|
| 62 | Health Care and Social Assistance | 283,190 | 15.3% | 0.26 | 28.18 |
| 54 | Professional, Scientific, and Technical Services | 250,352 | 8.7% | 0.24 | 34.84 |
| 61 | Educational Services | 238,103 | 15.1% | 0.22 | 20.32 |
| 72 | Accommodation and Food Services | 214,959 | 5.6% | 0.56 | 11.34 |
| 44 | Retail Trade | 214,204 | 0.6% | 0.46 | 18.37 |
| 23 | Construction (Skilled Trades) | 178,585 | 4.4% | 0.47 | 18.14 |
| 56 | Administrative and Support and Waste Management and Remediation Services | 142,144 | 5.2% | 0.50 | 16.86 |
| 81 | Other Services (except Public Administration) | 138,957 | 2.5% | 0.34 | 14.87 |
| 52 | Finance and Insurance | 138,727 | 6.1% | 0.35 | 28.63 |
| 48 | Transportation and Warehousing | 114,406 | 8.1% | 0.47 | 20.65 |
| 92 | Public Administration | 114,360 | 6.4% | 0.26 | 24.24 |
| 33 | Advanced Manufacturing | 110,880 | -0.5% | 0.41 | 26.51 |
| 45 | Retail Trade | 92,911 | 0.6% | 0.46 | 13.10 |
| 42 | Wholesale Trade | 89,549 | -0.7% | 0.42 | 26.14 |
| 51 | Information | 88,100 | 5.3% | 0.27 | 33.90 |
| 32 | Manufacturing | 66,129 | -0.5% | 0.44 | 27.72 |
| 53 | Real Estate and Rental and Leasing | 63,566 | 7.0% | 0.33 | 22.04 |
| 71 | Arts, Entertainment, and Recreation | 46,437 | 1.1% | 0.29 | 16.52 |
| 31 | Manufacturing | 45,849 | -0.5% | 0.51 | 16.65 |
| 49 | Transportation and Warehousing | 45,607 | 8.1% | 0.61 | 21.43 |
| 22 | Utilities | 21,287 | 8.1% | 0.36 | 31.11 |
| 11 | Agriculture, Forestry, Fishing and Hunting | 7,394 | N/a | 0.44 | 13.40 |
| 55 | Management of companies and enterprises | 4,189 | 9.3% | 0.30 | 38.60 |
| 21 | Mining, Quarrying, and Oil and Gas Extraction | 1,294 | -19.1% | 0.41 | 33.69 |

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

Table [1448](#)

Occupational Analysis

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

Projected Change in Employment, 5-Digit SOC Code—WorkSource Metro Atlanta (Occupations with the Greatest Annual Demand)

| SOC | Occupation | 5-Year Projection (2019-2024) | | Employment Demand | | |
|---------|---|----------------------------------|----------|-------------------|----------|---------------|
| | | # Change | % Change | Avg. Annual | % of New | % Replacement |
| 35-3020 | Fast Food and Counter Workers | 6,950 | 10.2% | 880 | 9.2% | 90.8% |
| 15-1130 | Software Developers and Programmers | 4,401 | 12% | 856 | 25.0% | 75.0% |
| 53-7060 | Laborers and Material Movers, Hand | 4,278 | 5% | 635 | 6.5% | 93.5% |
| 35-2010 | Cooks | 3,175 | 8% | 632 | 10.1% | 89.9% |
| 29-1140 | Registered Nurses | 3,162 | 8% | 630 | 23.0% | 77.0% |
| 39-9020 | Personal Care Aides | 3,150 | 19% | 630 | 19.0% | 81.0% |
| 11-1020 | General and Operations Managers | 3,148 | 7% | 568 | 13.2% | 86.8% |
| 53-3030 | Driver/Sales Workers and Truck Drivers | 2,841 | 5% | 553 | 7.9% | 92.1% |
| 37-2010 | Building Cleaning Workers | 2,763 | 6% | 539 | 7.7% | 92.3% |
| 35-3030 | Waiters and Waitresses | 2,697 | 6% | 531 | 5.9% | 94.1% |
| 31-9090 | Miscellaneous Healthcare Support Occupations | 2,654 | 11% | 518 | 15.3% | 84.7% |
| 31-1010 | Nursing, Psychiatric, and Home Health Aides | 2,591 | 11% | 360 | 14.9% | 85.1% |
| 13-1160 | Market Research Analysts and Marketing Specialists | 1,801 | 13% | 345 | 19.3% | 80.7% |
| 47-2060 | Construction Laborers | 1,727 | 8% | 339 | 12.8% | 87.2% |
| 13-2010 | Accountants and Auditors | 1,694 | 6% | 326 | 12.2% | 87.8% |
| 13-1110 | Management Analysts | 1,632 | 10% | 290 | 17.3% | 82.7% |
| 15-1120 | Computer and Information Analysts | 1,450 | 9% | 289 | 21.5% | 78.5% |
| 35-1010 | Supervisors of Food Preparation and Serving Workers | 1,443 | 8% | 282 | 9.6% | 90.4% |
| 49-9070 | Maintenance and Repair Workers, General | 1,412 | 6% | 282 | 10.8% | 89.2% |
| 15-1150 | Computer Support Specialists | 1,409 | 8% | 278 | 16.6% | 83.4% |

Source: JobsEQ 2019Q3

Table [1549](#)

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

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

Source: JobsEQ 2021Q4

The table below presents the occupations having the highest average annual employment demand along with an average annual wage of at least ~~\$51,792~~ \$68,931 (This is the living wage for a one-adult/one-child household in the Atlanta MSA, as determined by MIT's living wage calculator.) As shown, these jobs are generally management and supervisory positions in the office or manufacturing industry, healthcare occupations, professional occupations, information technology occupations, and skilled trades.

Projected Change in Employment, 5 Digit SOC—WorkSource Metro Atlanta (Occupations Paying a Living Wage)

| SOC | Occupation | 5-Year Projection (2019-2024) | | Employment Demand | | |
|---------|---|----------------------------------|----------|-------------------|----------|---------------|
| | | # Change | % Change | Avg. Annual | % of New | % Replacement |
| 11-1020 | General and Operations Managers | 3,148 | 7% | 246 | 13.2% | 86.8% |
| 41-4010 | Sales Representatives, Wholesale and Manufacturing | 1,388 | 4% | 880 | 7.7% | 92.3% |
| 15-1130 | Software Developers and Programmers | 4,401 | 12% | 518 | 25.0% | 75.0% |
| 41-3090 | Miscellaneous Sales Representatives, Services | 1,257 | 5% | 213 | 8.0% | 92.0% |
| 43-1010 | First-Line Supervisors of Office and Administrative Support Workers | 720 | 3% | 51 | 5.1% | 94.9% |
| 13-2010 | Accountants and Auditors | 1,694 | 6% | 632 | 12.2% | 87.8% |
| 29-1140 | Registered Nurses | 3,162 | 8% | 345 | 23.0% | 77.0% |
| 13-1190 | Miscellaneous Business Operations Specialists | 1,338 | 6% | 212 | 11.7% | 88.3% |
| 13-1160 | Market Research Analysts and Marketing Specialists | 1,801 | 13% | 121 | 19.3% | 80.7% |
| 15-1150 | Computer Support Specialists | 1,409 | 8% | 282 | 16.6% | 83.4% |

Source: JobsEQ 2019Q3

Table ~~1620~~

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

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

Source: JobsEQ 2021Q4

Employer demand for certain occupations can also be assessed by analyzing on-line job postings. In the Atlanta region, over 40,000 job advertisements were posted on-line in search of Software Developers, Applications. Other top occupations were related to the Healthcare, Information Technology, Business Services, and Transportation industries.

The top 15 occupations by the number of job advertisements posted in [2019-2022](#) are presented in the following table.

Top Occupations by Number of Job Postings in 2019 – WorkSource Metro Atlanta

| O*NET-Code | Occupation | Job Postings |
|------------|--|--------------|
| 15-1132 | Software Developers, Applications | 40,149 |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | 26,189 |
| 29-1141 | Registered Nurses | 24,090 |
| 11-9199 | Managers, All Other | 18,718 |
| 41-2031 | Retail Salespersons | 16,877 |
| 43-4051 | Customer Service Representatives | 14,890 |
| 53-3032 | Heavy and Tractor-Trailer Truck Drivers | 12,686 |

| | | |
|--------------------|---|-------------------|
| 41-1011 | First-Line Supervisors of Retail Sales Workers | 10,496 |
| 11-2022 | Sales Managers | 10,319 |
| 13-1111 | Management Analysts | 9,709 |
| 15-1199 | Computer Systems Engineers/Architects | 9,242 |
| 13-1071 | Human Resources Specialists | 8,525 |
| 15-1121 | Computer Systems Analysts | 8,086 |
| 15-1151 | Computer User Support Specialists | 8,047 |
| 11-1021 | General and Operations Managers | 7,968 |

Source: Labor Insight Jobs (Burning Glass Technologies) — 01/01/2019 — 12/31/2019

Table ~~1724~~

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

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

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

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

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

| Occupation Code | Occupation Title | Automation Groups | Automation Potential (%) | COVID-19 Risk | COVID-19 Vulnerability Index | Hourly Wage (\$/hr.) | Projected Growth (2018-2026) |
|-----------------|---------------------------|-------------------|--------------------------|---------------|------------------------------|----------------------|------------------------------|
| 31-9094 | Medical Transcriptionists | High Potential | 85.3% | Small Risk | 0.29 | 17.66 | -3.4% |
| 31-1015 | Orderlies | High Potential | 78.2% | Big Risk | 0.79 | 14.34 | 8.1% |
| 31-9095 | Pharmacy Aides | High Potential | 68.5% | Big Risk | 0.75 | 14.03 | 11.5% |

| | | | | | | | |
|---------|--|---------------|-------|----------|------|-------|-------|
| 31-9093 | Medical Equipment Preparers | Mid Potential | 43.4% | Big Risk | 0.80 | 17.82 | 11.1% |
| 31-9091 | Dental Assistants | Mid Potential | 38.9% | Big Risk | 0.84 | 18.32 | 19.5% |
| 31-9092 | Medical Assistants | Mid Potential | 35.1% | Big Risk | 0.76 | 16.16 | 29.0% |
| 31-9011 | Massage Therapists | Mid Potential | 30.5% | Big Risk | 0.66 | 17.62 | 26.3% |
| 31-9096 | Veterinary Assistants and Laboratory Animal Caretakers | Mid Potential | 30.5% | Big Risk | 0.74 | 13.14 | 19.4% |
| 31-2022 | Physical Therapist Aides | Mid Potential | 28.2% | Big Risk | 0.82 | 12.89 | 29.4% |
| 31-1014 | Nursing Assistants | Mid Potential | 26.9% | Big Risk | 0.75 | 13.36 | 11.5% |
| 31-2012 | Occupational Therapy Aides | Mid Potential | 25.3% | Big Risk | 0.78 | 13.65 | 24.7% |
| 31-9097 | Phlebotomists | Mid Potential | 25.2% | Big Risk | 0.82 | 16.23 | 24.5% |
| 31-9099 | Healthcare Support Workers, All Other | Mid Potential | 25.2% | Big Risk | 0.72 | 20.02 | 11.7% |
| 31-2021 | Physical Therapist Assistants | Mid Potential | 25.1% | Big Risk | 0.76 | 25.32 | 31.0% |
| 31-2011 | Occupational Therapy Assistants | Low Potential | 21.6% | Big Risk | 0.76 | 33.40 | 28.9% |
| 31-1013 | Psychiatric Aides | Low Potential | 17.9% | Big Risk | 0.72 | 13.40 | 5.5% |
| 31-1011 | Home Health Aides | Low Potential | 0.0% | Big Risk | 0.72 | 11.72 | 47.3% |

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

Table 1822

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

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

| Occupation Code | Occupation Title | Automation Groups | Automation Potential (%) | COVID-19 Risk | COVID-19 Vulnerability Index | Hourly Wage (\$/hr.) | Projected Growth (2018-2026) |
|-----------------|--------------------------------------|-------------------|--------------------------|---------------|------------------------------|----------------------|------------------------------|
| 15-1152 | Computer Network Support Specialists | Mid Potential | 41.6% | Mid Risk | 0.47 | 34.51 | 8.3% |
| 15-1131 | Computer Programmers | Mid Potential | 38.2% | Small Risk | 0.31 | 46.23 | -7.2% |
| 15-1134 | Web Developers | Mid Potential | 38.2% | Small Risk | 0.26 | 39.35 | 15.0% |
| 15-1151 | Computer User Support Specialists | Mid Potential | 23.5% | Mid Risk | 0.54 | 26.26 | 11.3% |
| 15-1121 | Computer Systems Analysts | Low Potential | 13.4% | Small Risk | 0.39 | 44.91 | 9.1% |
| 15-1143 | Computer Network Architects | Low Potential | 9.0% | Small Risk | 0.39 | 55.70 | 6.5% |
| 15-1141 | Database Administrators | Low Potential | 9.0% | Mid Risk | 0.41 | 46.23 | 11.5% |
| 15-1132 | Software Developers, Applications | Low Potential | 8.7% | Small Risk | 0.27 | 51.18 | 30.7% |

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

| | | | | | | | |
|---------|--|---------------|------|------------|------|-------|-------|
| 15-1142 | Network and Computer Systems Administrators | Low Potential | 4.6% | Mid Risk | 0.47 | 43.27 | 6.1% |
| 15-1122 | Information Security Analysts | Low Potential | 3.2% | Small Risk | 0.33 | 46.26 | 28.5% |
| 15-1133 | Software Developers, Systems Software | Low Potential | 2.6% | Small Risk | 0.25 | 50.98 | 11.1% |
| 15-1199 | Computer Occupations, All Other | Low Potential | 0.0% | Small Risk | 0.30 | 44.66 | 9.3% |
| 15-1111 | Computer and Information Research Scientists | Low Potential | 0.0% | Small Risk | 0.35 | 55.68 | 19.2% |

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

Table 1923

The table below shows the COVID-19 and automation impacts to TDL occupations. Most of the occupations have mid potential to automation and mid risk to COVID-19. Industrial Truck Operators have both the high potential to automation and high risk to COVID-19. Postal Service Mail Sorters, Processors, and Processing Machine Operators are projected to decrease by 16.5%.

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

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

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

Table 2024

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

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

| Occupation Code | Occupation Title | Automation Groups | Automation Potential (%) | COVID-19 Risk | COVID-19 Vulnerability Index | Hourly Wage (\$/hr.) | Projected Growth (2018-2026) |
|-----------------|---|-------------------|--------------------------|---------------|------------------------------|----------------------|------------------------------|
| 53-7062 | Laborers and Freight, Stock, and Material Movers, Hand | High Potential | 86.1% | Big Risk | 0.70 | 13.62 | 7.6% |
| 47-2061 | Construction Laborers | High Potential | 76.4% | Big Risk | 0.70 | 17.18 | 12.4% |
| 47-3019 | Helpers, Construction Trades, All Other | High Potential | 68.8% | Big Risk | 0.69 | 19.97 | 12.1% |
| 49-9098 | Helpers--Installation, Maintenance, and Repair Workers | High Potential | 60.2% | Big Risk | 0.75 | 13.56 | 11.1% |
| 47-2152 | Plumbers, Pipefitters, and Steamfitters | Mid Potential | 44.7% | Big Risk | 0.71 | 25.00 | 15.6% |
| 49-1011 | First-Line Supervisors of Mechanics, Installers, and Repairers | Mid Potential | 43.6% | Big Risk | 0.73 | 33.04 | 7.1% |
| 49-9021 | Heating, Air Conditioning, and Refrigeration Mechanics and Installers | Mid Potential | 27.8% | Big Risk | 0.84 | 20.58 | 14.7% |
| 47-1011 | First-Line Supervisors of Construction Trades and Extraction Workers | Low Potential | 11.0% | Big Risk | 0.67 | 33.16 | 12.6% |

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

Table 2125

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

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

| Occupation Code | Occupation Title | Automation Groups | Automation Potential (%) | COVID-19 Risk | COVID-19 Vulnerability Index | Hourly Wage (\$/hr.) | Projected Growth (2018-2026) |
|-----------------|---|-------------------|--------------------------|---------------|------------------------------|----------------------|------------------------------|
| 51-9195 | Molders, Shapers, and Casters, Except Metal and Plastic | High Potential | 72.7% | Mid Risk | 0.61 | 14.44 | -2.3% |
| 51-4031 | Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic | High Potential | 65.1% | Mid Risk | 0.58 | 14.67 | -8.7% |

| | | | | | | | |
|---------|--|----------------|-------|------------|------|-------|--------|
| 51-2031 | Engine and Other Machine Assemblers | High Potential | 63.0% | Big Risk | 0.65 | 22.63 | -17.2% |
| 17-2112 | Industrial Engineers | Mid Potential | 51.1% | Small Risk | 0.39 | 41.99 | 9.7% |
| 41-4011 | Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products | Mid Potential | 26.0% | Small Risk | 0.40 | 37.45 | 5.1% |
| 17-2071 | Electrical Engineers | Mid Potential | 24.6% | Mid Risk | 0.45 | 42.70 | 8.6% |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | Low Potential | 21.2% | Mid Risk | 0.41 | 31.63 | 5.2% |
| 17-3026 | Industrial Engineering Technicians | Low Potential | 15.7% | Mid Risk | 0.56 | 28.36 | 0.6% |
| 17-2141 | Mechanical Engineers | Low Potential | 14.7% | Mid Risk | 0.41 | 41.79 | 8.8% |
| 17-3029 | Engineering Technicians, Except Drafters, All Other | Low Potential | 13.0% | Mid Risk | 0.53 | 28.53 | 5.2% |
| 17-3029 | Engineering Technicians, Except Drafters, All Other | Low Potential | 13.0% | Mid Risk | 0.53 | 45.98 | 5.2% |
| 17-2199 | Engineers, All Other | Low Potential | 12.7% | Mid Risk | 0.45 | 28.47 | 6.4% |
| 27-1021 | Commercial and Industrial Designers | Low Potential | 1.9% | Small Risk | 0.37 | 14.44 | 4.4% |

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

Table 2226

Opportunity Jobs

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

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

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

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

| Occupation Code (6 Digit SOC) | Occupation Title | Occupation Size | Hourly Wage (\$/hr.) | Predominant Education Group | Less than bachelor (%), O*NET Base |
|-------------------------------|-----------------------------------|-----------------|----------------------|-----------------------------|------------------------------------|
| 15-1132 | Software Developers, Applications | 27030 | 51.18 | Mid Barrier | 4.6 |
| 15-1199 | Computer Occupations, All Other | 17270 | 44.66 | Low Barrier | 17.9 |
| 23-1011 | Lawyers | 15920 | 65.81 | High Barrier | 0 |
| 15-1121 | Computer Systems Analysts | 15740 | 44.91 | Mid Barrier | 23.1 |

| | | | | | |
|---------|--|---------|-------|--------------|------|
| 11-3021 | Computer and Information Systems Managers | 12010 | 70.75 | Mid Barrier | 35.2 |
| 15-1133 | Software Developers, Systems Software | 11080 | 50.98 | Mid Barrier | 4.8 |
| 25-9031 | Instructional Coordinators | 8160 | 32.2 | High Barrier | 2.2 |
| 23-2011 | Paralegals and Legal Assistants | 7290 | 26.86 | Low Barrier | 60.9 |
| 11-2021 | Marketing Managers | 6800 | 70.27 | Mid Barrier | 9.4 |
| 13-2051 | Financial Analysts | 6050 | 41.82 | Mid Barrier | 2.4 |
| 15-1143 | Computer Network Architects | 4750 | 55.7 | Mid Barrier | 30.6 |
| 13-2052 | Personal Financial Advisors | 3910 | 58.74 | Mid Barrier | 7.1 |
| 15-1122 | Information Security Analysts | 2500 | 46.26 | Mid Barrier | 22.0 |
| 41-9031 | Sales Engineers | 1890 | 48.4 | Mid Barrier | 37.1 |
| 11-2031 | Public Relations and Fundraising Managers | 1420 | 58.2 | Mid Barrier | 11.2 |
| 27-4032 | Film and Video Editors | 1240 | 29.61 | Mid Barrier | 50.2 |
| 13-2031 | Budget Analysts | 1200 | 33.81 | Mid Barrier | 24.0 |
| 17-2011 | Aerospace Engineers | 980 | 53.89 | Mid Barrier | 7.6 |
| 27-1014 | Multimedia Artists and Animators | 970 | 29.49 | Mid Barrier | 38.2 |
| 19-2041 | Environmental Scientists and Specialists, Including Health | 840 | 36.38 | Mid Barrier | 0.3 |
| 27-3043 | Writers and Authors | 820 | 30.45 | Mid Barrier | 34.3 |
| 25-1011 | Business Teachers, Postsecondary | 780 | 45.94 | High Barrier | 0 |
| 25-1081 | Education Teachers, Postsecondary | 710 | 34.65 | High Barrier | 1.4 |
| 19-1029 | Biological Scientists, All Other | 590 | 36.23 | High Barrier | 1.5 |
| 19-3022 | Survey Researchers | Unknown | 32.85 | High Barrier | 0 |
| 19-3092 | Geographers | Unknown | 38.12 | High Barrier | 0 |
| 41-3099 | Sales Representatives, Services, All Other | Unknown | 31.48 | Low Barrier | 26.0 |

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

Table 2327

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

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

Through an analysis of ~~2019~~²⁰²¹ job postings data, the specialized skills most requested by employers can be identified. As presented in the following table, [customer service is the largest skill, along with most skills relate to](#) “hard skills,” such as Sales, Scheduling, Budgeting, and Project Management. The 15 most frequently requested skills are listed in the table below.

Top Specialized Skills by Job Postings in 2019—Atlanta MSA

| Skills | Description | Job Postings |
|-------------------------------|--|--------------|
| Customer Service | Experience working with customers to ensure their satisfaction with a product or service. | 125,909 |
| Sales | Experience selling products or services to consumers. | 91,013 |
| Scheduling | A schedule or a timetable, as a basic time management tool, consists of a list of times at which possible tasks, events, or actions are intended to take place, or of a sequence of events in the chronological order in which such things are intended to take place. | 84,140 |
| Budgeting | Experience planning how the financial resources of a business or department are to be allocated during the next business period. | 64,296 |
| Project Management | The discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria. | 63,406 |
| Customer Contact | Experience working with business processes and technologies that are designed to engage customers and facilitate communication by a variety of channels. | 53,110 |
| Repair | Restoration of a broken, damaged, or failed device, equipment, part, or property to an acceptable operating or usable condition or state. | 45,920 |
| Patient Care | The services rendered by members of the health profession and non-professionals under their supervision for the benefit of the patient. | 44,072 |
| SQL | SQL (Structured Query Language) is a domain-specific language used in programming and designed for managing data held in a relational database management system (RDBMS), or for stream processing in a relational data stream management system (RDSMS). | 41,658 |
| Retail Industry Knowledge | All businesses that sell goods and services to consumers fall under the umbrella of retailing, including but not limited to department stores, discount stores, specialty stores, and seasonal retailers. | 38,543 |
| Staff Management | Management of subordinates in an organization. | 35,852 |
| Quality Assurance and Control | Quality is meeting the requirement, expectation, and needs of the customer being free from defects or substantial variation. Quality Assurance is known as QA and focuses on preventing defects whereas Quality Control is known as QC and focuses on identifying defects. | 33,012 |
| Accounting | Experience maintaining and verifying the business records of a person or business and preparing forms and reports for financial purposes. | 31,122 |
| Java | Java is a set of computer software and specifications developed by Sun Microsystems, which was later acquired by the Oracle Corporation, that provides a system for developing application software and deploying it in a cross-platform computing environment. | 30,952 |
| Cleaning | Process of removing unwanted substance, such as dirt, infectious agents, and other impurities, from an object or environment. | 29,937 |

Source: Labor Insight Jobs (Burning Glass Technologies)—01/01/2019—12/31/2019

Table 2428

Top Specialized Skills by Job Postings in 2021 - Atlanta MSA

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

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

The top specialized skills for the in-demand industries ~~for from 2019 and~~ the COVID-19 pandemic ~~and 2021~~ are shown in the tables below. Although some skills remained highly requested, new skills were requested as employers adjusted their needs ~~during following~~ the COVID-19 pandemic.

For Healthcare job postings, the specialized skills differed from ~~2019-2021 through after~~ the COVID-19 pandemic. Emergency and intensive care, medical support, and general medicine ~~Treatment planning, acute care, customer service, and PPE~~ were new to the top 10 requested skills ~~during after~~ the COVID-19 pandemic.

| Top Skills for Healthcare Industry—Atlanta MSA | | | |
|--|--------------|--------------------------------------|--------------|
| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
| Skill | Job-Postings | Skill | Job-Postings |
| Patient Care | 40,788 | Patient Care | 13,360 |
| Pathology | 16,217 | Advanced Cardiac Life Support (ACLS) | 7,797 |
| Advanced Cardiac Life Support (ACLS) | 14,488 | Cardiopulmonary Resuscitation (CPR) | 5,382 |
| Bloodborne Pathogens | 14,440 | Scheduling | 5,132 |
| Communicable Disease knowledge | 14,286 | Treatment Planning | 5,073 |
| Personal Protective Equipment (PPE) | 14,243 | Acute Care | 4,462 |
| Hazardous Waste | 13,965 | Pathology | 4,458 |
| Treatment Planning | 13,798 | Customer Service | 4,270 |
| Scheduling | 13,483 | Personal Protective Equipment (PPE) | 4,104 |
| Cardiopulmonary Resuscitation (CPR) | 13,387 | Bloodborne Pathogens | 3,982 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table ~~25~~²⁹

Top Skills for Healthcare Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For IT job postings, ~~the software/programming skills were similar~~ greatly from 2019 for 2021 after through the COVID-19 pandemic. Python-SQL and Microsoft Office were the only similar software/programing skills was the only addition to were only the top 10 requested skills after during the COVID-19 pandemic, in replacement of Microsoft Word.

Top Skills for IT Industry—Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|----------------------|--------------|-------------------------|--------------|
| Skill | Job Postings | Skill | Job Postings |
| Microsoft Excel | 2,980 | Microsoft Excel | 946 |
| Microsoft Office | 2,240 | SQL | 777 |
| SQL | 2,131 | Microsoft Office | 664 |
| Microsoft PowerPoint | 1,792 | Java | 612 |
| Java | 1,753 | Software Development | 505 |
| Software Development | 1,610 | Microsoft PowerPoint | 476 |
| Oracle | 1,270 | Oracle | 442 |
| JavaScript | 1,030 | JavaScript | 377 |
| Linux | 983 | Python | 371 |

Microsoft-
Word

969

Linux

299

Source: Labor Insight Jobs (Burning Glass Technologies)
Table 2630

Top Skills for IT Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For TDL job postings, the specialized skills ~~were similar~~ differed from ~~2019-2021 through after~~ the COVID-19 pandemic. Microsoft Office and productivity tools, general sales and occupations health and safety. Truck driving and trucking industry knowledge were new to the top 10 requested skills ~~during after~~ the COVID-19 pandemic, in replacement of forklift operation, truck driving and logistics, budgeting and customer contact.

Top Skills for TDL Industry—Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|--------------------|--------------|-------------------------|--------------|
| Skill | Job Postings | Skill | Job Postings |
| Customer Service | 3,565 | Customer Service | 1,385 |
| Logistics | 2,797 | Scheduling | 1,201 |
| Scheduling | 2,739 | Forklift Operation | 1,166 |
| Project Management | 1,989 | Truck Driving | 1,154 |
| Repair | 1,865 | Logistics | 1,152 |
| Forklift Operation | 1,825 | Repair | 1,074 |

| | | | |
|--------------------|-------|-----------------------------|-----|
| Sales | 1,732 | Project Management | 665 |
| Budgeting | 1,667 | Trucking Industry Knowledge | 648 |
| Customer Contact | 1,532 | Sales | 630 |
| Commercial Driving | 1,307 | Commercial Driving | 600 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 2734

Top Skills for TDL Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For Advanced Manufacturing job postings, the specialized skills were ~~similar~~ greatly differ from ~~2019-2021 through~~ after the COVID-19 pandemic. Microsoft office, general sales, and material handling were ~~Forklift operation and route sales were~~ new to the top 10 requested skills ~~during~~ after the COVID-19 pandemic, in replacement of ~~repair, forklift operation and SAP~~ technical support and quality assurance and control.

Top Skills for Advanced Manufacturing Industry — Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|------------------|--------------|-------------------------|--------------|
| Skill | Job Postings | Skill | Job Postings |
| Customer Service | 1,954 | Sales | 757 |
| Sales | 1,856 | Customer Service | 531 |
| Repair | 1,538 | Repair | 450 |
| Scheduling | 1,374 | Scheduling | 397 |

| | | | |
|-------------------------------|-------|--------------------|-----|
| Project Management | 1,361 | Project Management | 366 |
| Budgeting | 1,077 | Budgeting | 301 |
| Customer Contact | 891 | Forklift Operation | 211 |
| SAP | 706 | SAP | 211 |
| Technical Support | 694 | Customer Contact | 198 |
| Quality Assurance and Control | 630 | Route Sales | 193 |

Source: Labor Insight Jobs (Burning Glass Technologies)
Table 2832

Top Skills for Advanced Manufacturing Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For Skilled Trades job postings, the specialized skills ~~were differed~~ similar from 2019-2021 ~~through after~~ the COVID-19 pandemic. ~~Construction management, Microsoft Office and productivity tools were~~ ~~Budgeting was the only~~ additions to the top 10 requested skills ~~during after~~ the COVID-19 pandemic, in replacement of ~~repair, HVAC, hand tools and electric work~~ ~~machinery~~.

Top Skills for Skilled Trades Industry—Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|----------------|--------------|-------------------------|--------------|
| Skill | Job Postings | Skill | Job Postings |
| Repair | 1,439 | Repair | 891 |
| Plumbing | 922 | Plumbing | 752 |
| HVAC | 665 | HVAC | 552 |

| | | | |
|--------------------|-----|--------------------|-----|
| Hand Tools | 658 | Hand Tools | 336 |
| Scheduling | 578 | Customer Service | 301 |
| Electrical Work | 524 | Scheduling | 285 |
| Project Management | 503 | Electrical Work | 261 |
| Customer Service | 494 | Carpentry | 250 |
| Machinery | 493 | Project Management | 211 |
| Carpentry | 444 | Budgeting | 210 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 2933

Top Skills for Skilled Trades Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

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

Top Skills by Opportunity Jobs - Atlanta MSA

| Skill | Skill Type | Projected Growth (2 Years) | Location Quotient |
|--------------------|------------|----------------------------|-------------------|
| Editing | Baseline | 13.5% | 2.2 |
| Physical Abilities | Baseline | 11.0% | 1.3 |
| Critical Thinking | Baseline | 9.8% | 1.9 |
| English | Baseline | 9.5% | 1.8 |

| | | | |
|----------------------------------|--------------------------|-------|-----|
| Microsoft Excel | Software and Programming | 7.8% | 1.8 |
| Positive Disposition | Baseline | 5.9% | 1.3 |
| Detail-Oriented | Baseline | 5.4% | 1.9 |
| Teamwork / Collaboration | Baseline | 4.3% | 2 |
| Mentoring | Baseline | 2.4% | 2.1 |
| Decision Making | Baseline | 2.4% | 2 |
| Building Effective Relationships | Baseline | 2.3% | 1.7 |
| Prioritizing Tasks | Baseline | 2.2% | 2 |
| Verbal / Oral Communication | Baseline | 1.3% | 2.1 |
| Problem Solving | Baseline | 1.0% | 1.8 |
| Written Communication | Baseline | 0.8% | 1.7 |
| Self-Starter | Baseline | 0.7% | 2.3 |
| Presentation Skills | Baseline | -0.6% | 2.1 |
| Writing | Baseline | -0.7% | 1.7 |
| Creativity | Baseline | -0.8% | 1.7 |
| Time Management | Baseline | -1.2% | 2.4 |
| Organizational Skills | Baseline | -1.6% | 1.9 |
| Communication Skills | Baseline | -1.8% | 1.8 |
| Microsoft Word | Software and Programming | -1.8% | 1.6 |
| Research | Baseline | -2.3% | 1.6 |
| Oral Communication | Baseline | -2.4% | 1.4 |
| Planning | Baseline | -2.6% | 1.7 |
| Multi-Tasking | Baseline | -3.1% | 1.5 |
| Analytical Skills | Baseline | -3.4% | 1.5 |
| Project Management | Specialized | -4.3% | 1.7 |
| Microsoft PowerPoint | Software and Programming | -6.3% | 1.8 |
| Microsoft Office | Software and Programming | -6.6% | 1.7 |
| Computer Literacy | Baseline | -7.2% | 1.2 |

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

Table [3034](#)

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

Additionally, this assessment of 2019²¹ job postings data reveals the credentials most frequently requested by employers. The most requested credentials in the Atlanta region largely reflect the five targeted industries: Healthcare, Information Technology, Transportation and Logistics, Advanced Manufacturing, and Skilled Trades. They include certifications such as Registered Nurse, CDL Class A, and Certified Driver's License. The top 10 certifications requested by employers in the region is summarized in the table below.

| Certification | Job Postings |
|--|--------------|
| Driver's License | 58,918 |
| Registered Nurse | 22,229 |
| Basic Life Saving (BLS) | 13,692 |
| Advanced Cardiac Life Support (ACLS) Certification | 12,979 |
| First Aid CPR AED | 10,275 |
| Basic Cardiac Life Support Certification | 9,805 |
| CDL Class A | 9,387 |
| Certified Public Accountant (CPA) | 8,580 |
| Project Management Certification | 8,144 |
| Security Clearance | 5,036 |
| <i>Source: Labor Insight Jobs (Burning Glass Technologies) 1/1/2019 - 12/31/2019</i> | |
| <i>Table 35</i> | |

Top Certification by Job Postings in 2021 - Atlanta Region

| Certification | Job Postings |
|---|--------------|
| Driver's License | 30,709 |
| Registered Nurse | 7,135 |
| First Aid Cpr Aed | 5,893 |
| CDL Class A | 5,508 |
| Basic Life Saving (BLS) | 4,458 |
| Basic Cardiac Life Support Certification | 3,200 |
| Advanced Cardiac Life Support (ACLS) Certification | 2,946 |
| Child Development Associate (CDA) | 2,021 |
| Licensed Practical Nurse (LPN) | 1,923 |
| OSHA Forklift Certification | 1,585 |
| <i>Source: Labor Insights Jobs (Burning Glass Technologies) 01/01/2021 - 12/31/2021</i> | |

For Healthcare job postings, the certifications were similar from 2019~~21~~ through after the COVID-19 pandemic. ~~American Heart Association Certification~~ Certified Medical Assistant was the only addition to the top 10 requested certifications ~~during~~ after the COVID-19 pandemic, in replacement of the ~~American Registry of Radiologic Technologists (ARRT)~~ Critical Care Registered Nurse (CCRN) Certification.

Top Certifications for Healthcare Industry—Atlanta MSA

| Full-Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|--|--------------|--|--------------|
| Certification | Job-Postings | Certification | Job-Postings |
| Registered Nurse | 24,115 | Registered Nurse | 11,285 |
| Basic Life Saving (BLS) | 14,558 | Advanced Cardiac Life-Support (ACLS)-Certification | 7,234 |
| Advanced Cardiac Life-Support (ACLS)-Certification | 13,888 | Basic Life Saving (BLS) | 5,894 |
| Basic Cardiac Life-Support-Certification | 10,599 | Basic Cardiac Life-Support-Certification | 3,955 |
| First Aid Cpr Aed | 7,890 | First Aid Cpr Aed | 3,344 |
| Driver's License | 5,943 | Driver's License | 2,881 |
| Licensed Practical Nurse-(LPN) | 4,530 | Critical Care Registered-Nurse (CCRN) | 2,427 |
| Caregiver | 3,162 | Licensed Practical Nurse-(LPN) | 1,908 |
| Certified Nursing Assistant | 2,734 | American Heart-Association Certification | 1,397 |
| American Registry of-Radiologic Technologists-(ARRT)-Certification | 2,571 | Certified Nursing Assistant | 1,365 |

Source: Labor Insight Jobs (Burning Glass Technologies)
Table 36

Top Certifications for Healthcare Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For IT job postings, the certifications were similar from 2019 through after the COVID-19 pandemic. Cisco Certified Network Associate (CCNA) was the only addition to the top 10 requested certifications during after the COVID-19 pandemic, in replacement of the ITIL Certification (CCNA).

Top Certifications for IT Industry—Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|--|--------------|--|--------------|
| Certification | Job Postings | Certification | Job Postings |
| Driver's License | 894 | Driver's License | 313 |
| Project Management Certification | 709 | Project Management Certification | 211 |
| IT Infrastructure Library (ITIL) Certification | 498 | IT Infrastructure Library (ITIL) Certification | 187 |

| | | | |
|---|-----|---|-----|
| Project Management- Professional (PMP) | 487 | Certified Information- Systems Security- Professional (CISSP) | 154 |
| Certified Information- Systems Security- Professional (CISSP) | 433 | Project Management- Professional (PMP) | 140 |
| Certified Public Accountant- (CPA) | 331 | Certified Public- Accountant (CPA) | 104 |
| Security Clearance | 241 | Certified Information- Security Manager (CISM) | 88 |
| Certified Information- Systems Auditor (CISA) | 233 | Security Clearance | 86 |
| ITIL Certification | 192 | Certified Information- Systems Auditor (CISA) | 84 |
| Certified Information- Security Manager (CISM) | 190 | Cisco Certified Network- Associate (CCNA) | 81 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 37

Top Certifications for IT Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For TDL job postings, the certifications ~~were similar~~ differed from 2019 ~~through~~ after the COVID-19 pandemic. CDL Class A ~~continued to be the most~~ was more requested certification ~~in less than 6 months during after~~ the COVID-19 pandemic, ~~than all of 2019~~.

Top Certifications for TDL Industry — Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|---------------------------------|--------------|---------------------------------|--------------|
| Certification | Job Postings | Certification | Job Postings |
| CDL Class A | 5,871 | CDL Class A | 6,030 |
| Driver's License | 4,212 | Driver's License | 2,276 |
| CDL Class B | 447 | Forklift Operator Certification | 279 |
| Forklift Operator Certification | 442 | First Aid Cpr Aed | 181 |

| | | | |
|---|-----|------------------------------------|-----|
| Project Management Certification | 255 | CDL Class B | 160 |
| Good Conduct | 133 | CDL Class D | 154 |
| Certified Public Accountant (CPA) | 125 | Emergency Medical Technician (EMT) | 134 |
| Project Management Professional (PMP) | 113 | Good Conduct | 109 |
| Automotive Service Excellence (ASE) Certification | 100 | Project Management Certification | 85 |
| Security Clearance | 89 | Hazardous Materials Certification | 65 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 3138

Top Certifications for TDL Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For Advanced Manufacturing job postings, the certifications were similar from 2019 through after the COVID-19 pandemic. The Certified Public Accountant (CPA), Class A and Six Sigma Automotive Service Excellence (ASE) and SANS/GIAC certifications were new to the top 10 requested certifications during after the COVID-19 pandemic, in replacement of IT Infrastructure Library (ITIL), Automotive Service Excellence (ASE) and Cisco Certified Network Associate (CCNA) certifications. CompTIA Security+ and Certified A+ Technician.

Top Certifications for Advanced Manufacturing Industry—Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar–Aug 2020) | |
|---|--------------|---|--------------|
| Certification | Job Postings | Certification | Job Postings |
| Driver's License | 1,330 | Driver's License | 389 |
| Security Clearance | 377 | Security Clearance | 103 |
| Project Management Certification | 214 | Project Management Certification | 79 |
| Forklift Operator Certification | 167 | Project Management Professional (PMP) | 42 |
| Certified Information Systems Security Professional (CISSP) | 129 | Forklift Operator Certification | 41 |
| Cisco Certified Network Associate (CCNA) | 124 | Certified Information Systems Security Professional (CISSP) | 40 |
| IT Infrastructure Library (ITIL) Certification | 123 | IT Infrastructure Library (ITIL) Certification | 38 |
| Project Management Professional (PMP) | 120 | Automotive Service Excellence (ASE) Certification | 36 |
| CompTIA Security+ | 113 | Cisco Certified Network Associate (CCNA) | 32 |
| Certified A+ Technician | 80 | SANS/GIAC Certification | 31 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 3239

Top Certifications for Advanced Manufacturing Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

For Skilled Trades job postings, the certifications were similar from 2019 through the COVID-19 pandemic. ~~The North American Technician Excellence (NATE) First Aid CPR Aed and Licenced Professional Engine and Certified Pool/Spa Operator~~ were new to the top 10 requested certifications ~~during after~~ the COVID-19 pandemic, in replacement of ~~The North American Technician Excellence (NATE) Forklift Operator Certification and Certified Public Accountant (CPA).~~

Top Certifications for Skilled Trades Industry—Atlanta MSA

| Full Year 2019 | | COVID-19 (Mar-Aug 2020) | |
|---|--------------|---|--------------|
| Certification | Job Postings | Certification | Job Postings |
| Driver's License | 997 | Driver's License | 708 |
| Electrician Certification | 403 | Environmental Protection Agency Certification | 80 |
| Environmental Protection Agency Certification | 99 | Electrician Certification | 61 |
| Plumbing Certification | 92 | Plumbing Certification | 51 |
| Plumbing License | 80 | Plumbing License | 41 |

| | | | |
|---|----|---|----|
| CDL Class A | 73 | First Aid Cpr Aed | 41 |
| Forklift Operator Certification | 67 | CDL Class A | 36 |
| Occupational Safety and Health Administration Certification | 50 | Occupational Safety and Health Administration Certification | 27 |
| First Aid Cpr Aed | 46 | North American Technician Excellence (NATE) | 15 |
| Certified Public Accountant (CPA) | 38 | Certified Pool/Spa Operator | 12 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 3340

Top Certifications for Skilled Traded Industry - Atlanta MSA

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

Source: Labor Insight Jobs (Burning Glass Technologies)

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

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

Hourly Wages - Atlanta MSA

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

Sources: Accenture Research, Bureau of Labor Statistics, O*Net, MIT Living Wage Calculator
Table 344

According to Chmura's JobsEQ [analysis](#), the population of the metro Atlanta region in ~~2019~~ ~~2021~~ ~~2021~~ was ~~5.034.6~~ million. The region has a civilian labor force of over ~~2.6546~~ million people, representing a labor force participation rate of ~~67.8.81~~%. This rate exceeds the participation rates of ~~62.863.1~~% and 63.2% in the state and nation, respectively.

Demographics Overview—WorkSource Metro Atlanta

| | Metro Atlanta | GA | USA |
|--------------------------------|---------------|------------|-------------|
| Population | 5,029,613 | 10,297,484 | 322,903,030 |
| Median Age | 36.3 | 36.5 | 37.9 |
| Labor Force Size | 2,655,661 | 5,043,919 | 162,248,196 |
| Labor Force Participation Rate | 67.8% | 62.8% | 63.2% |
| Median Household Income | \$70,169 | \$55,679 | \$60,293 |

Source: JobsEQ 2019Q3

Table 3542

Demographic Overview - Atlanta Region

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

Source: JobsEQ 2021Q4

The Healthcare sector consists of over ~~821~~% females, whereas the Construction sectors consists of ~~over 8990~~% males. At least two-thirds of the Manufacturing and Transportation industries are male. The Professional, Scientific, and Technical Services industry is approximately split in half for females and males.

Demographics Overview, Gender—Atlanta MSA

| Industry | Female | Male | 2017 TOTAL |
|--|--------|-------|------------|
| Retail Trade | 48.6% | 51.4% | 339,098 |
| Health Care and Social Assistance | 81.9% | 18.1% | 317,384 |
| Professional, Scientific, and Technical Services | 44.5% | 55.5% | 261,132 |
| Manufacturing | 34.0% | 66.0% | 218,427 |

| | | | |
|--|------------------|------------------|------------------|
| Accommodation and Food Services | 57.7% | 42.3% | 200,304 |
| Construction | 10.8% | 89.2% | 189,939 |
| Educational Services | 72.6% | 27.4% | 164,159 |
| Transportation and Warehousing | 33.7% | 66.3% | 160,061 |
| Other Services (except Public Administration) | 55.9% | 44.1% | 155,360 |
| Finance and Insurance | 56.4% | 43.6% | 149,213 |
| Administrative and Support and Waste Management and Remediation Services | 43.8% | 56.2% | 145,355 |
| Public Administration | 50.8% | 49.2% | 116,457 |
| Information | 40.9% | 59.1% | 90,801 |
| Wholesale Trade | 36.1% | 63.9% | 82,647 |
| Real Estate and Rental and Leasing | 50.9% | 49.1% | 59,750 |
| Arts, Entertainment, and Recreation | 45.3% | 54.7% | 47,793 |
| Utilities | 26.8% | 73.2% | 22,804 |
| Agriculture, Forestry, Fishing and Hunting | 37.8% | 62.2% | 5,683 |
| Management of Companies and Enterprises | 49.8% | 50.2% | 5,208 |
| Mining, Quarrying, and Oil and Gas Extraction | 25.1% | 74.9% | 1,241 |
| TOTAL | 1,348,541 | 1,384,277 | 2,732,817 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 43

Demographics Overview, Gender - Atlanta MSA

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

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

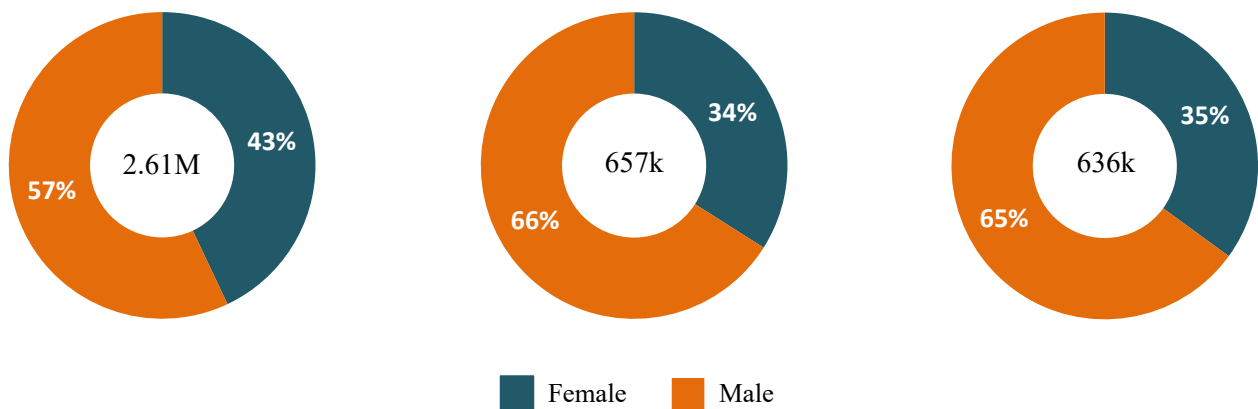


Figure 1: Regional gender breakdown of workforce population

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

Demographics Overview, Race/Ethnicity—Atlanta MSA

| Industry | White or Caucasian | Black or African American | Hispanic or Latino | Asian | Other* | TOTAL |
|--|--------------------|---------------------------|--------------------|-------|--------|---------|
| Retail Trade | 49% | 35% | 8% | 6% | 2% | 339,098 |
| Health Care and Social Assistance | 45% | 42% | 5% | 5% | 2% | 317,382 |
| Professional, Scientific, and Technical Services | 62% | 21% | 4% | 11% | 2% | 261,133 |
| Manufacturing | 53% | 28% | 10% | 7% | 1% | 218,427 |
| Accommodation and Food Services | 41% | 34% | 14% | 8% | 3% | 200,304 |
| Construction | 50% | 14% | 33% | 2% | 2% | 189,941 |
| Educational Services | 55% | 35% | 5% | 4% | 2% | 164,158 |
| Transportation and Warehousing | 36% | 52% | 6% | 3% | 2% | 160,061 |
| Other Services (except Public Administration) | 49% | 28% | 11% | 10% | 2% | 155,360 |
| Finance and Insurance | 55% | 31% | 6% | 6% | 2% | 149,215 |
| Administrative and Support and Waste Management and Remediation Services | 39% | 37% | 19% | 3% | 2% | 145,358 |
| Public Administration | 41% | 49% | 5% | 3% | 2% | 116,457 |
| Information | 52% | 33% | 6% | 7% | 3% | 90,800 |
| Wholesale Trade | 59% | 26% | 7% | 7% | 2% | 82,648 |
| Real Estate and Rental and Leasing | 59% | 28% | 8% | 4% | 2% | 59,750 |
| Arts, Entertainment, and Recreation | 58% | 29% | 6% | 4% | 3% | 47,792 |
| Utilities | 63% | 29% | 4% | 2% | 2% | 22,805 |

| | | | | | | |
|---|------------------|----------------|----------------|----------------|---------------|------------------|
| Agriculture, Forestry, Fishing and Hunting | 66% | 12% | 17% | 3% | 3% | 5,684 |
| Management of Companies and Enterprises | 63% | 29% | 3% | 4% | 1% | 5,208 |
| Mining, Quarrying, and Oil and Gas Extraction | 70% | 21% | 4% | 2% | 4% | 1,241 |
| TOTAL | 1,354,219 | 895,981 | 265,566 | 161,807 | 55,244 | 2,732,817 |

Source: Labor Insight Jobs (Burning Glass Technologies)

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

Table 3644

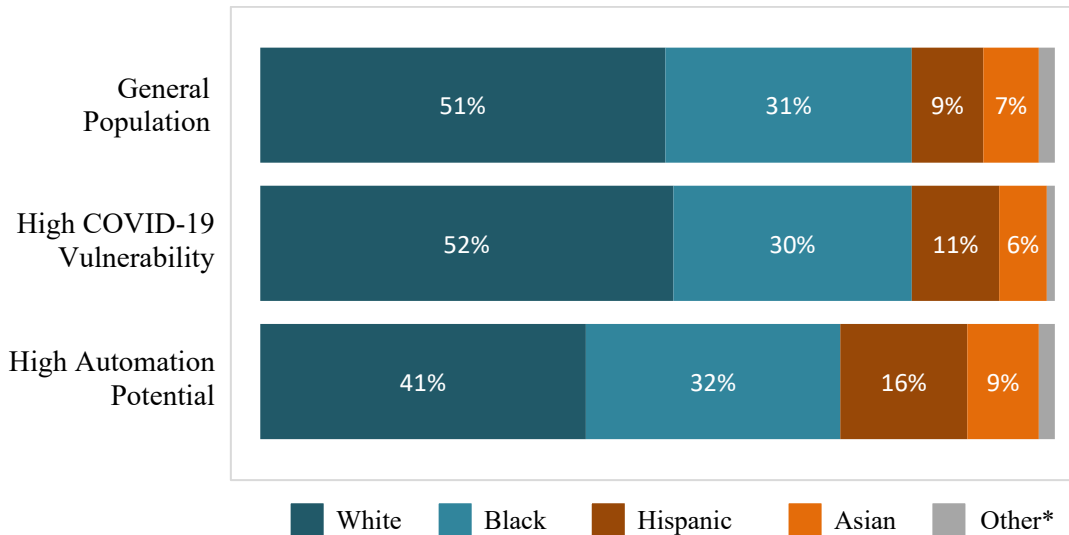
Demographics Overview, Race/Ethnicity - Atlanta MSA

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

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

The largest race/ethnicity populations of the Atlanta MSA are the White/Caucasian and

Black/African American populations. However, the Hispanic/Latino population is disproportionately affected due to both high vulnerability to COVID-19 and high potential to automation as they make up a large percentage of impacted roles. The Asian/Asian American population is also disproportionately affected by high potential to automation.



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

Figure 2: Regional racial breakdown of workforce population

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

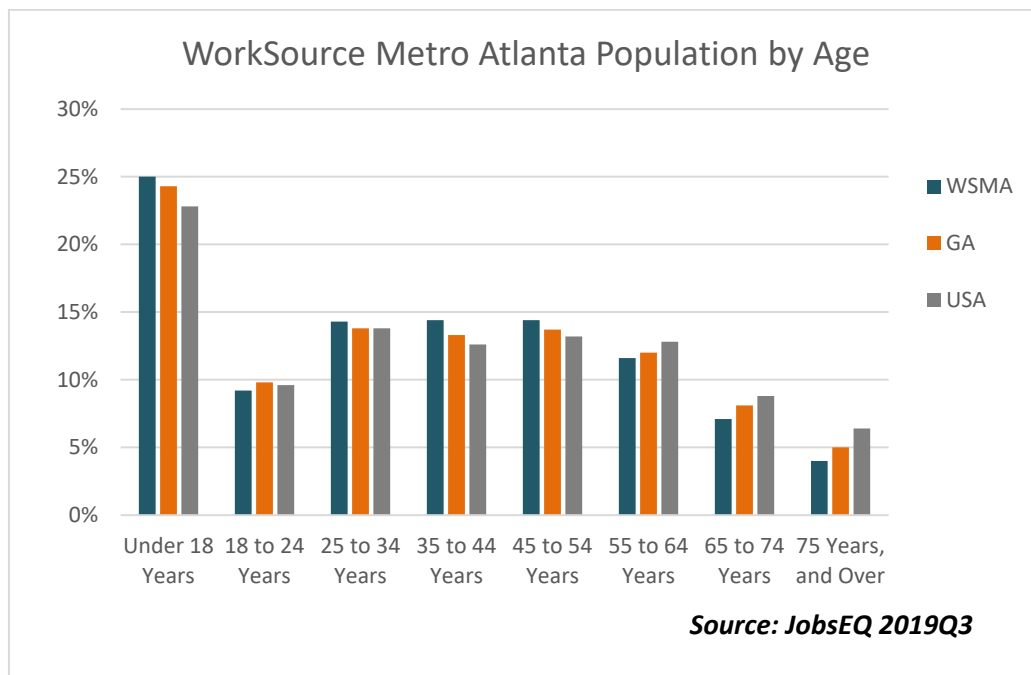
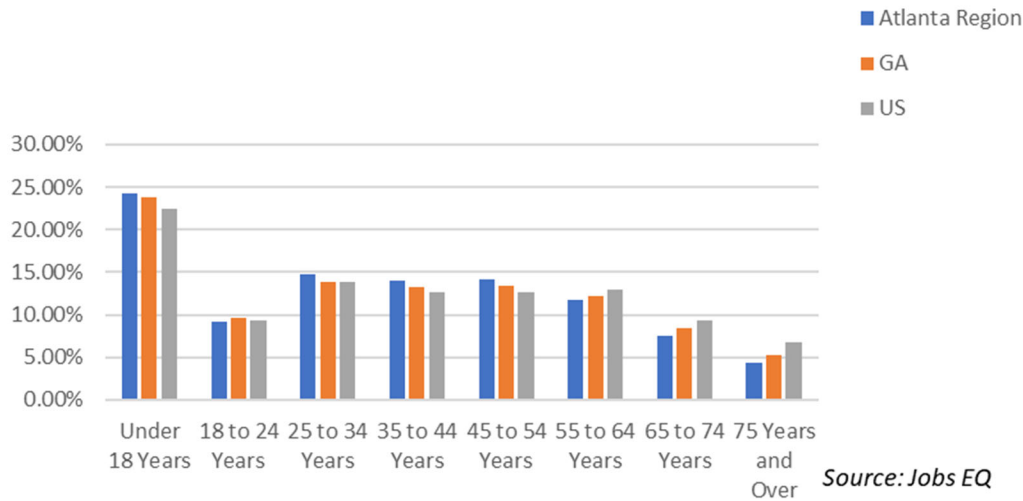


Figure 3: Population by age, metro Atlanta region vs. Georgia vs. U.S.

Atlanta Region Population by Age



At least one third of the in-demand industries are occupied by the youth/young adults (16-34-year-old). However, approximately 50% of each in-demand industry contains workers from 34 to 54-year-old.

Demographics Overview, Age—Atlanta MSA

| Industry | 16 to 34 | 34 to 54 | 55+ | 2017 TOTAL |
|--|----------|----------|-----|------------|
| Retail Trade | 45% | 39% | 16% | 339,098 |
| Health Care and Social Assistance | 31% | 48% | 21% | 317,384 |
| Professional, Scientific, and Technical Services | 32% | 49% | 19% | 261,132 |
| Manufacturing | 27% | 51% | 22% | 218,427 |
| Accommodation and Food Services | 61% | 30% | 9% | 200,304 |
| Construction | 33% | 50% | 17% | 189,939 |
| Educational Services | 31% | 46% | 23% | 164,159 |
| Transportation and Warehousing | 29% | 50% | 21% | 160,061 |
| Other Services (except Public Administration) | 34% | 45% | 21% | 155,360 |
| Finance and Insurance | 27% | 53% | 20% | 149,213 |
| Administrative and Support and Waste Management and Remediation Services | 35% | 48% | 18% | 145,355 |
| Public Administration | 26% | 52% | 22% | 116,457 |
| Information | 30% | 53% | 17% | 90,801 |
| Wholesale Trade | 27% | 51% | 22% | 82,647 |
| Real Estate and Rental and Leasing | 26% | 49% | 25% | 59,750 |
| Arts, Entertainment, and Recreation | 48% | 36% | 16% | 47,793 |
| Utilities | 22% | 55% | 23% | 22,804 |
| Agriculture, Forestry, Fishing and Hunting | 29% | 45% | 26% | 5,683 |

| | | | | |
|---|----------------|------------------|----------------|------------------|
| Management of Companies and Enterprises | 28% | 46% | 26% | 5,208 |
| Mining, Quarrying, and Oil and Gas Extraction | 17% | 51% | 32% | 1,241 |
| TOTAL | 940,771 | 1,268,725 | 523,322 | 2,732,817 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 3745

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

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

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

General
Population

High COVID-19
Vulnerability

High Automation
Potential

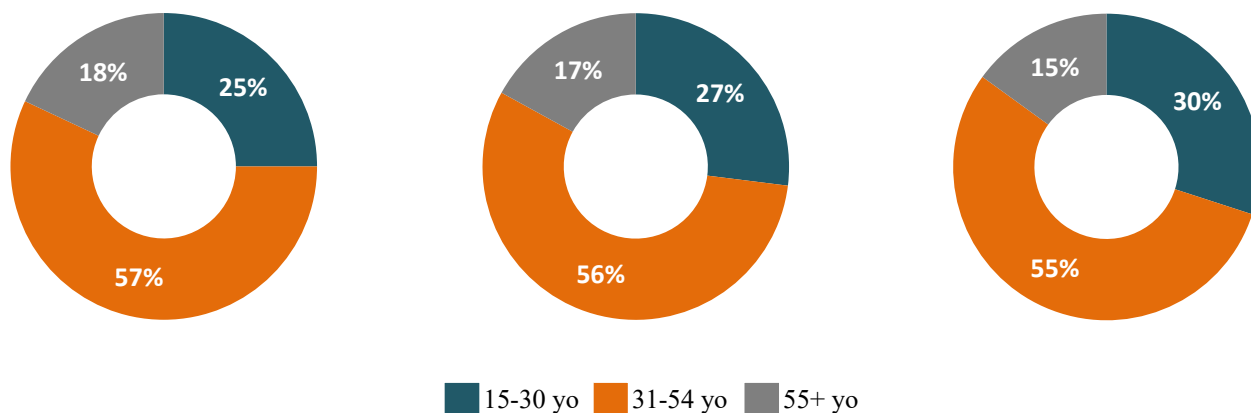


Figure 4: Regional age breakdown of workforce population

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

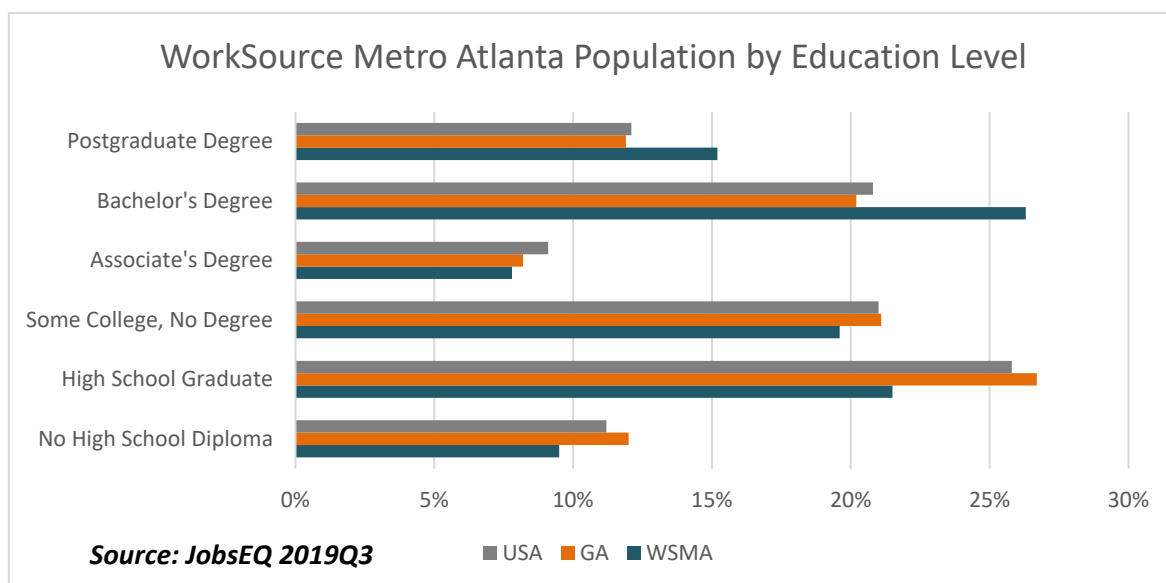
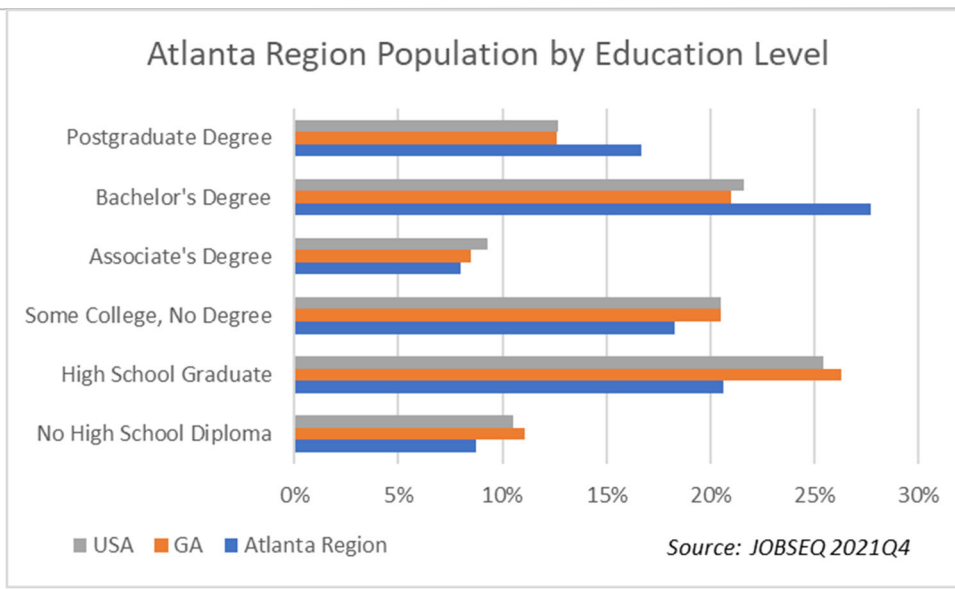


Figure 5: Regional population by education level



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

Demographics Overview, Educational Attainment—Atlanta MSA

| Industry | Associate-degree or lower | Bachelor's Degree | Graduate Degree | 2017 TOTAL |
|--|---------------------------|-------------------|-----------------|------------|
| Retail Trade | 74% | 21% | 5% | 339,098 |
| Health Care and Social Assistance | 55% | 27% | 18% | 317,384 |
| Professional, Scientific, and Technical Services | 29% | 45% | 25% | 261,132 |
| Manufacturing | 64% | 24% | 11% | 218,427 |
| Accommodation and Food Services | 83% | 14% | 3% | 200,304 |
| Construction | 84% | 13% | 3% | 189,939 |
| Educational Services | 41% | 28% | 31% | 164,159 |
| Transportation and Warehousing | 75% | 19% | 6% | 160,061 |
| Other Services (except Public Administration) | 73% | 18% | 10% | 155,360 |
| Finance and Insurance | 41% | 41% | 18% | 149,213 |
| Administrative and Support and Waste Management and Remediation Services | 75% | 19% | 7% | 145,355 |
| Public Administration | 50% | 29% | 20% | 116,457 |
| Information | 43% | 41% | 16% | 90,801 |
| Wholesale Trade | 58% | 32% | 10% | 82,647 |
| Real Estate and Rental and Leasing | 55% | 33% | 11% | 59,750 |
| Arts, Entertainment, and Recreation | 62% | 27% | 10% | 47,793 |
| Utilities | 59% | 28% | 13% | 22,804 |
| Agriculture, Forestry, Fishing and Hunting | 73% | 20% | 7% | 5,683 |
| Management of Companies and Enterprises | 33% | 40% | 28% | 5,208 |

| | | | | |
|---|------------------|----------------|----------------|------------------|
| Mining, Quarrying, and Oil and Gas Extraction | 71% | 21% | 8% | 1,241 |
| TOTAL | 1,609,886 | 690,214 | 342,482 | 2,732,817 |

Source: Labor Insight Jobs (Burning Glass Technologies)

Table 3846

Demographics Overview, Education Attainment - Atlanta MSA

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

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

COVID-19 Vulnerability

Automation Potential

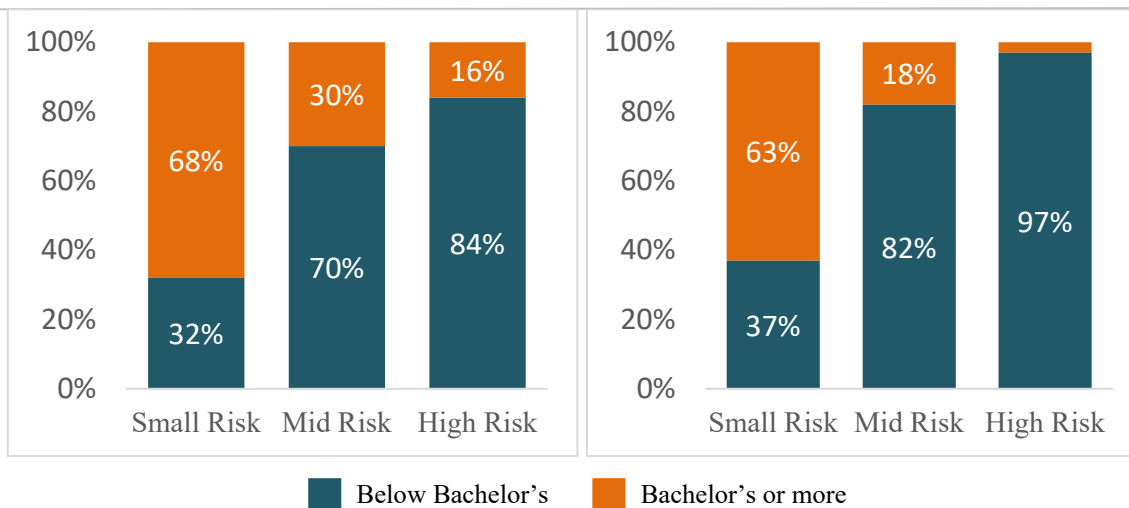


Figure 6: Regional education attainment breakdown of workforce population

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

Populations with Barriers to Employment WorkSource Metro Atlanta

| Groups with Barriers to Employment | Population Size |
|--|-----------------|
| Population 18+ | 3,774,261 |
| Veterans (Age 18-64) | 162,530 |
| Older Individuals (65+) | 560,976 |
| Ex-Offenders* | 5,038 |
| Poverty Level (of all people) | 636,740 |
| Households Receiving Food Stamps/SNAP | 198,059 |
| Disconnected Youth** | 7,019 |
| With a Disability, Age 18-64 | 255,919 |
| Speak English Less Than Very Well (population 5 yrs. and over) | 361,048 |

Source: JobsEQ 2019Q3

*DOC inmate release data for 2018

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

Table 3947

Populations with Barriers to Employment
WorkSource Metro Atlanta

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

Source JobsEQ 2021Q4

* DOC Inmate Release Data for 2021

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

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

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

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

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

STRENGTHS

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

WEAKNESSES

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

Figure 7: [*CATLYST Strengths and Weaknesses on Talent and Education in Metro Atlanta*](#)

More information on CATLYST can be found in Section 3c below. CATLYST will be updated in [2021-2022](#).

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

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

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

Regional Vision:

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

Regional Goals for 2020 - [2023-2024](#):

1. Support regional innovation and integration activities to be implemented effectively and consistently at the local level.
 - Center all regional strategies and efforts on the customer experience.
 - Support WorkSource staff at the local level to fulfill their role and duty to the customer.

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

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

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

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

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

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

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

- 1) their local staff capacity to provide services to targeted customers,
- 2) local staff capacity to fulfill and implement regional strategies, and

- 3) local training provider capacity, based on funding, to provide services to targeted customers, based on demographic information (age, gender, race, income-level, education-level) to fulfill strategic vision and goals stated above.

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

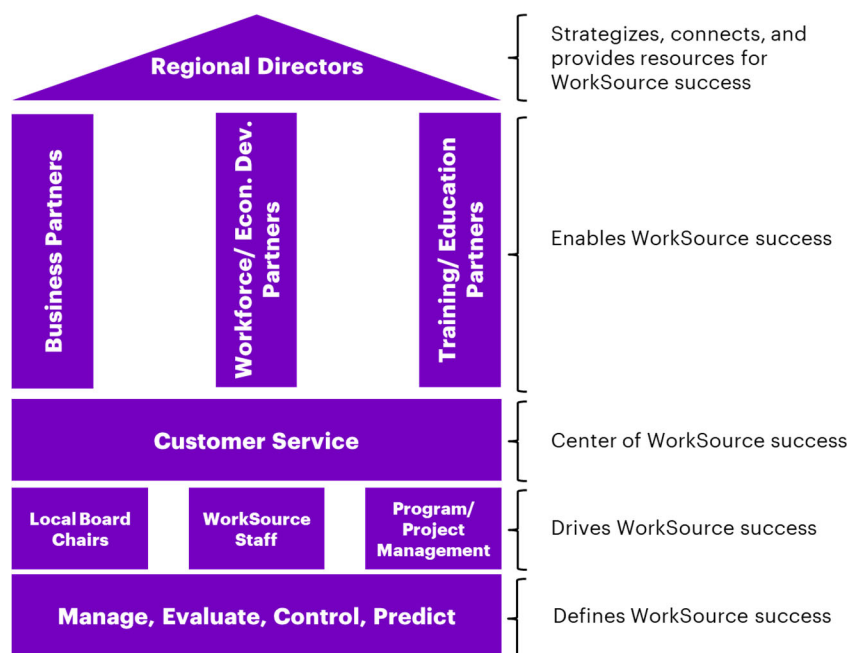


Figure 8: WorkSource Metro Atlanta Regional Directors Governance Model

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

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

education, and Georgia Dept. of Labor (see Section 22 – 24)

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

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

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

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

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

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

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

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

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

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

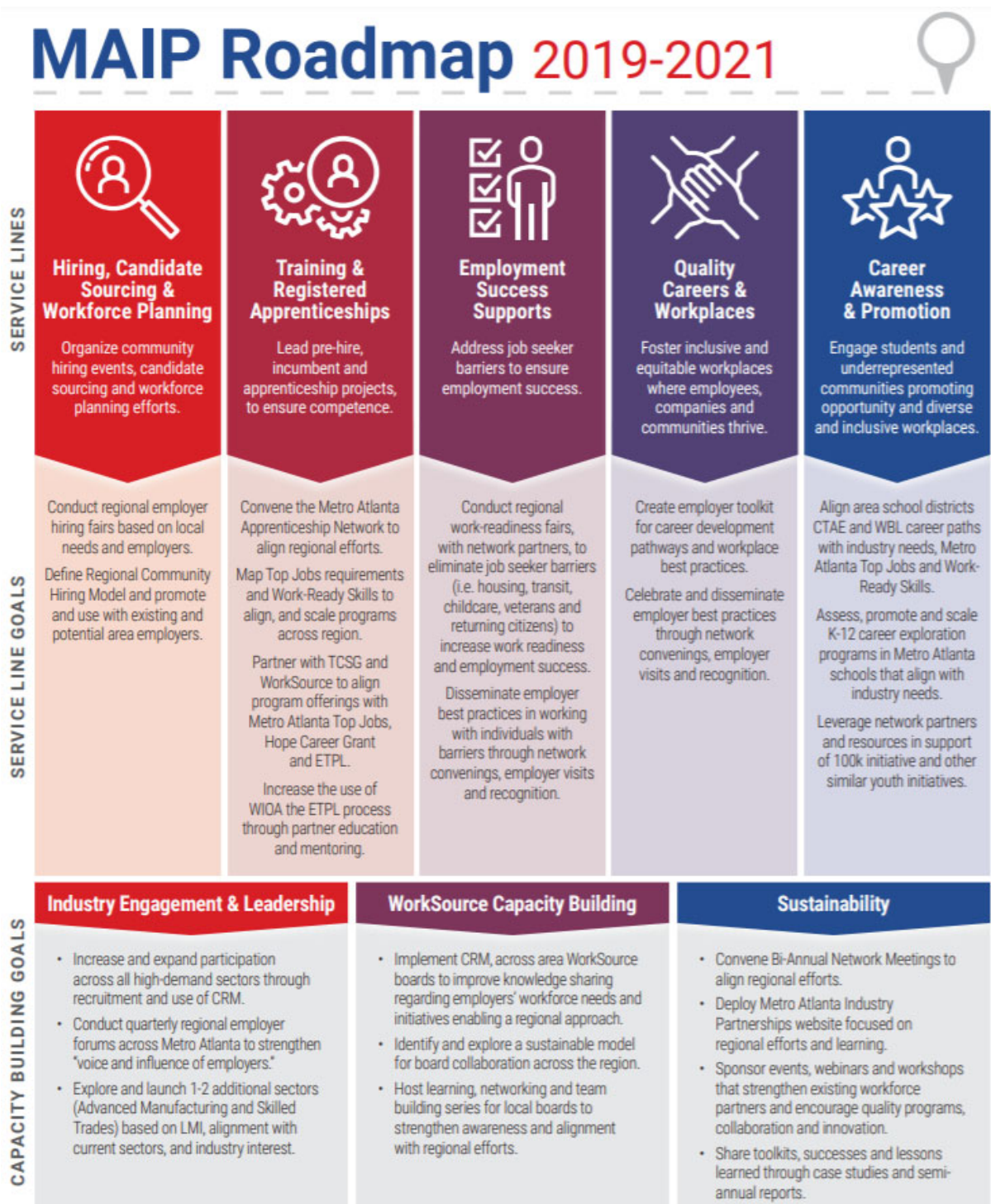


Figure 9: Metro Atlanta Industry Partnership Roadmap for 2019 – 2021

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

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

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

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

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

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

Table 4048

Source: Metro Atlanta Industry Partnerships

- c. How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies. How will the area strengthen linkages between the one-stop delivery system and unemployment insurance programs?

The Atlanta Regional Commission, in its role as the Economic Development District for Metro Atlanta, prepared a Comprehensive Economic Development Strategy (CEDS) in 2017. The local workforce development boards are involved in the development and implementation of the CEDS, known as CATLYST, to ensure coordination between the workforce plans and the CEDS. CATLYST is intended to serve as a roadmap for Metro Atlanta on issues affecting regional competitiveness and reflects the economic development objectives and initiatives of local governments throughout the region. The strategy is implemented through the work of sub-committees that represent the key elements of the plan. With a core goal of empowering upward

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

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

CATLYST implementation activities and an update of the plan will begin in ~~2021~~2022.

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

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

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

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

- a. **Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements.**

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

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

improvements through a human centered design strategy.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

| | | | |
|--|--|--|---|
| Employer/Industry Partners Alliance Solutions Group, Inc. American Medical Response (AMR) Amazon Anthem Applied Resource Group ASOS AT&T Georgia ATL Freight Bank of America CareSource CVS Health DeKalb Fleet Management Delta DHL Diaz Foods Emory Healthcare Equifax Fabric.com Flexport Fulton County Government Future Forwarding Georgia Beverage Association Georgia Department of Public Health Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) Global Resource Management, Inc. Good Samaritan Cobb Grady Healthcare HD Supply HWC Logistics IBM ICS InComm Jackson Healthcare JAS Forwarding USA Inc. JC Penney Kaiser Permanente Lexis Nexis McKesson NCR Northside Hospital | Piedmont Healthcare Platinum Cargo Logistics Prologis Ryder State Farm Stein Mart Talent Stream UPS Upward Global Logistics & Distribution Verizon Visiting Nurse Health System WellStar Health System Zywie Workforce Partners Academic Institutions Atlanta Public Schools Atlanta Technical College Chattahoochee Technical College Cherokee County Public Schools Clayton County Public Schools Clayton State University Cobb County Schools Decatur Public Schools Buford City School District DeKalb County School District Douglas County Public Schools Emory Continuing Education Fayette County Public Schools Fulton County Public Schools Georgia Department of Education Career & Technical Education Georgia Highlands College Georgia Institute of Technology Georgia Piedmont Technical College Georgia State University Gwinnett Public Schools Gwinnett Technical College Henry County Public Schools Kennesaw State University Marietta City Schools Rockdale Public Schools Southern Crescent | Technical College TCSG Office of Apprenticeship Troy University West Georgia Technical College Chambers & Economic Development Alpharetta Tech Commission Atlanta Regional Commission Cherokee Chamber Clayton Chamber Cobb Chamber & Select Cobb Conyers-Rockdale Chamber DeKalb Chamber Douglas Economic Development Fayette Chamber of Commerce Georgia Hispanic Chamber of Commerce Greater North Fulton Chamber Invest Atlanta Metro Atlanta Chamber Partnership Gwinnett Select Fulton Community Service Providers Annie E. Casey Foundation Atlanta CareerRise Atlanta Center for Self-Sufficiency Bobby Dodd Institute Boys and Girls Club Atlanta Catholic Charities of Atlanta City of Refuge Covenant CNA School First Step Staffing General Assembly Georgia Justice Project Goodwill of North Georgia Hearts to Nourish Hope HireGI Honor Code International Rescue Committee Jewish Family and Career Services Latin American Association | Mullins International Solutions Multi-Agency Alliance for Children Nobis Works Per Scholas TechBridge United Way of Greater Atlanta Urban League of Greater Atlanta YearUp Government Agencies Georgia Budget and Policy Institute Georgia Dept. of Community Affairs GdEc, Center of Innovation in Logistics Georgia Department of Human Services/TANF Georgia Dept. of Labor Georgia Vocational Rehabilitation Agency State of Georgia Division of Family and Children's Service Professional & Trade Organizations American Production and Inventory Control Society Atlanta (APICS) Georgia Association of Career & Technical Educators Georgia Hospital Association International Forwarders and Brokers Association (AIFBA) Workforce Initiatives Aerotropolis Atlanta Atlanta Airport University Atlanta Committee for Progress CATALYST Regional Economic Competitiveness Strategy IWORCS Metro Atlanta eXchange for Workforce Solutions Opportunity ATL Supply Chain City Talent & Education Task Force |
|--|--|--|---|

Figure 10: Metro Atlanta Industry Partnership List of Regional Partners

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

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

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

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

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

CATLYST strategy with economic development will begin in 2021.

- c. [Describe the research and the data that was used to identify the sector that was chosen for the sectors strategies training.](#)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

preparation.

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

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

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

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

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

Local Boards and Plan Development:

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

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

This process will be retained at the local level.

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

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

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

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

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

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

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

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

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

This process is retained at the local level.

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

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

The approach for developing the regional plan included:

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

Table 4149

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

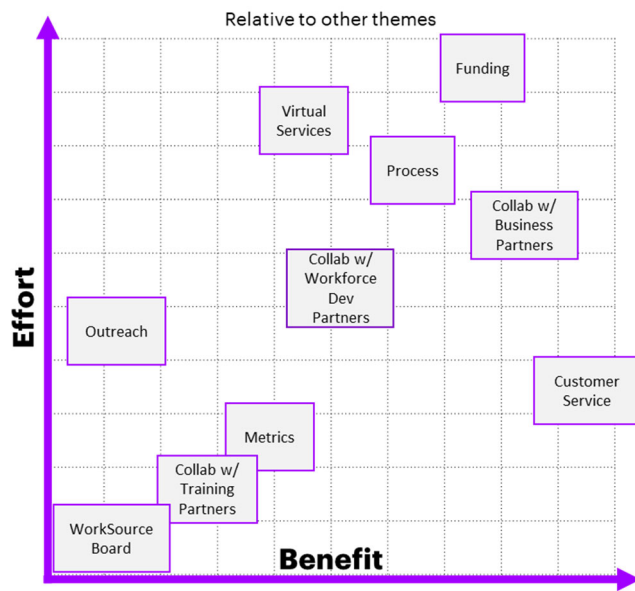


Figure 11: Regional Theme Prioritization Exercise Results

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

Service and Delivery Training:

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

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

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

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

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

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

This process will remain at the local level.

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

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

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

This will remain at the local level.

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

16. Implementation of Work-Based Learning Initiatives – Provide a description of how the area will implement initiatives such as Incumbent Worker Training programs, On-the-Job Training programs, Customized Training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries and other business services and

strategies designed to meet the needs of employers in the corresponding region in support of the business service strategy. If these services are not utilized, provide a description of why.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This will remain at the local level.

Coordination with Core Partners:

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

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

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

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

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

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

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

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

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

Performance, ETPL and Use of Technology:

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

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

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

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

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

Table 4250

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

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

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

Table 4351

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

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

Table 4452

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

One-stop center service delivery and performance assessment will be kept at the local level.

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

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

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

Table 453

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

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

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

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

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

Criteria are outlined in the Training Provider Agreement. ARC requires that each provider's performance meet and/or exceed established ARC performance measure goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, they are placed on hold for receipt of new enrollees until the minimum standard is obtained. If the review determines that the provider's status has changed, i.e., moved location, termination of business, etc., an immediate notification is provided to TCSG-OWD for full investigation and possible removal from the State ETPL.

The Metro Atlanta ITA Work Group reviews all responsive provider applications for recommendation. If responsive, staff may conduct employer reference checks, program graduate reference checks, and a training

observation to ensure that customers receive quality services.

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

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

The Metro Atlanta ITA Work Group has developed a standard formal appeal process for aggrieved ITA customers and providers of unapproved training programs across the region. If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Metro Atlanta ITA Work Group in the appeals process. Any appeals based on local policies will be handled by the individual local level. The following appeal procedures as required in Section 122 (c) of the Workforce Innovation and Opportunity Act have been established by the Metro Atlanta ITA Work Group to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services. The Atlanta Regional Commission, acting as an agent for the Metro Atlanta ITA Work Group, will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factor (e.g. conflict of interest, nepotism), which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected.

- If any organization has a complaint against the Metro Atlanta ITA Work Group, informal resolution should be attempted before filing a grievance. If there is not resolution of the complaint, the complainant (s) has/have a right to file a grievance by sending a written request for a hearing.

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

The ARC manages its “Individual Training Account System,” which includes updating information on Providers included on the State Eligible Provider List, at least on a quarterly basis. Procedures for review and approval of additional programs and price changes for approved training providers are provided in the Training Provider Agreement. Submittal of program changes/additional programs/price increases are reviewed by the Metro Atlanta ITA Work Group. If approved, they are then transmitted to the [TCSG-OWD, Workforce Division](#).

- e. [Provide a description of any regional policies or agreements for ITAs or training providers.](#)

Procedures for review and approval of additional programs and price changes for approved training providers are in the Training Provider Agreement. Submittal of program changes/additional programs/price changes are reviewed by the Metro Atlanta ITA Work Group and if approved, transmitted to TCSG-OWD.

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

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

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

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

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

This will remain at the local level.

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

Under WIOA, registered apprenticeship programs are automatically eligible for inclusion on the ETPL.

Source: Atlanta Regional Local Plan.

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

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

State Initiatives and Vision:

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

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

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

This will remain at the local level.

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

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

Table 4654

Attachments

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

~~No public comments expressing disagreement were submitted during the public comment period.~~
Plan is currently open for public comment.

Comment 1

Originating Entity:

Comment:

Comment 2

Originating Entity:

Comment:

Comment 3

Originating Entity:

Comment:

Comment 4

Originating Entity:

Comment:

WORKSOURCE METRO ATLANTA REGIONAL PLAN 2020 - ~~2023~~2024

Attachment 2: Signature Page

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

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

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

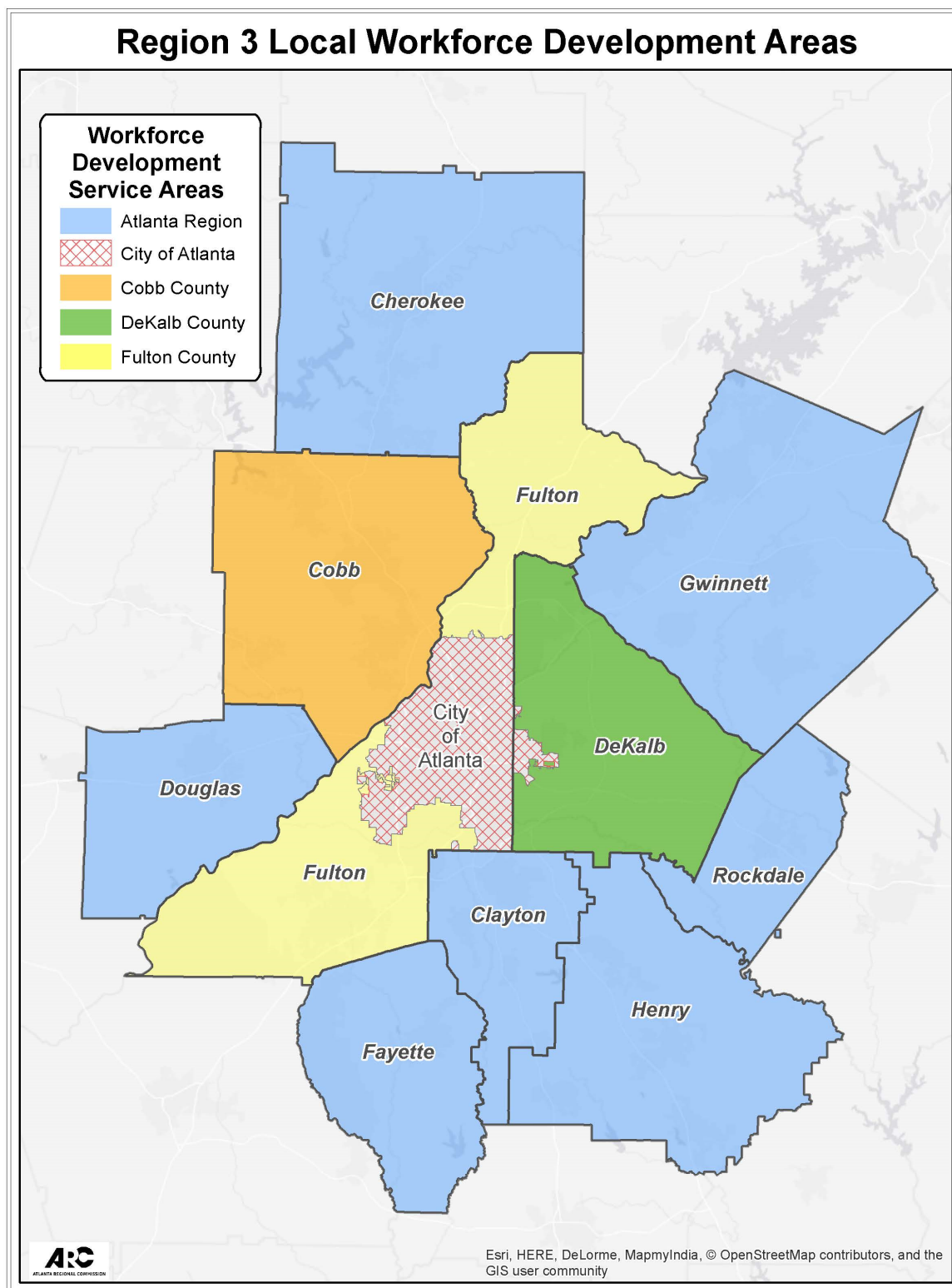
Title: Local Workforce Development Board Chair

Entity Representing: _____

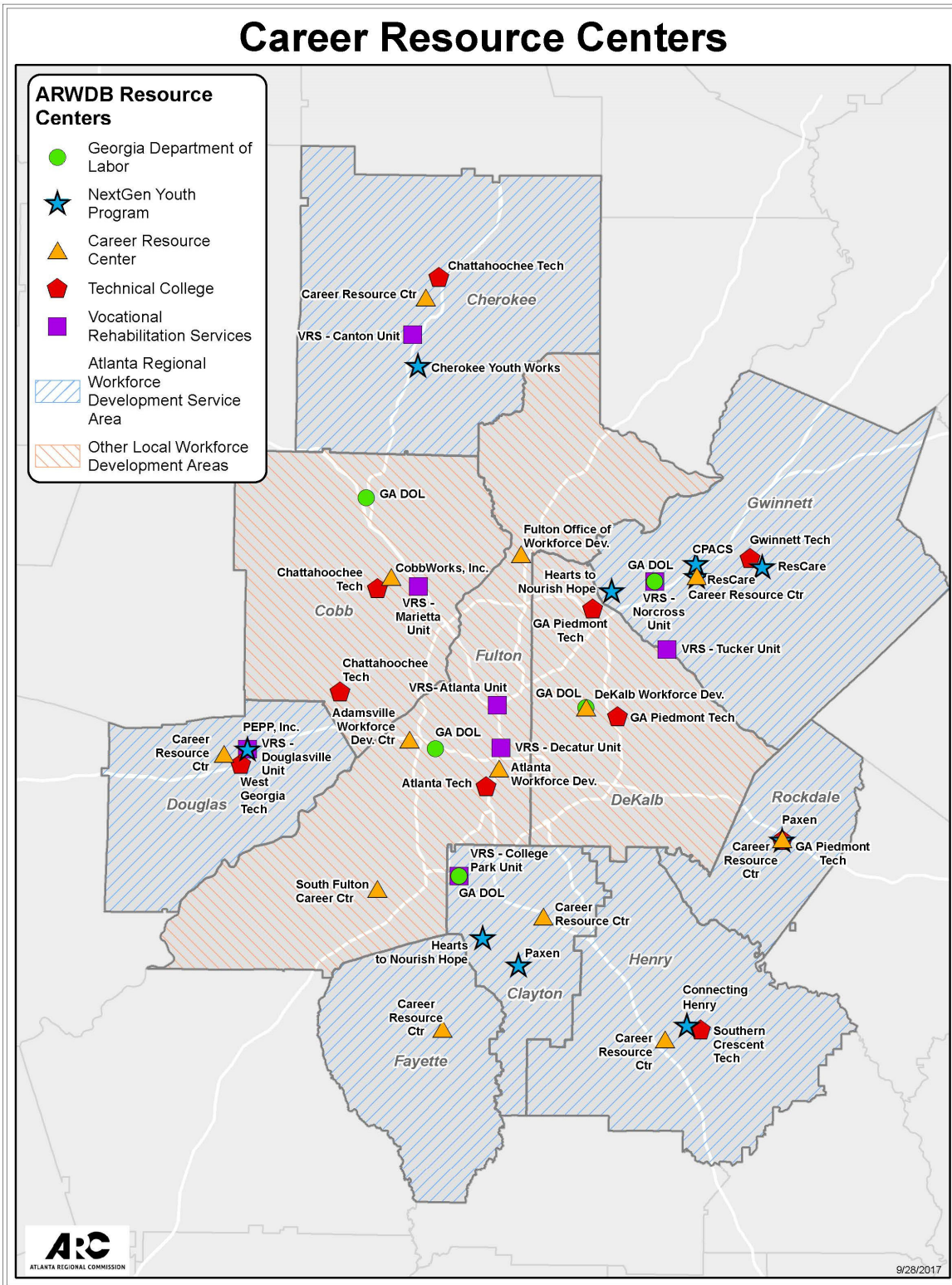
Signature: _____

Appendix

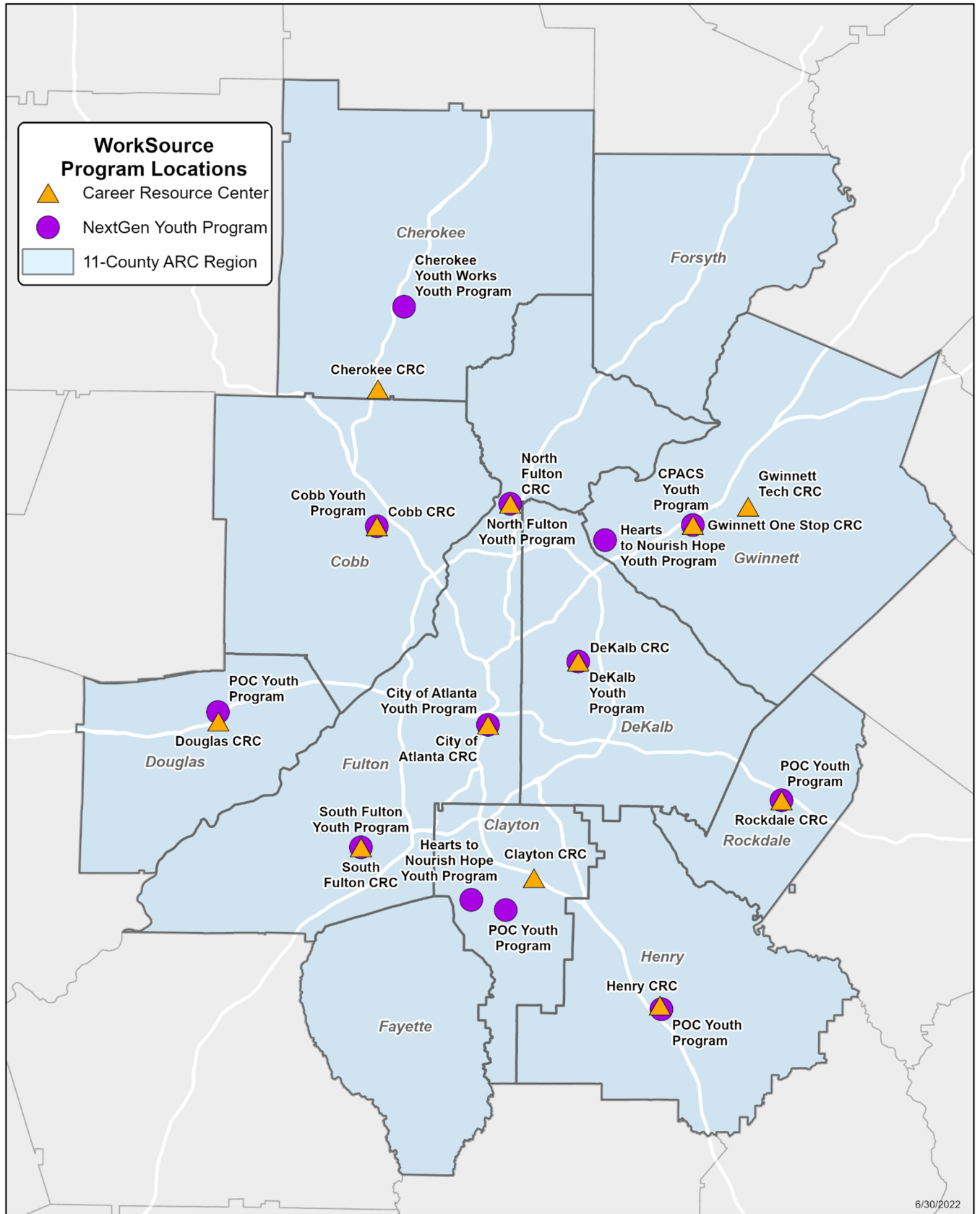
Appendix 1: Map of Georgia Region 3 Local Workforce Development Areas



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



WorkSource Program Locations



6/30/2022

Appendix A: COVID-19 Vulnerability

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

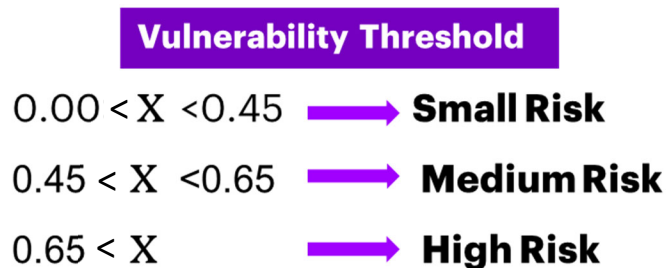


Figure 12

Appendix B: Automation Potential

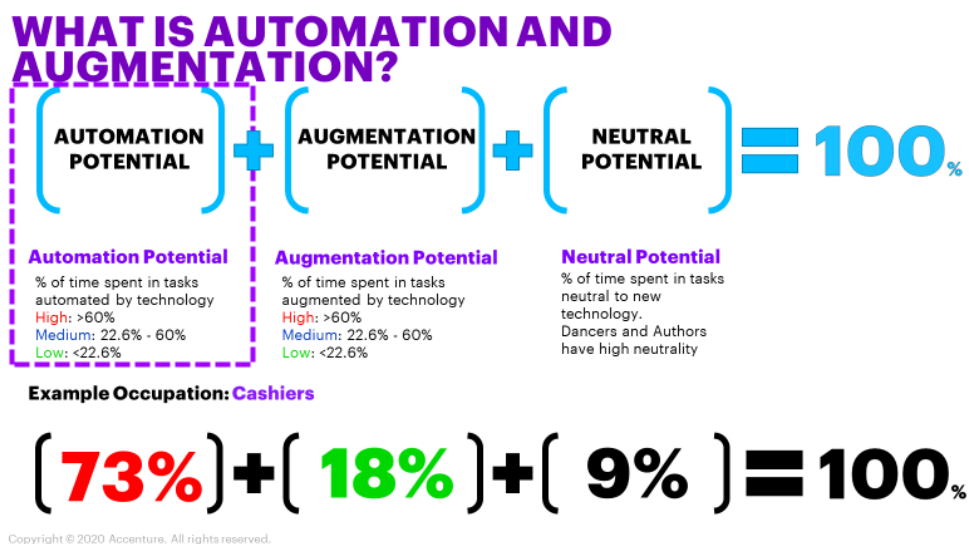


Figure 13

Appendix C: Opportunity Jobs

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

OPPORTUNITY JOBS

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

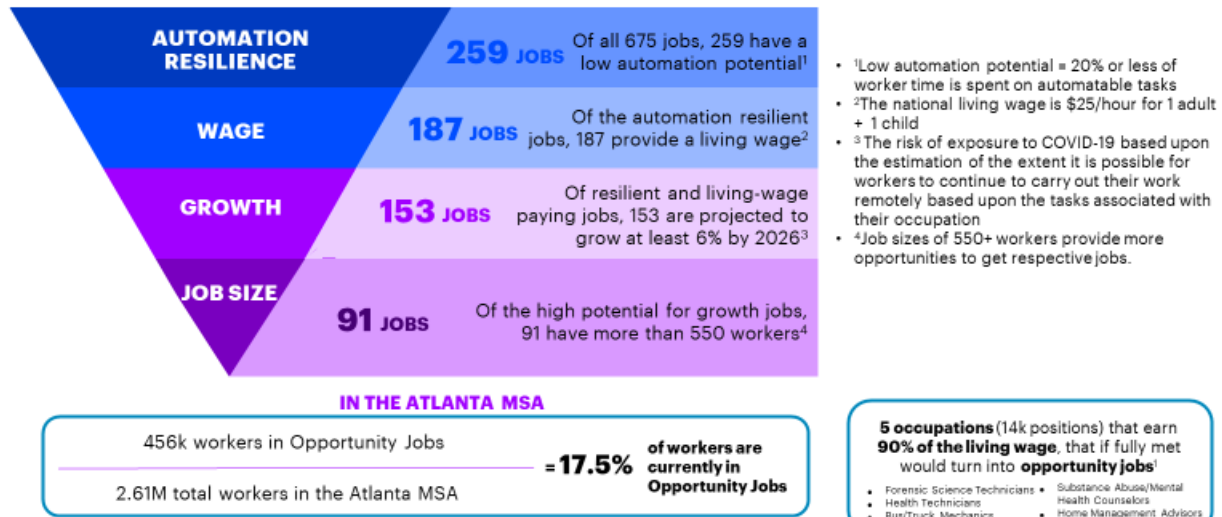


Figure 14

Appendix D: Opportunity Jobs: COVID-19 Lens

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

OPPORTUNITY JOBS: COVID-19 LENS

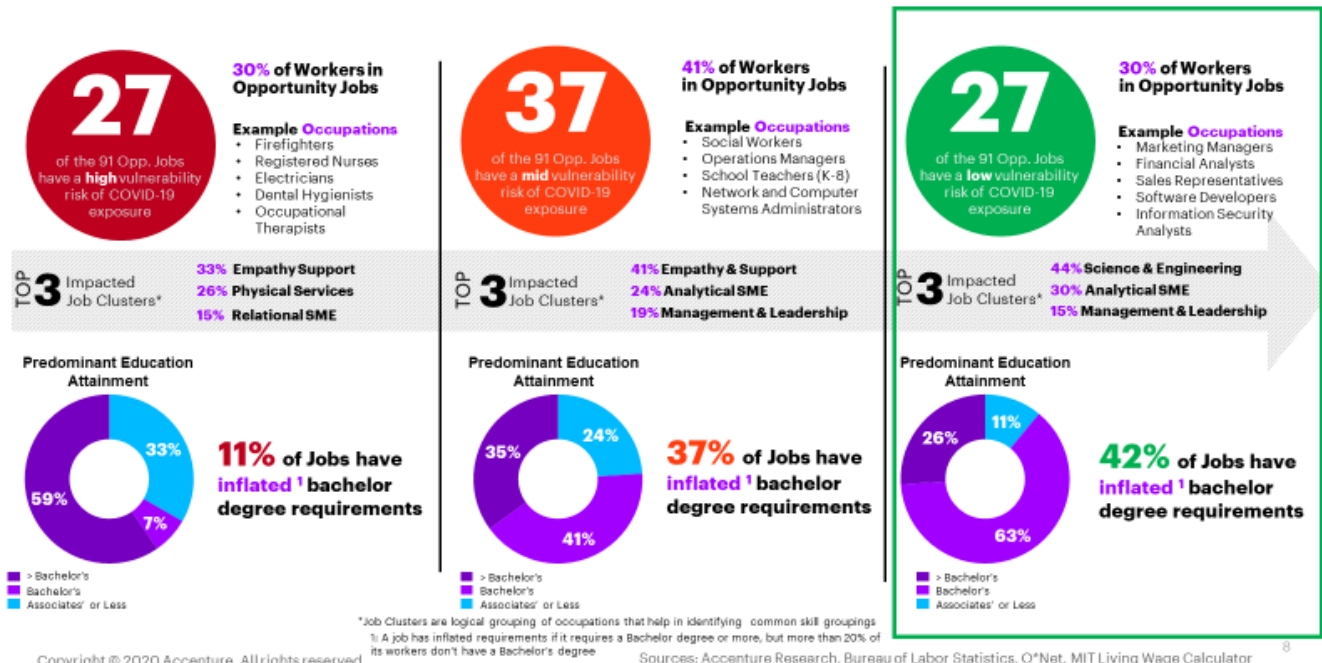


Figure 15

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

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

MOST IMPACTED JOBS DUE TO COVID-19 & AUTOMATION

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

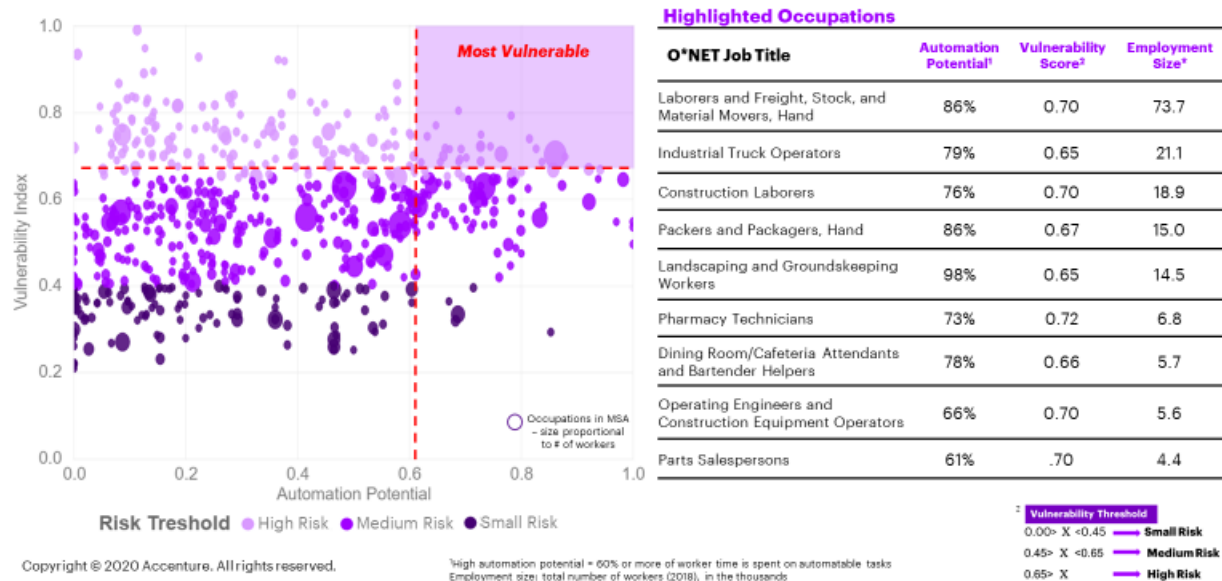


Figure 16

LEAST IMPACTED JOBS DUE TO COVID-19 & AUTOMATION

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

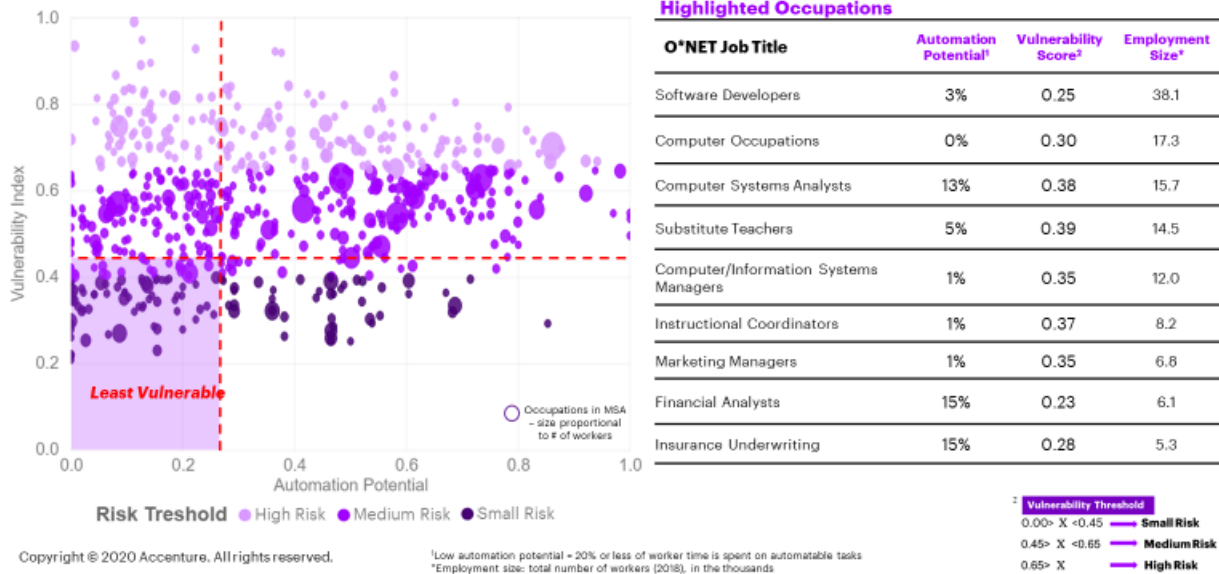


Figure 17

Appendix F: List of Opportunity Jobs

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

Opportunity Jobs, 6 Digit O*NET – Atlanta MSA

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

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

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

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

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

Table 4755

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

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

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

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

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

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

Bold: Inflated Bachelor's Degree Requirements

Table [4856](#)

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

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

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

Appendix I: High-Level Regional Timeline:

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

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

Figure 18