



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

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Strategic Elements, Governance and Structure

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

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

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

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

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

Industry Overview, 2 Digit NAICS - City of Atlanta

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

Bold designates the largest industries by number of jobs in 2015

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

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

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

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

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

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

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

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

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Regional Perspective

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

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

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

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

Regional In-Demand Industries

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

- Healthcare
- Information Technology
- Transportation and Logistics

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

Healthcare Industry

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

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

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

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

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

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

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

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

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

Information Technology

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

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

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

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

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

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

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

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

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

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

Transportation & Logistics Industry

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

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

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

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

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

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

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

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

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

City of Atlanta Occupational Analysis

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

Occupation Overview, 2 Digit SOC - City of Atlanta

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

Bold designates the largest occupations by number of jobs in 2015

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

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

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

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

The following table presents projected employment trends and demand.

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

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

Bold designates occupations with the highest average annual employment demand

Red designates occupations that are projected to lose the most jobs

Green designates occupations that are projected to add the most jobs

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

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

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

Regional Occupational Analysis

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

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

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

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

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

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

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

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

the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2015 are presented in the following table.

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

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

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

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

Annual Average Projected Job Growth by Training Required for COA



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

Top Skills by 2015 Job Postings - City of Atlanta

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

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

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

Top Certifications by 2015 Job Postings - City of Atlanta

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

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

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

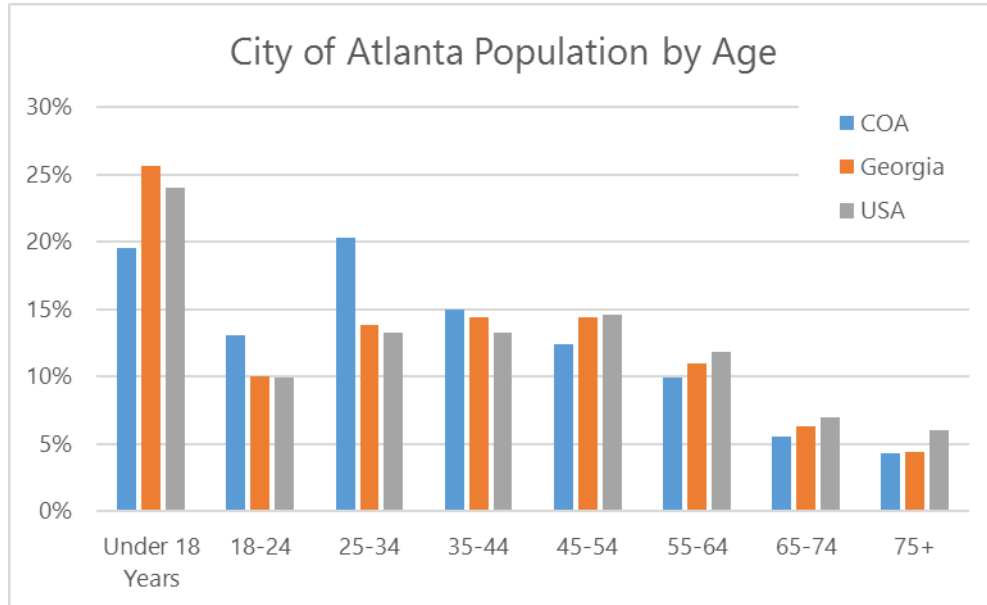
Demographics Overview - City of Atlanta

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

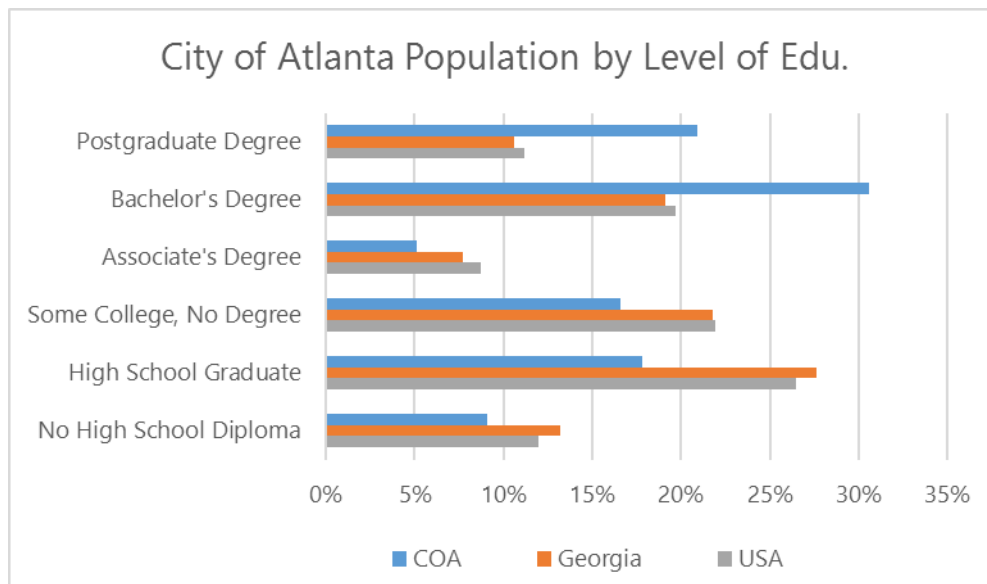
Source: JobsEQ

Relative to the state and nation, the City of Atlanta’s population is more concentrated in the 25 to 34 age cohort, which accounts for 20% of the city’s population. The city is less

concentrated in residents aged 18 years and younger and those aged 55 and older.



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



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

Targeted Populations Overview - City of Atlanta

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

Source: Chmura's JobsEQ

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

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

Disconnected Youth - Fulton County

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

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

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

Education & Training Analysis – City of Atlanta

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

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

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

Education & Training Analysis – Regional Perspective

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

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

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

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

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

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

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

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

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

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

communities and neighborhoods.

- Providing accurate and useful information to customers to ensure that customers have clear expectations about assistance that will be provided.
 - Assisting customers in creating their individualized employment plans that provide clear pathways and steps toward achievement of their goals.
 - Holding customers accountable, via regular follow up, for actions they have agreed to take in implementing their employment plans.
- 3) To secure long-term financial success and fiscal integrity for delivery of services.
- Developing an annual operating budget in a timely manner for joint approval by the Workforce Development Board and the Mayor of Atlanta, with final submission to the Georgia Department of Economic Development, Workforce Division.
 - Establishing procurement and purchasing policies and procedures to implement Board priorities in compliance with federal, state and local guidelines.
 - Effectively communicating financial directives within the Agency and throughout the contractor network.
 - Providing staff and contractor training to ensure that all expenditures are made in compliance with laws for each type of expenditure; ensuring that all expenditures meet the test of “necessary and reasonable” and that they are allocated among funding sources properly.
 - Developing and maintaining a Cost Allocation Plan (CAP) in conjunction with the annual operating budget; ensuring that the CAP meets federal guidelines for cost sharing in the network of customer service centers.
 - Allocating costs on a “benefits received” basis.
 - Prioritizing program funding based on performance and return-on-investment (ROI) analysis performed by the Agency and Board.
- 4) To maintain a data-driven and performance based system of service.
- Focusing on real-time labor market information in the Metro Atlanta region to develop and implement targeted industry sector strategies in partnership with other workforce development boards in the Metro Atlanta region.
 - Collecting and analyzing neighborhood-level data for the City of Atlanta to inform how the Agency deploys resources to implement the Board’s Priority of Services policies.
 - Creating clear performance metrics for Agency staff and contractors and holding them accountable through quantified goals and performance measures.

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

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

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

approach that is built on local strengths, needs, opportunities and relationships in a complex and dynamic metropolitan region.

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

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

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

1. Provide Employment Services

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

2. Provide Education & Training

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

3. Offer Supportive Services

- Provide intensive case management for Priority of Service customers, addressing early warning signs that signal disruptions in training/employment plans
 - Form strong partnerships with the human services networks of the City of Atlanta
 - Support customers in early stages of employment following job placement to ensure that jobs are retained and pathways for wage and skill growth are identified
4. Support Employers' Human Resources Needs
- Work with other workforce development boards in the Metro Atlanta region to identify sector-based needs and training programs to fill them
 - Deploy business service services representatives who are sector specialists
 - Create customized solutions for individual employers, drawing talent from the WorkSource GA system and the broader network of talent sources (such as colleges and technical school partners)
5. Develop & Coordinate Workforce Strategies & Policies
- Coordinate with other Metro Atlanta areas on common policies, procedures and templates for key program elements (ITAs, OJTs, etc.) to enhance customer service regionally
 - Work with City of Atlanta service partners to identify common metrics for success and clarify roles each organization will play in achieving collective success
 - Fully incorporate adult education, literacy and English Language Learner (ELL) programs into career pathways, and develop review procedures for Board review of adult education plans of service
6. Provide Funding & Resources to Support the System
- Create higher impact on meeting customers' needs by "blending and braiding" other funding sources with WIOA funds to allow customers to take advantage of the full benefits of all program funds
 - Identify targets for private funding sources and utilize Board members, especially high-profile employers, to present proposals for workforce development programs
 - Work with regional partners to develop proposals for federal and state government funding on a regional basis, with different workforce development agencies in the region taking the lead role on different proposals as appropriate

7. Improve Job Quality & Access

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

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

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

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

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

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

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

Labor Market Intelligence

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

Recruitment

The recruitment team develops partnerships with employers to:

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

Career Specialists

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

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

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

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

Services available to employers are provided in several categories:

Recruitment Support

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

- Providing access to qualified candidates;
- Credentialing candidates per employer requirements and then referring them to employers;
- Creating work-based learning strategies that combine classroom training with employer-based learning on real jobs; and
- Providing job candidates with requisite literacy and foundational skills to participate in employer-sponsored programs for hiring and advancement.

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

Work-Based Learning Programs

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

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

Customized Training

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

Incumbent Worker Training

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

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

The City of Atlanta depends on the vision of City leadership to provide coordination of multiple economic development, education, and workforce development entities to stimulate and deliver high caliber economic development within the context of the total development of a vibrant Metro Atlanta region. The Board, in engaging employers in multiple sectors to define talent needs and deliver solutions, has well-established working relationships with its local economic development partners that include Invest Atlanta, the City's economic development agency, and the Metro Atlanta Chamber, the regional chamber of commerce that coordinates initiatives among multiple local chambers of commerce. Through these partnerships the Board is able to continually engage a wide range of employers to help develop workforce strategies and to identify the education and training programs that are needed to meet the current and emerging workforce needs in the area. The Board and its economic development partners share information, develop forecasts, communicate projections, promote lifelong learning, develop qualified workers, and identify occupational trends.

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

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

The Metro Atlanta Chamber, in recognizing that the number one question that companies ask when considering a move to Atlanta is whether or not they will be able to find enough workers with the right skills to grow their companies, formed the Workforce

Council to work hand-in-hand with the Board and other public sector and non-profit partners who have workforce development as a primary mission. The Council serves as a focal point for the Board in:

- Aligning workforce development efforts with education to support regional growth;
- Creating and advocating for various workforce development policies;
- Keeping the business community informed of available resources to address workforce challenges and fill skill gaps; and
- Working with key industry sectors to identify career ladders in each sector that allow entry-level workers to advance to higher skills and wages.

The Board is an integral part of the economic development efforts to attract new businesses , as well as retain existing, businesses, in the City. It provides data on key workforce indicators as well as labor market information. It also promotes the services of the Atlanta Workforce Development Center, including recruitment, job matching, screening, and placement services. As needed, it prepares project proposals outlining the specific services it can provide to a new business interested in moving to the area or to an existing one that is expanding. In doing so, it also coordinates with its partner workforce development boards in the Metro Atlanta region to provide regional solutions to employers who recruit workers from the broader Metro Atlanta region to meet their needs.

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

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

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

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

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

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

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

The Board and the Agency staff recognize the value of excellence in regional planning combined with excellence in local delivery of services and intends to be a full participant in implementing regional priorities aimed at advancing customer services.

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

Representatives from the City of Atlanta, Fulton County, DeKalb County, Cobb County, and Atlanta Regional Commission workforce areas recently met to develop both strategic and operational priorities for the transitional plans leading to full implementation of WIOA, including identification of possible methods to create more

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

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

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

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

Sector Initiative	Overall Objective	Key Partners/Programs
Information Technology	Create an ecosystem that equips Atlantans with the skills to meet the technology needs of the City’s employers	Selection of Atlanta by U.S. Department of Labor for a TechHire Initiative with 15 new cities in U.S. as partners Advisory Board of CTOs & CIOs of employers in IT sector & employers with high demand for IT skills Partnership with Iron Yard & Techsquare Labs to create accelerated training programs
Construction	Create an ecosystem that connects Atlantans to career pathways in the skilled trades.	In the process of building a partnership with the metro-Atlanta chapter of the Association of General Contractors to convene a sector partnership.

		<p>In the process of building a partnership with Southface to complete ETPL requirements & convene a group of employers to understand their need for “green construction” skills.</p> <p>Partnership to partially fund apprenticeships in target occupations: electricians, building trades, plumbers, heating/air conditioning mechanics</p>
Hospitality	Address current and emerging skill gaps in the hospitality industry as well as align training programs and workforce resources to bridge the industry’s skill gaps	Partnership with Back of House (BOH) Internship Program to connect students enrolled in Culinary Arts programs to work-based learning experiences with employers
Business Services	Create opportunities for job seekers to receive training and employment in three key occupations: insurance sales representative, administrative assistant, call center customer service representatives	<p>Partnership with Country Financial to scale training for sales representatives in the insurance industry</p> <p>Partnership with All-State to provide work experience & internships leading to full-time employment in sector</p> <p>Working with employers in sector to get introductions to other key employers</p>
Film/Entertainment	Prepare Atlantans for entry level positions with identified career ladders within the growing entertainment industry	<p>Partnership MOU with Tyler Perry Studios and contractors to fill operations & production occupations at Fort McPherson</p> <p>Partnership with IATSE Local 479, the Mayor’s Office of Film and Entertainment, and the film industry for creation of internships on film sets</p>

		Creation of 57 work experience placements in below the line occupations on film sets
Health Sciences	Prepare Atlantans for entry level positions with identified career ladders within the health sciences industry	Partnership with Atlanta CareerRise in Healthcare Mobility Project (CHAMP) Connected AWDA customers to CVS to create apprenticeship program for pharmacy technicians

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

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

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

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

Hospitality: Efforts to date have focused on the Back of House (BOH) Internship program to connect students enrolled in the culinary arts programs to real-world internship opportunities via experiences in the restaurant industry in back of house occupations (line cooks, food preparation, and others). Sector initiatives in hospitality will be maintained with regular convenings of the Restaurant Industry Sector

Partnership Group to explore needs and align programs. A separate Hotel Industry Partnership Group will also be convened.

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

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

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

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

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

Key data items for each sector include:

Sector/ Job Types	Monthly Job Posting/Wages [H.S. Diploma]	Monthly Job Posting/Wages [2-yr or less cert.]	Monthly Job Posting/Wages [4-yr degree]
Information Tech.: <i>Info & Support Svcs</i>	No high-growth jobs at this level	20 postings/month \$18.34-\$31.60 per hr.	463 postings/month \$32.90-\$52.39 per hr.
<i>Network Systems</i>	No high-growth jobs at this level	220 postings/month \$23.25-\$42.20 per hr.	1490 postings/month \$32.90-\$52.39 per hr.

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<i>Programming/ Software Devel.</i>	No high-growth jobs at this level	220 posting/month \$27.97-\$40.99 per hr.	1268 postings/month \$35.69-\$55.70 per hr.
Construction: <i>Design & Construction</i>	103 postings/month \$16.06-\$25.41 per hr.	90 postings/month \$16.49-\$35.17 per hr. (incl. Apprenticeships)	228 postings/month \$32.30-\$54.16 per hr.
<i>Maintenance & Operations</i>	32 postings/month \$14.51-\$21.09 per hr.	40 job postings/month \$18.35-\$33.03 per hr.	86 postings/month \$32.95-\$51.79 per hr.
Hospitality & Tourism: <i>Hotels & Recreation</i>	153 postings/month \$9.12-\$16.01 per hr. (includes less than high school)	No high growth jobs at this level	32 postings/month \$19.61-\$30.88 per hr.
<i>Restaurants</i>	299 postings/month \$8.82-\$19.79 per hr. (includes less than high school)	20 postings/month \$14.16-\$31.07 per hr.	No high growth jobs at this level
Business Services: <i>Admin & Info Support</i>	489 postings/month \$13.23-\$20.63 per hr.	No high growth jobs at this level	621 postings/month \$30.92-\$64.43 per hr.
<i>Finance, Insurance & Accounting</i>	222 postings/month (rate not known)	No high growth jobs at this level	888 postings/month \$32.97-\$60.49 per hr.
<i>Human Resources & Legal</i>	58 postings/month \$17.82-\$29.48 per hr.	58 postings/month \$21.29-\$35.26 per hr.	398 postings/month \$26.22-\$45.17 per hr.
<i>Marketing, Sales & Services</i>	1,193 postings/month \$13.71-\$24.62 per hr.	No high growth jobs at this level	901 postings/month \$32.97-\$60.49 per hr.
Health Sciences: <i>Diagnostic Services</i>	26 postings/month \$17.05-\$28.63 per hr.	68 postings/month \$13.23-\$33.04 per hr.	43 postings/month \$21.34-\$40.13 per hr.
<i>Therapeutic Services</i>	28 postings/month \$9.46-\$12.88 per hr.	511 postings/month \$13.35-\$37.04 per hr.	223 postings/month \$35.65-\$54.13 per hr.
<i>Health Informatics & Laboratory</i>	80 postings/month \$17.57-\$26.11 per hr.	78 postings/month \$14.76-\$26.11 per hr.	43 postings/month \$31.88-\$63.04 per hr.

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

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

ii. Target occupations;

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

iii. Training programs; and

Sector	Training Programs
Information Technology	Software development, Quality assurance testers, CompTIA A+ & Network+ certification, OJT with employers

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

iv. Target Populations.

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

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

Sector	Goals for 2016
Information Technology	Collaborate with community based organizations (YouthBuild, Families First, others) to recruit trainees for IT in TechHire initiative Convene IT Employer group to identify new occupations and build training programs in IT
Construction	Work with the Association of General Contractors to convene a sector partnership

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

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

The Board monitors performance of the City's workforce development system using feedback from a variety of sources. The backbone for quality assurance and continuous

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

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

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

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

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

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

classes in computer skills and interviewing.

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

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

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

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

- Maintaining required Federal and State notices and postings in highly visible locations.

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

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

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

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

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

- Host quarterly partner meetings to design operational adjustments as needed;
 - Conduct work readiness classes;
 - Provide current job search and job placement information;
 - Administer and facilitate Georgia Work Ready Assessments;
 - Track and analyze data for participant activity levels;
 - Manage the commitments made by partners in the MOUs and Resource Sharing Agreements;
 - Seek to bring in new partners and resources to expand the range of services available to customers; and
 - Report on services and activities of the one-stop system to the Board and the Atlanta City Council.
- e. Identify the current One-Stop Operator in the local area(s) and describe how the region/local area is preparing for the competitive process for operator selection. Describe how market research, requests for information and conducting a cost and price analysis are being conducted as part of that preparation.**

The Atlanta Workforce Development Agency currently serves as the one-stop operator for the City of Atlanta. WIOA law and the preliminary USDOL regulations define a procurement process where the Board will competitively procure a one-stop operator using a formal Request-for-Proposals (RFP) process. The Agency would be allowed to compete for the role of one-stop operator and could be selected if the chief local elected official (Mayor of Atlanta) and the Governor of Georgia agree to that selection. However, the Board would need to perform the procurement process without the assistance from Agency staff, as it is the intent of the Agency to compete for the one-stop operator role.

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

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

release of the RFP and/or potentially sharing a common RFP and evaluation tool.

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

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

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

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

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

Persons with Disabilities Accessibility to the Building and Services

The Agency staff and all service providers are required to attend training on accommodating customers with disabilities via a web course provided by the ADA Technical Assistance Center. Staff and service providers are trained at the onset of their employment or contract on equal opportunity laws and regulations. The Equal Opportunity Officer provides the training. The Equal Opportunity Officer maintains a schedule to track those attending training. The Agency's facility provides push-button door access into the facility, its restrooms, and ADA accessible workstations. Moreover, the AWDA is working to partner with the Department of Vocational Rehabilitation

Services (DVRS) to help eligible persons with disabilities prepare for, start and maintain competitive employment, thus becoming productive and independent citizens in their communities. The Agency will make referrals to DVRS through career counselors and in turn, DVRS has access to the Agency's career placement and job skills training for DVRS clients. The Agency is working to identify a staff representative to meet regularly (not less than quarterly) with to maintain communication and to process referrals.

Customers with Limited English Proficiency

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

Migrant and Seasonal Farm Workers

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

Veteran's Priority

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

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

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

Grievance Policy for Potential Service Providers Seeking Contracts

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

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

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

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

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

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

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

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

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

The Deputy Commissioner shall act as the Governor's authorized representative. The request for review shall be filed within ten (10) days of receipt of the adverse decision or ten (10) days from the date on which the complainant(s) shall have received a decision. The Georgia Department of Economic Development, Workforce Division will conduct a review of the complaint and issue a decision within thirty (30) days from the date of receipt of the review request. The decision rendered by the Deputy Commissioner will be final.

Local Boards and Plan Development

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

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

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

The Board holds quarterly meetings on the third Wednesday of the second month of each quarter. The Board's Annual Meeting occurs on the second Wednesday of May. These meetings consist of financial, operational, and performance reports from the Agency's senior staff for the Board's review and approval. The Board ensures that the

Agency is fiscally responsible, effective, and responsive to the Board in implementing priorities for high-quality customer services for employers and job seekers.

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

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

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

The strong relationship among the Board, the Agency, Invest Atlanta, and the Metro Atlanta Chamber of Commerce described earlier forms the solid local foundation for coordination with other economic development and workforce development organizations in the Metro Atlanta region. The Board actively collaborates with economic development initiatives that are carried out in the region. It partners and collaborates with the other four local workforce boards to provide a coordinated and seamless system of services to businesses and industries that are located throughout the Metro Atlanta Workforce Region. This relationship will be further strengthened by the new Regional Plan.

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

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

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

priorities.

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

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

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

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

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

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

The Board has established five committees to address priorities and develop

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

Executive Committee

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

Business Relations & Economic Development Committee

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

Performance Standards Committee

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

Finance Committee

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

Youth Committee

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

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

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

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

Service Delivery and Training

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

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

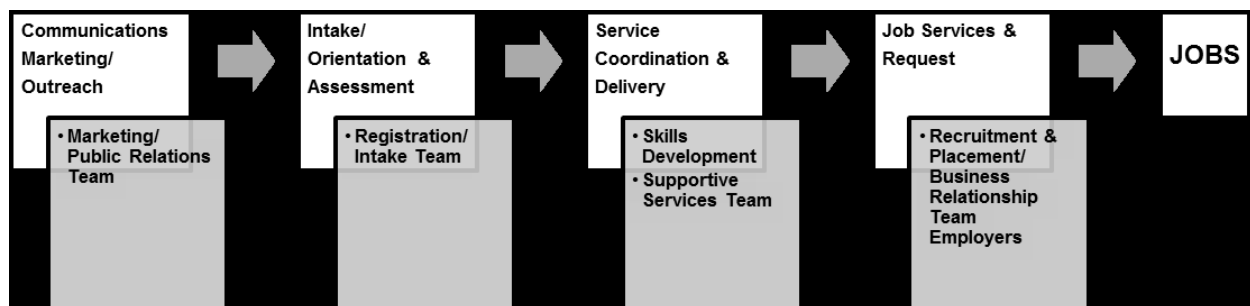
- Access points in the newly-branded WorkSource GA delivery system, as each program and funding source will provide access to potential customers via the one-stop delivery system;
- Services to be provided and delivery mechanisms for each service;
- Coordination of services including processes for co-enrollment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

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

citizens.” The Agency will work closely with DHS to fully integrate the expanded TANF staff into the local WorkSource GA system.

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

The multi-agency collaborative structure is depicted as:



Key elements in implementing the structure include:

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

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

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

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

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

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

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

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

Overall Framework

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

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

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

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

Career & Training Services

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

Basic Services

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

- 1) Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;

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

Individualized Career Services

The Agency provides individualized career services in the event that the intake and assessment team determines that it is appropriate and necessary for an individual to obtain, retain, or advance in employment. These include the following services, which are provided by the skills development team and the business relations team:

- 1) Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers;
- 2) Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the

participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;

- 3) Group counseling;
- 4) Individual counseling;
- 5) Career planning;
- 6) Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment and/or training;
- 7) Internships and work experience that are linked to careers;
- 8) Workforce preparation activities;
- 9) Financial literacy services as described in WIOA §129(b)(2)(D); and
- 10) Enrollment in English language acquisition program or integrated basic education and occupational training program.

Training Services

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

- 1) Occupational skills training, including training in non-traditional employment opportunities, provided via Individual Training Accounts (ITAs) or other means;
- 2) On-the-job training (OJT), apprenticeships, cooperative education and other work-and-learn opportunities sponsored by employers;
- 3) Incumbent worker training in accordance with WIOA Section 134(d)(4), providing low-wage workers an opportunity to advance to higher skill, higher-wage jobs, and providing opportunities for new entrants to backfill jobs;
- 4) Employer-sponsored training such as tuition reimbursement programs and up-front training for new hires;
- 5) Entrepreneurship training;
- 6) Transitional jobs for participants who are lacking relevant work experience for jobs they are seeking, in accordance with WIOA Section 134(d)(5);
- 7) Job readiness training emphasizing foundational workforce skills (soft skills) in combination with other training;
- 8) Adult education, literacy, and English language acquisition programs, in combination with occupational skill training whenever feasible; and

- 9) Customized training sponsored by an employer or group of related employers where a commitment to hire is made for successful training completion.

Follow-up Services

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

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

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

When a TAA petition is filed, State TAA staff notifies relevant local partners. At the time of notification, the Agency combines efforts with the state staff to ensure that all local and state services are made available to impacted workers, and that sessions for presentation of information are coordinated with the workers and with their employer and labor union, if applicable. If affected workers are unable to attend group sessions or the number of workers is small, the Agency will arrange for workers to be served on an individual basis at WorkSource GA Centers.

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

- Full range of training: remediation, literacy, English language learning, occupational training, OJT, apprenticeships, and other;
- Income support and wage supplements;
- Health Coverage Tax Credit (assistance in paying health insurance premiums);
- Job search assistance;
- Relocation assistance;
- Comprehensive and specialized skills assessment;

- Individualized career planning and career counseling;
- Information on financial aid and labor market opportunities; and
- Other services customized for the specific occupations and industries impacted.

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

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

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

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

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

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

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

- Employ proven recruitment strategies to effectively outreach, engage, enroll, and retain out of school youth
- Demonstrate meaningful partnerships with accredited higher education institutions, employers in high growth industries and other relevant organizations and service providers that support job, internships and educational opportunities for youth
- Provide a continuum of service that allows participants to progress along GED/High School diploma attainment, matriculation into post-secondary education/training and placement into employment with a career path
- Employ career pathway models, with structured sequences of activities and multiple entry and exit points that provide adequate supportive services to meet the wide range of barriers of various youth populations
- Demonstrate collaboration with broader youth initiatives and resources
- Provide alternative education programs that allow participants to obtain high school diplomas/GED and offer college/career preparation for students who have been disconnected from secondary educational school settings
- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction
- Provide early introduction and exposure to post-secondary education and careers (such as dual enrollment strategies) while allowing youth to establish career goals and interests, and to experience improved educational and employment outcomes
- Provide intensive case management and support services, including financial literacy education, to help youth overcome complex barriers and to successfully complete programs, and secure and retain employment
- Incorporate trauma-informed approaches into intensive case management models
- Use life and socio-emotional learning skills to better equip youth with non-cognitive abilities needed for successful employment

- Demonstrate investment in long-term follow-up with participants upon program completion to ensure continued support and success in post-secondary education, training, or employment
- Utilize partnerships and collaborations to ensure a seamless continuum of services.

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

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

- Aligns with the skill needs of industries in the City, regional, or State economy;
- Prepares an individual to be successful in any of a full range of secondary or post-secondary education options;
- Includes counseling to support an individual in achieving the individual's education and career goals;
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Organizes education, training and other services to meet particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- Enables an individual to attain secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

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

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

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

Types of Work Based Training

	Work Experience	On-the-Job Training	Apprenticeship
Length of Time	12 Weeks	Up to 6 Months	1+ Years
Wages	Full wages paid to customer	Up to 50% of wage reimbursement	Varies. Customer may receive an ITA and/or Wages
Type of Employer	Wants to “try out” inexperienced customers before hiring – but may hire once the customer has proven themselves Needs Interns	Willing to train and hire new employees Need workers with specific technical skills	Need a pipeline of skilled workers Need workers with specific technical skills
Benefit to Employer	Opportunity to determine whether the participant is able to perform the tasks needed and can conform to the employer's culture	Offset initial training costs to fill skilled positions while building organizational productivity as the employee learns job requirements	Ability to build a talent pipeline tailored to the employer's needs
Type of Customer to Refer	Little work history Desires exposure to a new industry Youth	Interest in industry Little to no experience/training in the OJT occupation Strong soft skills but need technical training	Interest in industry Little to no experience/training in the occupation Strong soft skills but need technical training

Benefit to Customer	Exposure to new industry with no experience needed	“Earn and learn” model	“Earn and learn” model combining OJT with classroom instruction.
Employment after Training	Possible, Not Guaranteed	Guaranteed	Guaranteed
Program	IATSE	Computer Aid	CVS Pharmacy Tech Training

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

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

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

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

Jobseeker Eligibility

Individual Training Accounts (ITAs) are for individuals without substantial barriers to employment (other than occupational training deficiencies); the Agency will offer ITAs for up to six (6) months, with the possibility for renewal (for up to 2 years) if the participant is making adequate progress toward goals. For individuals with substantial non-training barriers to employment, an extended length of time and financial amount for the ITA will be determined on a case-by-case basis. The Agency shall have sole responsibility for determining whether to pay for training-related costs, including the

related costs of books, fees, supplies, and other supportive services. Participants who are eligible to receive assistance from the Agency to obtain an ITA include eligible adults, eligible dislocated workers (including those funded partially by other grants), and older out-of-school youth (who may be co-enrolled in the WIOA Youth Program to maximize services available).

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

Initial Assessment

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

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

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

Exceptions

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

- Individual Hardship – unanticipated life circumstances that have a negative effect on the ability of the participant to complete training within the established timeframe;
- Other Circumstances Beyond Control of Participant – increases in cost of extension of time needed to complete the training program as a result of natural disasters, illness, alcohol/drug treatment, housing issues, crimes committed against the participant, or other circumstances.

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

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

- Pell Grants
- Scholarships
- Private Foundation Funds.

Request for Approval

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

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

Documentation

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

- 1) Copy of the voucher, purchase order, invoice, receipts, etc. that support ITA payments;
- 2) Tracking document (e.g. spreadsheet) to ensure funding limits have not exceeded the established limits; and
- 3) Tracking document to ensure that training, training related, and supportive services payments do not exceed the established amounts the Agency agreed to pay the training provider.

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

Limits on ITAs

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

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

Individual Participant Limits

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

ITAs for Older Youth

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

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

The Kauffman Foundation ranks the Metro Atlanta region as the number four metropolitan area for entrepreneurial activity. The Board and Agency will work to incorporate self-employment and entrepreneurship training into occupational training programs for both youth and adults, as data continues to point to and increasing percentage of the workforce projected to be self-employed during the next decade, either by choice or by necessity. The Agency will work to incorporate key elements of the basic strategies for starting and operating a small business into occupational and literacy programs and to leverage partnerships with local entrepreneurship programs to make training available. Examples of skill development elements include, but are not limited to, the following abilities:

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

- Understanding options for acquiring capital and the tradeoffs associated with each option;
- Communicating effectively and marketing ideas;
- Tax and legal implications of self-employment; and
- Acquiring healthcare coverage and retirement plans.

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

- Entrepreneurship education that introduces the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may include simulations of business start-up and operation.
- Enterprise development that provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operation and by providing more individualized attention to assist in the development of viable business ideas.

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

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

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

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

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

High-Demand Occupation List

Business Services

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

Construction

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

Transportation, Distribution, & Logistics

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

Health Sciences

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

Hospitality and Tourism

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

Information Technology

Computer Network Support Specialist
Computer User Support Specialist
Web Developer

Public Services

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

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

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

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

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

Types of Supportive Services Allowed

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

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

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

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

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

Unallowable Supportive Services

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

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

Documentation of the Provision for Supportive Services

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

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

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

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

Coordination with Core Partners

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

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

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

Partners and major services at the site include:

Center Partner	Major Services Provided
Atlanta Workforce Development Agency	<ul style="list-style-type: none"> • One-stop operator • Access to career and training services under WIOA • Eligibility determination & enrollment in WIOA Title I programs for adults, dislocated workers, and youth
Organizations receiving WIOA Title II grant funds from the Technical College System of Georgia	<ul style="list-style-type: none"> • Adult education programs • Literacy and English Language Learner (ELL) programs
Atlanta Public Schools	<ul style="list-style-type: none"> • Adult literacy program • Referrals to additional services
Atlanta Job Corps	<ul style="list-style-type: none"> • Access & eligibility determination for WIOA 1-C Job Corps program
Georgia Department of Labor	<ul style="list-style-type: none"> • WIOA Title III Wagner-Peyser Employment Services (job matching/labor exchange system of State of Georgia) • Trade Adjustment Assistance (TAA) re-employment services for TAA-eligible customers • Unemployment insurance
YouthBuild	<ul style="list-style-type: none"> • Provides out-of-school youth ages 16 to 24 who have not graduated from high school to work towards their educational and

	career goals. This 10 month program assist participants in obtaining there GED, gaining a Pre-Apprenticeship Certificate from the Home Builders Institute and assistance in gaining employment.
Georgia Vocational Rehabilitation Agency	<ul style="list-style-type: none"> • WIOA Title IV Rehabilitation Services for individuals with disabilities
AARP-SCSEP	<ul style="list-style-type: none"> • Access to Senior Community Services Employment Program for older workers
Atlanta Technical College & Atlanta Public Schools (CTE Programs)	<ul style="list-style-type: none"> • Access to Career & Technical Education (CTE) programs at post-secondary level under Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301)
U.S. Department of Labor Veterans' Employment & Training Services	<ul style="list-style-type: none"> • Access to veterans employment & training services for eligible veterans
Georgia Department of Community Affairs & City of Atlanta Office of Housing	<ul style="list-style-type: none"> • Access to employment & training services available under the Department of Housing & Urban Development's Community Development Block Grant Program
Division of Family & Children Services (DFCS)	<ul style="list-style-type: none"> • Access to employment & training programs available under the Community Services Block Grant Act (42 U.S.C 9901 et seq)
City of Atlanta Department of Corrections	<ul style="list-style-type: none"> • Access to services for ex-offenders under Section 212 of the Second Chance Act of 2007 (Community Safety Through Recidivism Prevention

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

Services are also provided at the Martin Luther King Sr. Collaborative Resource Center by the Agency, with on-site services limited to WIOA Title I career and training services for adult, dislocated workers, and youth. Referrals will be made from the site to other partners of the local workforce development system.

The Atlanta Workforce Development Center will also serve as the recruitment, screening, and job placement site for implementing the City's "First Source Jobs Program" to promote the hiring of local job seekers on publicly funded construction contacts with a face value greater than \$500,000. The Agency and partners will also identify training opportunities that will prepare job seekers for entry into these jobs and assist job seekers in accessing training followed by job placement.

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

Wagner-Peyser services in the City of Atlanta are delivered through the GDOL. Services include a universal public labor exchange system (i.e., employment services) for all job seekers who are legally entitled to work in the United States as well as for employers who are attempting to fill job openings. Wagner-Peyser staff members are also responsible for providing TAA to eligible participants and employers, and assistance to Veterans.

Currently, Wagner-Peyser services are provided at the separate Georgia DOL South Metro Career Center. However, because many of the career services offered under WIOA are almost identical to Wagner-Peyser employment services, the Board is extremely interested in exploring possible co-location opportunities in the county and, in partnership with other workforce areas in Metro Atlanta, exploring a region-wide approach to co-locations of services.

The GDOL Career Center and the Atlanta Development Center work diligently to address the complicated issue of providing WIOA and GDOL services to customers in a coordinated and seamless manner. However, due to staffing shortages and increased Unemployment Insurance claims in recent years, GDOL has been unable to fully co-locate staff at the Atlanta Workforce Development Center, as had been the case in prior years. WIOA services are referenced in the GDOL re-employment sessions and GDOL services are explained in the WIOA informational sessions.

The Board will work closely with the state and with other workforce development boards in the Metro Atlanta region to achieve integration of services at physical sites that was unrealized under WIA. The State of Georgia's 2016 WIOA Unified Plan cites "limited physical service integration" as a weakness of the Georgia Workforce Development System, stating, "Under WIA, the State had a lack of physical integration (referral, case management, and training) between Title I workforce services and other core partners. The One-Stop Integration working group is addressing many of the key issues related to service integration and is working to develop a clear path to implement solutions regarding integration of workforce programs." The Board, following guidance issued by the USDOL in the Final Regulations, will work toward further physical integration of services as a key component of enhanced customer service.

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

232 of the WIOA Law, the review of local applications submitted under title II.

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

The Board and Agency are waiting on further guidance from the GDEcDWFD regarding cooperative agreements referenced in WIOA Section 107. WIOA calls for a strengthened role by local workforce development boards in reviewing local Adult Education plans in order to further integrate WIOA Title I and Title II activities in a Career Pathways framework aimed at meeting the needs of local employers. Moving forward, it is planned that adult education providers for the City of Atlanta will provide the Board with an outline of grant applications that includes: geographic focus areas served by the grant; how adult education is providing instruction that supports the chosen sector strategies of the region and the City of Atlanta; the partner activities that prepare individuals for careers; Adult Education and WIOA co-enrollment processes; and evidence of a service strategy between the Adult Education and the WorkSource GA Atlanta Center that serves to promote integrated services through multiple sites and access points in the City, including on-line service access. By working together in these and other ways, adult education programs and other WIOA partners will create a more efficient and effective education and workforce development system with improved outcomes that meet employers' increased needs for educational attainment.

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

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

The Board includes representation from the GVRA as a core partner and to ensure that accessibility goals for services are constantly monitored and adjustments made as

needed. A primary goal of the Board is to help people with disabilities to become fully productive members of society by achieving independence and meaningful employment. This is best achieved via fully integrated services that ensure that persons with disabilities receive access to the full range of assistance available.

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

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

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

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

Performance, ETPL and Use of Technology

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

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

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

The performance standards for the one-stop system are currently in development by the Agency's Operations and Performance Management Team. These performance standards and measures will be set during the negotiation with core partners during the development of the Memoranda of Understanding (MOU) with the partners.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

of the Regional Plan.

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

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

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

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

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

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

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

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

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

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

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

State Initiatives and Vision

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

The Board and the Agency are committed to joining the State and other workforce areas in the state in implementing the new brand developed by the State to increase public awareness, access, and which will be known locally as WorkSource GA City of Atlanta.

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

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

Go Build Georgia

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

Operation: Workforce

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

WorkSmart Georgia

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

High Demand Career Initiative

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

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

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

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

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

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

Priority for adult services will be given to recipients of public assistance or other low-income individuals, with added priority for individuals who are basic skills deficient. Priority applies regardless of funding availability levels. Individualized career services and training services will be given in adherence to these priorities per GDEcWFD Policies and Procedures Section 3.2.5, Part II and WIOA Section 134(c)(3)(E) Priority. The Board has directed the Agency and its partners in the WorkSource GA Atlanta network to apply these priorities for service throughout the local area.

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

Priority for adult services must be given to recipients of public assistance or other low income individuals, with added priority for individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized

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

- First to veterans and eligible spouses who are also recipients of public assistance, are low-income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members.
- Second, individuals who are not veterans or eligible spouses who meet WIOA's priority criteria.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to individuals outside the groups given priority under WIOA. While Veterans receive priority through WIAIO services, LWDAs and applicable service providers must have a referral process in place directing Veterans with Significant Barriers to Employment to the Disabled Veterans Outreach Program to ensure the most effective provision of services.

Attachment 1: Local Workforce Development Board Member Listing

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

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

Attachment 2: Local Negotiated Performance

WIOA Performance Measure	PY16 Goal	PY17 Goal
Adult Q2 Entered Employment		
Adult Q4 Entered Employment		
Adult Median Earnings		
Adult Credential Rate		
Adult In-Program Skills Gain		
DW Q2 Entered Employment		
DW Q4 Entered Employment		
DW Median Earnings		
DW Credential Rate		
DW In-Program Skills Gain		
Youth Q2 Placement in Employment or Education		
Youth Q4 Placement in Employment or Education		
Youth Median Earnings		
Youth Credential Rate		
Youth In-Program Skills Gain		
Employer Measure		

Attachment 3: Comments that Express Disagreement

Comment 1	
Originating Entity:	
Comment:	

Comment 2	
Originating Entity:	
Comment:	

Comment 3	
Originating Entity:	
Comment:	

Comment 4	
Originating Entity:	
Comment:	

Attachment 4: Signature Page

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

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____

Appendix 1: Regional Industry Analysis

City of Atlanta Industry Overview

Industry Overview, 2 Digit NAICS - City of Atlanta

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

Bold designates the largest industries by number of jobs in 2015

City of Atlanta Historic Change in Employment

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

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

Bold designates the largest industries by number of jobs in 2015

Red designates industries that lost the most jobs since 2010

Green designates industries that added the most jobs since 2010

City of Atlanta Projected Change in Employment

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

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

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

City of Atlanta Competitiveness Analysis

Competitiveness Analysis, 2 Digit NAICS - City of Atlanta

NAICS	Industry	2010 to 2015 Annual Change			
		COA	Atl. Region	GA	USA
11	Agriculture, Forestry, Fishing and Hunting	3.9%	1.4%	0.5%	1.2%
21	Mining, Quarrying, and Oil and Gas Extraction	-16.0%	3.5%	-0.5%	2.9%
22	Utilities	-0.8%	0.1%	0.4%	0.1%
23	Construction	1.8%	2.3%	1.0%	2.1%
31	Manufacturing	-0.3%	1.5%	1.8%	1.4%
42	Wholesale Trade	-1.5%	1.3%	1.9%	1.4%
44	Retail Trade	2.6%	2.4%	2.1%	1.5%
48	Transportation and Warehousing	3.8%	2.4%	2.0%	2.2%
51	Information	-1.3%	0.8%	0.8%	0.3%
52	Finance and Insurance	1.1%	2.3%	2.1%	0.8%
53	Real Estate and Rental and Leasing	3.6%	2.0%	1.8%	1.2%
54	Professional, Scientific, and Technical Services	4.2%	3.6%	3.4%	2.5%
55	Management of Companies and Enterprises	1.2%	5.5%	4.3%	3.5%
56	Administrative and Support and Waste Management and Remediation Services	4.6%	3.0%	3.5%	3.1%
61	Educational Services	-0.7%	0.0%	-0.4%	0.2%
62	Health Care and Social Assistance	2.7%	3.1%	2.0%	2.2%
71	Arts, Entertainment, and Recreation	3.2%	2.8%	2.7%	1.8%
72	Accommodation and Food Services	1.8%	3.7%	3.5%	3.0%
81	Other Services (except Public Administration)	1.5%	1.7%	1.1%	-0.2%
92	Public Administration	0.8%	-1.1%	-1.0%	-0.8%
99	Unclassified	22.9%	16.8%	12.5%	12.5%
Total - All Industries		2.0%	2.3%	1.9%	1.6%

Bold designates the fastest growing industries (2010 to 2015)

Green designates industries that have grown at least 1.5% faster than the US

Appendix 2: Regional Occupational Analysis

City of Atlanta Occupation Overview

Occupation Overview, 2 Digit SOC - City of Atlanta

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

Bold designates the largest occupations by number of jobs in 2015

City of Atlanta Historic Change in Employment

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

SOC	Occupation	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11-0000	Management Occupations	28,058	26,575	29,299	2,724	10%	1,241	4%
13-0000	Business and Financial Operations Occupations	32,750	31,851	36,788	4,937	16%	4,038	12%
15-0000	Computer and Mathematical Occupations	17,064	15,930	17,526	1,596	10%	462	3%
17-0000	Architecture and Engineering Occupations	7,832	6,586	7,226	640	10%	-606	-8%
19-0000	Life, Physical, and Social Science Occupations	4,197	4,126	4,566	440	11%	369	9%
21-0000	Community and Social Service Occupations	7,487	7,650	8,010	360	5%	523	7%
23-0000	Legal Occupations	9,751	9,062	9,346	284	3%	-405	-4%
25-0000	Education, Training, and Library Occupations	23,128	23,132	22,725	-407	-2%	-403	-2%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	13,165	12,187	13,355	1,168	10%	190	1%
29-0000	Healthcare Practitioners and Technical Occupations	26,006	26,339	30,130	3,791	14%	4,124	16%
31-0000	Healthcare Support Occupations	9,960	9,831	11,759	1,928	20%	1,799	18%
33-0000	Protective Service Occupations	14,465	13,947	14,281	334	2%	-184	-1%
35-0000	Food Preparation and Serving Related Occupations	36,461	36,835	42,066	5,231	14%	5,605	15%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	15,702	16,670	16,482	-188	-1%	780	5%
39-0000	Personal Care and Service Occupations	13,622	15,520	17,398	1,878	12%	3,776	28%
41-0000	Sales and Related Occupations	45,300	41,539	45,762	4,223	10%	462	1%
43-0000	Office and Administrative Support Occupations	85,892	79,892	89,502	9,610	12%	3,610	4%
45-0000	Farming, Fishing, and Forestry Occupations	414	376	427	51	14%	13	3%
47-0000	Construction and Extraction Occupations	13,510	10,550	11,581	1,031	10%	-1,929	-14%
49-0000	Installation, Maintenance, and Repair Occupations	18,001	16,802	17,842	1,040	6%	-159	-1%
51-0000	Production Occupations	18,880	14,754	15,862	1,108	8%	-3,018	-16%
53-0000	Transportation and Material Moving Occupations	32,052	28,022	31,795	3,773	13%	-257	-1%
Total - All Occupations		473,697	448,174	493,727	45,553	10%	20,030	4%

Bold designates the largest occupations by number of jobs in 2015

Red designates occupations that lost the most jobs since 2010

Green designates occupations that added the most jobs since 2010

City of Atlanta Projected Change in Employment

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

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

Bold designates occupations with the highest average annual employment demand

Red designates occupations that are projected to lose the most jobs

Green designates occupations that are projected to add the most jobs

City of Atlanta Competitiveness Analysis

Competitiveness Analysis, 2 SOC NAICS - City of Atlanta

SOC	Occupation	2010 to 2015 Annual Change		
		COA	ARC	GA
11-0000	Management Occupations	2.0%	1.5%	1.5%
13-0000	Business and Financial Operations Occupations	2.9%	2.4%	2.0%
15-0000	Computer and Mathematical Occupations	1.9%	3.0%	2.9%
17-0000	Architecture and Engineering Occupations	1.9%	1.7%	2.2%
19-0000	Life, Physical, and Social Science Occupations	2.0%	1.1%	0.8%
21-0000	Community and Social Service Occupations	0.9%	1.4%	0.6%
23-0000	Legal Occupations	0.6%	0.9%	0.6%
25-0000	Education, Training, and Library Occupations	-0.4%	0.1%	-0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1.8%	2.4%	2.4%
29-0000	Healthcare Practitioners and Technical Occupations	2.7%	2.8%	2.0%
31-0000	Healthcare Support Occupations	3.6%	3.1%	2.1%
33-0000	Protective Service Occupations	0.5%	0.8%	0.7%
35-0000	Food Preparation and Serving Related Occupations	2.7%	3.7%	3.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	-0.2%	2.1%	1.7%
39-0000	Personal Care and Service Occupations	2.3%	2.2%	1.7%
41-0000	Sales and Related Occupations	2.0%	2.1%	1.9%
43-0000	Office and Administrative Support Occupations	2.3%	2.3%	2.0%
45-0000	Farming, Fishing, and Forestry Occupations	2.6%	2.1%	0.8%
47-0000	Construction and Extraction Occupations	1.9%	2.1%	1.0%
49-0000	Installation, Maintenance, and Repair Occupations	1.2%	1.9%	1.6%
51-0000	Production Occupations	1.5%	2.3%	2.3%
53-0000	Transportation and Material Moving Occupations	2.6%	2.6%	2.4%
Total - All Occupations		2.0%	2.3%	1.9%

Bold designates the fastest growing occupations (2010 to 2015)

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

Competitiveness Analysis, 2 Digit SOC - Fulton County

SOC	Occupation	2010 to 2015 Annual Change		
		Fulton County	GA	USA
11-0000	Management Occupations	1.9%	2.1%	1.5%
13-0000	Business and Financial Operations Occupations	2.5%	2.4%	2.0%
15-0000	Computer and Mathematical Occupations	3.2%	3.0%	2.9%
17-0000	Architecture and Engineering Occupations	2.1%	1.7%	2.2%
19-0000	Life, Physical, and Social Science Occupations	2.5%	1.1%	0.8%
21-0000	Community and Social Service Occupations	1.3%	1.4%	0.6%
23-0000	Legal Occupations	1.0%	0.9%	0.6%
25-0000	Education, Training, and Library Occupations	0.9%	0.1%	-0.4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	2.7%	2.4%	2.4%
29-0000	Healthcare Practitioners and Technical Occupations	3.2%	2.8%	2.0%
31-0000	Healthcare Support Occupations	3.8%	3.1%	2.1%
33-0000	Protective Service Occupations	0.2%	0.8%	0.7%
35-0000	Food Preparation and Serving Related Occupations	3.8%	3.7%	3.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1.9%	2.1%	1.7%
39-0000	Personal Care and Service Occupations	2.3%	2.2%	1.7%
41-0000	Sales and Related Occupations	2.3%	2.1%	1.9%
43-0000	Office and Administrative Support Occupations	2.0%	2.3%	2.0%
45-0000	Farming, Fishing, and Forestry Occupations	2.6%	2.1%	0.8%
47-0000	Construction and Extraction Occupations	1.8%	2.1%	1.0%
49-0000	Installation, Maintenance, and Repair Occupations	1.2%	1.9%	1.6%
51-0000	Production Occupations	2.4%	2.3%	2.3%
53-0000	Transportation and Material Moving Occupations	1.8%	2.6%	2.4%
Total - All Occupations		2.2%	2.3%	1.9%

Bold designates the fastest growing occupations (2010 to 2015)

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