

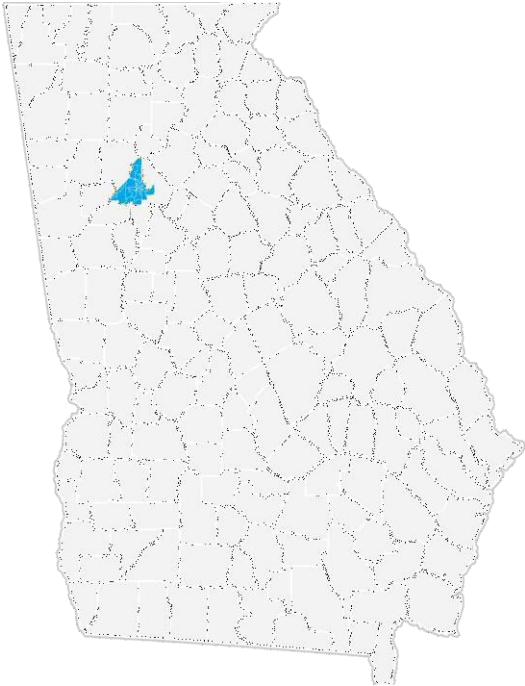
# City of Atlanta Local Workforce Development Plan

Workforce Innovation and Opportunity Act  
2020 to 2024

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The City of Atlanta Local Workforce Area (Area 3) is comprised of the City of Atlanta displayed in the map on the right.

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City of Atlanta, Local Workforce Development Area 3  
WIOA Local Plan 2020- 2024

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ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – EO Notice
- 4 – Complaint Form
- 5 – Region 3 High-Demand Occupation List
- 6 – Comments that Express Disagreement
- 7 – Signature Page

## 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  
Department of Finance  
Office of Grants Management  
55 Trinity Avenue, SW  
Suite 15100  
Atlanta, GA 30303

- 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.**

Over the past decade, Atlanta’s surging population and job growth have positioned the city as an economic powerhouse. Between 2010 and 2018 the population grew approximately 20% from 413,000 to 498,000 residents.<sup>1</sup> The job market has similarly grown at a rapid clip, increasing by 77,000 jobs over the last 10 years to reach 547,000 jobs in 2019, an average annual growth rate of 3.1%. Unemployment has declined to less than 3% for the MSA.<sup>2</sup> Over the same period, Atlanta has become recognized as one of the most business-friendly cities in the nation with the 3rd highest concentration of Fortune 500 Company headquarters, the busiest airport in the world and new job growth projected at 1.9 million workers by 2040.

Despite these achievements, the benefits of Atlanta’s thriving economy are not jointly shared. Atlanta remains a deeply segregated city, with wealthier, majority white communities located to the north and poorer, majority black communities to the south and west. In addition to geographic segregation, substantial and persistent disparities exist between black and white Atlantans across key economic and social indicators, including household income, wealth and savings, employment and labor market engagement, business ownership rates and revenue, student proficiency rates, high school graduation rates, educational attainment, homeownership rates, home values, health outcomes, among others

Despite Atlanta’s economic successes, the city has been consistently recognized as the most “unequal city” in the nation with 22% of the population living in poverty. A 2019 Brookings Institute study on pay gaps found that in Atlanta, “women and people of color are more likely to be among the lower-wage workers,” missing out on the city’s surge in prosperity. The Prosperity Now Scorecard reported that while the state of Georgia ranks as the #1 nationwide for business activity for the past six years, the

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state ranks 46th in terms of resident prosperity. This ranking is based on states' performance on economic measures for all residents but also accounts for racial disparities in outcomes.

### Industry Overview, 2 Digit NAICS - City of Atlanta

| NAICS     | Industry  | 2017           | % of All Jobs | Location Quotient | Avg. Annual Wages |
|-----------|---|----------------|---------------|-------------------|-------------------|
| 11        | Agriculture, Forestry, Fishing and Hunting                                      | 162            | 0%            | 0.02              | \$41,105          |
| 21        | Mining, Quarrying, and Oil and Gas Extraction                                   | 162            | 0%            | 0.06              | \$208,336         |
| 22        | Utilities   | 3,067          | 0%            | 0.89              | \$111,665         |
| 23        | Construction  | 16,014         | 2%            | 0.45              | \$71,215          |
| 31        | Manufacturing   | 23,339         | 4%            | 0.44              | \$97,861          |
| 42        | Wholesale Trade   | 24,146         | 4%            | 0.96              | \$96,342          |
| 44        | Retail Trade  | 41,983         | 6%            | 0.60              | \$37,131          |
| 48        | Transportation and Warehousing  | 44,820         | 7%            | 1.59              | \$71,908          |
| 51        | Information   | 33,693         | 5%            | 2.62              | \$119,385         |
| 52        | Finance and Insurance   | 35,941         | 6%            | 1.40              | \$135,184         |
| 53        | Real Estate and Rental and Leasing  | 18,020         | 3%            | 1.62              | \$73,861          |
| <b>54</b> | <b>Professional, Scientific, and Technical Services</b>                         | <b>70,725</b>  | <b>11%</b>    | <b>1.66</b>       | <b>\$102,988</b>  |
| 55        | Management of Companies and Enterprises   | 14,905         | 2%            | 1.56              | \$137,910         |
| <b>56</b> | <b>Administrative and Support and Waste Management and Remediation Services</b> | <b>55,528</b>  | <b>9%</b>     | <b>1.33</b>       | <b>\$51,762</b>   |
| 61        | Educational Services  | 39,216         | 6%            | 0.73              | \$59,840          |
| <b>62</b> | <b>Health Care and Social Assistance</b>  | <b>76,711</b>  | <b>12%</b>    | <b>0.83</b>       | <b>\$60,096</b>   |
| 71        | Arts, Entertainment, and Recreation   | 12,387         | 2%            | 0.96              | \$47,295          |
| <b>72</b> | <b>Accommodation and Food Services</b>  | <b>60,849</b>  | <b>9%</b>     | <b>1.04</b>       | <b>\$24,040</b>   |
| 81        | Other Services (except Public Administration)                                   | 26,853         | 4%            | 0.95              | \$36,504          |
| <b>92</b> | <b>Public Administration</b>  | <b>48,064</b>  | <b>7%</b>     | <b>1.57</b>       | <b>\$72,632</b>   |
| 99        | Unclassified  | 1,793          | 0%            | 1.60              | \$82,835          |
|           | <b>Total - All Industries</b>   | <b>648,382</b> |               | <b>1.00</b>       | <b>\$72,629</b>   |

Bold designations the largest industries by number of jobs in 2017.

Source: JobsEQ 2017Q4

While employment in the City of Atlanta contracted during the recession, it has recovered steadily. Between 2012 and 2017, the city added over 97,000 jobs, increasing employment by 3.3 percent annually. The Transportation and Warehousing industry added the most jobs, increasing employment by over 12,500 jobs, or 6.8 percent annually. Accommodation and Food Services grew rapidly, adding over 11,700 jobs. The Health Care and Social Assistance industry also added over 11,700 jobs, expanding employment by 3.4 percent annually. Over the same period, the Utilities industry, as well as the Agriculture, Forestry, Fishing, and Hunting industry lost jobs.

Overall, employment growth in City of Atlanta between 2012 and 2017 outpaced growth in Georgia and the U.S. While employment in the city grew by 3.1 percent annually, employment in Georgia and the U.S. grew by 2.3 percent and 1.7 percent, respectively.

Over the next five years, employment in the City of Atlanta is expected to continue to grow, adding nearly 100,000 jobs, increasing employment by 15 percent. Growth is expected to be driven by the Transportation and Warehousing industry, which is projected to add over 12,500 jobs. The Health Care and Social Assistance and

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Accommodation and Food Services industries also are expected to grow rapidly. The Utilities industry and Agriculture, Forestry, Fishing, and Hunting industry are expected to contract slightly.

Annually, almost 8,000 job openings are expected in the City of Atlanta, due to both replacement demand and new demand. Over 90 percent of openings are expected to be created by replacement demand. The Health Care and Social Assistance and PST Services 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 Employment Demand | % New      | % Replacement |
| 11        | Agriculture, Forestry, Fishing and Hunting                                      | -25               | -15%       | 2                             | 11%        | 95%           |
| 21        | Mining, Quarrying, and Oil and Gas Extraction                                   | 79                | 49%        | 1                             | 6%         | 94%           |
| 22        | Utilities   | -50               | -2%        | 11                            | 4%         | 97%           |
| 23        | Construction  | 3,333             | 21%        | 245                           | 13%        | 87%           |
| 31        | Manufacturing   | 3,006             | 13%        | 30                            | 1%         | 99%           |
| 42        | Wholesale Trade   | 720               | 3%         | 213                           | 8%         | 92%           |
| 44        | Retail Trade  | 4,702             | 11%        | 182                           | 3%         | 97%           |
| <b>48</b> | <b>Transportation and Warehousing</b>   | <b>12,567</b>     | <b>28%</b> | <b>566</b>                    | <b>11%</b> | <b>89%</b>    |
| 51        | Information   | 5,013             | 15%        | 197                           | 6%         | 94%           |
| 52        | Finance and Insurance   | 3,671             | 10%        | 416                           | 11%        | 89%           |
| 53        | Real Estate and Rental and Leasing  | 2,947             | 16%        | 222                           | 11%        | 89%           |
| <b>54</b> | <b>Professional, Scientific, and Technical Services</b>                         | <b>10,615</b>     | <b>15%</b> | <b>1,104</b>                  | <b>15%</b> | <b>85%</b>    |
| 55        | Management of Companies and Enterprises   | 5,411             | 36%        | 166                           | 11%        | 89%           |
| <b>56</b> | <b>Administrative and Support and Waste Management and Remediation Services</b> | <b>10,589</b>     | <b>19%</b> | <b>824</b>                    | <b>11%</b> | <b>89%</b>    |
| 61        | Educational Services  | 1,895             | 5%         | 521                           | 13%        | 87%           |
| <b>62</b> | <b>Health Care and Social Assistance</b>  | <b>11,741</b>     | <b>15%</b> | <b>1,558</b>                  | <b>18%</b> | <b>82%</b>    |
| 71        | Arts, Entertainment, and Recreation   | 2,022             | 16%        | 172                           | 9%         | 91%           |
| <b>72</b> | <b>Accommodation and Food Services</b>  | <b>11,797</b>     | <b>19%</b> | <b>712</b>                    | <b>7%</b>  | <b>93%</b>    |
| 81        | Other Services (except Public Administration)                                   | 2,143             | 8%         | 358                           | 10%        | 90%           |
| 92        | Public Administration   | 5,616             | 12%        | 347                           | 7%         | 93%           |
| 99        | Unclassified  | -113              | -6%        | 23                            | 10%        | 90%           |
|           | <b>Total - All Industries</b>   | <b>97,679</b>     | <b>15%</b> | <b>7,951</b>                  | <b>10%</b> | <b>90%</b>    |

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Source: JobsEQ 2017Q4

## Regional Perspective

In 2017, the Metro Atlanta Region was home to nearly 2.4 million jobs. The largest industries in 2017 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.

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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 percent, or an average annual rate of 3.1 percent. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 2.7 percent and 2.3 percent, respectively.

Employment in the region is expected to continue to grow, increasing by over 305,000 jobs. In addition to new jobs, approximately 90 percent of job openings are expected to need to be filled due to workers retiring or other turnover (Replacement Demand). Combined, new and replacement demand are expected to account for nearly 1,500,000 job openings in the Metro Atlanta Region annually.

**Regional In-Demand Industries**

Regionally, the five Metro Atlanta Workforce Development Boards (WorkSource Atlanta, WorkSource Cobb, WorkSource DeKalb, WorkSource Fulton, and the seven counties included in WorkSource Atlanta Regional) have identified three target industries, which include. WorkSource Atlanta has identified two additional:

- Healthcare
- Information Technology
- Transportation and Logistics
- Film and Entertainment
- Construction

These industries were selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skills 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 select additional industries to focus on within its local area.

**Healthcare Industry**

The Healthcare industry accounts for almost 204,000 jobs in the Metro Atlanta Region. The General Medical and Surgical Hospitals sector accounts for just under a third of industry employment, representing nearly 76,000 jobs in 2017. Offices of Physicians (except Mental Health Specialists) was a major sector, accounting for over 44,000 jobs in the region.

**Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region**

| NAICS  | Industry   | 2017 Jobs | % of Jobs | Location Quotient | Avg. Annual Wages |
|--------|--|-----------|-----------|-------------------|-------------------|
| 621111 | Offices of Physicians (except Mental Health Specialists) | 44,740    | 0         | 1                 | \$84,767          |
| 621210 | Offices of Dentists                                      | 15,150    | 0         | 1                 | \$55,480          |
| 621610 | Home Health Care Services                                | 13,934    | 0         | 1                 | \$31,668          |
| 622110 | General Medical and Surgical Hospitals                   | 75,991    | 0         | 1                 | \$61,068          |
| 623110 | Nursing Care Facilities (Skilled Nursing Facilities)     | 11,783    | 0         | 0                 | \$34,375          |

Employment in the Healthcare industry continued to grow during the recession, dramatically outpacing overall employment growth in the region over the same period.

Since 2012, the industry has added 40,000 jobs, expanding employment by 18 percent. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which added approximately 13,400 and 7,300 jobs, respectively. The Offices of Physical, Occupational and Speech Therapists, and Audiologists sector grew rapidly over this period as well, expanding employment by 83 percent, or nearly 2,500 jobs. The Healthcare industry sectors that have added the most jobs over the past five years are summarized in the following table.

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

| NAICS                              | Industry  | Employment     |                | 5 Year        |            |
|------------------------------------|---|----------------|----------------|---------------|------------|
|                                    |   | 2012           | 2017           | # Change      | % Change   |
| 621210                             | Offices of Dentists   | 13,159         | 15,150         | 1,991         | 15%        |
| 621340                             | Offices of Physical, Occupational and Speech Therapists, and Audiologists | 2,941          | 5,382          | 2,441         | 83%        |
| 621399                             | Offices of All Other Miscellaneous Health Practitioners                   | 2,907          | 4,275          | 1,368         | 47%        |
| 621610                             | Home Health Care Services   | 12,043         | 13,934         | 1,891         | 16%        |
| 622110                             | General Medical and Surgical Hospitals                                    | 62,544         | 75,991         | 13,447        | 22%        |
| <b>Total - Healthcare Industry</b> |   | <b>220,794</b> | <b>260,806</b> | <b>40,012</b> | <b>18%</b> |

Source: JobsEQ 2017Q4

Employment in the Healthcare industry is expected to continue to grow rapidly, expanding employment by 15 percent, or over 40,000 new jobs. Annually, the industry is expected to have 30,000 job openings in the region, due to both new demand and replacement demand. General Medical and Surgical Hospitals and Offices of Physicians, which are projected to drive employment demand in the industry, have the most employment demand over the coming years, with annual job openings of 6,600 and 4,600, respectively. The Healthcare industry sectors that are projected to add the most jobs over the next five years are summarized in the following table.

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

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

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| Total Healthcare Industry | 40,012 | 15% | 30,081 | 18% | 82% |
|---------------------------|--------|-----|--------|-----|-----|
| Source: JobsEQ 2017Q4     |        |     |        |     |     |

### Information Technology

The Information Technology industry is a major employer in the Metro Atlanta Region, accounting for almost 60,000 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 and Software Publishers, which account for 25,400 and 13,000 jobs, respectively.

#### Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

| NAICS  | Industry                                    | 2017 Jobs | % of Jobs | Location Quotient | Avg. Annual Wages |
|--------|---|-----------|-----------|-------------------|-------------------|
| 511210 | Software Publishers                         | 13,058    | 14%       | 2.18              | \$122,671         |
| 512110 | Motion Picture and Video Production         | 10,958    | 12%       | 2.56              | \$68,324          |
| 517311 | Wired Telecommunications Carriers           | 25,473    | 28%       | 2.83              | \$110,492         |
| 518210 | Data Processing, Hosting, and Related Servi | 9,836     | 11%       | 1.88              | \$121,535         |

Source: JobsEQ 2017Q4

Between 2012 and 2017, the Information Technology industry added over 12,000 jobs, expanding employment by 16 percent. This growth was driven by the Motion Picture and Video Production sector, which added almost 9,000 jobs. The Information Technology industry sectors that have added the most jobs over the past five years are summarized in the following table.

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

| NAICS  | Industry                                       | Employment    |               | 5 Year        |            |
|--|--|---------------|---------------|---------------|------------|
|  |  | 2012          | 2017          | # Change      | % Change   |
| 511210   | Software Publishers                            | 10730         | 13,058        | 2,328         | 22%        |
| 512110   | Motion Picture and Video Production            | 2011          | 10,958        | 8,947         | 445%       |
| 515120   | Television Broadcasting                        | 4829          | 8,269         | 3,440         | 71%        |
| 517311   | Wired Telecommunications Carriers              | 23373         | 25,473        | 2,100         | 9%         |
| 518210   | Data Processing, Hosting, and Related Services | 5196          | 9,836         | 4,640         | 89%        |
| <b>Total - Information Technology Industry</b> |  | <b>78,256</b> | <b>90,763</b> | <b>12,507</b> | <b>16%</b> |

Source: JobsEQ 2017Q4

Growth in the Information Technology industry is expected to continue over the next five years. The industry is expected to add over 12,500 jobs, expanding employment by 14 percent. Growth is primarily in the Motion Picture and Video Production, Data Processing, Hosting, and Related Services, and Television Broadcasting sectors.

Annually, the industry is expected to have over 9,000 job openings. The employment demand will be driven largely by replacement demand, which accounts for 94 percent of annual employment.



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

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

Source: JobsEQ 2017Q4

**Transportation & Logistics Industry**

The Transportation and Logistics industry, in the Metro Atlanta Region, represents over 122,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, General Warehousing and Storage, Couriers and Express Delivery Services, and General Freight Trucking. The largest industry sectors in Transportation and Logistics are summarized in the following table.

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

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

Source: JobsEQ 2017Q4

The Transportation and Logistics industry has expanded employment over the past five years, adding over 28,900 jobs since 2012, expanding employment by 22 percent. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. General Warehousing and Storage has grown the most rapidly by expanding employment by 56 percent or almost 7,500 jobs since 2012. Couriers and Express Delivery Services added over 4,200 jobs, while Scheduled Freight Air Transportation employment fell by 150 jobs or 44 percent. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

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

| NAICS  | Industry   | Employment     |                | 5 Year        |            |
|--|--|----------------|----------------|---------------|------------|
|  |  | 2012           | 2017           | # Change      | % Change   |
| 481111   | Scheduled Passenger Air Transportation                       | 37,447         | 38,432         | 985           | 3%         |
| 481112   | Scheduled Freight Air Transportation                         | 344            | 194            | -150          | -44%       |
| 484121   | General Freight Trucking, Long-Distance, Truckload           | 12,340         | 12,656         | 316           | 3%         |
| 484122   | General Freight Trucking, Long-Distance, Less Than Truckload | 7,793          | 10,376         | 2,583         | 33%        |
| 485111   | Mixed Mode Transit Systems                                   | 4,218          | 4,512          | 294           | 7%         |
| 488510   | Freight Transportation Arrangement                           | 5,672          | 7,867          | 2,195         | 39%        |
| 488991   | Packing and Crating  | 123            | 168            | 45            | 37%        |
| 491110   | Postal Service   | 8,723          | 8,936          | 213           | 2%         |
| 492110   | Couriers and Express Delivery Services                       | 14,209         | 18,459         | 4,250         | 30%        |
| 493110   | General Warehousing and Storage                              | 13,406         | 20,899         | 7,493         | 56%        |
| 493120   | Refrigerated Warehousing and Storage                         | 2,106          | 2,537          | 431           | 20%        |
| <b>Total - Transportation &amp; Logistics Industry</b> |  | <b>129,828</b> | <b>158,740</b> | <b>28,912</b> | <b>22%</b> |

Source: JobsEQ 2017 Q4

Growth in the industry is projected to continue over the next five years. The Transportation and Logistics industry in the Metro Atlanta Region is expected to add almost 29,000 jobs, expanding employment by 18- percent. The sectors that demonstrated strong growth over the past five years are expected to continue on that trajectory, with many sectors having greater than 25 percent growth. The sectors that are expected to add the most jobs over the next five years are summarized in the following table.

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

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

Source: JobsEQ 2017Q4

**City of Atlanta Occupational Analysis**

The City of Atlanta is home to over 648,000 jobs. Office and Administrative Support Occupations account for 17 percent of these jobs. The Office and Administrative Support Occupations and Sales and Related Occupations are broad and generally represented in most industry clusters. Sales and Related Occupations, Business and Financial Operations Occupations, Food Preparation and Serving Related Occupations, and Transportation and Material Moving Occupations each comprise approximately eight to nine percent of the city’s workforce. Also, Business and Financial Operations Occupations represent a significant number of jobs in the City of Atlanta and are 61 percent more concentrated in the city than in the U.S. overall. This occupational group is closely related to the PST Services industry.

Occupation Overview, 2 Digit SOC - City of Atlanta

| SOC                            | Title  | 2017 Job       | % of All Jobs | LQ          | Avg. Annual Wages |
|--------------------------------|--|----------------|---------------|-------------|-------------------|
| 11-0000                        | Management Occupations                                     | 45,446         | 7%            | 1.16        | \$137,400         |
| <b>13-0000</b>                 | <b>Business and Financial Operations Occupations</b>       | <b>53,557</b>  | <b>8%</b>     | <b>1.61</b> | <b>\$81,800</b>   |
| 15-0000                        | Computer and Mathematical Occupations                      | 29,119         | 4%            | 1.54        | \$95,400          |
| 17-0000                        | Architecture and Engineering Occupations                   | 10,197         | 2%            | 0.93        | \$87,800          |
| 19-0000                        | Life, Physical, and Social Science Occupations             | 5,040          | 1%            | 0.95        | \$76,100          |
| 21-0000                        | Community and Social Service Occupations                   | 8,935          | 1%            | 0.86        | \$54,500          |
| 23-0000                        | Legal Occupations  | 11,185         | 2%            | 2.13        | \$118,500         |
| 25-0000                        | Education, Training, and Library Occupations               | 25,237         | 4%            | 0.69        | \$57,300          |
| 27-0000                        | Arts, Design, Entertainment, Sports, and Media Occupations | 16,865         | 3%            | 1.45        | \$59,700          |
| 29-0000                        | Healthcare Practitioners and Technical Occupations         | 36,602         | 6%            | 0.99        | \$90,800          |
| 31-0000                        | Healthcare Support Occupations                             | 13,780         | 2%            | 0.76        | \$34,600          |
| 33-0000                        | Protective Service Occupations                             | 20,429         | 3%            | 1.47        | \$41,800          |
| <b>35-0000</b>                 | <b>Food Preparation and Serving Related Occupations</b>    | <b>53,333</b>  | <b>8%</b>     | <b>0.96</b> | <b>\$23,700</b>   |
| 37-0000                        | Building and Grounds Cleaning and Maintenance Occupations  | 18,210         | 3%            | 0.80        | \$28,600          |
| 39-0000                        | Personal Care and Service Occupations                      | 19,009         | 3%            | 0.76        | \$29,500          |
| <b>41-0000</b>                 | <b>Sales and Related Occupations</b>                       | <b>58,958</b>  | <b>9%</b>     | <b>0.89</b> | <b>\$47,800</b>   |
| <b>43-0000</b>                 | <b>Office and Administrative Support Occupations</b>       | <b>107,990</b> | <b>17%</b>    | <b>1.13</b> | <b>\$41,800</b>   |
| 45-0000                        | Farming, Fishing, and Forestry Occupations                 | 505            | 0%            | 0.12        | \$34,400          |
| 47-0000                        | Construction and Extraction Occupations                    | 14,329         | 2%            | 0.49        | \$50,300          |
| 49-0000                        | Installation, Maintenance, and Repair Occupations          | 23,284         | 4%            | 0.94        | \$52,800          |
| 51-0000                        | Production Occupations                                     | 24,062         | 4%            | 0.61        | \$38,900          |
| <b>53-0000</b>                 | <b>Transportation and Material Moving Occupations</b>      | <b>52,310</b>  | <b>8%</b>     | <b>1.17</b> | <b>\$40,600</b>   |
| <b>Total - All Occupations</b> |  | <b>648,382</b> | <b>100%</b>   | <b>1.00</b> | <b>\$58,900</b>   |

Bold designates the largest occupations by number of jobs in 2015

Source: JobsEQ 2017Q4

Since 2012, employment in the City of Atlanta has increased by 18 percent to nearly 650,000 jobs. Office and Administrative Support Occupations accounted for most of the growth, adding over 14,000 jobs, an increase of 15 percent. The Transportation and Material Moving Occupations have also grown rapidly, increasing employment by 30 percent. Food Preparation and Serving Related Occupations added over 10,000 jobs, an increase of 20 percent.

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2012 and 2017 are projected to continue to grow. The occupational groups associated with the Transportation industry are projected to expand the most rapidly, increasing employment by 23 percent. Food Preparation and Serving Related Occupations and Architecture and Engineering Occupations are also expected to continue to grow rapidly.

## City of Atlanta – WIOA Plan 2020-2024

Annually, the City of Atlanta is expected to have over 80,000 jobs. Approximately 82 percent of these openings will be created by replacement demand, while the remainder, approximately 9,600 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. Healthcare Practitioners and Technical occupations are expected to account for approximately 2,700 openings annually, with over 25 percent 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                            | Title  | 5-Year Projection |              | Employment Demand |                   |            |
|--------------------------------|--|-------------------|--------------|-------------------|-------------------|------------|
|                                |  | # Change          | % Change     | Avg. Annual       | # New Replacement | %          |
| 11-0000                        | Management Occupations                                     | 6,859             | 15.1%        | 4,427             | 15%               | 85%        |
| <b>13-0000</b>                 | <b>Business and Financial Operations Occupations</b>       | <b>8,644</b>      | <b>16.1%</b> | <b>5,759</b>      | <b>14%</b>        | <b>86%</b> |
| 15-0000                        | Computer and Mathematical Occupations                      | 3,893             | 13.4%        | 2,485             | 20%               | 80%        |
| 17-0000                        | Architecture and Engineering Occupations                   | 1,992             | 19.5%        | 904               | 15%               | 85%        |
| 19-0000                        | Life, Physical, and Social Science Occupations             | 938               | 18.6%        | 545               | 13%               | 87%        |
| 21-0000                        | Community and Social Service Occupations                   | 838               | 9.4%         | 1,203             | 14%               | 86%        |
| 23-0000                        | Legal Occupations  | 795               | 7.1%         | 884               | 18%               | 82%        |
| 25-0000                        | Education, Training, and Library Occupations               | 1,918             | 7.6%         | 2,653             | 15%               | 85%        |
| 27-0000                        | Arts, Design, Entertainment, Sports, and Media Occupations | 3,287             | 19.5%        | 1,877             | 11%               | 89%        |
| 29-0000                        | Healthcare Practitioners and Technical Occupations         | 6,252             | 17.1%        | 2,708             | 25%               | 75%        |
| 31-0000                        | Healthcare Support Occupations                             | 2,201             | 16.0%        | 2,006             | 16%               | 84%        |
| 33-0000                        | Protective Service Occupations                             | 3,067             | 15.0%        | 2,533             | 9%                | 91%        |
| <b>35-0000</b>                 | <b>Food Preparation and Serving Related Occupations</b>    | <b>10,810</b>     | <b>20.3%</b> | <b>10,291</b>     | <b>7%</b>         | <b>93%</b> |
| 37-0000                        | Building and Grounds Cleaning and Maintenance Occupations  | 2,088             | 11.5%        | 2,712             | 9%                | 91%        |
| 39-0000                        | Personal Care and Service Occupations                      | 1,485             | 7.8%         | 3,436             | 11%               | 89%        |
| <b>41-0000</b>                 | <b>Sales and Related Occupations</b>                       | <b>6,787</b>      | <b>11.5%</b> | <b>8,201</b>      | <b>5%</b>         | <b>95%</b> |
| <b>43-0000</b>                 | <b>Office and Administrative Support Occupations</b>       | <b>14,272</b>     | <b>13.2%</b> | <b>12,857</b>     | <b>4%</b>         | <b>96%</b> |
| 45-0000                        | Farming, Fishing, and Forestry Occupations                 | 62                | 12.3%        | 78                | 5%                | 95%        |
| 47-0000                        | Construction and Extraction Occupations                    | 2,663             | 18.6%        | 1,745             | 12%               | 88%        |
| 49-0000                        | Installation, Maintenance, and Repair Occupations          | 3,329             | 14.3%        | 2,490             | 9%                | 91%        |
| 51-0000                        | Production Occupations                                     | 3,253             | 13.5%        | 2,970             | 4%                | 96%        |
| <b>53-0000</b>                 | <b>Transportation and Material Moving Occupations</b>      | <b>12,247</b>     | <b>23.4%</b> | <b>7,471</b>      | <b>9%</b>         | <b>91%</b> |
| <b>Total - All Occupations</b> |  | <b>97,679</b>     | <b>15.1%</b> | <b>80,307</b>     | <b>9.90%</b>      | <b>90%</b> |

Bold designates occupations with the highest average annual employment demand

Green designates occupations that are projected to add the most jobs

Red designates occupations that are projected to lose the most jobs

Source: JobsEQ 2017Q4

Employment demand also can be assessed by analyzing the number of online job

advertisements for various jobs in a region. In 2017, over 219,000 advertisements were posted online for jobs in the 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 2017 - City of Atlanta |   |              |
|---|---|--------------|
| O*NET Code  | Occupation  | Job Postings |
| 15-1132.00  | Software Developers, Applications (15-1132.00)  | 13,709       |
| 29-1141.00  | Registered Nurses (29-1141.00)  | 11,851       |
| 41-4012.00  | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (41-4012.00) | 7,520        |
| 11-9199.00  | Managers, All Other (11-9199.00)  | 6,401        |
| 11-2022.00  | Sales Managers (11-2022.00)   | 4,127        |
| 13-1111.00  | Management Analysts (13-1111.00)  | 4,010        |
| 15-1199.02  | Computer Systems Engineers/Architects (15-1199.02)  | 3,477        |
| 53-3032.00  | Heavy and Tractor-Trailer Truck Drivers (53-3032.00)  | 3,295        |
| 13-1071.00  | Human Resources Specialists (13-1071.00)  | 3,177        |
| 43-4051.00  | Customer Service Representatives (43-4051.00)   | 3,176        |
| 15-1134.00  | Web Developers (15-1134.00)   | 2,989        |
| 15-1121.00  | Computer Systems Analysts (15-1121.00)  | 2,952        |
| 11-2021.00  | Marketing Managers (11-2021.00)   | 2,947        |
| 11-9111.00  | Medical and Health Services Managers (11-9111.00)   | 2,858        |
| 41-2031.00  | Retail Salespersons (41-2031.00)  | 2,749        |

Source: Labor Insight Jobs (Burning Glass Technologies) 2017

**Regional Occupational Analysis**

The Metro Atlanta Region accounts for over 2.4 million jobs. The largest occupations include Transportation and Material Moving Occupations, 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 five years, the Metro Atlanta Region is projected to add over 305,000 jobs. In addition to these openings created by new jobs, nearly 90 percent of 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 (Occupations with Greatest Annual**

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

Source: JobsEQ 2017Q4

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 \$50,576. This average annual wage is the living wage for a one adult, one child household in the Atlanta Metropolitan Statistical Area (“MSA”), as determined by the Massachusetts Institute of Technology’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 wage are presented in the following table.

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

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

Source: JobsEQ 2017Q4

Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In the Metro Atlanta Region, over 27,000 job advertisements were posted online in search of Registered Nurses. Other top occupations were related to the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2017 are presented in the following table.

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

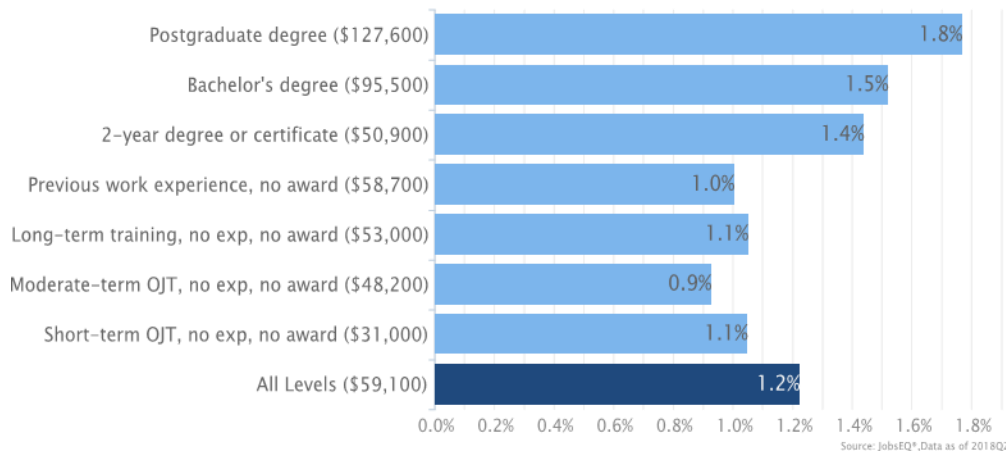
| O*NET Code                | Occupation   | Job Postings |
|---------------------------|--|--------------|
| 29-1141.00                | Registered Nurses  | 27,078       |
| 15-1132.00                | Software Developers, Applications  | 21,826       |
| 53-3032.00                | Heavy and Tractor-Trailer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

Source: Labor Insight Jobs (Burning Glass Technologies) - 2017

**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 almost two percent annually. Jobs requiring a bachelor’s degree and those requiring an associate’s degree or credential are also expected to have above average annual growth, increasing by 1.5 and 1.4 percent, respectively.

Annual Average Projected Job Growth by Training Required for City Atlanta



Through an analysis of 2017 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Teamwork, and Problem Solving. Several “hard skills” are also frequently requested, including Microsoft Excel, Research, and Writing. The 15 skills most requested by employers in the City of Atlanta are presented in the following table.

| Top Skills by 2017 Job Postings - City of Atlanta |              |
|---|--------------|
| Skills  | Job Postings |
| Communication Skills                              | 74,925       |
| Teamwork / Collaboration                          | 39,811       |
| Problem Solving                                   | 34,004       |
| Microsoft Excel                                   | 32,485       |
| Planning  | 32,055       |
| Research  | 28,177       |
| Writing   | 27,271       |
| Organizational Skills                             | 26,846       |
| Microsoft Office                                  | 26,067       |
| Detail-Oriented                                   | 23,372       |
| Building Effective Relationships                  | 22,242       |
| Creativity  | 18,669       |
| Written Communication                             | 18,330       |
| Troubleshooting                                   | 16,631       |
| Computer Literacy                                 | 16,540       |

Source: Labor Insight Jobs (Burning Glass Technologies), 2017

Additionally, this assessment of 2017 job postings data reveals the credentials most frequently requested by City of Atlanta employers. The most requested credentials largely reflect the three industries targeted regionally: healthcare, information technology, and transportation and logistics. These include certifications such as Registered Nurse,



Driver’s License, and Advanced Cardiac Life Support (ACLS). 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 2017 Job Postings - City of Atlanta**

| Certifications                                     | Job Postings |
|--|--------------|
| Registered Nurse                                   | 12,744       |
| Driver's License                                   | 10,685       |
| Advanced Cardiac Life Support (ACLS) Certification | 5,498        |
| Basic Life Saving (BLS)                            | 4,291        |
| Certified Public Accountant (CPA)                  | 3,634        |
| Basic Cardiac Life Support Certification           | 3,277        |
| Project Management Certification                   | 3,237        |
| CDL Class A  | 3,139        |
| Security Clearance                                 | 2,204        |
| Project Management Professional (PMP)              | 1,899        |

Source: Labor Insight Jobs (Burning Glass Technologies), 2017

- 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 2017 was over 690,000. The city has a civilian labor force of 375,800 people, representing a labor force participation rate of 65.8 percent. This labor force participation rate exceeds the participation rates of 62.7 percent and 63.3 percent in Georgia and the U.S., respectively.

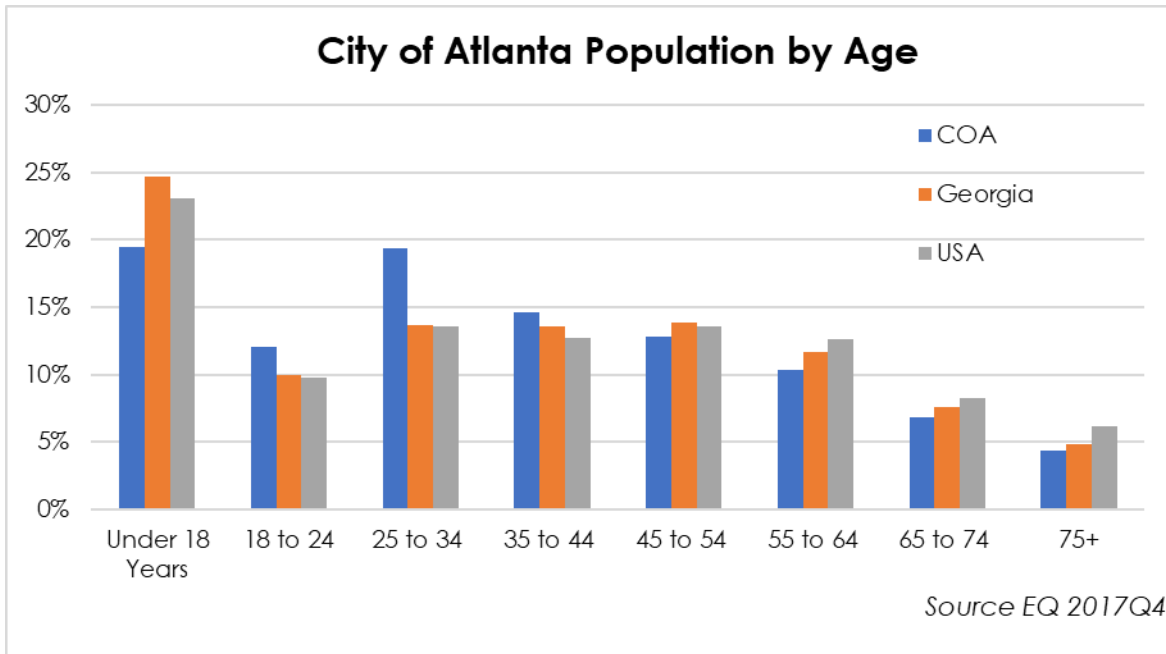
*\*For purposes of this analysis, the City of Atlanta contains one or more partial ZIP Code Tabulation Areas (ZCTA). Any such partial ZCTA within this region definition has been replaced by the full ZCTA for purposes of being described via the tables below and the above data.*

**Demographics Overview - City Of Atlanta**

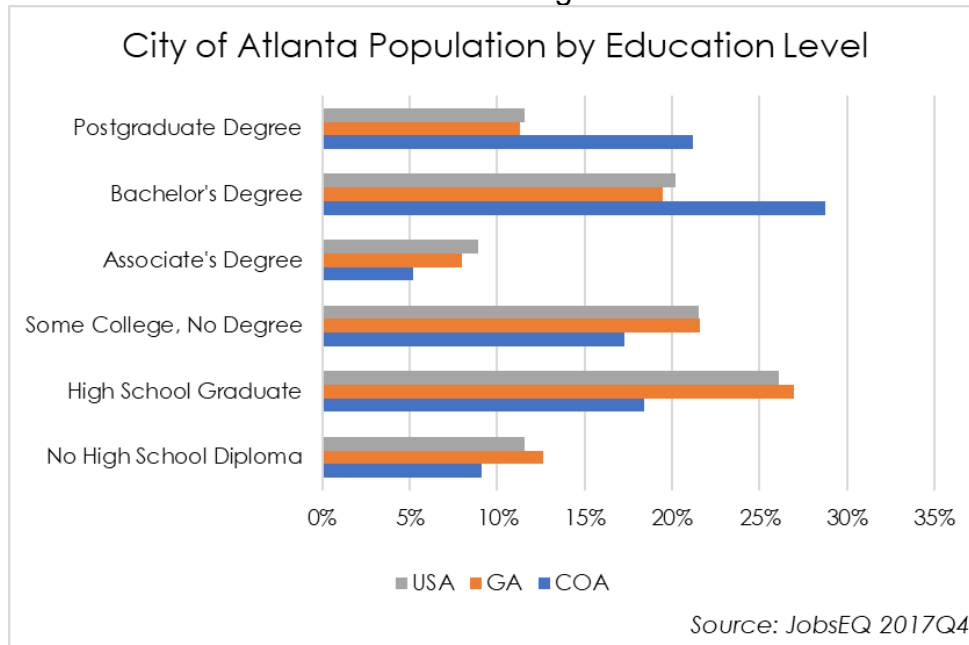
|                           | COA      | GA         | USA         |
|---------------------------|----------|------------|-------------|
| Population                | 693,916  | 10,099,320 | 318,558,162 |
| Median Age                | 34.8     | 36.2       | 37.7        |
| Labor Force               | 375,811  | 4,908,225  | 159,807,099 |
| Labor Force Participation | 65.80%   | 62.70%     | 63.30%      |
| Median Household Income   | \$58,256 | \$51,037   | \$55,322    |

Source: JobsEQ 2017Q4

Relative to Georgia and the U.S., the City of Atlanta’s population is more concentrated in the 25 to 34 age cohort, which accounts for 19 percent of the city’s population. The city is less concentrated in residents aged 18 and younger and those aged 45 and older.



The City of Atlanta’s population is highly educated. Fifty percent of city residents have a Bachelor’s or Postgraduate degree, compared to approximately 30 percent with this level of educational attainment in Georgia and the U.S. Conversely, the city is less concentrated in residents with an Associate’s degree or less.



According to the U.S. Census, 23 percent of Atlanta residents live below the poverty line.

**City of Atlanta – WIOA Plan 2020-2024**

This compares to 16 percent in Georgia and 18.6 percent in the U.S. Approximately four percent of the population are veterans and nine percent have disabilities.

**Targeted Populations Overview - City Of Atlanta**

|                               | #       | %     |
|-------------------------------|---------|-------|
| Population Below Poverty Line | 143,103 | 21.7% |
| Individuals with Disabilities | 45,732  | 9.7%  |
| Veterans                      | 19,208  | 4%    |

Source: JobsEQ 2017Q4

The Aspen Institute’s Opportunity Index tracks opportunity youth in communities across the country. The Opportunity Index defines opportunity youth as individuals aged 16 to 24 who are neither working nor in school. Opportunity 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 opportunity youth has decreased slightly since 2015, from 16,120 youth to 15,165.

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

**Opportunity Youth - Fulton County**

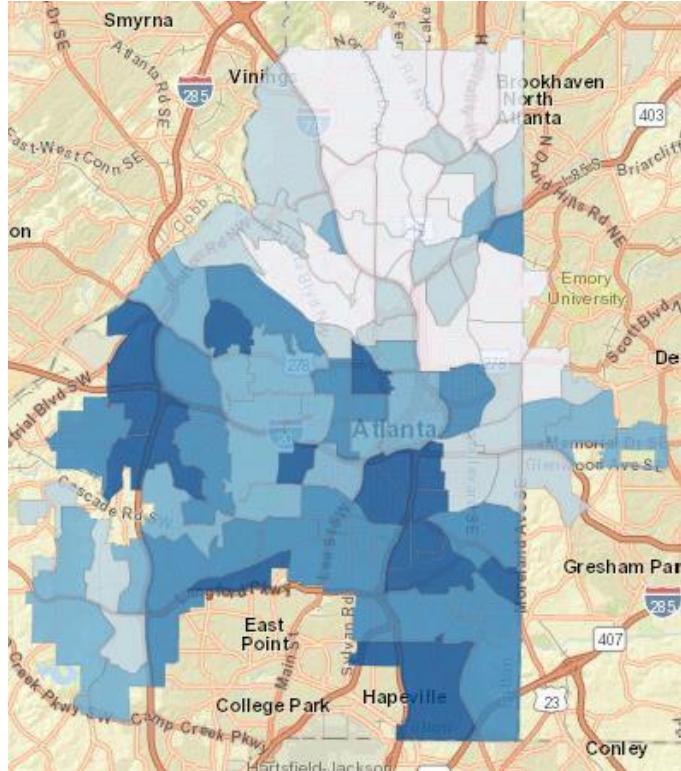
|                         | 2015    | 2017    |
|-------------------------|---------|---------|
| Population Ages 16-24   | 124,000 | 128,517 |
| Disconnected Youth *    | 16,120  | 15,165  |
| % of Youth Disconnected | 13.0%   | 11.8%   |

\* Aged 16 to 24 not in school and not working

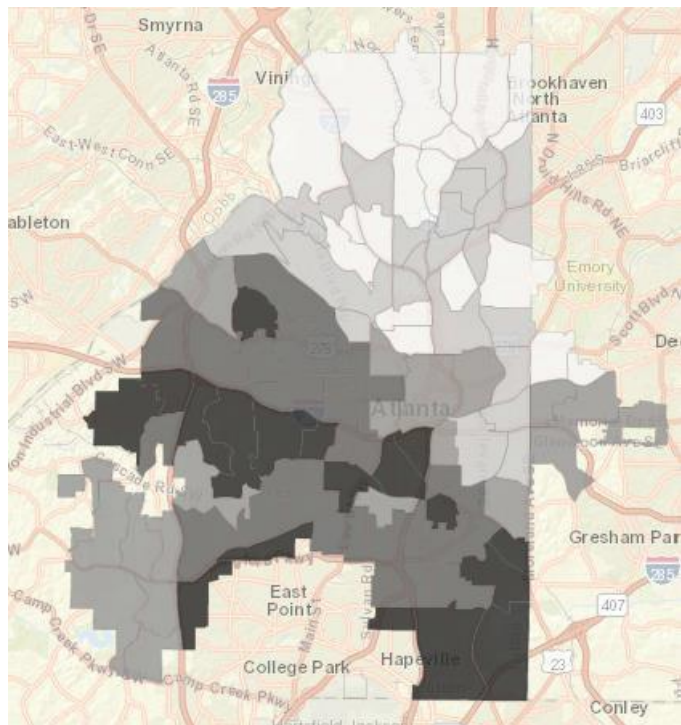
Source: Opportunity Index

By looking at demographic data within the City of Atlanta, it is apparent that economic opportunity varies greatly depending on the portion of the City in which a person resides, as evidenced in the maps on the following pages.

**#1 - Poverty Rate by Neighborhood, City of Atlanta, 2015:** In the map on the left, the percentage of families below the federal poverty line are displayed in the neighborhoods that comprise the City of Atlanta. The darker blue represents a greater concentration of families living in poverty, which are generally in the southern end of the city. Poverty rates range from less than one percent in the northern end of the city to over 64 percent in the southern end.

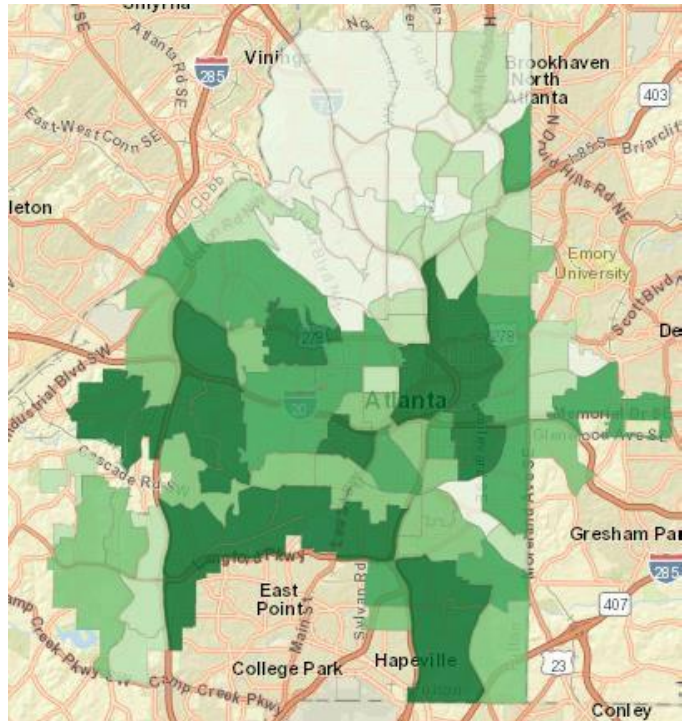


**# 2 - Families Receiving SNAP Payments by Neighborhood, City of Atlanta, 2015:** Similarly, the percentage of families receiving Food Stamps/SNAP varies by location, with a higher percentage of households in the city's southern end receiving SNAP payments than in the northern end. Overall, the percentage of families receiving SNAP payments ranges from under one percent to nearly 60 percent.



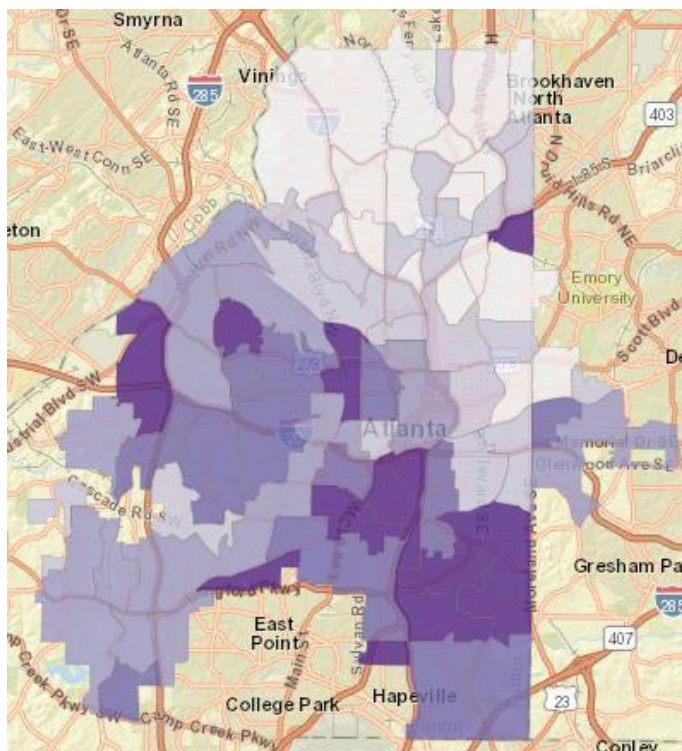
**#3 - Individuals with a Disability by Neighborhood, City of Atlanta, 2015:**

Similarly, individuals with disabilities are concentrated in the southern end of the city. The number of individuals with a disability range from just under 17 individuals in the northern end of the city to 972 individuals in neighborhoods at the southern end of the city.



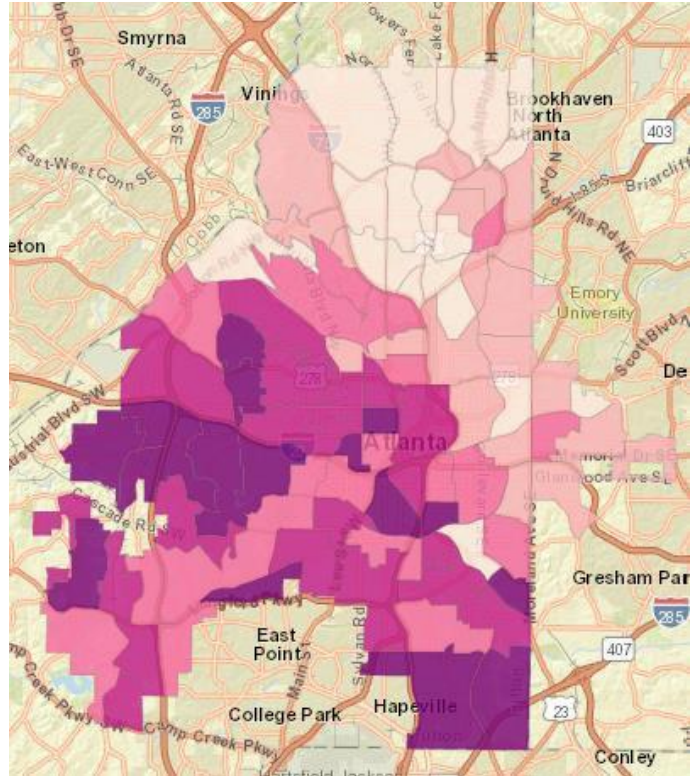
**#4 - Population (25+) without a High School Diploma by Neighborhood, City of Atlanta, 2015:**

The percentage of residents without high school diplomas is much higher in the southern end of the city than in the northern end. The rate of individuals without a high school diploma ranges from less than one percent (light purple) 33 percent (dark purple).



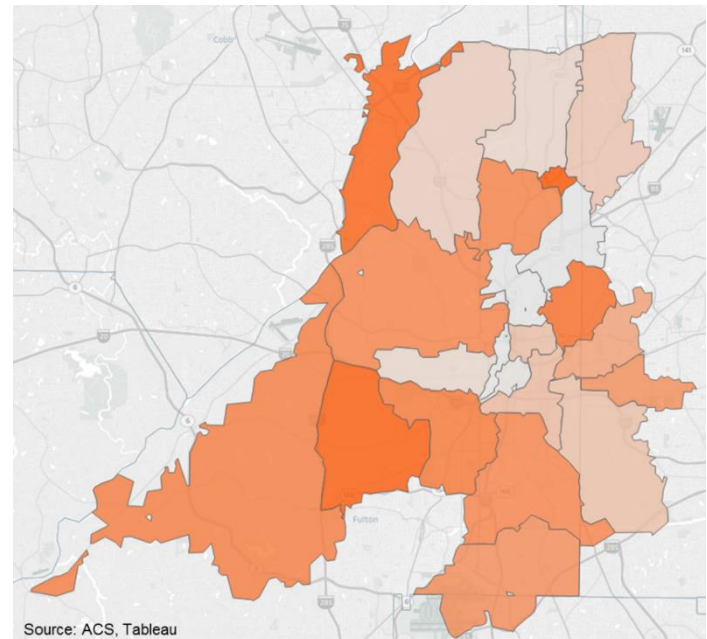
**#5 - Unemployment Rate by Neighborhood, City of Atlanta, 2015:**

The southern end of the city experiences higher unemployment than the northern areas. Unemployment rates range from less than 1 percent to over 37 percent. The dark pink sections represent areas with higher unemployment rates.



**#6 - Opportunity Youth by Zip Code, City of Atlanta, 2015:**

The map on the right shows the percentage of disconnected youth in the City of Atlanta, by zip code. In this case, “opportunity youth” are defined as persons aged 16 to 24 who are neither in school nor working. While overall, opportunity youth are also more concentrated in the southern end of the City, high rates of opportunity youth can be seen across the city, in both the north and the south. The percentage of opportunity youth ranges from under 1 percent (represented by light orange) to over 22 percent (represented by dark orange).



Source for Maps 1 -5: *Neighborhood Nexus* ([neighborhoodnexus.org](http://neighborhoodnexus.org)) analysis of American Community Survey (ACS) 5-year dataset (2011-2015) and 2010 U.S. Census data.

Source for Map 6: American Community Survey (2011-2015), Tableau

**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 25 institutions offering academic degrees and credentials. Combined, these institutions awarded 22,800 degrees and certificates in the city in the 2016 – 2017 academic year. Of these academic awards, over 45 percent were for bachelor's degrees, 28 percent were for master's degrees, and approximately 28 percent were for associate's degrees and certificates.

Of degrees awarded in the 2016-2017 academic year, Georgia State University conferred the highest number, followed by Georgia 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.

In the 2016 – 2017 academic year, 1,300 degrees and certificates were awarded for areas of study related to computer and information sciences. Several other top programs in the city are related to the PST Services industry, including business administration, engineering, and accounting. Additionally, the city has a significant number of completions related to the healthcare industry.

### **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. 53,700 higher educational degrees were awarded in the 2016-2017 academic year. Over 22,100 of these awards were for bachelor's degrees, 19,700 were for certificates and associate's degrees, and 11,800 were for postgraduate degrees.

Of the 53,700 academic awards in the 2016-/2017 academic year, over 10,000 were related to Business Management and Marketing. Health-related programs were the second most popular, with nearly 7,400 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 these 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, and associated goals, of the WorkSource Atlanta Board and WorkSource Atlanta is to achieve a brighter future for the city's residents through Five Pillars of Success:

- 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. 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 the precisely-defined needs of employers;
- *Work-Based Learning* opportunities that engage employers as 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 Atlanta;
- Increase the use of technology for labor exchange services;
- Integrate local and state staff in comprehensive WorkSource Atlanta 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 Metro Atlanta region;
- 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 local workforce development boards in the Metro Atlanta region to identify sector-based needs and training programs;
- Deploy business liaisons, who integrate sector strategy expertise into relationship building with the Agency's industries of focus;
- Create customized solutions for individual employers, drawing talent from the WorkSource Atlanta 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 various 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 Sector Strategy 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 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 take 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 Services Team (BST) 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;
- Providing and educating Atlanta residents and business on labor market trends;
- Collaborating with Invest Atlanta to execute the City of Atlanta’s economic development strategy.

The BST staff can offer the business community a suite of workforce training programs, including work experience, on-the-job training, incumbent worker training, customized training, and registered apprenticeships. Each business liaison specializes in one or more industries to ensure knowledgeable and expert customer service is provided to the business community and that qualified career seekers are matched to the appropriate opportunities.

The core function of the BST is recruitment of business partners and development of the Agency’s work-based training programs. These duties include:

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

The BST partners with the Skills Development Team. The Skills Development Team identifies qualified career seekers to match with work-based training programs developed by BST to ensure successful completion of those programs. Based on the customer’s skill level and employment goals, the BST 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 presented by job applicants. WIOA also provides expanded opportunities for incumbent worker training that can lead to higher skills and higher wages.

Agency and partner staff help employers develop and maintain a talent pipeline to fill entry-level positions along with assistance in advancing the skills of existing workers to advance on career and skills ladders. 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 screen candidates for job readiness and occupationally-specific skills using a series of assessments and/or Prove It exams prior to referral. The BST works with employers to facilitate the interview process and host the

employer at the Agency if desired. The BST also organizes specific job fairs, hiring events, and workshops as requested by employers, and then invites career 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 are 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 up to 75 percent wage/salary reimbursement to offset the cost of training at the employer's site for the time a career seeker needs to gain proficiency in the specified occupation;
- Work experience and transitional jobs programs where workers' wages can be paid 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 high demand 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, by 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 engages a wide range of employers to develop workforce strategies and identify education and training programs needed to meet current and emerging workforce trends. 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 directly connects and coordinates with key resources and business alliances, including:

- Midtown Alliance;
- Central Atlanta Progress;
- Buckhead Community Improvement District;
- Aerotropolis Atlanta Alliance;
- 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 Metro Atlanta eXchange for Workforce Solutions (MAX) 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 MAX 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 WorkSource Atlanta, 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.

WorkSource Atlanta joined the Center for Workforce Innovation, a jobs training program focused on outcomes-based education for high-demand careers. The Center is housed at Atlanta Technical College and is the result of a public-private partnership with the City of Atlanta, Atlanta Committee for Progress and Atlanta Technical College. Initial funding for the Center was provided by Delta Air Lines, Home Depot, SunTrust, Intercontinental Exchange, and Georgia Power, with additional support from McKinsey & Co. and other Atlanta-based institutions. The Center’s five partnering corporations will collectively invest an initial \$2 million to pilot three career tracks including aircraft technical skills, information technology, and skilled trades such as carpentry and electrical construction and maintenance. The \$2 million investment will support high-quality instructors, a tuition balance forgiveness program and wraparound services including transportation vouchers. The Center for Workforce Innovation will launch its pilot program with up to 200 inaugural students in the fall of 2019.

**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 every day to assist with filing unemployment compensation claims. Customers may also access in-person and online re-employment services as they complete the UI filing process through Employ Georgia, a resume development and job matching service. If the UI representative is not on-site, individuals may file electronically via [www.dol.georgia.gov](http://www.dol.georgia.gov). Customers will be referred to the GDOL Atlanta Career Center location for UI processing and other customer service issues.

In order to strengthen linkages to the UI system, the Board is 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 TCSG-OWD 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 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 Georgia 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, Atlanta Regional Commission, Cobb County, DeKalb County, and Fulton County, workforce areas continue to meet to develop both strategic and operational priorities, 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 Resource Sharing Agreements; 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.

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

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

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

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

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

As discussed in the response to **Service Delivery and Training 9** below, the specific supportive services policies for WorkSource Atlanta are described.

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

WorkSource Atlanta works with Invest Atlanta and the Metro Atlanta Chamber, of the City of Atlanta to coordinate economic development activities. As discussed in the response to **Strategic Elements, Governance and Structure 3.c.** above, as part of regional efforts, the local Boards are exploring ways they can better coordinate economic development activities.

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

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

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. 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 and region’s employers. | Per Scholas works with businesses to design industry- and job-specific courses based on employers’ IT needs.<br><br>They teach technology skills training and professional |

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|  |  | <p>development tailored to business' needs, to highly motivated students from overlooked talent pools.</p> <p>Additionally, they match talented graduates to employers, providing career support throughout the process.</p> |
|--|--|--|

|              |  |   |
|--------------|--|---|
|              |  | Partnership with WorkSource Metro Atlanta’s High Demand Industry Partnership Initiative.  |
| Construction | Create an ecosystem that connects Atlantans to career pathways in the skilled trades.  | <p>WSA will work Atlanta &amp; North Georgia Building and Construction Trades Council and their new Youth Build grant to ensure In School and Out of School Youth have pathways to construction and trade skills. Further they will offer pre-apprenticeship programming in the skilled trades</p> <p>Partnership with Construction Education Foundation of Georgia (CEFGA) to assist careers seekers entering the construction industry through Construction Ready training, a four-week construction boot camp training and certification program.</p> <p>Partnership with Georgia Building Trades Academy will offer pre-apprenticeship programming in the skilled trades.</p> |
| Hospitality  | Address current and emerging skills gaps in the hospitality industry by aligning training programs and workforce resources to bridge the industry’s skills gaps. | Partnership with Aerotropolis to host job fairs and develop a talent pipeline of hospitality trained career seekers for regional employers.   |

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|-------------------|--|--|
| Business Services | Create opportunities for job seekers to receive training and employment in two key occupations: administrative assistant and call center | Partnership with Chime Solutions to hire career seekers for call center positions. |
|-------------------|--|--|

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|---|---|--|
|   | customer service representative.  | Partnership with MARTA to identify qualified candidates for open administrative and call center positions.<br><br>Working with employers in the sector to get introductions to other key employers.  |
| Film/Entertainment                          | Prepare Atlantans for entry level positions with identified career ladders within the growing entertainment industry.                       | Partnership MOU with Tyler Perry Studios and contractors to fill construction & facility maintenance occupations at Fort McPherson site.<br><br>Partnership with Urban League of Greater Atlanta, the Mayor’s Office of Film and Entertainment, and the film industry for below-the-line employment opportunities, such as grips, lighting technicians, and production technicians.  |
| Health Care                                 | Prepare Atlantans for entry level positions with identified career ladders within the health sciences industry.                             | Partnership with WorkSource Metro Atlanta through the High Demand Industry Partnerships to support the Career in Healthcare Atlanta Mobility Project (CHAMP).  |
| Transportation, Distribution, and Logistics | Prepare Atlantans for entry level positions with identified career ladders within the transportation, distribution, and logistics industry. | Partnership with WorkSource Metro Atlanta’s High Demand Industry Partnership Initiative.<br><br>Partnership with UPS to employ career seekers as package handlers, supervisors, and mechanics.<br><br>Partnership with DHL to hire over 1,000 positions: package handlers, sorters, supervisors, and administrative employees. Partnership with MARTA to train and employ 200 bus operators, including CDL certifications. |

|  |  |  |
|--|--|--|
|  |  | Partnership with Georgia Department of Transportation to hire maintenance workers. With good performance and training, employees can advance their career pathway. |
|--|--|--|

**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):* Coding boot camp training providers have been identified for Atlanta’s TechHire program. A total of 450 participants will be served through the implementation of the grant period. As a part of the grant, the TechHire ATL Advisory Board is 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 continue serving as the sector leadership for implementation of the H1-B TechHire Partnership grant, identification of ongoing needs of the sector, and advancement of training programs in the sector.

*Construction:* WorkSource Atlanta is working with the Georgia Building Trades Academy to connect career seekers to pre-apprenticeships aligned with skilled trades apprenticeship programs. Working with the Academy 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:* Efforts to date have focused on partnering with the Aerotropolis Atlanta Alliance. The Alliance is a non-profit membership organization and coalition of leading business and community leaders committed to making the Hartsfield-Jackson Atlanta International Airport and environs a world-class destination for business, connectivity, and living. One of the industries of focus is Hospitality. Current efforts include developing pathways and programs that provide the critical skills and education needed to meet employer and career seeker demands.

*Business Services:* Meetings have been held with Chime Solutions and MARTA to identify required skills and competencies for increased employment retention. Additionally, the Board’s network of business contacts is leveraging introductions to leadership with high-demand sector employers (such as AT&T, IBM, and others) to identify their.

*Film/Entertainment:* A collaboration between the Mayor’s Office of Film and Entertainment, Tyler Perry Studios, the Urban League of Greater Atlanta, and WorkSource Atlanta provides employment opportunities for career seekers interested in the Film and Entertainment industry. Positions vary and include: production assistants, grips, lighting technicians, carpenters, and maintenance workers. 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.

*Healthcare:* The Agency is supporting WorkSource Metro Atlanta’s High Demand Industry Partnerships Initiative with the Career in Healthcare Atlanta Mobility Project (CHAMP). To understand sector needs and address training issues, WorkSource Metro Atlanta and the Georgia Hospital Association will serve as co-conveners of a Healthcare Employer Leadership Council that will engage the major healthcare systems in the Atlanta area. WorkSource Metro Atlanta will monitor progress and oversee quality assurance for the sector initiative.

*Transportation, Distribution, and Logistics (“TDL”):* WorkSource Atlanta is partnered with WorkSource Metro Atlanta’s High Demand Industry Partnership Initiative. This initiative is focused on convening industry leaders from the TDL sector to develop training pipelines and employment opportunities for residents of Metro Atlanta. Through this partnership, the Agency has assisted with UPS and DHL hiring events to employ career seekers as package handlers, supervisors, and administrative employees. Additionally, the Agency has developed talent pipelines for MARTA and Georgia Department of Transportation to earn a CDL credential and advance in their career pathways.

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

Six of the sectors were chosen based on analysis of regional labor market (see Attachment 5) using data from Burning Glass, JobsEQ, and the U.S. Bureau of Labor Statistics. The sixth sector, Film & Entertainment, was chosen because of its rapidly rising importance in the Metro Atlanta area and in the State of Georgia.

**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, Georgia Pacific, Mircrosoft  |
| Construction           | Southface, Building Trades Labor Unions (electricians, plumbers, HVAC), Association of General Contractors, Holder Construction, Georgia Building Trades Academy |
| Hospitality & Tourism  | Employer members of Aerotropolis Atlanta Alliance  |
| Business Services      | Chime Solutions, MARTA   |
| Film & Entertainment   | Tyler Perry Studios, Urban League of Greater Atlanta, Mayor’s Office of Film and   |

|   |   |
|---|---|
|   | Entertainment   |
| Healthcare                                  | Employer members of Georgia Hospitals Association     |
| Transportation, Distribution, and Logistics | UPS, DHL, MARTA, Georgia Department of Transportation |

**ii. Target occupations;**

| <b>Sector</b>                               | <b>Example Target Occupations</b>  |
|---|--|
| 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                                  |
| Transportation, Distribution, and Logistics | Tractor Trailer Truck Drivers, Mechanics, Package and Material Movers, Front-line supervisors of warehouse workers |

**iii. Training programs; and**

| <b>Sector</b>                               | <b>Training Programs</b>  |
|---|---|
| Information Technology                      | Software development, quality assurance testers, CompTIA A+ & Network+ certification, OJT with employers                |
| Construction                                | Apprenticeships program with IUPAT, UA 72, IBEW and IEC; CEFGA.   |
| Hospitality & Tourism                       | Through Aerotropolis Atlanta Alliance: Generation Hospitality Worker Program, Atlanta Tech Culinary Arts Program        |
| Business Services                           | Work experience programs with employers in the industry   |
| Film & Entertainment                        | Work experience programs with employers in film industry  |
| Health Sciences                             | WorkSource Metro Atlanta Careers in Healthcare Atlanta Mobility Project (CHAMP)   |
| Transportation, Distribution, and Logistics | Atlanta Tech CDL Program, Atlanta Tech Forklift Program, Atlanta Tech Automotive Technology Program, Katlaw CDL Program |

**iv. Target Populations.**

| <b>Sector</b>                               | <b>Target Populations</b>  |
|---|--|
| 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                                      |
| Transportation, Distribution, and Logistics | 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.**

| <b>Sector</b>          | <b>Goals for 2019</b>   |
|------------------------|---|
| Information Technology | Collaborate with various organizations (YouthBuild, Urban League of Greater Atlanta, Atlanta Public Schools others) to recruit trainees for TechHire ATL grant.<br><br>Convene IT Employer group to identify new occupations and build training programs in IT. |
| Construction           | Work with the Georgia Building Trades Academy to convene a sector partnership meeting to increase awareness of workforce system, align education and training efforts with employer needs, and connect individuals to career pathways in the skilled trades.    |
| Hospitality & Tourism  | Work with Aerotropolis Atlanta Alliance to convene sector partnerships in the restaurant industry and hotel industries.   |
| Business Services      | Create new training programs to create industry-recognized licenses and certifications.<br>Expand employer engagement in industry focus group to include employers such as IBM, Blue Cross Blue Shield, AT&T, Cox   |
| Film & Entertainment   | Partner with Georgia Film Academy to meet the needs of Tyler Perry Studios for trained  |

|  |   |
|--|---|
|  | production workers at Fort McPherson.   |
| Healthcare                                 | Support the Georgia Hospital Association and WorkSource Metro Atlanta led CHAMP sector strategy   |
| Transportation, Distribution and Logistics | WorkSource Atlanta will work with WorkSource Metro Atlanta and regional employers in the transportation, distribution and logistics industries to support 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 the Memorandum of Understanding (“MOU”) structure that creates performance expectations for each training partner. The Agency, 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 One-Stop 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 receives feedback from employers through several means:

- Business Services Team members obtain feedback through one-on-one discussions with employers who are users of the system, including follow-up on job placements;
- Sector-based employer groups provide specific insights into the responsiveness of the system in meeting needs of the sector and in filling skills 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 desktop computers, LED lighting, free Wi-Fi and satellite, an additional meeting room, and exterior 40-inch LED monitors.

The Agency utilizes the Career Coach in its outreach plans by deploying it 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, and classes in computer skills and interviewing.

The Agency collaborates with core partners to provide access via 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 (GVRA), 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 One-Stop Center staff, and ongoing training of partner staff provided by GVRA 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 through WorkSource Atlanta and any other WorkSource GA locations by assisting customers with applying for programs and services;
- Providing assistive technology 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. Services access points and the Career Coach 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 GVRA.

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

The Board’s “umbrella” Memorandum of Understanding with all required One-Stop Partners serves to define the service contributions of each partner agency. A companion Infrastructure Funding Agreement defines the financial contributions of the partners in support of the comprehensive One-Stop Center. WIOA has provided an opportunity for local Boards to perform a thorough review of required and preferred services and to ensure that partner resource sharing and delivery of services meet the statutory regulations and the vital needs of both employers and career seekers. The Board will work closely with TCSG to explore new levels of partner integration at service sites. The present list of partners and their service contributions are shown under “Coordination with Core Partners.”

Through a competitive procurement process, In the Door, LLC was selected as the One-Stop Operator for the local area. In carrying out the day-to-day operational duties of the comprehensive One-Stop Center, In the Door, LLC performs the following duties to integrate partners’ resource commitments for high quality customer service:

- Coordinate partner resources (WIOA and non-WIOA) and establish joint processes and procedures for providing comprehensive, integrated workforce development and supportive services;
- Facilitate each partner’s ability to provide consistent service delivery through the One-Stop Career Center;
- Ensure all job seekers, including priority of service participants, have access to

basic WIOA services via partner agencies and affiliate sites of the One-Stop system;

- Conduct quarterly meetings with all One-Stop partner agency managers to discuss operational issues, including service flow, customer referrals, and service integration;
  - Submit monthly statistical reports, including performance toward achievement of annual performance standards, to the Agency;
  - Host quarterly partner meetings to design operational adjustments as needed;
  - Assist in administering and facilitating Georgia Work Ready Assessments;
  - Manage commitments made by partners in the MOU and Infrastructure Funding Agreement;
  - 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 Agency.
- 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.**

In the Door, LLC currently serves as the One-Stop Operator for the City of Atlanta. WIOA law and the USDOL regulations required a competitive procurement process, which was completed in 2016. The One-Stop Operator serves in the capacity of a “mall manager,” assuring smooth day-to-day operations of the comprehensive One-Stop and affiliate sites..

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

The Agency complies with the procurement/sub-recipient processes set forth in the Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments (2 CFR 200). As well, the Agency complies with the procurement/sub-recipient guidelines set forth in TCSG-OWD’s Policies and Procedures Manual and with applicable Workforce Implementation Guidance (“WIG”) letters. Given that the City of Atlanta serves as the fiscal agent and employer of Agency staff, who also serve as staff to the Board, WIOA funds are subject to and follow the City of Atlanta’ procurement code and standard operating procedures. 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.**

Please see Attachment 4, WorkSource Atlanta EO Notice.



## 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 Development Board (“LWDB”) for the State of Georgia’s Local Workforce Investment Area 3 (City of Atlanta) is the WorkSource Atlanta 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 of 2014 (“WIOA”). In appointing Board members, and in compliance with WIOA law, nominations are sought from business organizations, labor organizations, and adult education providers 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 22 individuals representing business, adult and secondary education, economic development, 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 staggered 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 TEGF 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 business member majority who 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. The Board also consists of members who are representatives of a joint-labor management registered apprenticeship program, and members of labor organizations. A diverse and integrated board ensures the Agency and the local workforce development system will be governed effectively and strengthened by partner relationships represented on the Board.

The Board holds quarterly meetings on the second Thursday of the last month of each quarter. 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 Board meetings, and summaries of presentations made by Agency staff to the Board. New members receive a schedule for quarterly Board meetings for the year.

**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.

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 Alliance 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 Executive Director plays a vital role in keeping Board members informed of the Agency’s implementation of 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, or DropBox, and at committee meetings as appropriate. The Executive Director is available for Board member questions between meetings and to facilitate 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 two 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 two 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.

Finance and Accountability Committee

The committee oversee budget development and reviews the local workforce development system to ensure that policies, plans and procedures are in place to maintain WorkSource Atlanta's fiscal integrity.

- 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.

**In September 2018, the TCSG-OWD provided plan update guidance to the LWDAs. This guidance required the local areas to update the plans, conducts a 30-day public comment period.**

## 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 Georgia 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.

The Agency is well-positioned to achieve greater integration of core partners as a result of the Agency’s reorganization in Program Year 18 to combine intake/eligibility with skills development tasks into one role in order to provide seamless results by responding to customer needs quickly and effectively. The vision for integration is 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.

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 One-Stop services, 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 2016 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 percent 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 Georgia system is supported by an integrated service system. By reorganizing into integrated case manager, the Agency and its partners are able to serve a high volume of customers more efficiently through dedicated staff. Because of the integrated team organization, customers are served by program type instead of 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 Georgia) 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 staff 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 Georgia 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 Georgia 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 Georgia partner programs.

### *Individualized Career Services*

The Agency provides individualized career services in the event that staff determine 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:

- 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 Follow Up and Quality Assurance 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.**

Rapid Response services are coordinated by the Georgia Department of Labor (GDOL).

WorkSource Atlanta's One-Stop system and/or business services team along with partners provide support as needed and requested by GDOL. When a dislocation impacts multiple areas, the local boards coordinate services in conjunction with GDOL to provide assistance to the business and its impacted workers.

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

The Board and the Agency are well positioned for 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 Agency strives to serve in-school youth and out-of-school youth by working to provide the 14 required WIOA youth program elements. The Board makes available the 14 WIOA Youth Elements as follows:

- ***Tutoring, Study Skills, Instruction, Dropout Prevention/Recovery***

Atlanta Public Schools is the primary providers of tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention. These program elements are available for In-School Youth at the appropriate school.

- ***Alternative Secondary School Services or Dropout Recovery***

Alternative Schools provide a valuable opportunity for youth who have had difficulty or setbacks with traditional educational setting, a structured opportunity to complete their secondary education. The Agency works with Alonzo A. Crim Open Campus High School, a non-traditional program designed to fit the needs of non-traditional students, and other Atlanta based alternative schools that serve youth that have dropped out of high school. WIOA Youth enrolled in these schools, work with provider staff to access services that aid youth in attaining their career goals.

- ***Paid and Unpaid Work Experiences that Include Academic and Occupational Education***

Through vocational education opportunities available with Atlanta Business community worksites, youth are able to participate in paid and unpaid work experience, including internships and job shadowing. The Agency's Youth program focuses on serving Out-of-School Youth by offering internships, "train-for-hire," and employment opportunities. And, as the budget allows, it may provide summer employment opportunities for In-School Youth that link both academic and occupational learning components.

- ***Occupational Skills Training***

Occupational skills training is available through local public technical schools and colleges, as well as private institutions that offer training in a variety of in-demand industries. Customers may select programs of interest from Georgia's Eligible Providers, easily accessible via the internet.

- ***Leadership Development***

Youth will practice their oratory, presentation and leadership skills through workshops. These workshops focus on developing and maturing these skills, so that youth are better prepared to meet the demands and challenges of today's workforce.

- ***Supportive Services***

All youth programs provide linkages to supportive services, such as community services, transportation assistance, childcare; medical services; job attire; and work tools, including eyeglasses, and protective eye gear.

- ***Adult Mentoring***

Youth are mentored by their SDAs. Additionally, the SDAs are able to refer youth mentees to established mentoring agencies as needed to provide training and support.

- ***Follow Up Services***

The Agency requires follow-up services for at least 12 months to all WIOA participants who have completed program requirements.

- ***Guidance and Counseling***

Coaching, helping, and problem-solving are also provided with the Society of Human Resources Management Atlanta (SHRM-Atlanta) and other community partners.

- ***Transition to Postsecondary Education and Training***

The Agency staff members help prepare youth for higher education programs and/or occupational skills training. Services include job readiness workshops, career exploration activities, and career counseling.

- ***Workforce Preparation Activities for a Specific Occupation or Cluster***

The Agency develops or procures workshops and other services that prepare youth for careers in the region's in-demand and/or emerging occupations.

- ***Financial Literacy Education***

Youth services include instruction and education on how to manage a checking account and how to be wise with money, including maintaining a positive credit rating and avoiding the pitfalls of debt.

- ***Entrepreneurial Skills Training***

The entrepreneurial skills component includes information about the risks and rewards of self-employment or business ownership. The Agency works with business leaders, decision makers, and entrepreneurship organizations, such as Startup Atlanta and Atlanta Tech Village, to assist it in delivering these services.

- ***Labor Market and Employment Information, Including Career Exploration***

The Agency provides data about in-demand and emerging occupations in the region, along with related education and training requirements. This important component enables each youth to learn about occupations and industries of interested.

The Board and Agency will build on existing local partnerships with youth-serving organizations 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.

- 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

|                            | <b>Work Experience</b>   | <b>On-the-Job Training</b>  | <b>Apprenticeship</b>   |
|----------------------------|--|---|---|
| <b>Length of Time</b>      | Up to 16 Weeks   | The time a career seeker needs to gain proficiency in the specified occupation  | 1+ Years  |
| <b>Wages</b>               | Full wages paid to participant   | up to 75 percent of the participant's wage rate for the extraordinary costs of providing the training and supervision related to the training | Varies. Customer may receive an ITA and/or Wages                                      |
| <b>Type of Employer</b>    | Needs Interns  | Willing to train and hire new employees<br><br>Need workers with specific technical skills  | Need a pipeline of skilled workers<br><br>Need workers with specific technical skills |
| <b>Benefit to Employer</b> | 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                   |

|                                  |  |  |  |
|----------------------------------|--|--|--|
| <b>Type of Customer to Refer</b> | Little work history                                | Interest in industry                                   | Interest in industry   |
|                                  | Desires exposure to a new industry                 | Little to no experience/training in the OJT occupation | Little to no experience/training in the occupation               |
| <b>Benefit to Customer</b>       | Youth  | Strong soft skills but need technical training         | Strong soft skills but need technical training                   |
|                                  | Exposure to new industry with no experience needed | “Earn and learn” model                                 | “Earn and learn” model combining OJT with classroom instruction. |
| <b>Employment after Training</b> | Possible, Not Guaranteed                           | Guaranteed   | Guaranteed   |
| <b>Program</b>                   | Various  | TBD  | Georgia Building Trades Academy                                  |

The Agency will also work with employers in each sector to build customized training programs as appropriate to meet the 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 ATL grant 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 offers ITAs for programs of study lasting no more than two years. 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 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 has a high probability of completing the training program. The IEP must identify the participant's goals, outcome objectives and the required services needed 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 ITA eligible participant, whether Adult, Dislocated Worker or Youth, the assessment must show 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 made 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.

### Request for Approval

Skills Development Advisors will submit an ITA Voucher 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) Last 4 digits of the 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:

- Up to \$7,000 in training costs, excluding support, may be expended for each participant for training programs up to one year in length of training. One year is defined as up to 52 calendar weeks from the initial start date of training. The limit of \$7,000 will apply in circumstances where training is designed to be completed in 52 weeks or less, even if the customer is unable to complete training under the usual program training schedule.
- Up to \$10,000 in training costs, excluding support, may be expended for each participant for training programs up to two years in duration of training. No more than \$7,000 will be provided towards training costs during any one 52 calendar week period as noted above.



### 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 an 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:

- Connecting high-value training and education programs to occupational skill priorities created by sector-based employer groups described earlier;
- Building career pathways with stack-able credentials that bridge secondary credentials to post-secondary credentials, and industry certifications to degree

- programs; and
- 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 Atlanta partner staff maintains a list of high-demand occupations in major industry sectors (see Attachment 5) and job seekers who need skills training for high-quality jobs are advised to seek training in these occupations in accord with interests and prior education identified in the job seeker’s Individual Employment Plan.

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 percent, 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 MAX 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:

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- 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 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 service 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 WorkSource Atlanta located at:

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

Partners and major services at the site include:

| Center Partner              | Major Services Provided   |
|-----------------------------|---|
| WorkSource Atlanta          | <ul style="list-style-type: none"> <li>• Access to career and training services under WIOA</li> <li>• Eligibility determination &amp; enrollment in WIOA Title I programs for adults, dislocated workers, and youth</li> </ul>  |
| Atlanta Public Schools      | <ul style="list-style-type: none"> <li>• Adult education programs</li> <li>• Literacy and English Language Learner (ELL) programs</li> <li>• Adult literacy program</li> <li>• Referrals to additional services</li> </ul>  |
| Atlanta Job Corps           | <ul style="list-style-type: none"> <li>• Access &amp; eligibility determination for WIOA 1-C Job Corps program</li> </ul>   |
| Georgia Department of Labor | <ul style="list-style-type: none"> <li>• WIOA Title III Wagner-Peyser Employment Services (job matching/labor exchange system of State of Georgia)</li> <li>• Trade Adjustment Assistance (TAA) re-employment services for TAA-eligible customers</li> <li>• Unemployment insurance</li> <li>• Employer services include information and assistance with available tax credits for hiring, customized recruitment, access to Federal Bonding Program, information on state employment laws, and dissemination of required information to</li> </ul> |

|  |   |
|--|---|
|  | <p>employees</p> <ul style="list-style-type: none"> <li>• Veteran services include assistance with finding work; transitioning into the workforce; building career skills; credentialing military experience and training; and accessing state and federal veterans’ services.</li> </ul>   |
| YouthBuild   | <ul style="list-style-type: none"> <li>• 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 assists participants in obtaining there GED, gaining a Pre-Apprenticeship Certificate from the Home Builders Institute and assistance in gaining employment.</li> </ul> |
| Georgia Vocational Rehabilitation Agency                         | <ul style="list-style-type: none"> <li>• WIOA Title IV Rehabilitation Services for individuals with disabilities</li> </ul>   |
| AARP-SCSEP   | <ul style="list-style-type: none"> <li>• Access to Senior Community Services Employment Program for older workers</li> </ul>  |
| Atlanta Technical College & Atlanta Public Schools               | <ul style="list-style-type: none"> <li>• Access to Career &amp; Technical Education (CTE) programs at post-secondary level under Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301)</li> </ul>   |
| U.S. Department of Labor Veterans Employment & Training Services | <ul style="list-style-type: none"> <li>• Access to veteran’s employment &amp; training services for eligible veterans</li> </ul>  |
| City of Atlanta Office of Human Services & Partners for Home     | <ul style="list-style-type: none"> <li>• Access to employment &amp; training services available under the Department of Housing &amp; Urban Development’s Community Development Block Grant Program</li> </ul>  |

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

The WorkSource Atlanta also will 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 via 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 Georgia DOL Atlanta Career Center, every day at WorkSource Atlanta, and online.

State staff based at the GDOL Atlanta Career Center work closely with staff based at the WorkSource Atlanta to integrate fully the delivery of workforce development services. WIOA services are referenced in the GDOL re-employment sessions and GDOL services are explained in the WIOA informational sessions.

The State 2016 WIOA Unified Plan states, “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, is working collaboratively to increase both the physical and virtual integration of services in compliance with WIOA and in accord with the State WIOA Unified Plan.

**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 WorkSource Atlanta.

Moving forward, it is planned that the local area’s adult education provider, Atlanta Public Schools (“APS”), will provide the Board with an outline of programming that includes: geographic focus areas served; 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 APS and the WorkSource Atlanta 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, APS 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. WorkSource Atlanta, along with the Career Coach mobile unit, are 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 One-Stop Career Center staff. GVRA staff members are on-site at our One-Stop Center location to provide assistance to individuals with disabilities.

GVRA personnel are co-located at WorkSource Atlanta's One-Stop Career Center. The Board will also develop cross-training plans to ensure that WorkSource Atlanta 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** – 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.

Please refer to Attachment 2, “Local Negotiated Performance Measures.”

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.

Please refer to Attachment 2, “Local Negotiated Performance Measures.”

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 [worksoruceatlanta.org](http://worksoruceatlanta.org). 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 TCSG-OWD 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.**

Please refer to Attachment 4, “Complaint Form.”

**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).**

WorkSource requires a re-determination of ITA program eligibility through a “subsequent eligibility” process every twelve months. For a program to remain eligible to receive ITA funds for new enrollments each year, the State is required to compare program level performance outcomes against established minimum standards. It is mandatory for all training providers to provide performance information/documentation on each individual program listed on the ETPL to WFD. This is required in order for the training provider to remain on the ETPL for the following year.

Subsequent Eligibility Standards include:

- Past performance information on ALL students, including WIOA students:
  1. Most recent 12-month period for which data is available;
  2. Must pass two of three performance measures;
  3. Number and percentage of all individuals completing the applicable program;
  4. Number and percentage of completers who obtained unsubsidized employment (75.6 percent minimum);
  5. Average weekly earnings at time of placement (\$480 minimum).
- Past performance information for WIOA students, only:
  1. Most recent 12-month period for which data is available;
  2. Must pass three of four performance measures;
  3. Percentage who completed the applicable program and were placed in unsubsidized employment (75.6 percent minimum);
  4. Retention rates in unsubsidized employment of participants who completed the applicable program six months after the first date of employment (84.4 percent minimum);
  5. Average weekly earnings of completers six months after the first day of employment (\$480 minimum);
  6. Rates of licensure or certification, degree attainment (academic or equivalent), or attainment of other measures of skills of the graduates of the applicable program (70 percent minimum).

**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 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 Deputy Executive Director 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 the 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 is provided in Section 6 of the Service Delivery & Training part of this document. High priority occupations are shown in Section 8 of the Service Delivery & Training part of this document. 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.**

The Technical College System of Georgia, Office of Workforce Development is responsible for administering and maintaining the State's mechanism to contact all Registered Apprenticeship programs of their automatic eligibility on the State ETPL, in concert with the USDOL Office of Apprenticeship (OA).

**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 the state's data exchange system, Georgia Work Ready Online Participant Portal (GWROPP). By registering and enrolling participants in the GWROPP data management system, the Agency can track real-time measures, activities, services, outcomes, and follow-up activity. The system also enables timely reporting of performance so that necessary program adjustments can be made.

## 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 implementing the WorkSource Georgia brand to increase public awareness, access, and which will be known locally as WorkSource Atlanta.

The Board has updated 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 continue to educate and train One-Stop Center staff and partner organizations on the proper usage of the brand, including telephone and email protocols.

### 2. **Strategic Populations**– Describe how the area will coordinate with the OWD Strategic Populations team, including Veteran’s Services, Youth Services, and Disability Employment Initiative Leads.

WorkSource Atlanta plans to work with OWD Strategic Populations team to serve veterans, youth, and individuals with disabilities through expanding, strengthening, and leveraging partnership and funding.

### 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. WorkSource Atlanta staff and One-Stop 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><b>Atlanta Municipal Courts, Office of the Public Defender</b><br/>                     AWDA receives ex-offender referrals from the Municipal Court to link them to training and employment.</p>   |
| Veterans                 | <p>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.</p> |
| Older Individuals        | <p><b>AARP</b><br/>                     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.</p>  |
| People with Disabilities | <p><b>Georgia Vocational Rehabilitation Agency</b><br/>                     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.</p>   |
| Long-term unemployed     | <p><b>Atlanta Housing Authority</b><br/>                     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.</p>   |

**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 TCSG-OWD Policies and Procedures Section 3.2.5, Part II and WIOA Section 134(c)(3)(E). The Board has directed the Agency and its partners in the 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               |
|-------------------------|---|---|------------------------------|
| Diane Allen             | Manager, Atlanta Career Center  | Georgia Department of Labor                       | One-Stop Partner             |
| Rock Anderson           | Business Consultant   |   | Business                     |
| Terri Block             | Vice President, Community Relations Manager, Local Markets Organization | Bank of America                                   | Business                     |
| Dave Cole               | Vice President and Managing Director, Strategic Accounts                | IBM   | Business                     |
| Ann Wilson Cramer       | Senior Consultant   | Coxe Curry & Associates                           | Business                     |
| Rene Diaz               | President/CEO   | Diaz Wholesale Foods                              | Business                     |
| Justin Haight           | Executive Director  | Georgia Buildings Trades Academy                  | Labor                        |
| Patricia Horton         | Workforce Initiatives Coordinator                                       | Georgia Hospital Association                      | Business                     |
| Lolita Browning Jackson | Director, Government Affairs  | Comcast   | Business                     |
| Nancy Flake Johnson     | President/CEO   | Urban League of Greater Atlanta                   | Community-Based Organization |
| Mike Kenig              | Vice President  | Holder Construction                               | Business                     |
| Dr. Cinda Herndon King  | Executive Director  | CareerRise Atlanta, United Way of Greater Atlanta | Community-Based Organization |
| Dr. Eloisa Klementich   | President/CEO   | Invest Atlanta                                    | Economic Development         |
| Amy Lancaster           | Director, workforce Development   | Metro Atlanta Chamber                             | Business                     |
| Kenny Mullins           | Business Manager  | IBEW, Local 631                                   | Labor                        |
| Louis Partain           | Director  | IUPAT, District Council 77                        | Labor                        |

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|                    |   |   |                                 |
|--------------------|---|---|---------------------------------|
| Dr. Albenny Price  | Program Administrator,<br>Adult Education | Atlanta Public Schools                      | One-Stop Partner                |
| Cory Ruth          | Partner                                   | Mergence Global                             | Business                        |
| Dr. Victoria Seals | President                                 | Atlanta Technical College                   | One-Stop Partner                |
| Aimee Williams     | Service Area Manager                      | Georgia Vocational<br>Rehabilitation Agency | One-Stop Partner                |
| Janelle Williams   | Senior Associate,<br>Atlanta Civic Site   | Annie E. Casey Foundation                   | Community Based<br>Organization |
| Rashida Winfrey    | Director                                  | Mosaic Advisors                             | Business                        |

**Attachment 2: Local Negotiated Performance**

| <b>WIOA Performance Measure</b>               | <b>PY18 Goal</b> | <b>PY19 Goal</b> |
|---|------------------|------------------|
| Adult Q2 Entered Employment                   | 70%              | 71%              |
| Adult Q4 Entered Employment                   | 74%              | 72%              |
| Adult Median Earnings                         | \$4,400          | \$4,500          |
| Adult Credential Rate                         | 60%              | 60%              |
| Adult In-Program Skills Gain                  | N/A              | N/A              |
| DW Q2 Entered Employment                      | 68%              | 70%              |
| DW Q4 Entered Employment                      | 70%              | 72%              |
| DW Median Earnings                            | \$5,600          | \$5,800          |
| DW Credential Rate                            | 65%              | 63%              |
| DW In-Program Skills Gain                     | N/A              | N/A              |
| Youth Q2 Placement in Employment or Education | 67%              | 68%              |
| Youth Q4 Placement in Employment or Education | 68%              | 69%              |
| Youth Median Earnings                         | N/A              | N/A              |
| Youth Credential Rate                         | 60%              | 60.5%            |
| Youth In-Program Skills Gain                  | N/A              | N/A              |
| Employer Measure                              | N/A              | N/A              |

**Attachment 3: EO Policy, Notice, and Grievance Form**

**EQUAL OPPORTUNITY NOTIFICATION AND COMPLAINT PROCEDURE**

**EQUAL OPPORTUNITY IS THE LAW**

It is against the law for WorkSource Atlanta (“WSA”), a recipient of Federal financial assistance, to discriminate on the following bases: Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

WorkSource Atlanta must not discriminate in any of the following areas: deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

WSA takes all reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

**What To Do If You Believe You Have Experienced Discrimination**

If you think that you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

WorkSource Atlanta  
818 Pollard Boulevard, SW  
Atlanta, GA 30315  
Attn: Antrel Tyson, Esq  
Phone: (404) 546-3041  
Email: [atsyon@AtlantaGa.Gov](mailto:atsyon@AtlantaGa.Gov)

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Technical College System of Georgia  
Office of Workforce Development  
1800 Century Place, NE  
Atlanta, GA 30345-4304  
Attn: Linda Osborne-Smith, Interim State Equal Opportunity Officer  
Phone: (404) 679-1371  
Email: [wioacompliance@tcsg.org](mailto:wioacompliance@tcsg.org)

Director, Civil Rights Center  
U. S. Department of Labor  
200 Constitution Avenue, NW  
Room N-4123  
Washington, DC 20210  
Attn: Office of External Enforcement  
OR  
Electronically as directed on the CRC website at: [www.dol.gov/crc](http://www.dol.gov/crc)  
Phone: (202) 693-6500  
Fax: (202) 693-6505 (limit 15 pages)  
Email: [CRCEXternalComplaints@dol.gov](mailto:CRCEXternalComplaints@dol.gov)

### Who Can File A Complaint

- A person, or any specific class of individuals, has been or is being discriminated against on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or this part.
  
- Either the person, or any specific class of individuals, that has been discharged, intimidated, retaliated against, threatened, coerced or discriminated against because the individual has filed a complaint alleging a violation of the nondiscrimination and equal opportunity provisions of WIOA or furnished information to, or assisted or participated in any manner in, an investigation, review, hearing, or any other activity related to any of the following:

### What Must Be Included In Your Complaint

Each complaint must be filed in writing, either electronically or in hard copy, and must contain the following information:

- The complainant's name, mailing address, and, if available, email address (or another means of contacting the complainant).
- The identity of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination).
- A detailed description of the complainant's allegations.
- The written or electronic signature of the complainant or the written or electronic signature of the complainant's representative.

### Your Right to Representation

Both the complainant and the respondent have the right to be represented by an attorney or other individual of their choice.

### Timeline for Processing Your Complaint

- All discrimination-based complaints must be filed within one hundred and eighty (180) days of the alleged discrimination.
- A response from WSA shall be issued within ninety (90) days of the complaint's filing.
- The resolution shall be the written Notice of Final Action.
- Options for Complaint resolution shall include alternative dispute resolution (ADR).
- If the complainant is dissatisfied with the resolution of his/her complaint by WSA or the Technical College System of Georgia, Office of Workforce Development ("OWD"), the complainant may file a new complaint with CRC within thirty (30) days of the date on which the complainant receives the Notice of Final Action.
- If WSA or OWD fails to issue the Notice of Final Action within ninety (90) days of the date on which the complaint was filed, a new complaint may be filed with CRC within thirty (30) days of the expiration of the ninety (90) day period (in other words, within one hundred and twenty (120) days of the date on which the original Complaint was filed).

### Required Elements of WSA's Response to Your Complaint

WorkSource Atlanta will issue a written Notice of Final Action on complaints within 90 days of the date on which the complaint is filed that must include the following elements:

- Initial, written notice to the complainant that contains the following information:
  - An acknowledgment that WSA has received the complaint; and
  - Notice that the complainant has the right to be represented in the complaint process;
  - Notice of rights contained in the EO Notice; and
  - Notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.

- A written statement of the issue(s), provided to the complainant, that includes the following information:
  - A list of the issues raised in the complaint; and
  - For each such issue, a statement whether WSA will accept the issue for investigation or reject the issue, and the reasons for each rejection.
- A period for fact-finding or investigation of the circumstances underlying the complaint.
- A period during which WSA attempts to resolve the complaint. The methods available to resolve the complaint must include alternative dispute resolution (ADR).
  - The complainant may attempt ADR at any time after the complainant has filed a written complaint with the recipient, but before a Notice of Final Action has been issued.
  - The choice whether to use ADR or the customary process rests with the complainant.
  - A party to any agreement reached under ADR may notify OWD or CRC in the event the agreement is breached. In such circumstances, the following rules will apply:
    - The non-breaching party may notify OWD or CRC within 30 days of the date on which the non-breaching party learns of the alleged breach; and
    - OWD or CRC must evaluate the circumstances to determine whether the agreement has been breached. If OWD or CRC determines that the agreement has been breached, the complaint will be reinstated and processed in accordance with WSA's procedures.
    - If the parties do not reach an agreement under ADR, the complainant may file a complaint with OWD or CRC as described in §§38.69 through 38.71.
- A written Notice of Final Action, provided to the complainant within 90 days of the date on which the complaint was filed, that contains, for each issue raised in the complaint, a statement of either:
  - The recipient's decision on the issue and an explanation of the reasons underlying the decision; or
  - A description of the way the parties resolved the issue; and,
  - Notice that the complainant has a right to file a complaint with CRC within 30 days of the date on which the Notice of Final Action is received if the complainant is dissatisfied with the recipient's final action on the complaint.

## COMPLAINTS OF FRAUD

In cases of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644 or [inspector.general@oig.ga.gov](mailto:inspector.general@oig.ga.gov).



**COMPLAINTS AGAINST PUBLIC SCHOOLS**

If the complaint is not resolved informally and it involves public schools of the State of Georgia, the grievance procedure will comply with WIOA and OCGA 20-2-1160.

I certify that I have received a copy of WorkSource Atlanta’s Equal Opportunity Notice and Complaint Procedure. I have read and understand the above information and acknowledge so with my signature.

---

Customer’s Signature

Date

---

Print Name

**Attachment 4: General Complaint Form (ETPL)**

General, Non-Discriminatory Grievance/Complaint Procedure  
Workforce Innovation and Opportunity Act of 2014  
For Applicants, Training Providers, and Participants

Introduction

Applicants and participants for services through the Workforce Innovation and Opportunity Act, Title I (“WIOA”) paid for by WorkSource Atlanta/Atlanta Workforce Development Agency (“WSA/AWDA”) and/or WorkSource Atlanta/Atlanta Workforce Development Agency Board of Directors (“Board”) who believe they have been harmed by a violation of WIOA or regulations of this program, have the right to file a grievance/complaint, request information and assistance with filing a grievance, and have the right to be treated fairly and equitably.

Grievances/complaints should be filed in accordance with the written procedures established by WSA/AWDA and its Board, as described herein.

1. File Grievance/Complaint

Grievances/complaints using the General, Non-Discriminatory Grievance/Complaint Form (Attachment A) must be filed within sixty (60) days after the act in question. The grievance/complaint is considered filed when WSA/AWDA receives from the grievant/complainant a completed General, Non-Discriminatory Grievance/Complaint Form, which contains sufficient facts and arguments to evaluate the grievance/complaint.

Please file the grievance/complaint with:

WorkSource Atlanta/Atlanta Workforce Development Agency  
Attention: Antrell Tyson  
818 Pollard Blvd, SW, 2nd Floor  
Atlanta, GA 30315  
[atyson@atlantaga.gov](mailto:atyson@atlantaga.gov)

2. Informal Resolution

Upon receipt of the grievance/complaint, the WSA/AWDA WIOA Equal Opportunity Officer will initiate efforts with the grievant/complainant and others involved to bring resolution as soon as possible. This will include a meeting of all parties with the hope of reaching a mutually satisfactory resolution.

### 3. Notice of Hearing

If the grievance/complaint has not been resolved to the satisfaction of the grievant/complainant within thirty (30) days of the date upon which the grievance was received by WSA/AWDA, the Equal Opportunity Officer will arrange the appointment of a hearing officer to conduct a hearing for settlement of the grievance/complaint to be held within sixty (60) days of the grievance/complaint filing. Every grievant/complainant shall have the opportunity to request a hearing in writing for any grievance/complaint that is filed.

### 4. Conduct of Hearing

In the event WSA/AWDA arranges a hearing for settlement of the grievance/complaint, the grievant/complainant will be given a written notice of the date, hour, place of the hearing, a statement of the authority and jurisdiction under which the hearing is to be held, a reference to the particular section of WIOA, regulations, sub-grant, or other contract under WIOA, a notice to all parties of the specific charges involved, a statement of the right of both parties to be represented by legal counsel, an indication of the right of each party to present evidence both written and through witness and a statement of the right of each party to cross-examination. WSA/AWDA will select an impartial hearing officer.

5. Hearings on any grievance/complaint filed shall be conducted within thirty (30) days of the failed informal resolution or within sixty (60) days of the date the grievance/complaint was filed. Written decisions shall be rendered not later than sixty (60) days after the hearing.

6. WSA/AWDA shall issue a written resolution for each grievance/complaint received no later than sixty (60) days from the date the grievance/complaint is filed. The written resolution shall contain the following, at a minimum: 1. A recitation of the issues alleged in the Complaint; 2. A summary of any evidence and witnesses presented by the Complainant and the respondent; 3. An analysis of the issues as they relate to the facts; and 4. A decision addressing each issue alleged in the Complaint.

### 7. Appeal

If the grievant/complainant does not receive a written decision from the Hearing Officer within sixty (60) days of the hearing of the grievance/complaint, or receives a decision unsatisfactory to the grievant/complainant, the grievant/complainant then has a right to request a review by attaching the local resolution to the Technical College System of Georgia, Office of Workforce Development (“OWD”) grievance/complaint form found at the following website: <http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf>

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The authorized Interim Equal Opportunity Officer at OWD is:

Linda Osborne-Smith  
Technical College System of Georgia  
Office of Workforce Development  
1800 Century Place, NE  
Atlanta, GA 30345-4304  
Phone: (404) 679-1371  
Email: [wioacompliance@tcsq.org](mailto:wioacompliance@tcsq.org)

8. Once OWD has received the grievance/complaint form and the local resolution, WFD shall issue its own resolution on the issue being appealed within sixty (60) days.

9. If the State does not respond within the sixty (60) days, or either party wants to appeal the decision, WIOA allows for a formal appeal by certified mail, return receipt requested to Secretary, U.S. Department of Labor, 200 Constitution Avenue, NW, Washington, DC 20210, Attention: ASET (202) 693-3015. A copy of the appeal must be simultaneously provided to the appropriate ETA Regional Administrator and the opposing party. For complaints made against OWD, complainant may request a hearing in writing within 60 days of the date complaint was filed.

10. Federal appeals must be made within thirty (30) calendar days of the receipt of the local or State decision. U.S. Department of Labor (DOL) will make a final decision no later than one hundred twenty (120) days after receiving a formal appeal. DOL will only investigate grievances and complaints arising through the established procedures. WIOA does not allow for federal intervention until and unless the proper, formal procedure has been followed. No applicant, participant, employee, service provider, or training provider will be intimidated, threatened, coerced, or discriminated against because they have made a complaint, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing.

I CERTIFY THAT I HAVE RECEIVED A COPY OF THIS POLICY AND PROCEDURES.

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Signature

Date

**Attachment 5: Region 3 High-Demand Occupation List**

# Demand Occupations List



WorkSource Metro Atlanta represents the collective efforts of five Local Workforce Development Boards within the 10-county metro Atlanta region. Each Board provides occupational specific skills training for industries that are stable or have projected growth.

This list serves as a guide for in-demand jobs and is not meant to be an all-inclusive list of acceptable WIOA funded occupational skills training options. There may be additional occupations in which demand occurs based on the job market or specific opportunities within the broad spectrum of occupations. This list includes occupations that show a favorable mix of projected long-term job growth, projected annual job openings, and median wages. WIOA participants seeking training in an occupation not on this Demand Occupations List may discuss the appropriateness and relevance of the proposed training with their career advisor for additional consideration (approval is at the discretion of the Local Workforce Development Board). WIOA participants can learn more about additional occupations at [www.onetonline.org](http://www.onetonline.org).

| SOC Code (ONET-8)   | Occupation Title                                   | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-job Training Needed | Median Wage |
|---|--|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Office &amp; Administrative Support Occupations</b>    |  |            |                     |                          |                                    |                 |                                    |             |
| 43-3031.00  | Bookkeeping, Accounting, & Auditing Clerks         | 30,928     | \$19.76             | 35,580                   | Some college, no degree            | None            | Moderate-term                      | \$19.15     |
| 23-2011.00  | Paralegals & Legal Assistants                      | 6,172      | \$26.54             | 7,940                    | Associate's degree                 | None            | None                               | \$26.08     |
| 43-6013.00  | Medical Secretaries                                | 8,062      | \$16.20             | 11,793                   | High school diploma or equivalent  | None            | Moderate-term                      | \$15.11     |
| 43-6014.00  | Secretaries & Administrative Assistants            | 40,146     | \$17.93             | 41,356                   | High school diploma or equivalent  | None            | Short-term                         | \$18.32     |
| <b>Food Preparation &amp; Serving Related Occupations</b> |  |            |                     |                          |                                    |                 |                                    |             |
| 35-1011.00  | Chefs & Head Cooks                                 | 2,974      | \$17.98             | 4,311                    | High school diploma or equivalent  | 5 yrs. +        | None                               | \$22.59     |
| 35-2014.00  | Cooks, Restaurant                                  | 21,894     | \$11.59             | 36,571                   | No formal educational credential   | < 5 yrs.        | Moderate-term                      | \$12.80     |
| 35-2015.00  | Cooks, Short Order                                 | 3,955      | \$10.58             | 5,486                    | No formal educational credential   | None            | Short-term                         | \$13.16     |
| <b>Transportation &amp; Material Moving Occupations</b>   |  |            |                     |                          |                                    |                 |                                    |             |
| 53-3032.00  | Heavy & Tractor-Trailer Truck Drivers              | 37,522     | \$20.10             | 45,235                   | Postsecondary nondegree award      | None            | Short-term                         | \$30.53     |
| 53-3033.00  | Light Truck or Delivery Services Drivers           | 19,137     | \$17.55             | 23,344                   | High school diploma or equivalent  | None            | Short-term                         | \$21.12     |
| 53-7051.00  | Industrial Truck & Tractor Operators               | 14,882     | \$15.72             | 19,051                   | No formal educational credential   | None            | Short-term                         | \$13.22     |
| 53-7062.00  | Laborers & Freight, Stock, & Material Movers, Hand | 65,605     | \$13.08             | 104,331                  | No formal educational credential   | None            | Short-term                         | \$12.82     |

| SOC Code (ONET-8)                                      | Occupation Title                             | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|--|--|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Business &amp; Financial Operations Occupations</b> |  |            |                     |                          |                                    |                 |                                    |             |
| 13-1071.00   | Human Resources Specialists                  | 12,026     | \$30.19             | 13,742                   | Bachelor's degree                  | None            | None                               | \$29.29     |
| 13-1111.00   | Management Analysts                          | 20,531     | \$45.63             | 22,312                   | Bachelor's degree                  | < 5 yrs.        | None                               | \$46.26     |
| 13-2011.00   | Accountants & Auditors                       | 29,397     | \$38.03             | 32,154                   | Bachelor's degree                  | None            | None                               | \$29.41     |
| 13-2051.00   | Financial Analysts                           | 5,739      | \$39.13             | 6,037                    | Bachelor's degree                  | None            | None                               | \$34.55     |
| <b>Personal Care &amp; Service Occupations</b>         |  |            |                     |                          |                                    |                 |                                    |             |
| 39-9011.00   | Childcare Workers                            | 20,853     | \$10.24             | 34,558                   | High school diploma or equivalent  | None            | Short-term                         | \$14.13     |
| 39-9021.00   | Personal Care Aides                          | 15,272     | \$10.14             | 31,039                   | High school diploma or equivalent  | None            | Short-term                         | \$13.92     |
| <b>Production Occupations</b>                          |  |            |                     |                          |                                    |                 |                                    |             |
| 51-2022.00   | Electrical & Electronic Equipment Assemblers | 2,473      | \$15.29             | 2,393                    | High school diploma or equivalent  | None            | Moderate-term                      | \$14.20     |
| 51-4121.00   | Welders, Cutters, Solderers, & Brazers       | 5,191      | \$17.60             | 6,328                    | High school diploma or equivalent  | None            | Moderate-term                      | \$16.88     |
| <b>Education, Training, &amp; Library Occupations</b>  |  |            |                     |                          |                                    |                 |                                    |             |
| 25-2011.00   | Preschool Teachers, Except Special Education | 9,856      | \$14.42             | 11,645                   | Associate's degree                 | None            | None                               | \$22.08     |
| 25-2021.00   | Elementary School Teachers, STEM             | 27,323     | \$26.78             | 23,122                   | Bachelor's degree                  | None            | None                               | \$38.60     |
| 25-2022.00   | Middle School Teachers, STEM                 | 13,655     | \$27.45             | 11,572                   | Bachelor's degree                  | None            | None                               | \$33.15     |
| 25-2031.00   | Secondary School Teachers, STEM              | 16,472     | \$27.64             | 13,623                   | Bachelor's degree                  | None            | None                               | \$34.89     |
| 25-9041.00   | Teacher Assistants                           | 20,531     | \$10.63             | 24,387                   | Some college, no degree            | None            | None                               | \$14.76     |
| <b>Construction &amp; Extraction Occupations</b>       |  |            |                     |                          |                                    |                 |                                    |             |
| 47-2061.00   | Construction Laborers                        | 23,694     | \$17.02             | 29,946                   | No formal educational credential   | None            | Short-term                         | \$22.25     |
| 47-2152.00   | Plumbers, Pipefitters, & Steamfitters        | 8,035      | \$22.50             | 10,628                   | High school diploma or equivalent  | None            | Apprenticeship                     | \$28.23     |
| 47-2211.00   | Sheet Metal Workers                          | 2,115      | \$18.70             | 2,627                    | High school diploma or equivalent  | None            | Apprenticeship                     | \$16.57     |

| SOC Code (ONET-8)   | Occupation Title  | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|---|---|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Installation, Maintenance, &amp; Repair Occupations</b>  |   |            |                     |                          |                                    |                 |                                    |             |
| 49-3023.00  | Automotive Service Technicians & Mechanics                        | 14,682     | \$19.13             | 15,761                   | Postsecondary nondegree award      | None            | Short-term                         | \$26.14     |
| 49-3031.00  | Bus & Truck Mechanics & Diesel Engine Specialists                 | 5,229      | \$22.16             | 5,600                    | High school diploma or equivalent  | None            | Long-term                          | \$23.50     |
| 49-9021.00  | Heating, Air Conditioning, & Refrigeration Mechanics & Installers | 6,388      | \$22.16             | 7,819                    | Postsecondary nondegree award      | None            | Long-term                          | \$23.23     |
| 49-9071.00  | Maintenance & Repair Workers, General                             | 24,007     | \$17.64             | 27,845                   | High school diploma or equivalent  | None            | Moderate-term                      | \$21.92     |
| 49-9098.00  | Helpers-Installation, Maintenance, & Repair Workers               | 2,032      | \$12.88             | 3,029                    | High school diploma or equivalent  | None            | Short-term                         | \$10.95     |
| <b>Healthcare Practitioners &amp; Technical Occupations</b> |   |            |                     |                          |                                    |                 |                                    |             |
| 29-1141.00  | Registered Nurses   | 43,251     | \$32.64             | 32,385                   | Bachelor's degree                  | None            | None                               | \$35.52     |
| 29-2012.00  | Medical & Clinical Laboratory Technicians                         | 2,971      | \$17.98             | 2,475                    | Associate's degree                 | None            | None                               | \$21.44     |
| 29-2021.00  | Dental Hygienists   | 3,700      | \$33.37             | 3,308                    | Associate's degree                 | None            | None                               | \$31.49     |
| 29-2034.00  | Radiologic Technologists  | 2,772      | \$25.96             | 2,006                    | Associate's degree                 | None            | None                               | \$31.44     |
| 29-2041.00  | Emergency Medical Technicians & Paramedics                        | 3,831      | \$16.78             | 3,170                    | Postsecondary nondegree award      | None            | None                               | \$19.52     |
| 29-2052.00  | Pharmacy Technicians  | 6,331      | \$14.28             | 6,026                    | High school diploma or equivalent  | None            | Moderate-term                      | \$17.04     |
| 29-2055.00  | Surgical Technologists  | 1,869      | \$21.20             | 1,828                    | Postsecondary nondegree award      | None            | None                               | \$23.48     |
| 29-2061.00  | Licensed Practical & Licensed Vocational Nurses                   | 10,758     | \$20.72             | 9,987                    | Postsecondary nondegree award      | None            | None                               | \$24.07     |
| 29-2071.00  | Medical Records & Health Information Technicians                  | 3,553      | \$19.42             | 2,966                    | Postsecondary nondegree award      | None            | None                               | \$21.63     |
| <b>Computer &amp; Mathematical Occupations</b>              |   |            |                     |                          |                                    |                 |                                    |             |
| 15-1121.00  | Computer Systems Analysts   | 13,626     | \$45.87             | 11,082                   | Bachelor's degree                  | None            | None                               | \$46.46     |
| 15-1122.00  | Information Security Analysts                                     | 2,021      | \$44.66             | 2,247                    | Bachelor's degree                  | < 5 yrs.        | None                               | \$50.42     |
| 15-1131.00  | Computer Programmers  | 7,418      | \$42.93             | 4,329                    | Bachelor's degree                  | None            | None                               | \$42.28     |



| SOC Code (ONET-8)  | Occupation Title                          | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|--|---|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Computer &amp; Mathematical Occupations (continued)</b> |   |            |                     |                          |                                    |                 |                                    |             |
| 15-1132.00   | Software Developers, Applications         | 21,529     | \$49.86             | 23,541                   | Bachelor's degree                  | None            | None                               | \$50.56     |
| 15-1133.00   | Software Developers, Systems Software     | 10,839     | \$47.26             | 9,155                    | Bachelor's degree                  | None            | None                               | \$50.56     |
| 15-1134.00   | Web Developers                            | 3,348      | \$38.41             | 3,104                    | Associate's degree                 | None            | None                               | \$47.30     |
| 15-1141.00   | Database Administrators                   | 3,660      | \$43.08             | 3,024                    | Bachelor's degree                  | None            | None                               | \$48.07     |
| 15-1142.00   | Network & Computer Systems Administrators | 8,763      | \$43.56             | 6,483                    | Bachelor's degree                  | None            | None                               | \$39.13     |
| 15-1143.00   | Computer Network Architects               | 4,258      | \$56.35             | 3,179                    | Bachelor's degree                  | 5 yrs. +        | None                               | \$48.49     |
| 15-1151.00   | Computer User Support Specialists         | 16,694     | \$26.78             | 15,291                   | Some college, no degree            | None            | None                               | \$24.88     |
| 15-1152.00   | Computer Network Support Specialists      | 5,559      | \$35.53             | 4,712                    | Associate's degree                 | None            | None                               | \$38.54     |
| 27-1024.00   | Graphic Designers                         | 6,065      | \$25.77             | 6,387                    | Bachelor's degree                  | None            | None                               | \$27.98     |
| <b>Healthcare Support Occupations</b>                      |   |            |                     |                          |                                    |                 |                                    |             |
| 31-1011.00   | Home Health Aides                         | 7,257      | \$11.06             | 13,486                   | High school diploma or equivalent  | None            | Short-term                         | \$12.65     |
| 31-1014.00   | Nursing Assistants                        | 18,944     | \$11.97             | 25,800                   | Postsecondary nondegree award      | None            | None                               | \$15.41     |
| 31-9091.00   | Dental Assistants                         | 6,260      | \$18.65             | 9,062                    | Postsecondary nondegree award      | None            | None                               | \$18.96     |
| 31-9092.00   | Medical Assistants                        | 11,926     | \$15.48             | 18,429                   | Postsecondary nondegree award      | None            | None                               | \$15.62     |
| 31-9097.00   | Phlebotomists                             | 2,069      | \$15.82             | 2,959                    | Postsecondary nondegree award      | None            | None                               | \$17.68     |
| <b>Protective Service Occupations</b>                      |   |            |                     |                          |                                    |                 |                                    |             |
| 33-3051.00   | Police & Sheriff's Patrol Officers        | 12,353     | \$21.49             | 9,519                    | High school diploma or equivalent  | None            | Moderate-term                      | \$22.39     |
| 33-9032.00   | Security Guards                           | 21,763     | \$13.94             | 32,720                   | High school diploma or equivalent  | None            | Short-term                         | \$14.33     |

Source: Burning Glass, Jobs EQ, & Bureau of Labor Market Information

8/2018

# Demand Occupations List



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| SOC Code (ONET-8)   | Occupation Title                                   | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|---|--|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Office &amp; Administrative Support Occupations</b>    |  |            |                     |                          |                                    |                 |                                    |             |
| 43-3031.00  | Bookkeeping, Accounting, & Auditing Clerks         | 30,928     | \$19.76             | 35,580                   | Some college, no degree            | None            | Moderate-term                      | \$19.15     |
| 23-2011.00  | Paralegals & Legal Assistants                      | 6,172      | \$26.54             | 7,940                    | Associate's degree                 | None            | None                               | \$26.08     |
| 43-6013.00  | Medical Secretaries                                | 8,062      | \$16.20             | 11,793                   | High school diploma or equivalent  | None            | Moderate-term                      | \$15.11     |
| 43-6014.00  | Secretaries & Administrative Assistants            | 40,146     | \$17.93             | 41,356                   | High school diploma or equivalent  | None            | Short-term                         | \$18.32     |
| <b>Food Preparation &amp; Serving Related Occupations</b> |  |            |                     |                          |                                    |                 |                                    |             |
| 35-1011.00  | Chefs & Head Cooks                                 | 2,974      | \$17.98             | 4,311                    | High school diploma or equivalent  | 5 yrs. +        | None                               | \$22.59     |
| 35-2014.00  | Cooks, Restaurant                                  | 21,894     | \$11.59             | 36,571                   | No formal educational credential   | < 5 yrs.        | Moderate-term                      | \$12.80     |
| 35-2015.00  | Cooks, Short Order                                 | 3,955      | \$10.58             | 5,486                    | No formal educational credential   | None            | Short-term                         | \$13.16     |
| <b>Transportation &amp; Material Moving Occupations</b>   |  |            |                     |                          |                                    |                 |                                    |             |
| 53-3032.00  | Heavy & Tractor-Trailer Truck Drivers              | 37,522     | \$20.10             | 45,235                   | Postsecondary nondegree award      | None            | Short-term                         | \$30.53     |
| 53-3033.00  | Light Truck or Delivery Services Drivers           | 19,137     | \$17.55             | 23,344                   | High school diploma or equivalent  | None            | Short-term                         | \$21.12     |
| 53-7051.00  | Industrial Truck & Tractor Operators               | 14,882     | \$15.72             | 19,051                   | No formal educational credential   | None            | Short-term                         | \$13.22     |
| 53-7062.00  | Laborers & Freight, Stock, & Material Movers, Hand | 65,605     | \$13.08             | 104,331                  | No formal educational credential   | None            | Short-term                         | \$12.82     |

| SOC Code (ONET-8)                                      | Occupation Title                             | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|--|--|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Business &amp; Financial Operations Occupations</b> |  |            |                     |                          |                                    |                 |                                    |             |
| 13-1071.00   | Human Resources Specialists                  | 12,026     | \$30.19             | 13,742                   | Bachelor's degree                  | None            | None                               | \$29.29     |
| 13-1111.00   | Management Analysts                          | 20,531     | \$45.63             | 22,312                   | Bachelor's degree                  | < 5 yrs.        | None                               | \$46.26     |
| 13-2011.00   | Accountants & Auditors                       | 29,397     | \$38.03             | 32,154                   | Bachelor's degree                  | None            | None                               | \$29.41     |
| 13-2051.00   | Financial Analysts                           | 5,739      | \$39.13             | 6,037                    | Bachelor's degree                  | None            | None                               | \$34.55     |
| <b>Personal Care &amp; Service Occupations</b>         |  |            |                     |                          |                                    |                 |                                    |             |
| 39-9011.00   | Childcare Workers                            | 20,853     | \$10.24             | 34,558                   | High school diploma or equivalent  | None            | Short-term                         | \$14.13     |
| 39-9021.00   | Personal Care Aides                          | 15,272     | \$10.14             | 31,039                   | High school diploma or equivalent  | None            | Short-term                         | \$13.92     |
| <b>Production Occupations</b>                          |  |            |                     |                          |                                    |                 |                                    |             |
| 51-2022.00   | Electrical & Electronic Equipment Assemblers | 2,473      | \$15.29             | 2,393                    | High school diploma or equivalent  | None            | Moderate-term                      | \$14.20     |
| 51-4121.00   | Welders, Cutters, Solderers, & Brazers       | 5,191      | \$17.60             | 6,328                    | High school diploma or equivalent  | None            | Moderate-term                      | \$16.88     |
| <b>Education, Training, &amp; Library Occupations</b>  |  |            |                     |                          |                                    |                 |                                    |             |
| 25-2011.00   | Preschool Teachers, Except Special Education | 9,856      | \$14.42             | 11,645                   | Associate's degree                 | None            | None                               | \$22.08     |
| 25-2021.00   | Elementary School Teachers, STEM             | 27,323     | \$26.78             | 23,122                   | Bachelor's degree                  | None            | None                               | \$38.60     |
| 25-2022.00   | Middle School Teachers, STEM                 | 13,655     | \$27.45             | 11,572                   | Bachelor's degree                  | None            | None                               | \$33.15     |
| 25-2031.00   | Secondary School Teachers, STEM              | 16,472     | \$27.64             | 13,623                   | Bachelor's degree                  | None            | None                               | \$34.89     |
| 25-9041.00   | Teacher Assistants                           | 20,531     | \$10.63             | 24,387                   | Some college, no degree            | None            | None                               | \$14.76     |
| <b>Construction &amp; Extraction Occupations</b>       |  |            |                     |                          |                                    |                 |                                    |             |
| 47-2061.00   | Construction Laborers                        | 23,694     | \$17.02             | 29,946                   | No formal educational credential   | None            | Short-term                         | \$22.25     |
| 47-2152.00   | Plumbers, Pipefitters, & Steamfitters        | 8,035      | \$22.50             | 10,628                   | High school diploma or equivalent  | None            | Apprenticeship                     | \$28.23     |
| 47-2211.00   | Sheet Metal Workers                          | 2,115      | \$18.70             | 2,627                    | High school diploma or equivalent  | None            | Apprenticeship                     | \$16.57     |

| SOC Code (ONET-8)   | Occupation Title  | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|---|---|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Installation, Maintenance, &amp; Repair Occupations</b>  |   |            |                     |                          |                                    |                 |                                    |             |
| 49-3023.00  | Automotive Service Technicians & Mechanics                        | 14,682     | \$19.13             | 15,761                   | Postsecondary nondegree award      | None            | Short-term                         | \$26.14     |
| 49-3031.00  | Bus & Truck Mechanics & Diesel Engine Specialists                 | 5,229      | \$22.16             | 5,600                    | High school diploma or equivalent  | None            | Long-term                          | \$23.50     |
| 49-9021.00  | Heating, Air Conditioning, & Refrigeration Mechanics & Installers | 6,388      | \$22.16             | 7,819                    | Postsecondary nondegree award      | None            | Long-term                          | \$23.23     |
| 49-9071.00  | Maintenance & Repair Workers, General                             | 24,007     | \$17.64             | 27,845                   | High school diploma or equivalent  | None            | Moderate-term                      | \$21.92     |
| 49-9098.00  | Helpers-Installation, Maintenance, & Repair Workers               | 2,032      | \$12.88             | 3,029                    | High school diploma or equivalent  | None            | Short-term                         | \$10.95     |
| <b>Healthcare Practitioners &amp; Technical Occupations</b> |   |            |                     |                          |                                    |                 |                                    |             |
| 29-1141.00  | Registered Nurses   | 43,251     | \$32.64             | 32,385                   | Bachelor's degree                  | None            | None                               | \$35.52     |
| 29-2012.00  | Medical & Clinical Laboratory Technicians                         | 2,971      | \$17.98             | 2,475                    | Associate's degree                 | None            | None                               | \$21.44     |
| 29-2021.00  | Dental Hygienists   | 3,700      | \$33.37             | 3,308                    | Associate's degree                 | None            | None                               | \$31.49     |
| 29-2034.00  | Radiologic Technologists  | 2,772      | \$25.96             | 2,006                    | Associate's degree                 | None            | None                               | \$31.44     |
| 29-2041.00  | Emergency Medical Technicians & Paramedics                        | 3,831      | \$16.78             | 3,170                    | Postsecondary nondegree award      | None            | None                               | \$19.52     |
| 29-2052.00  | Pharmacy Technicians  | 6,331      | \$14.28             | 6,026                    | High school diploma or equivalent  | None            | Moderate-term                      | \$17.04     |
| 29-2055.00  | Surgical Technologists  | 1,869      | \$21.20             | 1,828                    | Postsecondary nondegree award      | None            | None                               | \$23.48     |
| 29-2061.00  | Licensed Practical & Licensed Vocational Nurses                   | 10,758     | \$20.72             | 9,987                    | Postsecondary nondegree award      | None            | None                               | \$24.07     |
| 29-2071.00  | Medical Records & Health Information Technicians                  | 3,553      | \$19.42             | 2,966                    | Postsecondary nondegree award      | None            | None                               | \$21.63     |
| <b>Computer &amp; Mathematical Occupations</b>              |   |            |                     |                          |                                    |                 |                                    |             |
| 15-1121.00  | Computer Systems Analysts   | 13,626     | \$45.87             | 11,082                   | Bachelor's degree                  | None            | None                               | \$46.46     |
| 15-1122.00  | Information Security Analysts                                     | 2,021      | \$44.66             | 2,247                    | Bachelor's degree                  | < 5 yrs.        | None                               | \$50.42     |
| 15-1131.00  | Computer Programmers  | 7,418      | \$42.93             | 4,329                    | Bachelor's degree                  | None            | None                               | \$42.28     |

| SOC Code (ONET-8)  | Occupation Title                          | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|--|---|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Computer &amp; Mathematical Occupations (continued)</b> |   |            |                     |                          |                                    |                 |                                    |             |
| 15-1132.00   | Software Developers, Applications         | 21,529     | \$49.86             | 23,541                   | Bachelor's degree                  | None            | None                               | \$50.56     |
| 15-1133.00   | Software Developers, Systems Software     | 10,839     | \$47.26             | 9,155                    | Bachelor's degree                  | None            | None                               | \$50.56     |
| 15-1134.00   | Web Developers                            | 3,348      | \$38.41             | 3,104                    | Associate's degree                 | None            | None                               | \$47.30     |
| 15-1141.00   | Database Administrators                   | 3,660      | \$43.08             | 3,024                    | Bachelor's degree                  | None            | None                               | \$48.07     |
| 15-1142.00   | Network & Computer Systems Administrators | 8,763      | \$43.56             | 6,483                    | Bachelor's degree                  | None            | None                               | \$39.13     |
| 15-1143.00   | Computer Network Architects               | 4,258      | \$56.35             | 3,179                    | Bachelor's degree                  | 5 yrs. +        | None                               | \$48.49     |
| 15-1151.00   | Computer User Support Specialists         | 16,694     | \$26.78             | 15,291                   | Some college, no degree            | None            | None                               | \$24.88     |
| 15-1152.00   | Computer Network Support Specialists      | 5,559      | \$35.53             | 4,712                    | Associate's degree                 | None            | None                               | \$38.54     |
| 27-1024.00   | Graphic Designers                         | 6,065      | \$25.77             | 6,387                    | Bachelor's degree                  | None            | None                               | \$27.98     |
| <b>Healthcare Support Occupations</b>                      |   |            |                     |                          |                                    |                 |                                    |             |
| 31-1011.00   | Home Health Aides                         | 7,257      | \$11.06             | 13,486                   | High school diploma or equivalent  | None            | Short-term                         | \$12.65     |
| 31-1014.00   | Nursing Assistants                        | 18,944     | \$11.97             | 25,800                   | Postsecondary nondegree award      | None            | None                               | \$15.41     |
| 31-9091.00   | Dental Assistants                         | 6,260      | \$18.65             | 9,062                    | Postsecondary nondegree award      | None            | None                               | \$18.96     |
| 31-9092.00   | Medical Assistants                        | 11,926     | \$15.48             | 18,429                   | Postsecondary nondegree award      | None            | None                               | \$15.62     |
| 31-9097.00   | Phlebotomists                             | 2,069      | \$15.82             | 2,959                    | Postsecondary nondegree award      | None            | None                               | \$17.68     |
| <b>Protective Service Occupations</b>                      |   |            |                     |                          |                                    |                 |                                    |             |
| 33-3051.00   | Police & Sheriff's Patrol Officers        | 12,353     | \$21.49             | 9,519                    | High school diploma or equivalent  | None            | Moderate-term                      | \$22.39     |
| 33-9032.00   | Security Guards                           | 21,763     | \$13.94             | 32,720                   | High school diploma or equivalent  | None            | Short-term                         | \$14.33     |

Source: Burning Glass, Jobs EQ, & Bureau of Labor Market Information

8/2018

Attachment 6: Comments that Express Disagreement

| Comment 1                  |
|----------------------------|
| <b>Originating Entity:</b> |
| <b>Comment:</b>            |

| Comment 2                  |
|----------------------------|
| <b>Originating Entity:</b> |
| <b>Comment:</b>            |

| Comment 3                  |
|----------------------------|
| <b>Originating Entity:</b> |
| <b>Comment:</b>            |

| Comment 4                  |
|----------------------------|
| <b>Originating Entity:</b> |
| <b>Comment:</b>            |

**Attachment 7: 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: Patricia Horton

Title: Chair

Entity Representing: WorkSource Atlanta Board

Signature: \_\_\_\_\_

Name: Katerina Taylor

Title: Executive Director

Entity Representing: WorkSource Atlanta

Signature: \_\_\_\_\_

Name: Keisha Lance Bottoms

Title: Mayor

Entity Representing: City of Atlanta

Signature: \_\_\_\_\_

# Demand Occupations List



WorkSource Metro Atlanta represents the collective efforts of five Local Workforce Development Boards within the 10-county metro Atlanta region. Each Board provides occupational specific skills training for industries that are stable or have projected growth.

This list serves as a guide for in-demand jobs and is not meant to be an all-inclusive list of acceptable WIOA funded occupational skills training options. There may be additional occupations in which demand occurs based on the job market or specific opportunities within the broad spectrum of occupations. This list includes occupations that show a favorable mix of projected long-term job growth, projected annual job openings, and median wages. WIOA participants seeking training in an occupation not on this Demand Occupations List may discuss the appropriateness and relevance of the proposed training with their career advisor for additional consideration (approval is at the discretion of the Local Workforce Development Board). WIOA participants can learn more about additional occupations at [www.onetonline.org](http://www.onetonline.org).

| SOC Code (ONET-8)   | Occupation Title                                   | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-job Training Needed | Median Wage |
|---|--|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Office &amp; Administrative Support Occupations</b>    |  |            |                     |                          |                                    |                 |                                    |             |
| 43-3031.00  | Bookkeeping, Accounting, & Auditing Clerks         | 30,928     | \$19.76             | 35,580                   | Some college, no degree            | None            | Moderate-term                      | \$19.15     |
| 23-2011.00  | Paralegals & Legal Assistants                      | 6,172      | \$26.54             | 7,940                    | Associate's degree                 | None            | None                               | \$26.08     |
| 43-6013.00  | Medical Secretaries                                | 8,062      | \$16.20             | 11,793                   | High school diploma or equivalent  | None            | Moderate-term                      | \$15.11     |
| 43-6014.00  | Secretaries & Administrative Assistants            | 40,146     | \$17.93             | 41,356                   | High school diploma or equivalent  | None            | Short-term                         | \$18.32     |
| <b>Food Preparation &amp; Serving Related Occupations</b> |  |            |                     |                          |                                    |                 |                                    |             |
| 35-1011.00  | Chefs & Head Cooks                                 | 2,974      | \$17.98             | 4,311                    | High school diploma or equivalent  | 5 yrs. +        | None                               | \$22.59     |
| 35-2014.00  | Cooks, Restaurant                                  | 21,894     | \$11.59             | 36,571                   | No formal educational credential   | < 5 yrs.        | Moderate-term                      | \$12.80     |
| 35-2015.00  | Cooks, Short Order                                 | 3,955      | \$10.58             | 5,486                    | No formal educational credential   | None            | Short-term                         | \$13.16     |
| <b>Transportation &amp; Material Moving Occupations</b>   |  |            |                     |                          |                                    |                 |                                    |             |
| 53-3032.00  | Heavy & Tractor-Trailer Truck Drivers              | 37,522     | \$20.10             | 45,235                   | Postsecondary nondegree award      | None            | Short-term                         | \$30.53     |
| 53-3033.00  | Light Truck or Delivery Services Drivers           | 19,137     | \$17.55             | 23,344                   | High school diploma or equivalent  | None            | Short-term                         | \$21.12     |
| 53-7051.00  | Industrial Truck & Tractor Operators               | 14,882     | \$15.72             | 19,051                   | No formal educational credential   | None            | Short-term                         | \$13.22     |
| 53-7062.00  | Laborers & Freight, Stock, & Material Movers, Hand | 65,605     | \$13.08             | 104,331                  | No formal educational credential   | None            | Short-term                         | \$12.82     |



| SOC Code (ONET-8)                                      | Occupation Title                             | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|--|--|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Business &amp; Financial Operations Occupations</b> |  |            |                     |                          |                                    |                 |                                    |             |
| 13-1071.00   | Human Resources Specialists                  | 12,026     | \$30.19             | 13,742                   | Bachelor's degree                  | None            | None                               | \$29.29     |
| 13-1111.00   | Management Analysts                          | 20,531     | \$45.63             | 22,312                   | Bachelor's degree                  | < 5 yrs.        | None                               | \$46.26     |
| 13-2011.00   | Accountants & Auditors                       | 29,397     | \$38.03             | 32,154                   | Bachelor's degree                  | None            | None                               | \$29.41     |
| 13-2051.00   | Financial Analysts                           | 5,739      | \$39.13             | 6,037                    | Bachelor's degree                  | None            | None                               | \$34.55     |
| <b>Personal Care &amp; Service Occupations</b>         |  |            |                     |                          |                                    |                 |                                    |             |
| 39-9011.00   | Childcare Workers                            | 20,853     | \$10.24             | 34,558                   | High school diploma or equivalent  | None            | Short-term                         | \$14.13     |
| 39-9021.00   | Personal Care Aides                          | 15,272     | \$10.14             | 31,039                   | High school diploma or equivalent  | None            | Short-term                         | \$13.92     |
| <b>Production Occupations</b>                          |  |            |                     |                          |                                    |                 |                                    |             |
| 51-2022.00   | Electrical & Electronic Equipment Assemblers | 2,473      | \$15.29             | 2,393                    | High school diploma or equivalent  | None            | Moderate-term                      | \$14.20     |
| 51-4121.00   | Welders, Cutters, Solderers, & Brazers       | 5,191      | \$17.60             | 6,328                    | High school diploma or equivalent  | None            | Moderate-term                      | \$16.88     |
| <b>Education, Training, &amp; Library Occupations</b>  |  |            |                     |                          |                                    |                 |                                    |             |
| 25-2011.00   | Preschool Teachers, Except Special Education | 9,856      | \$14.42             | 11,645                   | Associate's degree                 | None            | None                               | \$22.08     |
| 25-2021.00   | Elementary School Teachers, STEM             | 27,323     | \$26.78             | 23,122                   | Bachelor's degree                  | None            | None                               | \$38.60     |
| 25-2022.00   | Middle School Teachers, STEM                 | 13,655     | \$27.45             | 11,572                   | Bachelor's degree                  | None            | None                               | \$33.15     |
| 25-2031.00   | Secondary School Teachers, STEM              | 16,472     | \$27.64             | 13,623                   | Bachelor's degree                  | None            | None                               | \$34.89     |
| 25-9041.00   | Teacher Assistants                           | 20,531     | \$10.63             | 24,387                   | Some college, no degree            | None            | None                               | \$14.76     |
| <b>Construction &amp; Extraction Occupations</b>       |  |            |                     |                          |                                    |                 |                                    |             |
| 47-2061.00   | Construction Laborers                        | 23,694     | \$17.02             | 29,946                   | No formal educational credential   | None            | Short-term                         | \$22.25     |
| 47-2152.00   | Plumbers, Pipefitters, & Steamfitters        | 8,035      | \$22.50             | 10,628                   | High school diploma or equivalent  | None            | Apprenticeship                     | \$28.23     |
| 47-2211.00   | Sheet Metal Workers                          | 2,115      | \$18.70             | 2,627                    | High school diploma or equivalent  | None            | Apprenticeship                     | \$16.57     |

| SOC Code (ONET-8)   | Occupation Title  | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|---|---|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Installation, Maintenance, &amp; Repair Occupations</b>  |   |            |                     |                          |                                    |                 |                                    |             |
| 49-3023.00  | Automotive Service Technicians & Mechanics                        | 14,682     | \$19.13             | 15,761                   | Postsecondary nondegree award      | None            | Short-term                         | \$26.14     |
| 49-3031.00  | Bus & Truck Mechanics & Diesel Engine Specialists                 | 5,229      | \$22.16             | 5,600                    | High school diploma or equivalent  | None            | Long-term                          | \$23.50     |
| 49-9021.00  | Heating, Air Conditioning, & Refrigeration Mechanics & Installers | 6,388      | \$22.16             | 7,819                    | Postsecondary nondegree award      | None            | Long-term                          | \$23.23     |
| 49-9071.00  | Maintenance & Repair Workers, General                             | 24,007     | \$17.64             | 27,845                   | High school diploma or equivalent  | None            | Moderate-term                      | \$21.92     |
| 49-9098.00  | Helpers-Installation, Maintenance, & Repair Workers               | 2,032      | \$12.88             | 3,029                    | High school diploma or equivalent  | None            | Short-term                         | \$10.95     |
| <b>Healthcare Practitioners &amp; Technical Occupations</b> |   |            |                     |                          |                                    |                 |                                    |             |
| 29-1141.00  | Registered Nurses   | 43,251     | \$32.64             | 32,385                   | Bachelor's degree                  | None            | None                               | \$35.52     |
| 29-2012.00  | Medical & Clinical Laboratory Technicians                         | 2,971      | \$17.98             | 2,475                    | Associate's degree                 | None            | None                               | \$21.44     |
| 29-2021.00  | Dental Hygienists   | 3,700      | \$33.37             | 3,308                    | Associate's degree                 | None            | None                               | \$31.49     |
| 29-2034.00  | Radiologic Technologists  | 2,772      | \$25.96             | 2,006                    | Associate's degree                 | None            | None                               | \$31.44     |
| 29-2041.00  | Emergency Medical Technicians & Paramedics                        | 3,831      | \$16.78             | 3,170                    | Postsecondary nondegree award      | None            | None                               | \$19.52     |
| 29-2052.00  | Pharmacy Technicians  | 6,331      | \$14.28             | 6,026                    | High school diploma or equivalent  | None            | Moderate-term                      | \$17.04     |
| 29-2055.00  | Surgical Technologists  | 1,869      | \$21.20             | 1,828                    | Postsecondary nondegree award      | None            | None                               | \$23.48     |
| 29-2061.00  | Licensed Practical & Licensed Vocational Nurses                   | 10,758     | \$20.72             | 9,987                    | Postsecondary nondegree award      | None            | None                               | \$24.07     |
| 29-2071.00  | Medical Records & Health Information Technicians                  | 3,553      | \$19.42             | 2,966                    | Postsecondary nondegree award      | None            | None                               | \$21.63     |
| <b>Computer &amp; Mathematical Occupations</b>              |   |            |                     |                          |                                    |                 |                                    |             |
| 15-1121.00  | Computer Systems Analysts   | 13,626     | \$45.87             | 11,082                   | Bachelor's degree                  | None            | None                               | \$46.46     |
| 15-1122.00  | Information Security Analysts                                     | 2,021      | \$44.66             | 2,247                    | Bachelor's degree                  | < 5 yrs.        | None                               | \$50.42     |
| 15-1131.00  | Computer Programmers  | 7,418      | \$42.93             | 4,329                    | Bachelor's degree                  | None            | None                               | \$42.28     |

| SOC Code (ONET-8)  | Occupation Title                          | Total Jobs | Average Hourly Wage | 10-Year Total New Demand | Typical Education Needed for Entry | Work Experience | Typical On-the-Job Training Needed | Median Wage |
|--|---|------------|---------------------|--------------------------|------------------------------------|-----------------|------------------------------------|-------------|
| <b>Computer &amp; Mathematical Occupations (continued)</b> |   |            |                     |                          |                                    |                 |                                    |             |
| 15-1132.00   | Software Developers, Applications         | 21,529     | \$49.86             | 23,541                   | Bachelor's degree                  | None            | None                               | \$50.56     |
| 15-1133.00   | Software Developers, Systems Software     | 10,839     | \$47.26             | 9,155                    | Bachelor's degree                  | None            | None                               | \$50.56     |
| 15-1134.00   | Web Developers                            | 3,348      | \$38.41             | 3,104                    | Associate's degree                 | None            | None                               | \$47.30     |
| 15-1141.00   | Database Administrators                   | 3,660      | \$43.08             | 3,024                    | Bachelor's degree                  | None            | None                               | \$48.07     |
| 15-1142.00   | Network & Computer Systems Administrators | 8,763      | \$43.56             | 6,483                    | Bachelor's degree                  | None            | None                               | \$39.13     |
| 15-1143.00   | Computer Network Architects               | 4,258      | \$56.35             | 3,179                    | Bachelor's degree                  | 5 yrs. +        | None                               | \$48.49     |
| 15-1151.00   | Computer User Support Specialists         | 16,694     | \$26.78             | 15,291                   | Some college, no degree            | None            | None                               | \$24.88     |
| 15-1152.00   | Computer Network Support Specialists      | 5,559      | \$35.53             | 4,712                    | Associate's degree                 | None            | None                               | \$38.54     |
| 27-1024.00   | Graphic Designers                         | 6,065      | \$25.77             | 6,387                    | Bachelor's degree                  | None            | None                               | \$27.98     |
| <b>Healthcare Support Occupations</b>                      |   |            |                     |                          |                                    |                 |                                    |             |
| 31-1011.00   | Home Health Aides                         | 7,257      | \$11.06             | 13,486                   | High school diploma or equivalent  | None            | Short-term                         | \$12.65     |
| 31-1014.00   | Nursing Assistants                        | 18,944     | \$11.97             | 25,800                   | Postsecondary nondegree award      | None            | None                               | \$15.41     |
| 31-9091.00   | Dental Assistants                         | 6,260      | \$18.65             | 9,062                    | Postsecondary nondegree award      | None            | None                               | \$18.96     |
| 31-9092.00   | Medical Assistants                        | 11,926     | \$15.48             | 18,429                   | Postsecondary nondegree award      | None            | None                               | \$15.62     |
| 31-9097.00   | Phlebotomists                             | 2,069      | \$15.82             | 2,959                    | Postsecondary nondegree award      | None            | None                               | \$17.68     |
| <b>Protective Service Occupations</b>                      |   |            |                     |                          |                                    |                 |                                    |             |
| 33-3051.00   | Police & Sheriff's Patrol Officers        | 12,353     | \$21.49             | 9,519                    | High school diploma or equivalent  | None            | Moderate-term                      | \$22.39     |
| 33-9032.00   | Security Guards                           | 21,763     | \$13.94             | 32,720                   | High school diploma or equivalent  | None            | Short-term                         | \$14.33     |

Source: Burning Glass, Jobs EQ, & Bureau of Labor Market Information

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