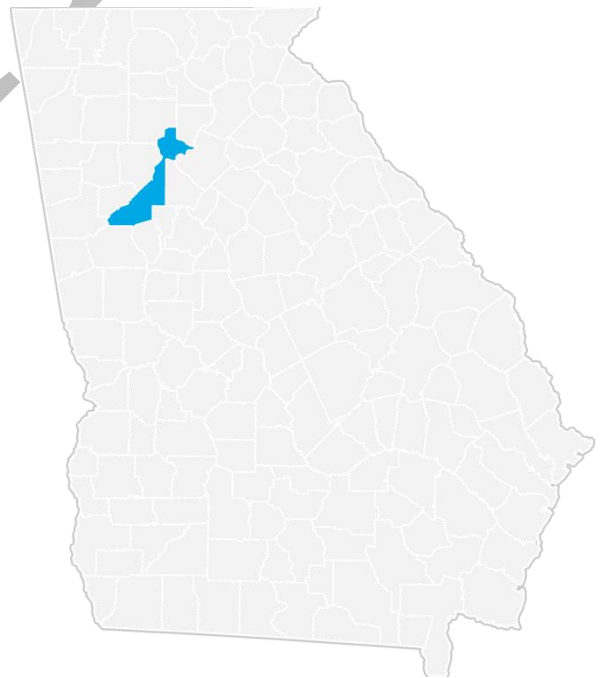


Fulton County Workforce Preparation and Employment System Local Workforce Development Plan

Workforce Innovation and Opportunity Act
July 2016

The Fulton County Local Workforce Area (Area 6) is comprised of Fulton County, GA, as displayed in the map on the right



To submit comments about the Regional Plan please email owd@fultoncountyga.gov

We invite you to provide additional input by completing our survey at: <http://goo.gl/forms/2WbScyw706OCneAk1>



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ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments that Express Disagreement
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Strategic Elements, Governance and Structure

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

The fiscal agent for local workforce area 6, Fulton County, as designated by the chief elected official is:

Fulton County Board of Commissioners
Fulton County Government
141 Pryor Street, SW
Atlanta, GA 30303
404.613.7944

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.**

Fulton County Industry Analysis

In 2015, Fulton County had nearly 834,000 jobs. Professional, Scientific, and Technical Services (PST Services) is the largest industry in the county, accounting for nearly 100,000 jobs, or 12% of employment in the area. Employment in this industry is 80% more concentrated in Fulton County than in the US overall. Health Care and Social Assistance accounts for 88,000 jobs, or 11% of employment. The Administrative and Support and Waste Management and Remediation Services is also a major employer in the region, representing over 75,000 jobs. While this industry cluster is broad, most employment is typically concentrated in job placement and temporary employment service firms.

Average annual wages in Fulton County are high (\$68,000), due in part to the size of the PST Services industry, which has an average annual wage of \$98,600.



Fulton Workforce Development Area – WIOA Plan for 2016-2020

Industry Overview, 2 Digit NAICS - Fulton County

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	322	0%	0.0	\$52,183
21	Mining, Quarrying, and Oil and Gas Extraction	134	0%	0.0	\$224,560
22	Utilities	3,537	0%	0.8	\$106,057
23	Construction	19,911	2%	0.4	\$62,582
31	Manufacturing	26,671	3%	0.4	\$92,348
42	Wholesale Trade	40,974	5%	1.2	\$96,384
44	Retail Trade	63,575	8%	0.7	\$34,903
48	Transportation and Warehousing	47,187	6%	1.4	\$73,507
51	Information	45,473	5%	2.7	\$102,724
52	Finance and Insurance	50,264	6%	1.5	\$128,961
53	Real Estate and Rental and Leasing	22,830	3%	1.6	\$72,332
54	Professional, Scientific, and Technical Services	99,877	12%	1.8	\$98,639
55	Management of Companies and Enterprises	19,526	2%	1.6	\$117,336
56	Administrative and Support and Waste Management and Remediation Services	75,511	9%	1.4	\$47,503
61	Educational Services	48,239	6%	0.7	\$55,940
62	Health Care and Social Assistance	88,011	11%	0.8	\$56,347
71	Arts, Entertainment, and Recreation	15,508	2%	1.0	\$45,211
72	Accommodation and Food Services	78,958	9%	1.1	\$23,214
81	Other Services (except Public Administration)	33,129	4%	0.9	\$33,715
92	Public Administration	51,138	6%	1.3	\$68,237
99	Unclassified	3,129	0%	2.1	\$75,545
Total - All Industries		833,904	100%	N/A	\$68,383

Bold designates the largest industries by number of jobs in 2015

While employment in the county contracted during the recession, it has recovered rapidly. Between 2010 and 2015, the county added over 87,000 jobs, increasing employment by 12%. The PST Services industries added the most jobs, increasing employment by over 20,600 jobs, or 26%. The Administrative and Support and Waste Management and Remediation Services industry also grew rapidly, adding over 16,000 jobs. This rapid growth suggests that some employers are using these services instead of hiring permanent employees directly.

Over the same period, the Utilities, Information, and Management of Companies and Enterprises contracted slightly.

Overall, employment growth in Fulton County between 2010 and 2015 outpaced growth in Georgia and the US. While employment in Fulton County grew by 2.2% annually, employment in Georgia and the US grew by 1.9% and 1.6%, respectively.



Fulton Workforce Development Area – WIOA Plan for 2016-2020

Over the next 5 years, Fulton County is expected to continue to grow, adding over 42,000 jobs, increasing employment by 5%. Growth is expected to be driven by the Health Care and Social Assistance industry, which is projected to add nearly 9,000 jobs. The PST Services is also expected to continue to grow rapidly. The Utilities and Manufacturing industries are expected to contract slightly.

Annually, over 29,000 job openings are expected in Fulton County, due to both replacement demand and new demand. Over 70% of openings are expected to be created by replacement demand. The PST Services and Health Care and Social Assistance industries are expected to have the highest number of annual openings.

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

Projected Change in Employment, 2 Digit NAICS - Fulton County

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	7	2%	13	11%	89%
21	Mining, Quarrying, and Oil and Gas Extraction	5	4%	4	24%	76%
22	Utilities	-116	-3%	89	0%	100%
23	Construction	1,635	8%	730	45%	55%
31	Manufacturing	-329	-1%	616	0%	100%
42	Wholesale Trade	1,860	5%	1,292	29%	71%
44	Retail Trade	2,064	3%	2,405	17%	83%
48	Transportation and Warehousing	686	1%	1,386	10%	90%
51	Information	921	2%	1,295	14%	86%
52	Finance and Insurance	2,758	5%	1,765	31%	69%
53	Real Estate and Rental and Leasing	1,006	4%	718	28%	72%
54	Professional, Scientific, and Technical Services	7,955	8%	3,722	43%	57%
55	Management of Companies and Enterprises	729	4%	566	26%	74%
56	Administrative and Support and Waste Management and Remediation Services	4,911	7%	2,718	36%	64%
61	Educational Services	2,855	6%	1,603	36%	64%
62	Health Care and Social Assistance	8,947	10%	3,552	50%	50%
71	Arts, Entertainment, and Recreation	816	5%	644	25%	75%
72	Accommodation and Food Services	3,428	4%	3,495	20%	80%
81	Other Services (except Public Administration)	1,421	4%	1,128	25%	75%
92	Public Administration	272	1%	1,291	4%	96%
99	Unclassified	159	5%	110	29%	71%
Total - All Industries		42,346	5%	29,231	29%	71%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Regional Perspective

In 2015, the Metro Atlanta Region was home to nearly 2.3 million jobs. The largest



Fulton Workforce Development Area – WIOA Plan for 2016-2020

industries in 2015 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region.

Overall, employment in the region has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Employment growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this 5-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This rate of growth outpaces employment growth in the State of Georgia and the US, which have increased at an average annual rate of 1.9% and 1.6%, respectively.

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

Regional In-Demand Industries

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

- Healthcare
- Information Technology
- Transportation and Logistics

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

Healthcare Industry

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



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Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2016-2020

projected to add the most jobs over the next 5 years are summarized in the following table.

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

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

Information Technology

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

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

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

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



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

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

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

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

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

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

Transportation & Logistics Industry

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



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

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

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

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

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

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



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over the next 5 years are summarized in the following table.

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

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

Fulton County Occupational Analysis

Fulton County is home to nearly 834,000 jobs. Nearly 20% of those jobs are in Office and Administrative Support Occupations. Sales and Related Occupation comprise approximately 10% of the county's workforce. These two occupational groups are broad and generally represented in most industry clusters. The county also has a significant number of jobs in the Management Occupations and Business and Financial Operation Occupations. These occupational groups are closely related to the PST Services industry. Relative to the nation, Fulton County is approximately 70% more concentrated Computer and Mathematical Occupations, which are closely related to the regional targeted industry of IT and the PST Services industry.



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Occupational Overview, 2 Digit SOC - Fulton County

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	50,167	6%	1.0	\$128,100
13-0000	Business and Financial Operations Occupations	61,966	7%	1.5	\$80,300
15-0000	Computer and Mathematical Occupations	39,022	5%	1.7	\$91,100
17-0000	Architecture and Engineering Occupations	13,310	2%	0.9	\$87,500
19-0000	Life, Physical, and Social Science Occupations	6,660	1%	1.0	\$71,300
21-0000	Community and Social Service Occupations	10,437	1%	0.8	\$47,800
23-0000	Legal Occupations	12,094	1%	1.8	\$112,900
25-0000	Education, Training, and Library Occupations	33,765	4%	0.7	\$55,200
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	19,993	2%	1.4	\$59,000
29-0000	Healthcare Practitioners and Technical Occupations	42,306	5%	0.9	\$86,200
31-0000	Healthcare Support Occupations	17,434	2%	0.7	\$31,000
33-0000	Protective Service Occupations	19,890	2%	1.2	\$34,200
35-0000	Food Preparation and Serving Related Occupations	71,974	9%	1.0	\$22,900
37-0000	Building and Grounds Cleaning and Maintenance Occupations	26,876	3%	0.9	\$27,400
39-0000	Personal Care and Service Occupations	25,341	3%	0.8	\$27,300
41-0000	Sales and Related Occupations	86,821	10%	1.0	\$49,300
43-0000	Office and Administrative Support Occupations	151,511	18%	1.2	\$40,000
45-0000	Farming, Fishing, and Forestry Occupations	789	0%	0.1	\$31,900
47-0000	Construction and Extraction Occupations	18,522	2%	0.5	\$45,600
49-0000	Installation, Maintenance, and Repair Occupations	31,852	4%	1.0	\$49,900
51-0000	Production Occupations	31,123	4%	0.6	\$36,500
53-0000	Transportation and Material Moving Occupations	62,051	7%	1.1	\$41,200
Total - All Occupations		833,904	100%	1.0	\$54,500

Bold designates the largest occupations by number of jobs in 2015

Since 2010, employment in Fulton County has increased by 12% to nearly 834,000 jobs. Office and Administrative Support Occupations accounted for most of the growth, adding over 14,000 jobs, while Food Preparation and Serving Related Occupations grew at the highest rate, increasing employment by 21%. The Computer and Mathematical Occupations also grew rapidly, increasing employment by 17%. This occupational group is closely tied to the IT industry.

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2010 and 2015 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are



Fulton Workforce Development Area – WIOA Plan for 2016-2020

projected to expand the most rapidly, increasing employment by 9% and 12%, respectively.

Annually, Fulton County is expected to have over 30,000 jobs annually. Approximately 72% of these openings will be created by replacement demand, while the remainder, approximately 8,500 jobs, will be created by new demand. Office and Administrative Support Occupations are expected to have the most job openings, largely due to retirements and other turnover in that occupational groups. A slightly higher proportion of openings in the Computer and Mathematical Occupations and Healthcare Support Occupations will be due to new demand.

The following table presents projected employment trends and demand.

Projected Change in Employment, 2 Digit SOC - Fulton County

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	2,904	6%	2,074	28%	72%
13-0000	Business and Financial Operations Occupations	4,489	7%	2,305	39%	61%
15-0000	Computer and Mathematical Occupations	3,506	9%	1,306	54%	46%
17-0000	Architecture and Engineering Occupations	674	5%	462	29%	71%
19-0000	Life, Physical, and Social Science Occupations	416	6%	293	28%	72%
21-0000	Community and Social Service Occupations	592	6%	347	34%	66%
23-0000	Legal Occupations	624	5%	368	34%	66%
25-0000	Education, Training, and Library Occupations	2,246	7%	1,183	38%	62%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	850	4%	869	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,774	9%	1,688	45%	55%
31-0000	Healthcare Support Occupations	2,041	12%	780	52%	48%
33-0000	Protective Service Occupations	656	3%	540	24%	76%
35-0000	Food Preparation and Serving Related Occupations	3,268	5%	3,487	19%	81%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,365	5%	890	31%	69%
39-0000	Personal Care and Service Occupations	1,874	7%	1,171	32%	68%
41-0000	Sales and Related Occupations	3,598	4%	3,361	21%	79%
43-0000	Office and Administrative Support Occupations	3,699	2%	4,111	18%	82%
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	1,307	7%	615	43%	57%
49-0000	Installation, Maintenance, and Repair Occupations	1,080	3%	942	23%	77%
51-0000	Production Occupations	709	2%	978	14%	86%
53-0000	Transportation and Material Moving Occupations	2,480	4%	2,219	22%	78%
Total - All Occupations		42,361	5%	30,060	28%	72%

Bold designates occupations with the highest average annual employment demand

Red designates occupations that are projected to lose the most jobs

Green designates occupations that are projected to add the most jobs



Fulton Workforce Development Area – WIOA Plan for 2016-2020

Employment demand can also be assessed by analyzing the number of online job advertisements for various jobs in a region. In 2015, over 320,000 advertisements were posted online for jobs in Fulton County. Employers in the county 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 county, reflecting the importance of the regions three targeted industries. PST Services-related occupations, such as Management Analysts and IT Project Managers were also commonly advertised in 2015. The 15 occupations with the most job advertisements in the region are summarized in the following table.

Top Occupations by Number of Job Postings in 2015 - Fulton County GA

O*NET Code	Occupation	Job Postings
15-1132.00	Software Developers, Applications	25,732
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12,381
29-1141.00	Registered Nurses	10,976
11-9199.00	Managers, All Other	9,989
13-1111.00	Management Analysts	8,629
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	7,922
15-1199.02	Computer Systems Engineers/Architects	6,819
15-1121.00	Computer Systems Analysts	5,905
15-1199.09	Information Technology Project Managers	5,806
15-1134.00	Web Developers	5,581
41-2031.00	Retail Salespersons	5,490
11-2022.00	Sales Managers	5,267
13-1071.00	Human Resources Specialists	5,255
11-2021.00	Marketing Managers	4,834
15-1141.00	Database Administrators	4,831

Regional Occupational Analysis

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



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

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

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

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



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

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

Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In the Metro Atlanta Region, over 30,000 job advertisements were posted online in search of Software Developers. Other top occupations were related to the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2015 are presented in the following table.



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

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

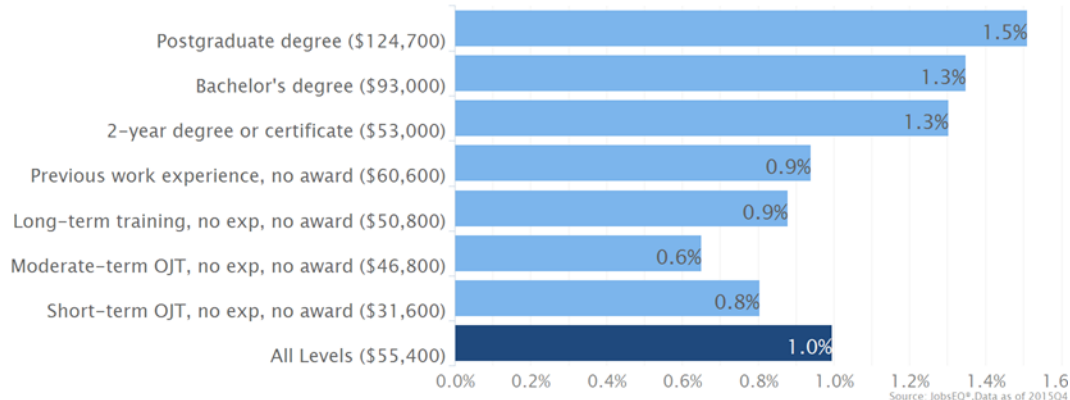
- b. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.**

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 1.5% annually. Jobs requiring a Bachelor's degree and those requiring an Associate's degree or credential are also expected to have above average growth, increasing by 1.3% annually.



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Annual Average Projected Job Growth by Training Required for Fulton County, Georgia



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

Top Skills by 2015 Job Postings - Fulton County

Skills	Job Postings
Communication Skills	101,221
Writing	67,697
Microsoft Excel	46,711
Problem Solving	45,798
Planning	43,897
Customer Service	40,261
Team Work/ Collaboration	40,171
Project Management	38,775
Organizational Skills	37,561
Microsoft Office	36,460
Research	34,901
Detail-Oriented	31,237
Building Effective Relationships	29,409
Troubleshooting	24,791
Microsoft Powerpoint	22,767

Additionally, this assessment of 2015 job postings data reveals the credentials most



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frequently requested by Fulton County employers. The most requested credentials in the region largely reflect the three targeted industries in region: healthcare, information technology, and transportation and logistics and include certifications such as Registered Nurse, Certified Driver’s License, and Cisco Certified Network Associate. In Fulton County, many of the top certifications are related to the PST Services industry. The top 10 certifications requested by employers in the county are summarized in the following table.

Top Certifications by 2015 Job Postings - Fulton County

Certifications	Job Postings
Registered Nurse	10,641
Certified Public Accountant	6,409
Project Management Certification (e.g. PMP)	5,269
CDL Class A	3,146
Certified Information Systems Security Professional (CISSP)	2,842
Basic Cardiac Life Support Certification	2,657
First Aid CPR AED	2,516
Certified Information Systems Auditor (CISA)	1,946
Cisco Certified Network Associate	1,593
Commercial Drivers License	1,580

- 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 Fulton County in 2014 was nearly 1 million. Between 2004 and 2014, the region’s population grew at an average annual rate of 2.1%. This rate of growth outpaced population growth in the state and nation. The region has a civilian labor force of 513,600 people, representing a labor force participation rate of 67.2%. This labor force participation rate exceeds the participation rates of 62.6% and 63.5% in the state and nation, respectively.



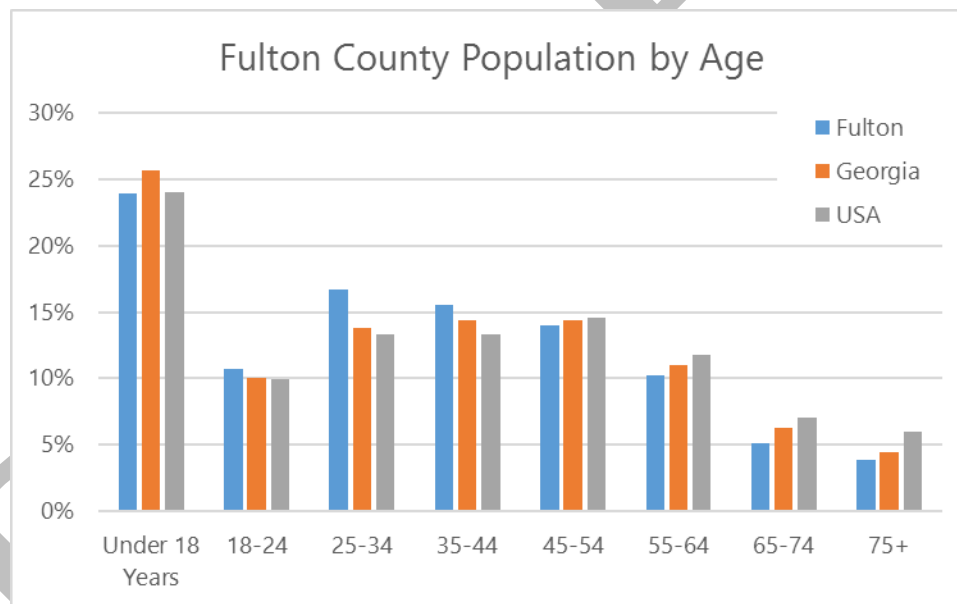
Fulton Workforce Development Area – WIOA Plan for 2016-2020

Demographics Overview - Fulton County

	Fulton	GA	USA
Population	996,319	10,097,343	318,857,056
Population Avg. Annual Growth	2.1%	1.4%	0.9%
Median Age	34.2	35.3	37.2
Labor Force	513,651	4,819,365	157,940,014
Labor Force Participation	67.2%	62.6%	63.5%
Median Household Income	\$56,642	\$49,342	\$53,482

Source: JobsEQ

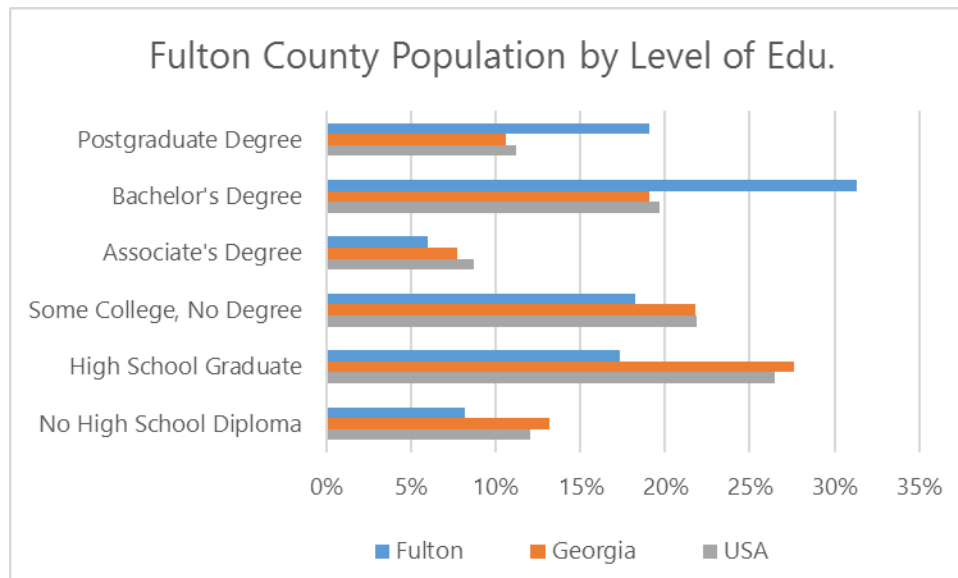
Relative to the state and nation, Fulton County's population is more concentrated in the 25 to 34 age cohort, which accounts for nearly 17% of the county's population. The largest age group in the county is residents aged 18 years and younger, which accounts for 24% of the population.



The population of Fulton County is highly educated. Over 50% of county residents have a Bachelor's or Postgraduate degree, compared to approximately 40% with this level of educational attainment in the state and nation. Conversely, the county is less concentrated in residents with as Associate's degree or less.



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Of the nearly 740,000 residents in Fulton County aged 18 and over, approximately 16% live below the poverty line and 12% have disabilities. Approximately 6% of Fulton County residents are veterans. Of the veterans in the region, 8% live below the poverty line and 24% have a disability.

Targeted Populations Overview - Fulton County

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	739,494	n/a	45,965	6%
Below Poverty Line in Past 12 Months	115,361	16%	3,677	8%
With Disabilities	88,739	12%	11,032	24%

Source: American Community Survey

The Aspen Institute’s Opportunity Index tracks “disconnected youth” in communities across the country. The Opportunity Index defines “disconnected youth” as individuals aged 16 to 24 who are neither working nor in school. Disconnected youth often fail to develop skills that will be required to access quality jobs and high wages **because they are disassociated from the systems that would support skill development during crucial development years.** In Fulton County, the number of disconnected youth has grown slightly since 2011, from 16,100 youth to 16,540.



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Disconnected Youth - Fulton County

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

*Aged 16 to 24 not in school and not working

Source: Opportunity Index

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

Education & Training Analysis – Fulton County

Fulton County is home to nearly 50 institutions offering academic degrees and credentials. Combined, these institutions awarded 22,700 degrees and awards in the county in 2014, increasing by over 25% since 2004. Of these academic awards, nearly 50% were for Bachelor's degrees.

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

Nearly 2,000 degrees and certificates awarded in 2014 were related to business administration and management. Several other top programs in the county are related to the PST Services industry, including engineering, accounting, and law. Additionally, the county has a significant number of completions related to IT and computer sciences. Nearly 350 completions occurred in programs related to medical and clinical assistants and over 275 related to the registered nurse profession.

Education & Training Analysis – Regional Perspective

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

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



Fulton Workforce Development Area – WIOA Plan for 2016-2020

with nearly 8,500 awards.

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

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

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



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Appendix 2: Regional Industry Analysis

Fulton County Occupation Overview

Industry Overview, 2 Digit NAICS - Fulton County

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11	Agriculture, Forestry, Fishing and Hunting	322	0%	0.0	\$52,183
21	Mining, Quarrying, and Oil and Gas Extraction	134	0%	0.0	\$224,560
22	Utilities	3,537	0%	0.8	\$106,057
23	Construction	19,911	2%	0.4	\$62,582
31	Manufacturing	26,671	3%	0.4	\$92,348
42	Wholesale Trade	40,974	5%	1.2	\$96,384
44	Retail Trade	63,575	8%	0.7	\$34,903
48	Transportation and Warehousing	47,187	6%	1.4	\$73,507
51	Information	45,473	5%	2.7	\$102,724
52	Finance and Insurance	50,264	6%	1.5	\$128,961
53	Real Estate and Rental and Leasing	22,830	3%	1.6	\$72,332
54	Professional, Scientific, and Technical Services	99,877	12%	1.8	\$98,639
55	Management of Companies and Enterprises	19,526	2%	1.6	\$117,336
56	Administrative and Support and Waste Management and Remediation Services	75,511	9%	1.4	\$47,503
61	Educational Services	48,239	6%	0.7	\$55,940
62	Health Care and Social Assistance	88,011	11%	0.8	\$56,347
71	Arts, Entertainment, and Recreation	15,508	2%	1.0	\$45,211
72	Accommodation and Food Services	78,958	9%	1.1	\$23,214
81	Other Services (except Public Administration)	33,129	4%	0.9	\$33,715
92	Public Administration	51,138	6%	1.3	\$68,237
99	Unclassified	3,129	0%	2.1	\$75,545
Total - All Industries		833,904	100%	N/A	\$68,383

Bold designates the largest industries by number of jobs in 2015



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Fulton County Historic Change in Employment

Historic Change in Employment, 2 Digit NAICS - Fulton County

NAICS	Industry	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	322	281	322	41	15%	0	0%
21	Mining, Quarrying, and Oil and Gas Extraction	177	107	134	27	25%	-43	-24%
22	Utilities	2,942	3,694	3,537	-157	-4%	595	20%
23	Construction	26,472	18,455	19,911	1,456	8%	-6,561	-25%
31	Manufacturing	34,468	26,390	26,671	281	1%	-7,797	-23%
42	Wholesale Trade	42,806	38,567	40,974	2,407	6%	-1,832	-4%
44	Retail Trade	61,068	55,436	63,575	8,139	15%	2,507	4%
48	Transportation and Warehousing	55,024	46,883	47,187	304	1%	-7,837	-14%
51	Information	49,849	46,282	45,473	-809	-2%	-4,376	-9%
52	Finance and Insurance	52,495	47,730	50,264	2,534	5%	-2,231	-4%
53	Real Estate and Rental and Leasing	22,234	20,412	22,830	2,418	12%	596	3%
54	Professional, Scientific, and Technical Services	76,674	79,196	99,877	20,681	26%	23,203	30%
55	Management of Companies and Enterprises	16,071	20,361	19,526	-835	-4%	3,455	21%
56	Administrative and Support and Waste Management and Remediation Services	69,308	59,343	75,511	16,168	27%	6,203	9%
61	Educational Services	46,662	46,935	48,239	1,304	3%	1,577	3%
62	Health Care and Social Assistance	68,691	74,736	88,011	13,275	18%	19,320	28%
71	Arts, Entertainment, and Recreation	12,171	13,150	15,508	2,358	18%	3,337	27%
72	Accommodation and Food Services	67,096	66,877	78,958	12,081	18%	11,862	18%
81	Other Services (except Public Administration)	29,866	30,803	33,129	2,326	8%	3,263	11%
92	Public Administration	46,026	49,436	51,138	1,702	3%	5,112	11%
99	Unclassified	534	1,213	3,129	1,916	158%	2,595	486%
Total - All Industries		780,956	746,288	833,904	87,616	12%	52,948	7%

Bold designates the largest industries by number of jobs in 2015

Red designates industries that lost the most jobs since 2010

Green designates industries that added the most jobs since 2010



Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Projected Change in Employment

Projected Change in Employment, 2 Digit NAICS - Fulton County

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	7	2%	13	11%	89%
21	Mining, Quarrying, and Oil and Gas Extraction	5	4%	4	24%	76%
22	Utilities	-116	-3%	89	0%	100%
23	Construction	1,635	8%	730	45%	55%
31	Manufacturing	-329	-1%	616	0%	100%
42	Wholesale Trade	1,860	5%	1,292	29%	71%
44	Retail Trade	2,064	3%	2,405	17%	83%
48	Transportation and Warehousing	686	1%	1,386	10%	90%
51	Information	921	2%	1,295	14%	86%
52	Finance and Insurance	2,758	5%	1,765	31%	69%
53	Real Estate and Rental and Leasing	1,006	4%	718	28%	72%
54	Professional, Scientific, and Technical Services	7,955	8%	3,722	43%	57%
55	Management of Companies and Enterprises	729	4%	566	26%	74%
56	Administrative and Support and Waste Management and Remediation Services	4,911	7%	2,718	36%	64%
61	Educational Services	2,855	6%	1,603	36%	64%
62	Health Care and Social Assistance	8,947	10%	3,552	50%	50%
71	Arts, Entertainment, and Recreation	816	5%	644	25%	75%
72	Accommodation and Food Services	3,428	4%	3,495	20%	80%
81	Other Services (except Public Administration)	1,421	4%	1,128	25%	75%
92	Public Administration	272	1%	1,291	4%	96%
99	Unclassified	159	5%	110	29%	71%
Total - All Industries		42,346	5%	29,231	29%	71%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs



Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Competitiveness Analysis

Competitiveness Analysis, 2 Digit NAICS - Fulton County

NAICS	Industry	2010 to 2015 Annual Change			
		Fulton County	Atl. Region	GA	USA
11	Agriculture, Forestry, Fishing and Hunting	2.8%	1.4%	0.5%	1.2%
21	Mining, Quarrying, and Oil and Gas Extraction	4.5%	3.5%	-0.5%	2.9%
22	Utilities	-0.9%	0.1%	0.4%	0.1%
23	Construction	1.5%	2.3%	1.0%	2.1%
31	Manufacturing	0.2%	1.5%	1.8%	1.4%
42	Wholesale Trade	1.2%	1.3%	1.9%	1.4%
44	Retail Trade	2.8%	2.4%	2.1%	1.5%
48	Transportation and Warehousing	0.1%	2.4%	2.0%	2.2%
51	Information	-0.4%	0.8%	0.8%	0.3%
52	Finance and Insurance	1.0%	2.3%	2.1%	0.8%
53	Real Estate and Rental and Leasing	2.3%	2.0%	1.8%	1.2%
54	Professional, Scientific, and Technical Services	4.7%	3.6%	3.4%	2.5%
55	Management of Companies and Enterprises	-0.8%	5.5%	4.3%	3.5%
56	Administrative and Support and Waste Management and Remediation Services	4.9%	3.0%	3.5%	3.1%
61	Educational Services	0.5%	0.0%	-0.4%	0.2%
62	Health Care and Social Assistance	3.3%	3.1%	2.0%	2.2%
71	Arts, Entertainment, and Recreation	3.4%	2.8%	2.7%	1.8%
72	Accommodation and Food Services	3.4%	3.7%	3.5%	3.0%
81	Other Services (except Public Administration)	1.5%	1.7%	1.1%	-0.2%
92	Public Administration	0.7%	-1.1%	-1.0%	-0.8%
99	Unclassified	20.9%	16.8%	12.5%	12.5%
Total - All Industries		2.2%	2.3%	1.9%	1.6%

Bold designates the fastest growing industries (2010 to 2015)

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



Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Occupation Overview

Occupational Overview, 2 Digit SOC - Fulton County

SOC	Occupation	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
11-0000	Management Occupations	50,167	6%	1.0	\$128,100
13-0000	Business and Financial Operations Occupations	61,966	7%	1.5	\$80,300
15-0000	Computer and Mathematical Occupations	39,022	5%	1.7	\$91,100
17-0000	Architecture and Engineering Occupations	13,310	2%	0.9	\$87,500
19-0000	Life, Physical, and Social Science Occupations	6,660	1%	1.0	\$71,300
21-0000	Community and Social Service Occupations	10,437	1%	0.8	\$47,800
23-0000	Legal Occupations	12,094	1%	1.8	\$112,900
25-0000	Education, Training, and Library Occupations	33,765	4%	0.7	\$55,200
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	19,993	2%	1.4	\$59,000
29-0000	Healthcare Practitioners and Technical Occupations	42,306	5%	0.9	\$86,200
31-0000	Healthcare Support Occupations	17,434	2%	0.7	\$31,000
33-0000	Protective Service Occupations	19,890	2%	1.2	\$34,200
35-0000	Food Preparation and Serving Related Occupations	71,974	9%	1.0	\$22,900
37-0000	Building and Grounds Cleaning and Maintenance Occupations	26,876	3%	0.9	\$27,400
39-0000	Personal Care and Service Occupations	25,341	3%	0.8	\$27,300
41-0000	Sales and Related Occupations	86,821	10%	1.0	\$49,300
43-0000	Office and Administrative Support Occupations	151,511	18%	1.2	\$40,000
45-0000	Farming, Fishing, and Forestry Occupations	789	0%	0.1	\$31,900
47-0000	Construction and Extraction Occupations	18,522	2%	0.5	\$45,600
49-0000	Installation, Maintenance, and Repair Occupations	31,852	4%	1.0	\$49,900
51-0000	Production Occupations	31,123	4%	0.6	\$36,500
53-0000	Transportation and Material Moving Occupations	62,051	7%	1.1	\$41,200
Total - All Occupations		833,904	100%	1.0	\$54,500

Bold designates the largest occupations by number of jobs in 2015



Fulton Workforce Development Area – WIOA Plan for 2016-2020

Fulton County Historic Change in Employment

Historic Change in Employment, 2 Digit SOC - Fulton County

SOC	Occupation	Employment			5 Year		10 Year	
		2005	2010	2015	# Change	% Change	# Change	% Change
11-0000	Management Occupations	46,595	45,558	50,167	4,609	10%	3,572	8%
13-0000	Business and Financial Operations Occupations	53,611	54,658	61,966	7,308	13%	8,355	16%
15-0000	Computer and Mathematical Occupations	33,167	33,334	39,022	5,688	17%	5,855	18%
17-0000	Architecture and Engineering Occupations	13,314	12,002	13,310	1,308	11%	-4	0%
19-0000	Life, Physical, and Social Science Occupations	5,696	5,888	6,660	772	13%	964	17%
21-0000	Community and Social Service Occupations	9,206	9,806	10,437	631	6%	1,231	13%
23-0000	Legal Occupations	12,018	11,494	12,094	600	5%	76	1%
25-0000	Education, Training, and Library Occupations	31,408	32,335	33,765	1,430	4%	2,357	8%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	18,884	17,521	19,993	2,472	14%	1,109	6%
29-0000	Healthcare Practitioners and Technical Occupations	33,926	36,106	42,306	6,200	17%	8,380	25%
31-0000	Healthcare Support Occupations	14,113	14,491	17,434	2,943	20%	3,321	24%
33-0000	Protective Service Occupations	18,064	19,697	19,890	193	1%	1,826	10%
35-0000	Food Preparation and Serving Related Occupations	59,308	59,619	71,974	12,355	21%	12,666	21%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	24,620	24,419	26,876	2,457	10%	2,256	9%
39-0000	Personal Care and Service Occupations	19,773	22,593	25,341	2,748	12%	5,568	28%
41-0000	Sales and Related Occupations	85,468	77,554	86,821	9,267	12%	1,353	2%
43-0000	Office and Administrative Support Occupations	146,568	137,241	151,511	14,270	10%	4,943	3%
45-0000	Farming, Fishing, and Forestry Occupations	722	695	789	94	14%	67	9%
47-0000	Construction and Extraction Occupations	23,030	16,970	18,522	1,552	9%	-4,508	-20%
49-0000	Installation, Maintenance, and Repair Occupations	31,484	30,004	31,852	1,848	6%	368	1%
51-0000	Production Occupations	35,411	27,622	31,123	3,501	13%	-4,288	-12%
53-0000	Transportation and Material Moving Occupations	64,571	56,680	62,051	5,371	9%	-2,520	-4%
Total - All Occupations		780,956	746,288	833,904	87,616	12%	52,948	7%

Bold designates the largest occupations by number of jobs in 2015

Red designates occupations that lost the most jobs since 2010

Green designates occupations that added the most jobs since 2010



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Fulton County Projected Change in Employment

Projected Change in Employment, 2 Digit SOC - Fulton County

SOC	Occupation	5 Year Projection			Employment Demand	
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	2,904	6%	2,074	28%	72%
13-0000	Business and Financial Operations Occupations	4,489	7%	2,305	39%	61%
15-0000	Computer and Mathematical Occupations	3,506	9%	1,306	54%	46%
17-0000	Architecture and Engineering Occupations	674	5%	462	29%	71%
19-0000	Life, Physical, and Social Science Occupations	416	6%	293	28%	72%
21-0000	Community and Social Service Occupations	592	6%	347	34%	66%
23-0000	Legal Occupations	624	5%	368	34%	66%
25-0000	Education, Training, and Library Occupations	2,246	7%	1,183	38%	62%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	850	4%	869	20%	80%
29-0000	Healthcare Practitioners and Technical Occupations	3,774	9%	1,688	45%	55%
31-0000	Healthcare Support Occupations	2,041	12%	780	52%	48%
33-0000	Protective Service Occupations	656	3%	540	24%	76%
35-0000	Food Preparation and Serving Related Occupations	3,268	5%	3,487	19%	81%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,365	5%	890	31%	69%
39-0000	Personal Care and Service Occupations	1,874	7%	1,171	32%	68%
41-0000	Sales and Related Occupations	3,598	4%	3,361	21%	79%
43-0000	Office and Administrative Support Occupations	3,699	2%	4,111	18%	82%
45-0000	Farming, Fishing, and Forestry Occupations	7	1%	30	5%	95%
47-0000	Construction and Extraction Occupations	1,307	7%	615	43%	57%
49-0000	Installation, Maintenance, and Repair Occupations	1,080	3%	942	23%	77%
51-0000	Production Occupations	709	2%	978	14%	86%
53-0000	Transportation and Material Moving Occupations	2,480	4%	2,219	22%	78%
Total - All Occupations		42,361	5%	30,060	28%	72%

Bold designates occupations with the highest average annual employment demand

Red designates occupations that are projected to lose the most jobs

Green designates occupations that are projected to add the most jobs



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Fulton County Competitiveness Analysis

Competitiveness Analysis, 2 Digit SOC - Fulton County

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

Bold designates the fastest growing occupations (2010 to 2015)

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

- 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



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self-sufficiency.

The Fulton County Workforce Preparation and Employment System (FCWPES) is part of Fulton County and as such is integrally involved with the strategic priorities of articulated in the Fulton County Strategic Plan 2016-2019. The Fulton County Board of Commissioners established the following six goals to accomplish their overall mission and work toward their vision:

- All people are safe
- All people have economic opportunities
- All people are healthy
- All people's lives are culturally and recreationally enriched
- All people are self-sufficient
- All people trust government is efficient, effective and fiscally sound

The Fulton County Strategic Plan further recognizes that Fulton County government is “one actor within a system of multiple elected officials, branches of government and municipalities that serve the County’s residents. In order to have the greatest impact, it is our [County] responsibility to collaborate with partner in the public, private and non-profit sectors to ensure that “all people”, regardless of where they live, in the County can achieve the goals above”.

These overarching goals of the Fulton County Strategic Plan 2016-2019 are clearly integrally linked to the strategic intent as well as the tactical requirements of the Workforce Innovation and Opportunity Act (WIOA). All the six key principles possess significant tenants of workforce development, job training and good jobs associated with them. 2

With this in mind, the vision for the Fulton County Workforce Preparation and Employment System Board of Directors is to assist Fulton County residents and metropolitan Atlanta area employers in developing and sustaining a world-class workforce that realizes viable incomes and benefits, thus strengthening their families and neighborhoods.

This will be achieved through the following goals:

- To enable individuals to achieve their highest potential.
- To ensure employers have the skilled workers they need to compete effectively in the global economy.



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- To capitalize on the untapped potential of the unemployed, underemployed workers, discouraged workers, youth and other job seekers with special needs.
- To create an enterprise that eliminates fragmentation among the public sector and utilizes private sector leadership.

Guiding Principles

- Customers include individuals, employers and all community partners seeking workforce information and/or services.
- The Fulton County Workforce System provides services and information to all customers based on their informed choice and need.
- The Fulton County Workforce System includes many service access points and methods, with services tailored to meet the needs of individual communities.
- The customer defines service quality; customer feedback is obtained and used.
- Staff provides quality services in a timely and positive manner.
- Policy, operations and procedures support flexibility in local design of service delivery, use of staff and use of facilities, while adhering to applicable laws and regulations.
- The Fulton County Workforce System offers specialized services beyond those paid for with public funds.
- Services are marketed through the use of a standard identity (logo) and marketing plan for the System. WIOA Services are easily identifiable as part of the Georgia One Stop System through the use of a standard identity logo and marketing plan.
- Creative programs are continuously developed and implemented to serve the changing needs of employers and the business community.
- Services are accessible and affordable.
- Comprehensive programs are continuously created, including early intervention and mentoring, to serve the needs of special populations, e.g. youth, females, and veterans



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

As discussed further in the response to **Strategic Elements, Governance and Structure, below**, FCWPES anticipates hosting business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, in cooperation with Metro Atlanta Region, it may expand these efforts to convene businesses, community partners, and other key workforce stakeholders on strategies to coordinate core programs to align the resources available in the local area. Examples of the strategies to be explored include:

- Engaging local businesses to determine their current and projected workforce needs
 - Identifying new or emerging certifications that may be required by businesses or regulatory entities
 - Working through education and training providers to develop and implement solutions that meet employer needs
 - Work with education and training providers to strengthen connection with employers
 - Creating appropriate training mechanisms, including structured internships and additional targeted apprenticeships work-based learning activities, to fill current and projected job openings
 - Identifying career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
 - Recruiting job seekers who are interested in careers in the targeted industries
 - Developing a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
 - Attracting new businesses to the local area by improving the skills and qualifications of the area’s labor force
 - Helping existing businesses grow their operations by improving incumbent worker skills and productivity
3. **Description of Strategies and Services – Provide a description of the strategies and services that will be used in the local area in order to accomplish the items listed below.**
- a. **How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations?**



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The FCWPES Board has a Business Services Consultant that works in conjunction with metropolitan Atlanta employers to assist them in meeting a broad range of employment and training needs. The Business Services Consultant establishes employment partnerships with private and public sector companies to meet the company's employment needs when vacancies occur, identifies and develops employment opportunities with employers for FCWPES customers and screens, assesses and refers potential qualified candidates.

- 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 FCWPES has become the partner of choice with many area businesses because of its ease of access, supply of qualified workers, reduced hiring time, and coordination of quality services. Employers have the ability to save on the recruitment and onboarding processes when working directly with the FCWPES for their employment needs. Of the programs available to employers, the Work Experience Program and Direct Referral Program are two programs with proven results that employers find very favorable with proven results. The Work Experience Program or "WEX" allows customers to become familiar and skilled within a specific career path and occupation at no cost to the employer. Comprehensive assessments of skills and interests, employment training plans, background checks, drug testing, counseling and on-the-job training are provided to customers. The program allows businesses an opportunity to utilize the services of qualified customers for a maximum of 90 days – 3 months at no cost to the employer, often leading to unsubsidized employment for the customer. During this training period the employer provides the necessary training and work experience and the FCWPES pays the customer's wages.

The Direct Referral Program establishes employment partnerships with private and public sector companies to meet the company's employment needs when vacancies occur. Qualified clients are screened and assessed, with the best qualified applicants being referred to the employer as potential candidates.

The First Source Jobs Program minimizes employers' recruitment cost for filling vacant job positions, as well as, provides employment opportunities to residents of Fulton County. Through this program, Prime Contractors awarded the contract, is expected to utilize the FCWPES. This includes all contracts procured through the County's Department of Purchasing and Contract Compliance valued in excess of



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\$200,000.

The FCWPES provides a variety of Talent Management services to meet employer needs. Examples of these services are:

- a. Talent sourcing:
 - Direct Referral Program
 - On-Site Recruitment Events
 - Work Opportunity Tax Credit (WOTC) Program
- b. Talent Screening
 - Occupational Assessments
 - Criminal Background Checks
 - Drug Screening
 - Basic Skills Assessment and Training
- c. Talent Development
 - Vocational and Skills Upgrade Training
 - On –the-Job Training
 - Customized Training
 - Incumbent Worker Training
- d. Structured Internships

2. Collaboration with Business Partners

FCWPES Business Consultants provide networking, employment and training resources to:

- a. Greater North Fulton and South Fulton Chambers of Commerce;
- b. Urban League of Greater Atlanta
- c. Local recreation facilities through Fulton County Parks & Recreation
- d. Georgia Micro-Enterprise Network

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 local area Workforce Investment Board is comprised of business and organized labor representatives, members from the local economic development community, as well as staff from the Fulton County Economic Development Department, that utilize their tools and resources while serving on the Quality Assurance and One Stop Operations, and Board Visibility and Development Task Forces of the Workforce Development Board. These individuals assisted in the design and creation of the services to local area businesses by brainstorming and collaborating and



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sharing resources on the services, presented the services to the full Workforce Investment Board and ultimately voted on the approval of these services for use by the FCWPES.

FCWPES will also partner and collaborate closely with the Metro Atlanta Regional workforce areas in providing an ongoing link with economic development partners with emphasis on high priority industries within targeted sectors.

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

The FCWPES is partnering with the Georgia Department of Labor (GDOL) to craft the best access options for customers entering the One Stop. This may include having a UI representative on-site on a more frequent basis. Additionally, the Board will collaborate with GDOL and seek to identify those individuals who are likely to exhaust their UI benefits and requiring them to come to the One-Stop for job search assistance. These customers would be provided with an orientation of services and given an initial assessment to determine specific needs. Based on their particular circumstances, they may be referred to additional services and resources, including job search workshops, staff-assisted job search activities, partner programs, and/or training services. This service integration may help unemployed individuals get back to work before their benefits are depleted.

The FCWPES and GDOL will continue to collaborate and strengthen our partnership to reflect the intent of fully developed WIOA regulations. The FCWPES will also work closely with the Metro Atlanta Regional Workforce Areas to assist in this effort.

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).

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

Now, with the implementation of WIOA, they are seizing the opportunity to formalize these efforts so they can further expand and improve services. They have already begun meeting to identify shared priorities, needs, and best practices. Moving forward, they will continue these sessions on a scheduled basis to explore the following



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strategies for regionalization, as well as the possibility of implementing cooperative service delivery agreements.

- Conducting regional business engagement activities, such as summits, forums, and roundtables for the targeted sectors
- Sharing information across the region about career pathways for the in-demand targeted sectors
- Developing pilot projects for training programs in the targeted sectors
- Identifying new and emerging targeted industries for the region
- Instituting a regional approach for economic development efforts to attract new businesses and expand existing businesses
- Coordinating business services on a regional basis, including outreach, recruitment, and applicant referral
- Initiating regional procurement methodologies, such as issuing joint procurements or using a standard Request for Proposals instrument/evaluation tool
- Developing a regional approach for training activities, including consistent guidelines for Individual Training Accounts (ITAs), on-the-job training, customized training, and incumbent worker training; as well as regional supportive service guidelines
- Building on the current Regional ITA Committee, efforts by Fulton County, Atlanta Regional Workforce Board and DeKalb County, to include the City of Atlanta and Cobb County (see Performance, ETPL, and Use of Technology, 3.a. below)
- Expanding co-location efforts in the region to increase partners' on-site presence, including Georgia Department of Labor (GDOL) staff, at the One-Stops
- Promoting standardization across the region, such as common formats/tools for WIOA application, on-the-job training contracts, registered apprenticeship templates, assessment instruments, job readiness curricula, and resume writing software
- Pursuing alternative grants and other funding opportunities on a regional basis
- Researching and sharing technologies that improve customer service and increase ability to manage operations across the region, such as Customer Relationship Management (CRM) system for business services
- Sharing best practices (and pitfalls to avoid) with regional counterparts
- Establishing regional performance goals

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

As part of the regionalization efforts described above, workforce representatives from



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the local boards will be exploring ways to effectively and efficiently coordinate administrative costs. Some examples include the possibility of issuing common procurements, making bulk purchases together, sharing monitoring responsibilities, and cooperatively pursuing grants and alternative funding sources.

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.

The FCWPES is an active participant in the regional sector strategy initiatives that are described in the Metro Atlanta Regional WIOA Plan.

Additionally, in conjunction with the region's targeted sectors of Healthcare, Information Technology, and Transportation and Logistics, the FCWPES will be concentrating on these three sectors as part of their key sector strategy. The FCWPES is also reviewing opportunities in emerging the Digital Entertainment and Media sector. The FCWPES is also participating with the other local boards, economic development partners and others in the Aerotropolis Atlanta Workforce Collective, a regional geographic sector initiative, to address the broad growing career pathway opportunities associated with the Hartsfield-Atlanta International Airport.

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

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

The FCWPES have participated in various meetings related to Health Care through the Career Rise Initiative through the National Fund for Workforce Solutions. This sector initiative has been meeting regularly and implementing health care solutions in collaboration with local hospitals and other health care employees.

The FCWPES Sector Strategies sub-committee convened to focus efforts in the targeted sectors and, led by utility, labor union and logistics business partners, over the course of several meetings, the sub-committee identified common baseline skills relevant across the sectors for incoming aspirants. Team members then identified potential providers to deliver the needed training and began the work of outlining how customers would then branch into different career pathways once "Basic Training" was completed. The first of several partner/provider mini summits will be held beginning in the summer of 2016 and will host employers from the Transportation, Construction and Logistics sector, providers of training serving this sector and job seekers interested in



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the sector. A survey of partners who have expressed an interest in collaborating to increase the talent pool in this sector is being developed to streamline services and craft an execution map to deepen the pool of available talent.

The FCWPES is working with several employers to implement strategy to increase and strengthen the talent pool in the Information Technology sector. Efforts include:

- Convening employers and education partners to develop structured internships to increase capacity and interest in the sector,
- Participating in workgroups to develop guidance for employers who would like to develop internship programs,
- Working to expand relationships with IT-sector employers by networking with partners to identify key contacts and make personal invitations based on long-standing relationships, networking to engage new employers by providing value-added opportunities, and collectively working towards clearly focused goals that meet business objectives.

Working with International Business Machines (IBM) to increase IT capacity and capability in the Metropolitan Atlanta area. In 2016 alone, plans are underway to:

- Serve 250 or more incumbent workers by providing necessary skills upgrade,
- Integrate targeted recruitment and training of veterans to prepare them for middle- to high-way IT roles,
- Increase access to middle- to high-wage IT careers to workforce participants through internships.

Working with LaunchCode to engage customers in Apprenticeship programming that leads to attainment of full-time employment in IT.

Additional efforts are underway to increase IT capacity in the metropolitan Atlanta area by developing relationships with IT partners that increase opportunities for workforce customers by providing access to middle- to high-wage careers through internships, Apprenticeships and exposure. Central to these efforts will be the integration of Career Pathways that clearly illustrate opportunity and provide focus for customer efforts.

Initial meetings and discussions have taken place with the Logistics sector and

FCWPES anticipates additional regularly scheduled meetings and activities.

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

The Labor Market Information and research completed as part of the Metro Atlanta



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Regional Plan identifies health care, logistics and information technology as key sectors. The labor market information listed earlier in this document as well as workforce funding collaborative of Atlanta Career Rise provide labor market information appropriate for these sectors.

The Georgia Department of Economic Development, the Atlanta Regional Commission, and others have provided labor and economic development information centered around the emerging Digital Entertainment and Media sector that augurs the investment as an emerging sector.

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

i. Participating employers;

Employers and related employer partner representatives are currently being identified with each sector strategy. For example, the employers in the health care sector include the region's major hospitals and other health care providers. Similar employers will be identified as other sector strategies are implemented.

Healthcare (Insert information regarding CHAMPS here)

Logistics, Transportation and Construction

We are currently working with several local unions and employers to develop strategy and/or provide services to increase capacity including Heat & Frost Ins. #48, US Foods, , and Schweid & Sons.

PST

To increase capacity and capability in the IT sector we are currently partnering and/or providing business services to several companies including IBM, LauchCode, All-n-One Security, MARTA and others.

ii. Target occupations;

Target occupations will be developed as the sector strategies evolve. In the health care sector, Career Pathways have been developed in several areas such as Ophthalmology and Nursing. In the IT sector, established, industry-directed career pathways are supplemented to indicate how someone late to entry in the sector might advance into the pathway.

Data and employer partners have indicated that there is a great need for skill-diverse



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forklift operators, truck drivers, and sheet metal and other construction workers, therefore, these occupations dominate efforts in the Logistics, Construction and Transportation sector.

iii. Training programs; and

The FCWPES has contracted with several partners to provide enhanced training opportunities in high demand occupations and to use targeted work experience (e.g., registered apprenticeship and on-the-job training) to prepare individuals for opportunities in new industries or occupations. The FCWPES will utilize these partners successful training programs as well as initiating and developing others that are appropriate for responding to ongoing sector education and training requirements.

In an effort to increase the availability of training in high-demand occupations, the FCWPES understands that it must not only work to ensure that the training opportunity is available, but that customers who are basic skills deficient have greater opportunity to become eligible to take advantage of that training. This includes working diligently to erase basic skills barriers to employment. Towards this end, computer-based and instructor-led basic skills instruction will be a major focus for adult and youth customers whose assessments indicate that they are basic skills deficient.

Partnerships with industry organizations, employers, community partners and training providers are being established and enhanced (detailed in the responses below) to create innovative programs and collaboratives. Every quarter, the FCWPES reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow FCWPES customers to have the latest information related to education and occupational skills training

In order to ensure that opportunities will not be limited and availability is maximized, the FCWPES will:

- i. Hire additional WIA Career Planners and support staff to serve more Fulton County customers and be engaged in outreach and marketing efforts to publicize the services available through the FCWPES One-Stop Career Centers.
- ii. Implement Continuous Improvement projects to improve processes, eliminate redundancies and increase efficiency in service delivery.
- iii. Create collaborative partnerships and career pathways programs that will engage employers and training providers in creating innovative programs



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and employment opportunities.

Such partners include:

- Gwinnett Technical College
- Atlanta Technical College
- LaunchCode

- iv. Target short-term training programs to assist FCWPES customers in increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce.

Some of the training programs include:

- LC101 IT Bootcamp
- IT Apprenticeships
- Warehousing and Forklift Certifications
- CDL Certifications

Significantly increase the number of occupational skills related training for adult and dislocated workers through Individual Training Accounts (ITA) and contracted services.

In addition, the FCWPES led a consortium of partners to pursue the America's Promise and Strengthening Working Families grants as well as supporting the Urban League of Greater Atlanta and other partners in grant opportunities

iv. Target Populations.

As noted later in this plan, the FCWPES targets following populations as part of their priority of service policy: veterans, those experiencing low income, TANF recipients, persons with disabilities, older workers, dislocated workers and out of school youth. The FCWPES will recognize these target populations for engagement with the sector strategies developed as they are suitable and appropriate for employment in those sectors.

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

The FCWPES, in cooperation with the four Metro Atlanta Region workforce boards, anticipate the continued growth and development of the Logistics and Information Technology sectors.



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Additionally, the emerging sector of Digital Entertainment and Media provides increasing opportunities for individuals and industries to succeed in this sector.

Finally, the FCWPES will continue to explore and identify both local and regional sectors and sub-sectors that contribute to the sustained growth of critical career pathways and career ladders through Fulton and surrounding counties that positively impact Fulton County residents and businesses.

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.**

To ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and job seekers, the Fulton County Workforce Development Board has established a One Stop Service Site with two satellite sites that provide increased access to the rapidly growing customer base. These sites coordinate with numerous partners to provide a “no wrong door” level access to a wide range of programs and services.

The Fulton County Workforce Preparation and Employment System Board of Directors gathers input from employer customers regarding their current and emerging needs. The Board then shares this information with providers during Bi-annual Provider Forums so they may modify their existing programs and/or create new curricula as needed to meet these needs. The FCWPES will also host sector-specific mini summits with provider and employers to tailor and advance customized training solutions that support accelerated outcomes.

- 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.**

The Fulton County Workforce Preparation and Employment System Board of Directors has established broad access to facilities throughout the Local Workforce Development Area to ensure all individuals have access to services.

Job Seeking Customers seeking core, intensive or training services may be referred to the One Stop Career Center, a satellite career center or a partner site. If a



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customer seeks services at the One Stop Career Center, services are made available to him or her without referral to another location (based on availability of services) through on-site consultation or technology. Partners, not physically located at the One Stop Career Center, are not required to route all of their customers through the One Stop Center. Customers may receive referrals to other appropriate services and programs on a sequential or concurrent basis. Partners participating in the Fulton County Workforce Preparation and Employment System (FCWPES) agree to refer customers between agencies and programs in a manner that: 1) maximizes customers' easy access to services; and 2) minimizes inconvenience to the customer.

The FCWPES provides multiple strategically located points of access for customers through the Adamsville Career Center, South Fulton Career Center and the North Fulton Career Center. As a matter of convenience, customers can access services at any one of the One-Stop Career Centers or Workforce Centers as well as through partners such as the Georgia Department of Labor North Metro Career Center, Georgia Vocational Rehabilitation and the Department of Family and Children Services.

To ensure a seamless approach to service delivery, Memoranda of Understandings and Resource Sharing Agreements are in place with all of our partners providing services directly or indirectly at the One Stop Career Centers.

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

All Fulton County Workforce Career Centers provide maximum accessibility as well as the following assistive devices and assessment software:

- a. Disability Awareness DVD's
- b. Career Development DVD's, and
- c. Americans with Disabilities Act

Assistive devices compliment existing resources in Center Resource Rooms. Some or all of these services are available in each Center:

- a. JAWS software
- b. Zoom Text Software (9.1 version)



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Consistent with guidance from our Georgia Vocational Rehabilitation Agency partner, FCWPES will seek to additional assistive devices such as:

- Magic (<http://www.freedomscientific.com/Products/LowVision/MAGic>)
- OpenBook

Training and in-service workshops are provided for all Career Center staff on a regular basis. Topics include:

- a. Universal Access
- b. Customized Employment
- c. Assistive Technology
- d. State And Local Benefits
- e. Disability Awareness

The FCWPES has a reciprocal referral process in place with the Georgia Vocational Rehabilitation Agency. The FCWPES partners with Goodwill Industries, Shepherd Center's Vocational Specialist and Benefits Navigator, Bobby Dodd Industries.

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

The Fulton County Workforce Preparation and Employment System Board of Directors and the Fulton County Workforce Development Division, a division of Fulton County Government, maintain a Memorandum of Understanding with critical partners in order to align and share resources. As implementation of WIOA continues, partnerships will be expanded with the following partners to provide greater service options and this MOU will be updated as partners are added and changed.



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NAME OF PARTNER	PARTNER CONTACT PERSON
Ga. Dept. of Labor	Elizabeth Scott
TCSG - Adult Education Catholic Charities of the Archdiocese of Atlanta, Inc.	Loretta Siefferman
TCSG - Adult Education Gwinnett Technical College	Stephanie Rooks
Georgia Vocational Rehabilitation Agency	Jessica Gordon
Georgia Vocational Rehabilitation Agency	Aimee Williams
Dept. of Human Services	Julius Wilson

- 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.**

Currently, Fulton County Workforce Development Division, a division of Fulton County Government, serves as both the One-Stop Operator and staff for the Local Workforce Development Board. However, because the preliminary WIOA regulations appear to prohibit the Board from serving as Operator, this will require the WDB to competitively procure these services as may be required.

It is planned that the WDB will prepare a Request for Proposals (RFP) during the fall of 2016, with an anticipated release date of early 2017. This timeframe allows the Board to (1) research the market by requesting information from potential proposers, (2) develop a competitive procurement instrument that clearly identifies specific service needs, (3) carefully evaluate the responses received, including cost/price analyses, and (4) select an Operator to begin services effective July 1, 2017.

In keeping with efforts to streamline processes and institute a regional approach for workforce services, the Board will work collaboratively with our counterparts from the City of Atlanta, Cobb County, DeKalb County, and Atlanta Regional Workforce Development Board to identify possible methods to minimize the costs related to procurement, such as cooperatively interviewing potential vendors prior to release of the RFP and/or potentially sharing a common RFP and evaluation tool.

- 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.**



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The FCWPES uses a competitive RFP procurement process to award sub-grants and contracts in the local area. Invitations to bid are issued through and in accordance with Fulton County rules of procurement in compliance with the applicable procurement standards set forth in the Code of Federal Regulations.

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

Two classes of customer complaints are recognized: those alleging unsatisfactory service and those alleging some form of discrimination. The WIOA Program Coordinator and the Supervisor of the Career Center in which the allegation originates initially handle complaints alleging poor service. The facts are examined, supporting documents obtained and a resolution offered to the complainant. If the complaint is not resolved at this level, the complaint is forwarded to the Program or Division Manager of the Workforce Development Division. The OWD Program or Division Manager initiates contact with the customer and seeks customer satisfaction.

With respect to allegations of discrimination, the customer is directed immediately to the FCWPES Equal Opportunity Officer. In conjunction with the Equal Opportunity Administrator from the Georgia Department of Labor, a “Policy and Procedures Manual” was developed which covers the nine elements of the Methods of Administration under the WIA developed for USDOL/Civil Rights Center. The procedure manual outlines the steps involved in processing a complaint from initial notification through resolution. Samples of required forms and pattern letters are included in the manual.

The “Equal Opportunity Is The Law” brochure (DOL-1693) is distributed at all FCWPES customer orientations. Career Center Planners have been trained to present and explain the brochure in these sessions and in their one-on-one contacts with customers.



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))**

Per the WDB By-Laws, the Fulton County Workforce Preparation and Employment System Board of Directors are appointed as follows:

NOMINATION PROCESS

1. Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations.
 - a. Staff sends email with form to local business organizations and business trade associations requesting nominations for appointment to the board by certain due date.
 - b. After due date for nominations, staff presents forms received to the BVD Taskforce for selection of candidates to fill vacancies.
 - c. BVD Taskforce makes motion in LWDB meeting to recommend nominated candidates to CLEO for appointment.
 - d. Staff submits recommended candidates nominated for appointment to CLEO.
 - e. CLEO appoints recommended candidates nominated by local business organizations and business trade associations.
2. Labor representatives are appointed from among individuals who are nominated by local labor federations
 - a. Staff sends email with form to local labor federations requesting nominations for appointment to the board by certain due date.
 - b. After due date for nominations, staff presents forms received to the BVD Taskforce for selection of candidates to fill vacancies.
 - c. BVD Taskforce makes motion in LWDB meeting to recommend nominated candidates to CLEO for appointment.
 - d. Staff submits recommended candidates nominated for appointment to CLEO.
 - e. CLEO appoints recommended candidates nominated by local labor federations.



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3. When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii) above, nominations are solicited from those particular entities. (WIOA sec 107(b)(6) SPECIAL RULE)
 - a. Staff sends email with form to providers of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities requesting nominations for appointment to the board by certain due date.
 - b. After due date for nominations, staff presents forms received to the BVD Taskforce for selection of candidates to fill vacancies.
 - c. BVD Taskforce makes motion in LWDB meeting to recommend nominated candidates to CLEO for appointment.
 - d. Staff submits recommended candidates nominated for appointment to CLEO.
 - e. CLEO appoints recommended candidates nominated by providers of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities.

The FCWPES WDB recognizes the importance of Board composition reflecting alignment with its focus on the development of strategies to impact specific sectors and will recruit and nominate consistent with that focus.

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

The Fulton County Workforce Preparation and Employment System Board maintains a Board Visibility and Development Task Force that is responsible for training and orienting new members. This peer to peer orientation has proven very effective in also recruiting and succession planning.

The Fulton County Workforce Preparation and Employment System Board of Directors staff created and utilizes a very detailed PowerPoint presentation consisting of 45 slides to educate and orient new Board members about the WIOA. Key provisions included:

- Primary principles of the legislation
- Roles of Board members, elected officials, and fiscal agent/administrative entities
- One-Stop system and partner organizations
- Adult, Dislocated Worker, and Youth populations and funding levels
- Overview of services



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With the passage of the WIOA, staff regularly update this informative tool to describe the changes in the legislation, including the focus on regional economies, the elimination of the required sequence of services for job seekers, the importance of business services and outreach approaches, the identification and development of sector strategies and career pathways, the emphasis on Out-of-School youth activities, including work-based learning opportunities, and the new primary indicators of performance.

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 FCWPES plays an active role in the economic development activities carried out in Fulton County. Its staff assists in efforts to attract new businesses to the community, as well as to retain and expand existing ones.

The FCWPES membership includes economic development, education and other community representatives that complement the private sector membership. Through this relationship, the FCWPES is regularly updated regarding economic development activities and continually review opportunities to engage emerging and expanding businesses, especially within the sector priorities, throughout both the Metro Atlanta region and Fulton County.

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

FCWPES local board members are regularly updated at all local board meetings regarding the most recent activities involving WIOA, education, economic and community development by staff. FCWPES also is engaged in collaborative regional opportunities that also support activities of specific interest to the Board.

Agendas, meeting minutes and related information is available at the following link: <http://www.fultoncountyga.gov/wia-board-of-directors/wia-board-meetings-> to provide related meeting information. This page also provides additional information for Board reference regarding items such as Board Roster, Youth Services, Board Development, and other related and relevant information.

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

The Fulton County Workforce Preparation and Employment System is governed by a TWENTY-THREE (23) member Board of Directors and is comprised of representatives



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from the WIA mandated partners, business community and other relevant organizations. The System's infrastructure includes several Board Task Forces that work with the Fulton County Housing and Community Development Department, Workforce Development Division staff to develop plans, policies and procedures for different components of the System. Each Task Force is chaired by a Board member and is comprised of Board members, with special emphasis on representation from the business community, officers of the Board and required partners. A representative from one of the required partners serves on the Quality Assurance and One Stop Operations Task Force and Youth Council, which has responsibility for ensuring service integration. All Task Force documents that are developed must go to the Board of Directors or the Executive Committee for review and approval.

Specific Task Force descriptions are as follows:

Executive Task Force. Between meetings of the Board of Directors, the business and affairs of the Fulton County Workforce Preparation and Employment System may be directed by an Executive Task Force composed of the officers and such Directors and Chairs of such Task Forces as agreed upon by a majority vote of the Directors then in office. Vacancies on the Executive Task Force shall be filled by a majority of the Board of Directors at a regular meeting or at a special meeting called for that purpose. The Executive Task Force shall keep minutes of its proceedings and shall report to the Board of Directors on any actions taken.

QUALITY ASSURANCE AND ONE STOP OPERATIONS TASK FORCE -Responsible for preparing and updating the Board's Comprehensive Long Range Plan; reviewing the needs of the local labor market; developing strategic plans; reviewing program performance; establishing and benchmarking performance measures for the system; reviewing on-site program contractor monitoring reports; assisting with the review and recommendations on Memorandums of Understanding and Request for Proposals; reviewing the Board's financial reports monthly. Responsible for developing and updating "Individual Training Account" (ITA) policies and procedures; developing and updating (ITA) voucher system; and developing and updating training provider certification and monitoring where appropriate. Responsible for providing information and assisting with operational and other issues relating to the one-stop delivery system, which may include as members representatives of the one-stop partners. Responsible for providing information and to assist with operational and other issues relating to the provision of services to individual with disabilities, including issues relating to compliance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for accommodations to, and finding employment opportunities for, individuals with



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disabilities.

BOARD VISIBILITY AND DEVELOPMENT TASK FORCE – Responsible for training and involving current members; identifying, recommending, recruiting and orienting new members; planning and recommending officer succession; defining and refining Task Forces and Task Force membership; developing Bylaws for Board approval. Responsible for developing a comprehensive approach to meet the needs of employers within the market area, identifying key stakeholders and developing partnerships to foster long-term business alliances across industry lines.

AD HOC TASK FORCE. The Chairperson may appoint or authorize the appointment of such other Task Forces as may be deemed necessary and appropriate to carry out the purpose of the operation.

YOUTH COUNCIL- Responsible for planning and raising visibility of youth activities and services for youth; recommending providers of youth services and activities; developing portions of the local plan related to youth; sharing information about youth initiatives underway in the region; identifying issues and challenges relating to youth programs and activities; and developing and monitoring implementation of strategies for youth as defined in the Comprehensive Long Range Plan. Youth Council members are non-voting members of the Board. The YOUTH COUNCIL is a standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth.

- 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.**

FCWPES' approach to strategic planning has been and continues to be multi-faceted and includes the following:

- FCWPES conducts an annual customer, employer, and partner satisfaction survey to understand how to better serve the citizens of Fulton County. Responses are received and discussed during Board of Directors meetings, Task Forces meetings and management staff meetings.
- FCWPES Staff members met to discuss new ideas and strategies for the 2016- 2020 plan. These strategies were provided to the Quality Assurance and



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One Stop Operations Task Force for their feedback, review and development of the draft plan.

- Customer comment cards are placed in the One Stop Career Centers and customers are encouraged to complete the cards and place them in a secured collection box. Management Information Systems (MIS) collects, analyzes, and tabulates the responses for reporting purposes on a quarterly basis. These reports are provided to appropriate FCWPES Board Task Forces and staff leadership for planning purposes. In order to provide more immediate response to customer input, a computerized customer survey tool has been implemented which allows faster compilation of and response to customer feedback.
- FCWPES staff interfaces with members of the Board through the Task Force structure and with One Stop Career Center partners on an ongoing basis to discuss and to help identify gaps in services and barrier resolution.
- FCWPES staff and Board members consult and participate in Employer Forums with area Chambers of Commerce Presidents, and Metro Atlanta Area businesses; attend several conferences and trainings to obtain information about current labor market information and local workforce development trends.

The information from the activities above was submitted to the Quality Assurance and One Stop Operations Task Force for review and development of the draft plan. The draft plan was submitted to the FCWPES Board of Directors for approval.



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.**

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

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

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

Additionally, the Board also plans to begin developing sector-strategy initiatives, including the identification of career pathways in County's targeted industries.

The Board will engage key public and private stakeholders, including its One-Stop partners and local business organizations to gather input and feedback. It will begin to identify and develop career pathways that lead to better jobs. It will also identify any skills gaps for the identified careers. It will work with its training provider partners to develop appropriate programs and curricula to fill these gaps. Finally, it will continue to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the Fulton County area.

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

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

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Career Services and Training Services are readily available to dislocated workers at each of the FCWPES One Stop Career Centers. The FCWPES participates as a core partner with the GDOL North Metro Career Center in the state-level Rapid Response System. Teams comprised of One-Stop staff and collaborative partners are in place to provide an efficient and coordinated approach to servicing dislocated workers.

The FCWPES provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the FCWPES seeks to help reduce dislocated workers transition more successfully. Additionally, FCWPES (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits. The FCWPES also conducts bi-weekly WIA orientation sessions at the Georgia Department of Labor North Metro Career Center.

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.

Upon receipt of notification of an event from Geographic Solutions, staff immediately begins tracking and contacts the employer within 48 hours after receiving notification. The employer is provided necessary paperwork and contact information for the Georgia Department of Labor's Mass Separation Unit. They are advised to forward the information to Unit and are engaged to schedule an employer meeting. Local partners are notified of the event and engaged to discuss possible strategies.

During the employer meeting, WIOA employer and employee resources are provided to the employer, staff seeks to schedule employee sessions to begin resettlement work with affected employees and, if possible, provide incumbent worker services to the employer. Following the meeting, staff follows up with the employer and local partners to coordinate other services such as UI claim-taking sessions, job search workshops, positive recruitment, job fairs and transition centers as appropriate.

Staff records participant information into Geographic Solutions regarding dislocated worker participation in Rapid Response EIS.

The FCWPES provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the FCWPES seeks to help dislocated workers transition more successfully into new or continuing employment. Additionally, FCWPES (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated



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workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits.

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

Fulton County's process and procedure for contracting with youth services providers is carried out through an annual competitive bid process administered by the Purchasing Department. During the bid process, vendors are given the opportunity to submit quote proposals. The Purchasing and Finance Departments review proposals and select the vendor based on departmental procedures. After the vendor has been selected, a Memorandum of Understanding is created and all partners involved are asked to sign. Monitoring of the vendor services is performed by Continuous Quality Improvement and Finance Departments on a quarterly basis.

The Youth Council annually reviews past performance related to how youth are being served and makes recommendations as to how the FCWPES can incorporate the most effective youth strategies based on assessments and similarities of service needs. The majority of services required by the fourteen (14) WIOA elements are provided through existing grantee partners of Fulton County. If an element of service is unmet, the FCWPES initiates a request for the proposal and bidding process. The Youth Council also supports FCWPES through partnerships with youth services organizations that are subsidized through Fulton County General Funds FRESH Grant Program.

Youth who are deemed eligible to receive services through the Workforce Innovation and Opportunity Act are assigned to a FCWPES Youth Advisor, who facilitates services for the youth customer. Once assessed, goals are set and an Individual Service Plan is designed to outline a strategy for meeting the youth's goals. By having access to the Aging and Youth Department's Office and Housing and Community Services Office of Grants and Community Partnerships; the Youth Advisor is able to access information and resources that often augment service provision.

The FCWPES develops and maintains Memoranda of Understandings with a number of agencies that provide services centered on the fourteen (14) local youth program elements described in the Workforce Investment Act. The Youth Advisor adheres to a referral process established between the FCWPES, Job Corps, Youthbuild and other service providers. The FCWPES has also established a working relationship with the Fulton County middle and high school guidance counselors, the Office of Career Technology and the Fulton Institute of Technology. Challenges



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and trends within the school system are identified in an effort to alleviate barriers that prevent youth from receiving needed services. Continued endeavors with this group have led to more customized service provision, i.e. summer youth employment opportunities, in-school careers in healthcare programs, etc.

Strategies designed to address out-of-school youth include community outreach, partnerships and collaborative efforts with organizations that serve this population. FCWPES has Memorandums of Understandings with the following organizations; the Fulton County Juvenile Justice Center, the Department of Family and Children Services, Fulton County Housing Authority, Fulton County Community Libraries, Covenant House, Atlanta Technical College, Georgia Department of Labor, Georgia Department Labor-Vocational Rehabilitation Services, United States Department of Labor/ Job Corps, The Atlanta Job Corps Center, Genesis Prevention Coalition, The Youth Experiencing Success Atlanta Program, Fulton County Department of Health and Wellness, Fulton County Schools Work-Based Learning Department. Outreach efforts include youth job fairs, community symposiums (Middle and High School Career Days, presentations for school faculty), and the provision for employment readiness. Through reciprocal referrals, FCWPES is able to provide skills upgrades, to include job readiness, GED preparation, remediation services, and employment assistance.

Guided by the Fulton County Housing & Community Development, the Office of Workforce Development Youth Advisor will guide youth program participants in exploring and earning valuable technical, career and business skills. The Career Pathways Program will:

- ① address youth needs such as job readiness, life skills, career awareness, and personal social development.
- ① Address financial literacy (i.e., Money Smart training including banking and budgeting), employment preparation, interviewing and appropriate communication skills for the world of work will be emphasized.
- ① Conflict resolution, anger management, appropriate work attitudes, business etiquette, cooperation with co-workers and supervisors, confidence and personal responsibility will be instructed.
- ① The positive and negative impact of “social networking sites” on obtaining and maintaining employment in today’s work force.
- ① Program participants will develop and present a workshop that focuses on “Life Skills” (anger management, social networking, etc.). Visual aids, computer technology, and public speaking.
- ① Seven Steps for a Highly Effective Teen will be taught (3 -4 full days)
- ① Youth will participate in Lectures and demonstrate what they have learned by measurements of discussion, as well as pre and post testing.
- ① Participants will create a resume, portfolio, and business documents



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such as cover letters, and design their own business card.

- ① Youth will interview different business owners and attend job shadowing days. May try and conduct some videos of different owners and department directors within Fulton County.
- ① Youth will work with employers to understand the expectations of the real world of work.

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

The FCWPES has developed partnerships with business associations such as the North Fulton Chamber of Commerce, Technology Association of Georgia and LaunchCode to expand the depth of services provided within targeted sectors. Through these partnerships, FCWPES will provide structured internships and structured internship technical assistance to our employer partners; Apprenticeships; information and engagement summits and produce viable Talent pools for open positions.

Additionally, in the coming year, FCWPES anticipates training up to 250 incumbent workers in partnership with IBM Corporation; initiating On-the-Job placements with area employers such as Raine Company and providing customized training solutions in the area of Ophthalmology to local eye care providers.

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.

In an effort to increase the availability of training in high-demand occupations, the FCWPES understands that it must not only work to ensure that the training opportunity is available, but that customers who are basic skills deficient have greater opportunity to become eligible to take advantage of that training. This includes working diligently to erase basic skills barriers to employment. Towards this end, computer-based and instructor-led basic skills instruction will be a major focus for adult and youth customers whose assessments indicate that they are basic skills deficient.

The FCWPES, in partnership with Gwinnett Technical College, is working to expand GED training offerings in the North Fulton area by adding classes at the North Fulton



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Career Center and perhaps in other locations in the area. In addition, plans are underway to strengthen and increase basic skills instruction opportunities in South Fulton.

Partnerships with industry organizations, employers, community partners and training providers are being established and enhanced (detailed in the responses below) to create innovative programs and collaboratives. Every quarter, the FCWPES reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow FCWPES customers to have the latest information related to education and occupational skills training

In order to ensure that opportunities will not be limited and availability is maximized, the FCWPES will:

- i. Create collaborative partnerships and career pathways programs that will engage employers and training providers in creating innovative programs and employment opportunities.

Such partners include:

- Gwinnett Technical College
- Youth Enhancement Services
- Atlanta Technical College

- ii. Target short-term training programs to assist FCWPES customers in increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce. Bootcamp-style and short-term Apprenticeships will be a major focus.
- iii. Partner with employers and training providers to ensure that training programs offered meet the needs of area employers. Utilize Customized Training and Fast Track Training as powerful tools to close skills gaps.

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 FCWPES believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of



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such skill development include, but are not limited to, the following abilities:

- Taking initiative;
- Creatively seeking out and identifying business opportunities;
- Developing budgets and forecasting resource needs;
- Developing a customer-centered environment;
- Understanding various options for acquiring capital and the tradeoffs associated with each option;
- Communicating effectively and marketing oneself and one's ideas.

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

The FCWPES will strengthen long-standing relationships with Goodwill of North Georgia and the Atlanta Metro Black Chamber of Commerce to provide robust entrepreneurship and microenterprise support and training services.

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

As outlined in the response to Service Delivery and Training, 4. above, FCWPES' youth services are organized to coordinate strategies, enhance services, and avoid duplicative efforts with local agencies including secondary and postsecondary education programs in the local area.

The area's secondary and postsecondary education programs provide additional assistance with academic and basic skills achievement, including tutoring services, peer-to-peer mentorships, and GED preparation.

Gwinnett Technical College is a strong education partner and major FCWPES Board contributor. This partnership will work closely with the Quality Assurance and One Stop Operations Task Force to build synergy, eliminate duplication and coordinate strategy in the delivery of education programs. This work will provide the foundation upon which viable stackable credentialing and career pathways are built.

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



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transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable. Please include the region/local area Supportive Service Policies.

The FCWPES will consider on an individual basis where the funding for training should be allocated to the cost of tuition only. On a case by case basis determination for supportive services for books, tools, etc. will be reviewed by the WIOA Coordinator and Program Manager for approval. The FCWEPS seeks to ensure barriers to training for a successful completion of certificate or degree attainment are identified and removed, particularly if the barrier is related to support for specific training material requirements.

The FCWPES offers a variety of supportive services including childcare subsidies, assistance with transportation, assistance with utility payments, clothing, and housing/rental payments as long as funds are available. These services are made available to adults, dislocated workers and youth to enable their participation in authorized activities under WIOA. Supportive services however are specifically provided to those participants in training, who are in compliance with their WIOA Training Plan.

A customer can be served in level II Career Services (case management, training accounts, and supportive services) one time within any 3-year period. The 3-year period begins the date that the customer completes his/her ITA and is exited from our system. So the date is 3 years from the date of exit. A customer can receive Core Services as often as requested. Case- by-case consideration will be given to those customers that become employed following training, are subsequently dislocated/laid off, and their occupation or training field is no longer noted on the Demand Occupation List.

The FCWPES partners with the Fulton County Housing Authority and with the Housing and Community Development Department to address concerns of the housing market. The Housing & Relocation Assistance Program (HPRP) was designed to assist Fulton county residences that were faced with foreclosure. The program pays for financial assistance towards housing for up to two (2) years.



Coordination with Core Partners

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

The Fulton County Workforce Preparation and Employment System Board of Directors, the Fulton County Workforce Preparation and Employment System and the Georgia Department of Labor North Metro Center maintain a Memorandum of Understanding in order to align and share resources. This MOU also provides for many community partners. For a complete list, see Strategic Elements, Governance, and Structure Section 6.a.

The FCWPES has formal reciprocal referral agreements with the Fulton County Department of Family and Children Services, Department of Labor, Housing Authority Development of Fulton County, Fulton County Community Action Authority, Job Corp, Georgia Vocational Rehabilitation Agency, and Technical College System of Georgia. Additionally, the FCWPES is contained within the Workforce Development Division of the Fulton County Housing and Community Development Department. As such, the services of the other divisions of the Fulton County Housing and Human Services Department provide a wide array of and access to services for our customers.

The FCWPES and the Georgia Department of Labor will collaborate to provide services at the FCWPES Career Centers and the Department of Labor North Metro Career Center such as:

- Co-location of Department of Labor staff at the Career Centers one day per week,
 - Co-location of FCWPES staff at the Department of Labor North Metro Career Center on day per week,
 - Delivery of job readiness workshops at the FCWPES One Stop Center, and
 - Coordination of services delivery to UI benefits recipients.
- 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**

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services.

The FCWPES maintains a Memorandum of Understanding with the Georgia Department of Labor North Metro Career Center with regard to continued services at the FCWPES One Stop Career Centers.

The FCWPES, in cooperation with GDOL, co-sponsors numerous onsite recruitment events, employer information sessions as well as transitional expositions throughout the year that provide a variety of information and services to the citizens of Fulton County. Workshops on a variety of employment readiness topics are made available to attendees of all ages.

GDOL is a partner in one FCWPES s Career Center and provides core services to our customers. FCWPES provides a staff liaison to our designated GDOL career center. This staff liaison facilitates bi-weekly WIA orientation sessions to potential FCWPES customers at the North Metro GDOL Career Center. This process ensures service integration and seamless customer service. In addition, FCWPES staff collaborates with the Rapid Response Unit to facilitate WIA Informational Sessions for dislocated workers and/or workers who have been served with notice of separation.

- 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.**

As may be required by WIOA, it is planned that the Title II agency(ies) will provide the FCWPES with an outline of the AEL grant application that includes the following: counties/areas served within the grant, how AEL is providing instruction that supports the chosen sector strategies of the region, the partner activities that prepare individuals for careers, AEL and WIOA co-enrollment processes, evidence of a service strategy between the AEL and the Board, and promotion of AEL services in the One-Stop.

- 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.**



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The FCWPES Disability Planner provides a link between FCWPES customers with disabilities and employment and educational opportunities. The Specialist works closely with these individuals to identify their needs and connects them with appropriate services and resources.

The Disability Planner/Advisor works closely with the Georgia Vocational Rehabilitation Agency to collaborate and coordinate seminars, job fairs, workshops and other educational and employment opportunities. In addition, GVRA is co-located at the South Fulton Career Center one day per week to provide on-site services.

The FCWPES has a reciprocal referral process in place with the Georgia Vocational Rehabilitation Agency. The FCWPES partners with Goodwill Industries, Benefits Navigator, Disability Link, Money Follows the Person Program (MFP), and the National Federation of the blind of Georgia.

A disability collaborative has been formed within the FCWPES with the following groups Disability Link, Money Follows the Person, Vocation Rehabilitation and the National Federation of the Blind of Georgia which enables the FCWPES to provide customer focus disability services to address each participant's specific needs.



Performance, ETPL and Use of Technology

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

Each year, the Workforce Development Division (WDD) and the Georgia Department of Economic Development Workforce Division (WFD) meet and agree on a set of primary indicators of performance. Our performance data is entered into a WFD database from which a quarterly report on our performance is downloaded. The nature of work is very much impacted by external economic forces and as such, we meet frequently to manage better outcomes.

Once additional guidance is received, the FCWPES will work to negotiate the primary indicators of performance, both locally and regionally as appropriate.

The levels of performance to which the State and each local area will be accountable will be reached through negotiation – between USDOL and the State and between the State and each local area according to WIOA Section 166. The local board, the chief elected official, and the Governor shall negotiate and reach agreement on local levels of performance based on the State adjusted levels of performance established under subsection (b)(3)(A). In negotiating the local levels of performance, the local board, the chief elected official, and the Governor shall make adjustments for the expected economic conditions and the expected characteristics of participants to be served in the local area, using the statistical adjustment model developed pursuant to subsection (b)(3)(A)(viii). In addition, the negotiated local levels of performance applicable to a program year shall be revised to reflect the actual economic conditions experienced and the characteristics of the populations served in the local area during such program year using the statistical adjustment model.

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

Locally/Regionally Developed One-Stop Performance Standards. At this time the FCWPES has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Metro Atlanta Workforce Region. However, the five local boards that comprise the region are interested in establishing them.

One Stop and Regional Service Delivery Assessment: As part of the One Stop

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Memorandum of Understanding, the FCWPES provides the following services and assessment framework for the One Stop locations in Fulton County:

- Provide the necessary space, equipment and supplies for the operation of the One Stop Career Center and the services of the Partner;
- Be responsible for overall administration of the One Stop Center;
- Develop and provide “Operating Policies and Procedures” for the One Stop Center to include referral of customers to and from the Partner;
- Train appropriate staff at the One Stop Centers on all FCWPES procedures related to the operation and provisions of services at the One Stop Center;
- Develop and implement a plan to serve the needs of the business community which integrates and coordinates programs and services of the One Stop Center;
- Monitor One Stop Center activities under the MOU to ensure performance goals are being met, procedures and records are being maintained and the terms of the MOU are being fulfilled.

The FCWPES will continue to update these activities as additional guidance is received and the implementation of WIOA continues and evolves.

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.

FCWPES along with the Atlanta Regional Workforce Board and DeKalb County Workforce Development utilize a regional approach for the ETPL system through the formation of a Regional Individual Training Account Committee (Regional ITA Committee). Under a contractual arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website. It also ensures that the WFD website directs interested applicants to this site.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, the FCWPES also provides notification of the application process via the Board’s public notification process. Additionally, the Board will conduct a bi-annual or more frequent information sessions for those interested in becoming providers.

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,



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accreditation and customer accessibility.

As discussed in the response to Performance, ETPL, and Use of Technology, 3.a. above, the Board participates in a regional approach for the ETPL system. Under the contractual arrangement, ARC is responsible for evaluating training provider applications.

ARC conducts pre-award visits, verifies performance information (including Geographic Solutions reporting), and completes employee interviews as well as participant/ student interviews. Additionally, ARC compares State WIOA performance goals, and regional goals against provider performance outcomes. In doing so, ARC may use UI Wage Reports to verify employment, employment dates, and wages.

Upon completion of the evaluation, ARC prepares summary reports for the Regional ITA Committee's consideration. Once a provider is approved, ARC electronically transmits the information to the WFD for its approval and inclusion on the ETPL.

Additionally, as needed, ARC will issue letters to applicants who fail to submit adequate information. If it is determined that fraudulent or faulty information has been submitted, then the application will be denied.

Once a provider is approved, ARC electronically transmits the information to the WFD for its approval and inclusion on the ETPL.

The FCWPES then presents applications to its Quality Assurance and One Stop Operations Task Force which then makes recommendations to the FCWPES for provider inclusion on the Fulton County Eligible Provider List. The FCWPES may choose to use, restrict, or reject an eligible provider based on its local policies.

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

Participants who would like to appeal the decision of the Site Supervisor may obtain a Grievance Form from the Career Center. The appeal shall be addressed as follows:

Customers contact:
Sonia A. Wilson, WIOA Director
Workforce Development Division
3700 MLK Drive
Atlanta, GA 30331
Telephone: (404) 613-6381
Fax: (404) 893-6845
Email: Sonia.Wilson@fultoncountyga.gov

Or



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For information regarding Adults and Dislocated Workers contact:

Michelle Vialet, Interim WIOA Coordinator
Fulton County Workforce Development Division
3700 MLK Drive
Atlanta, GA 30331
Telephone: (404) 613-6381
Fax: (404) 893-6845
Email: michelle.vialet@fultoncountyga.gov

For information regarding Youth contact:

Darrien Moore, Youth Coordinator
Fulton County Workforce Development Division
3700 MLK Drive
Atlanta, GA 30331
Telephone: (404) 613-6381
Fax: (404) 893-6845

Providers contact:

Sonia A. Wilson, WIOA Director
Workforce Development Division
3700 MLK Drive
Atlanta, GA 30331
Telephone: (404) 613-6381
Fax: (404) 893-6845
Email: Sonia.Wilson@fultoncountyga.gov

Or

Audrey Lawrence, Provider Relations Coordinator
Fulton County Office of Workforce Development
Workforce Development Division
3700 MLK Drive
Atlanta GA 30331
Telephone: (404) 613-6381
Telephone: (770) 306-5202
Fax: (770) 306-5523
Email: Audrey.Lawrence@fultoncountyga.gov

The FCWPES has contracted with the Atlanta Regional Commission to manage its Individual Training Account System which includes a formal process for providers to



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appeal unapproved training programs. (Please see attachment K to review entire contract).

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

The FCWPES has contracted with the Atlanta Regional Commission to manage its “Individual Training Account System” which includes updating information on Providers included on the State Eligible Provider List.

The FCWPES contract with ARC stipulates that they will add and remove programs from the State’s ETPL and make needed changes on a quarterly basis. New programs/providers and changes are all monitored by ARC. Providers may be removed from the state listing under the following conditions:

- If inaccurate information regarding a program is intentionally supplied to the local WDB of state, a termination of eligibility will occur and will remain in effect for one year.
- If the local WDB or state determines that an eligible provider has substantially violated any requirements of the Act, the providers must begin correction as appropriate.
- Failure to reapply under subsequent eligibility procedures
- Failure to meet minimum established local and state performance levels

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

The FCWPES has contracted with the Atlanta Regional Commission to manage its “Individual Training Account System” which includes a formal process for providers to appeal unapproved training programs.

In addition, the FCWPES has an Individual Training Account (ITA) Training Provider Agreement that is executed with all providers approved by the Board and interested in doing business with Fulton County Workforce Development Division.. As part of the regional collaboration efforts, the Regional ITA Committee is reviewing ITA Provider Agreements for possible issuance of a single document which would be used by all regional partners.

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

The training request is submitted to the WIOA Coordinator for administrative processing. The application is reviewed for completion, provider eligibility and compliance with FCWPES policies. The training agreement is authorized and



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the Career Planner is notified. The agreement is submitted to the provider and the customer begins training.

Invoice payment procedure:

- Invoices are received through the Fulton County Shared Services Process
- The Fiscal Officer submits invoices to the WDD Fiscal Manager for approval to pay
- The WDD Finance Manager secures payment approval and authorizes payment
- Denied invoices are returned to the provider with an explanation as to why invoice is being returned

The Career Center maintains and updates a monthly Historical Report which includes:

- Customer Name
- Career Advisor
- Status (Adult, Dislocated, Youth)
- Training Provider
- Type of Training
- Length of Training
- Training status (Enrolled, Pending)
- Credential
- Employed
- Job Search
- Did Not Complete
- Successful/Unsuccessful Case Closing
- De-Obligation of Funds

The listing is updated and verified on a monthly basis and reviewed by the WDD Finance Team

To maintain fiscal integrity, the Finance Team maintains a similar listing that includes:

- Customer name
- Vendor
- Training Costs
- Total Paid
- Total Remaining
- Status (Adult, Dislocated, Youth)
- Training Start Date
- Training End Date



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- Payments Issued
- Payment Voucher Numbers

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

The Board's policies are consistent with the State's policies on maximum duration and financial limits for training. If the cost of training exceeds financial limitation guidelines, Career Advisors will assist in developing a plan that outlines methods to identify potential funding sources. Trainees are not required to apply for or access student loans, or incur personal debt as a condition of program participation.

The Board maintains a listing of demand occupations based on the demand and supply data relevant to its work area. For training not identified as a demand occupation in the local area, documentation from at least three employers must be submitted by the customer or provider that substantiates the need or the opportunity for this particular occupation.

The Board's policy dictates that all customers who are deemed eligible are permitted to attend training that is within a reasonable commute to the FCWPES area, which may include out-of-the-area and out-of-state training institutions. Out-of-the-area training programs that are not within commuting distance to the FCWPES service area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States. An individual who has been determined eligible for WIA training services may select a provider from the State approved listing after consultation with a FCWPES Career Advisor.

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

Once a registered apprenticeship has been reviewed and approved by the Board, this information is passed on to the WFD for inclusion on the ETPL.

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

The career centers understand the importance of assessment testing to assist customers with determining and planning their career plan/steps for success. By identifying strengths and weakness both on a professional and personal level it only



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continues to support and elevate their opportunity for success.

Assisted Technology as well as personality and occupational assessment testing are critical to customers who seek serves at our career centers. FCWEPS seeks to provide every customer excellent services and technology to meet their needs.

Below are a few of the software products utilized.

Product/Program	General Information
<p>The Work Number Social Services</p>	<p>The Work Number is a database that organizations can use to verify employment and income information. The Work Number databases are provided to us by over 4,300 employers and are updated on a regular basis.</p> <p>Important Facts:</p> <ul style="list-style-type: none"> • The data on The Work Number database is updated each time an employer runs payroll. • Equifax Verification Services provides information given to us by Employers: Employee Name and Social Security Number, Employment Status, Most Recent Start Date and Termination Date (if applicable), Total Time with Employer, Job Title, Rate of Pay, Average Hours per Pay Period, Total Pay for Past 2 years, and the most recent twelve pay periods of Gross Earnings. • It can provide up to 36 months of pay dates, period ending dates, number of hours worked, and gross earnings. All of this information is as current as the most recent pay period. • It will help identify and prevent fraud more quickly and accurately and find unreported income. <p>Benefits to Workforce</p> <ul style="list-style-type: none"> • It's allows Workforce Centers to know where your customers secure employment and to easily track their growth. It helps gauge the success of



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Product/Program	General Information
	<p>training programs, comply with federal guidelines, and improve agency performance and reporting. Equifax Verification Services has the critical, and often missing, employment and income piece.</p> <ul style="list-style-type: none"> • Agencies can access over millions of current and historical payroll records to confirm and track critical placement information. • Equifax verifications provide complete employment detail that allows agencies to confirm necessary employment information including job title, hours worked, rate of pay – each pay period. Our service rapidly verifies income information – online or in batch – which decreases phone calls to employers, reduces manual surveys and provides objective 3rd party documentation for reporting and reviews. In addition, Equifax Verification Services can set employment alerts that will proactively notify your agency of changes in employment to track client movement and program success. <p>Products: Express Service – Instantly look up client with just an SSN. Batch Service – Run your entire caseload with ease. The Work Number Alert – Monitor your entire caseload on a monthly or quarterly basis, you set the timeframe.</p>
Wonderlic Gain	<p>The Wonderlic General Assessment of Instructional Needs (GAIN)[®] is a powerful, all-in-one basic skills numeracy and literacy test that measures English, reading and math competencies in adults and youth. GAIN is the superior choice for Adult Basic Education (ABE) programs, literacy centers, Workforce Development programs, remedial training, GED programs and more.</p>



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Product/Program	General Information
	<p>GAIN is approved by the U.S. Department of Education for OVAE-funded Adult Basic Education programs and the U.S. Department of Labor for WIOA Youth Workforce programs.</p> <p>Important Information:</p> <ul style="list-style-type: none"> • GAIN is comprised of a 45 minute literacy skills test and a 45 minute math skills test that can be administered separately or together. The math and English language proficiency tests, suitable for both youth and adult learners, were developed specifically to measure National Reporting System (NRS) Educational Functioning Levels (EFLs). • Shorter testing time – 90 total minutes – is less stressful for students. Programs are able to increase the number of students tested, reducing backlog, and teachers are able to spend more time teaching. • The math and literacy skills tests measure all EFLs with just one form; no locator is required. This simple administration method eliminates the possibility of using the wrong level of test and getting “out of range” results. This saves time and money by decreasing the number of times a student must be tested. • Test administration is flexible; we offer both paper-and-pencil and online versions that can be used for pre, progress and post testing. • Certification and training for all test administrators are available at no charge.
<p>TABE Online</p>	<p>TABE Online is a system that lets you assess and report adult basic education skills at any time using the Internet. It provides you with reliable, skill-level data to screen and place students in training and employment programs or determine readiness for success as tested by the GED® Tests. TABE Online includes the Locator, Complete Battery, and Survey tests for TABE 9&10.</p>



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Product/Program	General Information
	<p>With easy-to-read reports, you get immediate information to support important instructional and training decisions. You can view the results of any demographic group or gain a precise overview of results for a designated period of time.</p> <p>Subject Areas <i>Basic Skills:</i> Reading, Math, Language, Language Mechanics, Vocabulary, Spelling</p> <p>Delivery Format Computer-based (online)</p> <p>Assessment Types Diagnostic Summative Formative</p> <p>Scoring Option Immediate online scoring</p>
<p>Dragon Pro 13.5 (Disability Compliance Software)</p>	<p>Promotes independent communication for persons who are deaf or hard-of-hearing. Translates spoken word from Dragon into Sign language.</p>
<p>JAWS Pro (Disability Compliance Software)</p>	<p>Professional is licensed for one user on up to four (4) computers. Has a larger vocabulary and more powerful features & commands. Control most PC function by voice. Enterprise profile management with user profiles centralized on the network</p>
<p>Large Print Keyboard (Disability Compliance Software)</p>	<p>Enables people with vision loss to independently use a computer with a keyboard, speech, or Braille display. With JAWS, you can navigate the Internet, write a document, create spreadsheets and presentations, email correspondence.</p>
<p>Zoom Text Magnifier/Reader (Disability Compliance Software)</p>	<p>Provides low vision users an easy-to-read keyboard designed to enhance the MAGic and JAWS experience</p>
<p>iCommunicator (Disability Compliance Software)</p>	<p>Automatically speaks all program controls, including menus, dialogs, list views and messages. Three verbosity levels give you complete control over the amount of information spoken.</p>

The FCWPES recently completed a Six Sigma exercise that targeted related analytics



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including information and technology needs. This and other considerations, including the Metro Atlanta Regional Plan, will be utilized to enhance and expand the use and role of technology. This could include areas such as using social media & text messaging to better engage job seekers and business, increasing online access to information, and similar technology opportunities.

DRAFT



State Initiatives and Vision

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

The new WorkSource Georgia brand was just recently unveiled by the State. The FCWPES is committed to adopting and utilizing this new brand locally as WorkSource Fulton.

As WorkSource Fulton brand is rolled out, we will update our resources, such as our website, facility signage, mobile unit, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in our messaging and outreach efforts. Additionally, we will educate and train One-Stop Center personnel and partners on the proper usage of the new brand, including when answering the telephone and emailing customers.

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

FCWPES takes advantage of programs offered through WFD. These projects connect with employers, engage them in a dialogue concerning their future workforce needs, and deliver solutions appropriate to those specific needs

Go Build Georgia. Go Build Georgia is designed to introduce and prepare aspiring young professionals for employment opportunities in skilled trades, such as construction, transportation, energy, telecommunications and manufacturing. The FCWPES will work closely with all partners involved in this grant to better serve those targeted by the program.

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

WorkSmart Georgia. Georgia WorkSmart is a work-based learning initiative operated by WFD. It promotes apprenticeship programs as a workforce development tool and assists Georgia companies in developing and implementing customized programs to meet their specific hiring and training needs. Using the apprentice model helps businesses grow their own talent and builds a motivated and qualified workforce. Employers use apprentice programs to recruit and train new employees and to upskill their current workforce. FCWPES plans to work with WFD to implement Georgia WorkSmart in Fulton County.

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High Demand Career Initiative (HDCI). The HDCI allows state partners involved in training Georgia's future workforce – primarily the University System of Georgia (USG) and the Technical College System of Georgia (TCSG) – to hear directly from the private sector about what specific needs they have from a workforce perspective (i.e., degrees/majors, certificates, courses, skillsets, etc.). With decision-makers from each of these entities at one table, the FCWPES will be able to gain a clear picture of what local businesses need from the Fulton County workforce system and pair them with existing assets and/or collectively tackle any gaps, one by one.

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 Career centers have staff that 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.

The Career Center staff consists of Career Planners/Advisors, Training Advisors, Disability Advisor, Veteran Advisor, and a Special Programs Advisor (caseload section 8/Housing/Low Income Subsidies/TANF/SNAP).

While these advisors may also serve dislocated workers on each case load their individual specific focus is on the priority populations. All Advisors also serve ex-offenders as not to have them feel compelled that they are singled out dealing with the terms of their release and/or probation. Typically, the ex-offenders, homeless, and veterans are served by the same advisor as often our veterans face crisis in these areas.

Advisors participate in off-site orientation and information sessions, as well as collaboratives to discuss services available by the FCWPES for these target populations.

Within WIOA there is no succession of service, after customers attended orientation and complete their eligibility process they are assigned to an Advisor/Planner who directs/leads that customer to the next step suitable to their Career and Employment Plan.

Dislocated workers are now considered are long term unemployed as such the same services available to all of our WIOA customers who enter our Career Centers.

These services include: Customer information sessions regarding all programs and



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services (non-WIOA and WIOA) provided by FCWPES, job readiness workshops, internet access, Work Readiness Assessments, on site recruitments, etc. Customers have electronic access to labor market information, job search engines, ability to update typing skills, resume building and a myriad of additional resource services available.

The Priority of Service Policy lists the following target groups:

- Low income
- TANF recipients
- Persons with disabilities
- Older workers
- Dislocated Workers
- Out of School Youth

Note: Veterans in each category will be given priority.

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

Priority is given to Veterans upon entry into the Fulton County Workforce Preparation Employment System. They are included in a targeted group of individuals for federally funded programs under WIOA, and will be flagged at point of intake and receive high preference for WIOA adult services funding and are identified through a detailed Intake form completed by all interested Career Center customers.

Veteran - an individual who has served in active military, naval or air service, and was discharged under "other than dishonorable" conditions. This includes full-time duty in the National Guard or a Reserve component, except full-time duty for training purposes.

Note: All Veterans and spouse must meet the United States Veterans Affairs definition including the definitions for LVERs and DVOP staff to provide services (at least 180 days of active military service).

Veterans under WIOA § 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4215 (2)). Veterans and eligible spouses of Veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services. TEG 3-15 references TEG 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



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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 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.

Jobs for Veterans Act (P.L. 107-288) and its corresponding regulations (20 CFR Part 1010) specify that Veterans and eligible spouses should receive priority of service. All Georgia One-Stop sites are required to implement priority of service for covered persons.

Career Center Eligibility Specialists specifically screen for customers indicating veteran status. Career Center staff then assists veterans in determining their eligibility for services to include training and supportive services. Veterans will be requested to bring a copy of their DD Form 214 to orientation. Following orientation, eligible Veterans will be brought together and provided information on eligible veteran services. They will be given priority of service based on fund availability over other customers in their respective category of service, i.e. adults or dislocated workers.

Additionally, the FCWPES, also collaborates, organizes and participates in seminars, workshops and job fairs throughout metro Atlanta, specifically at US Army base McPherson in an effort to provide additional employment and resource outreach to veterans.

TRANSITIONING MILITARY SERVICE MEMBERS

Still-active, transitioning military service members may qualify for Dislocated Worker services. While these individuals may be eligible to receive WIOA Dislocated Worker services and funds, they would not be considered 'Veterans' for the purposes of reporting or be eligible for Priority of Service.

For the purposes of serving still-active transitioning service members under the "notice of termination or layoff" eligibility criterion, documentation must align with the DOL Data Element Validation (DEV) requirement for "Date of Actual Qualifying Dislocation." Military Personnel are eligible to begin receiving Dislocated Worker Program services upon receipt of discharge orders (Effective Termination of Service "ETS" Orders or DD-2648-ACAP Transition Checklist).

Length of service to qualify an individual for such discharges or separations under WIOA guidance may be as few as one day of service. Qualified individuals can receive services up to 18 months prior to retirement or 12 months before normal separation. If a transitioning service member successfully reenlists into active military duty, then that service member is no longer eligible for services



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The following documents are appropriate for verifying covered person status:

- A. A DD 214 (Discharge Papers and Veterans Separation Documents)
- B. An official notice issued by the Department of Veterans Affairs establishing entitlement to a disability rating or award of compensation to a qualified dependent
- C. An official notice issued by the Department of Defense that documents Veteran status or spousal rights
- D. An official notice issued by a state Veterans' service agency that documents Veteran status or spousal rights

Eligible spouses whose eligibility is based on the disability of a living Veteran spouse should obtain the relevant documentation from the U.S. Department of Veterans Affairs.

All covered persons will receive priority of service at the Fulton County WIOA One Stop Career Centers. Information will be displayed regarding our intentions regarding priority of service in prominent public view within the WIOA Career Centers. Priority of service requires that covered persons must be served prior to non-covered persons. Covered persons must still meet all eligibility and program requirements, where they exist. Individuals who are covered persons must be served by any available staff ahead of non-covered persons.

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.

Where funds are determined to be limited, priority will be given to adults who meet the minimum eligibility requirements, but have one or more characteristics that indicate they are low income or public assistance recipients. These scenarios may include but are not limited to:

- i. Individuals who reside in Fulton County outside of City of Atlanta
- ii. Individuals who have a personal or family income below 100% of the poverty level (Lower Living Standard Income Level)
- iii. Individuals who are employed, but in a job earning less than the living wage and/or no medical benefits
- iv. Food Stamp or TANF recipients (current or in last six months)
- v. Supplemental Social Security recipients
- vi. Individuals who are considered Homeless (as defined by HUD)

Target groups served in the area



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- Low income
- TANF recipients
- Persons with disabilities
- Older workers
- Dislocated Workers
- Out of School Youth

Note: Veterans in each category will be given priority

Through our partnership with GDOL North Metro Career Center formal referrals are made to the FCWPES to provide seamless services to veterans. In addition, the GDOL North Metro Career Center houses the Disabled Veterans Outreach Program (DVOP). These representatives develop jobs and research training leading to maximum career opportunities for veterans with particular focus on the special needs of the disabled. They also arrange vocational guidance, vocational counseling and case management services in response to changes in vocations and vocational adjustment to the total civilian labor market.

Priority will be given to Veterans upon entry into the Fulton County Workforce Preparation Employment System. They will be flagged at point of intake. Veterans will be requested to bring a copy of their DD Form 214 to the orientation. Following the orientation, eligible Veterans will be brought together and provided information on eligible veteran services.

The FCWPES engages in a more focused collaborative partnership approach to integrating veteran services. FCWPES staff provides veteran orientation sessions at the Georgia Department of Labor North Metro Career Center in an effort to increase WIOA awareness and services to the men, women, and families previously engaged in serving in the armed forces.

LOW INCOME INDIVIDUALS

An individual who meets any one of the following criteria satisfies the low-income requirement for WIOA adult services:

- Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance;
- Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department of Labor (USDOL) 70 percent Lower Living Standard Income Level;
- Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act;



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- Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- Is a foster youth, on behalf of whom state or local government payments are made; or
- Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program.

BASIC SKILLS DEFICIENT

An individual who is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient requirement for WIOA adult services. In assessing basic skills, Boards must use assessment instruments that are valid and appropriate for the target population and must provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities. At minimum a person scoring at an 8th grade level or below is considered Basic Skill Deficient.

ADULT AND DISLOCATED WORKER ELIGIBILITY

To be eligible to receive WIOA services as an adult in the adult and dislocated worker programs, an individual must:

1. be 18 years of age or older;
2. be a citizen or noncitizen authorized to work in the United States; and
3. meet Military Selective Service registration requirements (males who are 18 or older and born on or after January 1, 1960, unless an exception is justified).

Additional Eligibility Requirements for Adults

- Adults must be either unemployed or underemployed and meet the priority of service requirements.
- An underemployed person is a person who is working part time and desires but cannot obtain full time employment with current skills; or a person who is working in employment not commensurate with the individual's demonstrated level of educational attainment; or a person who is working full time but whose current annualized wage rate is not in excess of, "for a family of one", the percentage of the lower living standard income level set forth by LWDB policy.
- The individual is a displaced homemaker, as defined in WIOA § 3 (16). A displaced homemaker is an individual who has been providing unpaid services to family members in the home and who:
 1. is unemployed or underemployed and experiencing difficulty finding or upgrading employment; and
 2. has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active



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duty, a permanent change of station, or the service-connected death or disability of the member.

- The individual is a separating service member from the Armed Services with a discharge other than dishonorable, the separating service member qualifies for dislocated worker activities based on the following criteria:
 1. The separating service member has received a notice of separation (DD214) from the Department of Defense or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff eligibility criteria;
 2. The separating service member qualifies due to exhaustion of unemployment compensation; and
 3. As a separating service member, the individual meets the eligibility criteria that the individual is unlikely to return to a previous industry or occupation.
- The individual is the spouse of a member of the Armed Forces on active duty who:
 1. has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 2. is unemployed or underemployed and experiencing difficulty finding or upgrading employment.

SERVICE PRIORITY FOR INDIVIDUALIZED SERVICES AND TRAINING SERVICES

- Staff will greet all customers as they enter the facilities and provide an overview of service offered. The staff will inquiry if the customer is a Veteran or Priority Population.
- If the customer is a Veteran, the staff will provide the customer with a “Green” WDD Intake to complete.
- If the customer is a Low Income Individual the staff will provide the customer with a “Pink” WDD Intake to complete.
- Staff will review the WDD Intake to determine if they should receive priority of service. Customer must identify themselves as a Veteran or Public Assistance Participant upon completion of the WDD Intake form.
- Referral forms from agencies may also be used in determining Priority Status.
- Staff will ensure the customer has the appropriate Intake Form. This will provide the WDD Staff with the ability to rapidly identify covered persons and assign them to the Career Center Staff.
- The Employer Relations Specialist/Business Consultant Youth Development Specialist also ensures Priority Populations a priority when assisting with re-employment services.



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Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Theresa Austin-Gibbons	Dir. Human Resources	ALLn1Security	Business
Joyce Dorsey	President/CEO	FACAA	Workforce
Neil Gluckman	Business Rep.	IATSE Local 927	Workforce
James (Pete) Hayley	Dir. Program Mgmt.	Fort Mac L.R.A.	Econ. Dev.
Perry Herrington	Dir. Title III	Clark Atlanta University	Education
Michael T. Hill	CEO	Atlanta Black Chamber	Business
Robert Hill	VP. Of Operations	KIDazzle Child Care	Business
Jessica Johnson	Executive Director	The Scholarship Acad.	Workforce
Tommie Jones	Principle Consultant	The SEED Group Inc.	Business
Robelyn McNair	VP. Human Resources	Concessions Int.	Business
Elizabeth Norman	Manager, Counsel Ser.	Atlanta Job Corps	Econ. Dev
Tommie Patrick	Sales Manager	ADT	Business
Latron Price	President	American Sales Dist.	Business
Oscar Prioleau	Attorney	Prioleau & Milfort, LLC	Business
Cory Ruth	President	Mergence Global	Business
Kenneth Slaven	Apprenticeship Mgr.	Heat & Frost Ins. #48	Workforce
Elizabeth Scott	Regional Coord. Reg.3	Georgia Dept. of Labor	Government
Aimee Williams	Rehab. Unit Manager	Vocational Rehab.	Government
Murray J. Williams	VP. Academic Affairs	Atlanta Tech. College	Education
John Rowland	Bus. Unit Ex. St. of GA	IBM	Business
William (Bill) Blinstrub	Dir. Of Operations	US. Foods Inc.	Business
Willie L. Palmer	External Affairs Mgr.	Georgia Power	Business
Stephanie Rooks	Dean Adult Education	Gwinnett Tech	Education



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Note - WIOA Performance Measures will be negotiated with the State once it completes its negotiations with the US Department of Labor.

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

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Attachment 3: Comments that Express Disagreement

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:
Comment:



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

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____

