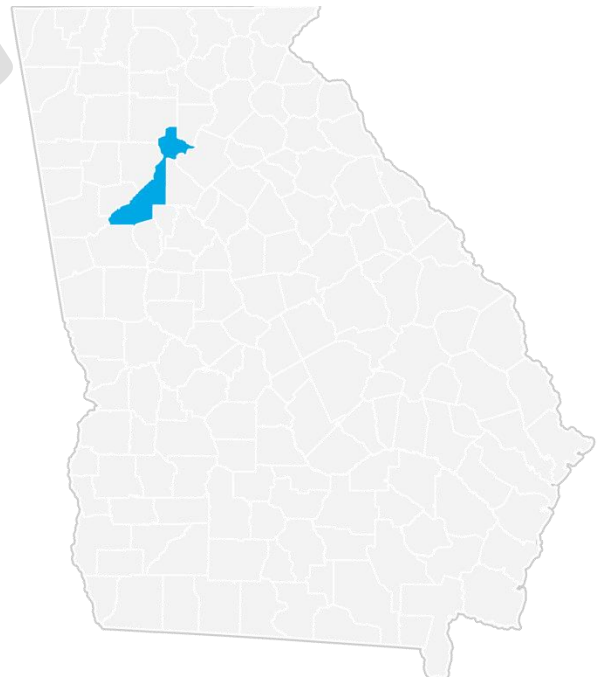


Fulton County Workforce Plan

Workforce Innovation and Opportunity Act
WIOA Local Plan for 2020 – 2023

DRAFT



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



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ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
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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:

Sharon Whitmore, Chief Financial Officer
Fulton County Government
141 Pryor Street, SW
Atlanta, GA 30303

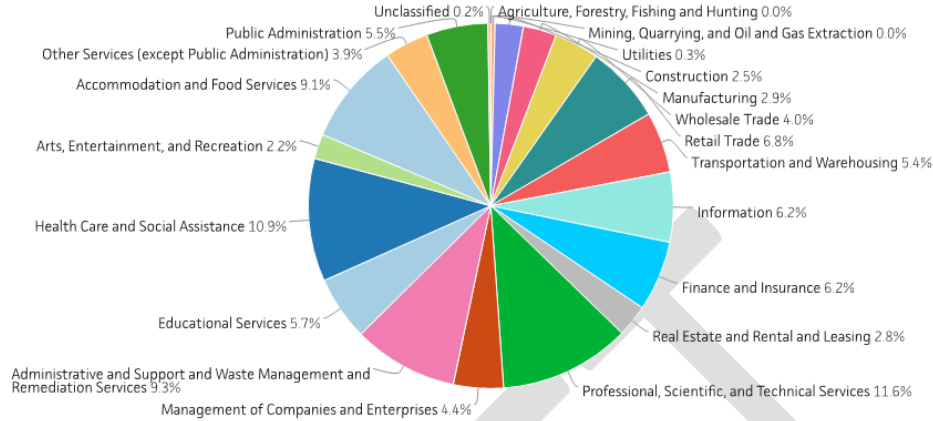
2. **Description of Strategic Planning Elements** – Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.
 - a.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

Fulton County Industry Analysis

Of the over 947,000 workers employed, the largest sector in Fulton County, Georgia is Professional, Scientific, and Technical Services, employing 110,049 workers. The next-largest sectors in the region are Health Care and Social Assistance (103,103 workers) and Administrative and Support and Waste Management and Remediation Services (88,067). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Information (LQ = 3.14), Management of Companies and Enterprises (2.93), and Professional, Scientific, and Technical Services (1.72).

Fulton Workforce Development Area – WIOA Plan for 2020-2023

Total Workers for Fulton County, Georgia by Industry



Source: JobsEQ® Data as of 2019Q4

Sectors in Fulton County, Georgia with the highest average wages per worker are Management of Companies and Enterprises (\$160,692), Mining, Quarrying, and Oil and Gas Extraction (\$147,148), and Finance and Insurance (\$139,466). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Management of Companies and Enterprises (+25,570 jobs), Health Care and Social Assistance (+18,892), and Professional, Scientific, and Technical Services (+14,802). Over the next 5 years, employment in Fulton County, Georgia is projected to expand by 64,599 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +2.0% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+10,992 jobs), Professional, Scientific, and Technical Services (+10,321), and Accommodation and Food Services (+7,178).

NAICS	Industry	Current			5-Year History		5-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
54	Professional, Scientific, and Technical Services	110,049	\$109,667	1.72	14,802	2.9%	59,311	18,193	30,798	10,321	1.8%
62	Health Care and Social Assistance	103,103	\$63,041	0.76	18,892	4.1%	61,874	25,019	25,863	10,992	2.0%
56	Administrative and Support and Waste Management and Remediation Services	88,067	\$54,298	1.45	13,271	3.3%	57,885	22,098	30,142	5,645	1.3%
72	Accommodation and Food Services	85,834	\$26,319	1.00	9,620	2.4%	79,204	31,878	40,149	7,178	1.6%
44	Retail Trade	64,839	\$39,466	0.67	4,716	1.5%	45,700	19,368	24,472	1,859	0.6%
52	Finance and Insurance	59,033	\$139,466	1.58	10,403	4.0%	31,798	10,696	17,560	3,541	1.2%
51	Information	58,563	\$121,318	3.14	10,167	3.9%	31,539	10,393	18,430	2,717	0.9%
61	Educational Services	54,110	\$62,096	0.70	5,059	2.0%	29,375	12,393	13,373	3,609	1.3%
92	Public Administration	51,647	\$76,919	1.16	2,726	1.1%	26,438	10,226	13,914	2,298	0.9%

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NAICS	Industry	Current			5-Year History		5-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
48	Transportation and Warehousing	51,155	\$51,893	1.18	5,921	2.5%	31,789	11,949	16,169	3,671	1.4%
55	Management of Companies and Enterprises	41,960	\$160,692	2.93	25,570	20.7%	22,103	7,186	12,264	2,653	1.2%
42	Wholesale Trade	37,553	\$98,328	1.05	-2,199	-1.1%	21,310	7,534	12,486	1,291	0.7%
81	Other Services (except Public Administration)	36,687	\$39,020	0.87	3,543	2.1%	23,697	9,789	11,687	2,222	1.2%
31	Manufacturing	27,919	\$78,706	0.36	1,646	1.2%	15,203	5,406	9,256	540	0.4%
53	Real Estate and Rental and Leasing	26,841	\$80,034	1.63	5,566	4.8%	15,784	6,360	7,617	1,807	1.3%
23	Construction	23,712	\$78,442	0.44	4,457	4.3%	14,161	4,334	7,754	2,074	1.7%
71	Arts, Entertainment, and Recreation	20,641	\$43,132	1.09	5,843	6.9%	16,725	6,728	8,310	1,686	1.6%
22	Utilities	3,072	\$121,834	0.63	-40	-0.3%	1,442	505	889	49	0.3%
99	Unclassified	2,368	\$68,571	2.37	-748	-5.3%	1,537	580	796	161	1.3%
11	Agriculture, Forestry, Fishing and Hunting	286	\$37,748	0.02	-49	-3.1%	175	68	91	16	1.1%
21	Mining, Quarrying, and Oil and Gas Extraction	202	\$147,148	0.05	111	17.4%	121	35	72	15	1.4%
Total - All Industries		947,641	\$76,507	1.00	139,280	3.2%	596,784	227,458	304,727	64,599	1.3%

Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2019Q2 with preliminary estimates updated to 2019Q4. Forecast employment growth uses national projections adapted for regional growth patterns.

Regional Perspective

[Waiting for Regional Plan from Atlanta Regional Area]

In 2017, the Metro Atlanta Region was home to nearly 2.4 million jobs. The largest industries in 2017 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region.

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 2012, 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 nearly 130,000 jobs. Replacement demand accounts for over 90% of total annual job demand.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Combined, new and replacement demand are expected to account for nearly 112,000 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, Distribution, and Logistics.

These industries were selected for a variety of reasons; including their size, past and projected growth and 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.

The emerging industries selected are Advanced Manufacturing and Construction.

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 190,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing over 81,000 jobs in 2019. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 47,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta

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

Source: JobsEQ 2019Q3

Employment in the Healthcare industry continued to grow dramatically outpacing overall employment growth in the region. Since 2014, the industry has added over 40,000 jobs, expanding employment by 19%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added over 14,000 jobs. The Home Health Care Services grew rapidly over



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this period as well, expanding employment by 19%, or over 2,000 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 Industry Employment, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	Employment		5-Year	
		2014	2019	# Change	% Change
622110	General Medical and Surgical Hospitals	66,434	81,184	14,750	22%
621111	Offices of Physicians (except Mental Health Specialists)	40,482	47,175	6,693	17%
624410	Child Day Care Services	22,340	23,862	1,522	7%
621210	Offices of Dentists	13,844	15,928	2,084	15%
621610	Home Health Care Services	12,261	14,640	2,379	19%
Total - Health Care Industry		236,480	278,304	43,838	19%

Source: JobsEQ 2019Q3

Employment in the Healthcare industry is expected to continue to grow by expanding employment by 10%, or over 27,000 new jobs. Annually, the industry is expected to have 5,000 job openings in the region, due to both new demand and replacement demand. New demand (jobs created from employment growth) account for 2% of these openings. General and Medical Surgical Hospitals are projected to drive employment growth in the industry, adding over 3,000 jobs. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

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

Source: JobsEQ 2019Q3

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta



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Region, accounting for over 77,000 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, which account for 22,384 jobs.

Information Technology Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta

NAICS	Industry	2019 Jobs	% of Jobs	Location Quotient	Avg Annual Wages
517311	Wired Telecommunications Carriers	22,384	24%	2.67	\$121,391
511210	Software Publishers	15,173	17%	2.14	\$122,749
512110	Motion Picture and Video Production	11,927	13%	2.87	\$78,251
518210	Data Processing, Hosting, and Related Services	10,908	12%	1.93	\$132,937
515120	Television Broadcasting	8,355	0%	3.93	\$138,504
517312	Wireless Telecommunications Carriers (except Satellite)	4,699	5%	2.69	\$109,059
519130	Internet Publishing and Broadcasting and Web Search Portals	4,345	5%	0.99	\$96,165

Source: JobsEQ 2019Q3

Between 2014 and 2019, the Information Technology industry added over 8,000 jobs, expanding employment by 10%. This growth was driven by the Motion Picture and Video Production, which added 8,907 jobs. The Information Technology industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

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

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

Source: JobsEQ 2019Q3

Growth in the Information Technology is expected to continue over the next 5 years. The industry is expected to add over 2,500 jobs, expanding employment by 3%. 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 552 job openings. The employment



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demand will largely be driven by replacement demand, which accounts for 94% of annual employment.

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

Source: JobsEQ 2019Q3

Transportation, Distribution, & Logistics Industry

The Transportation, Distribution, and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the Metro Atlanta Region, this industry represents nearly 124,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Warehousing and Storage, and General Freight Trucking. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

Transportation & Logistics Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	2019 Jobs	% of Jobs	LQ	Avg Ann Wages
481111	Scheduled Passenger Air Transportation	30,892	19%	4.42	\$109,386
493110	General Warehousing and Storage	26,065	16%	1.55	\$42,910
492110	Couriers and Express Delivery Services	20,424	1%	1.79	\$40,343
484121	General Freight Trucking, Long-Distance, Truckload	12,903	8%	1.34	\$52,890
484122	General Freight Trucking, Long-Distance, Less Than Truckload	11,019	7%	2.52	\$59,334
491110	Postal Service	9,034	6%	0.94	\$67,372
488510	Freight Transportation Arrangement	8,493	5%	2.07	\$62,838
485111	Mixed Mode Transit Systems	4,714	3%	2.42	\$79,578

Source: JobsEQ 2019Q3

The Transportation and Logistics industry has expanded employment over the past 5 years, adding over 26,000 jobs since 2014, expanding employment by 20%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

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Historic Change in Transportation & Logistics Industry, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	Employment		5-Year History	
		2014	2019	# Change	% Change
481111	Scheduled Passenger Air Transportation	38,847	30,892	-7,955	-20%
493110	General Warehousing and Storage	12,982	26,065	13,083	101%
492110	Couriers and Express Delivery Services	14,804	20,424	5,620	38%
484121	General Freight Trucking, Long-Distance, Truckload	12,568	12,903	335	3%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	8,851	11,019	2,168	24%
Total - Transportation & Logistic Industry		135,380	162,066	26,686	20%

Source: JobsEQ 2019Q3

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation, Distribution, and Logistics industry in the Metro Atlanta Region is expected to add 8,517 jobs, expanding employment by 9%. 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 over the next 5 years are summarized in the following table.

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

Source: JobsEQ 2019Q3

Advanced Manufacturing

In the Metro Area, Advanced Manufacturing totals over 238,000 jobs including subsectors such as Commercial Printing, Plastics Product Manufacturing, and Aircraft Manufacturing. Average annual wages are high in this sector and the proportion of jobs in this area is higher than the national index. The top five industries are displayed in the following table:

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

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

Source: JobsEQ 2019Q3

Historically, even with the loss of Aircraft Manufacturing jobs, Advanced Manufacturing has grown 12% in the past five years by over 12,000 to over 119,000 jobs in 2019. The following table shows the top five industries for employment.

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

NAICS	Industry	Employment		5 Year	
		2014	2019	# Change	% Change
323111	Commercial Printing (except Screen and Books)	6,147	6,039	-108	-2%
326199	All Other Plastics Product Manufacturing	3,635	4,947	1,312	36%
336411	Aircraft Manufacturing	6,405	4,911	-1,494	-23%
311812	Commercial Bakeries	2,258	2,468	210	9%
322211	Corrugated and Solid Fiber Box Manufacturing	1,857	2,113	256	14%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	1,995	2,025	30	2%
Total - Advanced Manufacturing Industry		107,059	119,412	12,353	12%

Source: JobsEQ 2019Q3

Of the over 500 Advanced Manufacturing jobs forecast to be added over the next five years, 99% will be replacements and 1% new. The top five industries are displayed in the following table:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Projected Change in Advanced Manufacturing, 6 Digit NAICS - WorkSource Metro Atlanta						
NAICS	Industry	5- Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
312111	Soft Drink Manufacturing	128	6.68%	26	10%	90%
	Flavoring Syrup and Concentrate					
311930	Manufacturing	121	6.46%	24	10%	90%
311615	Poultry Processing	120	6.09%	24	9%	91%
332710	Machine Shops	81	6.32%	16	11%	89%
311811	Retail Bakeries	70	4.21%	14	6%	94%
311812	Commercial Bakeries	58	2.35%	12	3%	97%
326199	All Other Plastics Product Manufacturing	50	1.01%	10	2%	98%
	Power Boiler and Heat Exchanger					
332410	Manufacturing	49	5.02%	10	9%	91%
332322	Sheet Metal Work Manufacturing	46	2.44%	9	4%	96%
	Surgical and Medical Instrument					
339112	Manufacturing	42	4.17%	8	7%	93%
Total - Advanced Manufacturing Industry		522	0.44%	104	1%	99%

Source: JobsEQ 2019Q3

Construction

Commercial and nonresidential industries within the Construction sector include high-paying jobs that make up a larger proportion of the Metro Area's workforce than the national index as compared to residential and highway construction. A sample of industries is shown in the following table:

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

Source: JobsEQ 2019Q3



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Over the past five years, Construction industries have grown over 25,000 jobs at a 24% growth rate to a 2019 total of over 128,000. The top eleven industries that added employment from 2014 through 2019 includes Residential Remodelers and New Housing For-Sale Builders in the following table:

Historic Change in Construction Industry, 6 Digit NAICS - WorkSource Metro Atlanta					
NAICS	Industry	Employment		5 Year	
		2014	2019	Empl Change	% Change
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	9,841	13,405	3,564	36%
236220	Commercial and Institutional Building Construction	9,764	12,090	2,326	24%
237310	Highway, Street, and Bridge Construction	3,249	5,223	1,974	61%
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	8,503	10,219	1,716	20%
238221	Residential Plumbing, Heating, and Air-Conditioning Contractors	5,330	6,969	1,639	31%
236115	New Single-Family Housing Construction (except For-Sale Builders)	4,645	6,037	1,392	30%
238912	Nonresidential Site Preparation Contractors	2,168	3,520	1,352	62%
236118	Residential Remodelers	6,461	7,481	1,020	16%
237130	Power and Communication Line and Related Structures Construction	3,424	4,392	968	28%
238112	Nonresidential Poured Concrete Foundation and Structure Contractors	1,472	2,348	876	60%
236117	New Housing For-Sale Builders	1,053	1,742	689	65%
Total - Construction Industry		103,004	128,172	25,168	24%

Source: JobsEQ 2019Q3

Almost 2,000 jobs per year will open in the Construction sector over the next five years at an 8% growth rate. Of those jobs, 13% will be new and 87% will be replacement. The following table displays a sample of industries forecast:

Fulton Workforce Development Area – WIOA Plan for 2020-2023

Projected Change in Construction Industry, 6 Digit NAICS - WorkSource Metro Atlanta						
NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	938	7%	188	11%	89%
236220	Commercial and Institutional Building Construction	963	8%	193	14%	86%
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	972	10%	194	15%	85%
236118	Residential Remodelers	553	7%	111	14%	86%
238221	Residential Plumbing, Heating, and Air-Conditioning Contractors	666	10%	133	15%	85%
Total - Construction Industry		9,955	8%	1,991	13%	87%

Source: JobsEQ 2019Q3

Fulton County Occupational Analysis

Fulton County is home to nearly 948,000 jobs. Nearly 17% 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 88% more concentrated Computer and Mathematical Occupations, which are closely related to the regional targeted industry of IT and the PST Services industry.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Industry Overview, 2 Digit SOC - WorkSource Fulton

SOC	Occupation	Empl	% of all Jobs	Location Quotient	Avg Ann Wages ²
11-0000	Management Occupations	67,917	7%	1.15	\$137,300
13-0000	Business and Financial Operations Occupations	79,366	8%	1.59	\$83,000
15-0000	Computer and Mathematical Occupations	52,395	6%	1.88	\$98,200
17-0000	Architecture and Engineering Occupations	14,922	2%	0.92	\$90,600
19-0000	Life, Physical, and Social Science Occupations	6,818	1%	0.90	\$77,700
21-0000	Community and Social Service Occupations	12,091	1%	0.75	\$54,300
23-0000	Legal Occupations	14,442	2%	1.84	\$114,500
25-0000	Education, Training, and Library Occupations	36,295	4%	0.69	\$56,400
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	27,160	3%	1.60	\$62,800
29-0000	Healthcare Practitioners and Technical Occupations	50,029	5%	0.92	\$92,900
31-0000	Healthcare Support Occupations	19,841	2%	0.76	\$35,400
33-0000	Protective Service Occupations	24,429	3%	1.20	\$42,300
35-0000	Food Preparation and Serving Related Occupations	77,253	8%	0.95	\$24,600
37-0000	Building and Grounds Cleaning and Maintenance Occupations	26,239	3%	0.80	\$29,200
39-0000	Personal Care and Service Occupations	30,566	3%	0.74	\$30,600
41-0000	Sales and Related Occupations	91,380	10%	0.98	\$49,400
43-0000	Office and Administrative Support Occupations	157,477	17%	1.16	\$42,500
45-0000	Farming, Fishing, and Forestry Occupations	963	0%	0.16	\$38,500
47-0000	Construction and Extraction Occupations	21,505	2%	0.50	\$51,100
49-0000	Installation, Maintenance, and Repair Occupations	33,507	4%	0.92	\$52,800
51-0000	Production Occupations	31,215	3%	0.55	\$40,500
53-0000	Transportation and Material Moving Occupations	71,828	8%	1.09	\$38,900
Total - All Occupations		947,641	100%	1.00	\$60,300

Bold designates the largest occupations by number of jobs in 2019

Source: JobsEQ 2019Q3

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2014 and 2019 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 projected to expand the most rapidly, increasing employment by 9% and 11%, respectively.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Annually, Fulton County is expected to have over 12,000 jobs annually. Approximately 89% of these openings will be created by replacement demand, while the remainder 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 Overview, 2 Digit SOC - WorkSource Fulton						
SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	5,712	8.41%	1142	17%	83%
13-0000	Business and Financial Operations Occupations	6,405	8.07%	1281	15%	85%
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39-0000	Personal Care and Service Occupations	3,187	10.43%	637	11%	89%
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49-0000	Installation, Maintenance, and Repair Occupations	1,906	5.69%	381	10%	90%
51-0000	Production Occupations	1,008	3.23%	202	5%	95%
53-0000	Transportation and Material Moving Occupations	5,013	6.98%	1003	10%	90%
Total - All Occupations		64,599	6.82%	12920	11%	89%

Source: JobsEQ 2019Q3

Regional Occupational Analysis

The Metro Atlanta Region accounts for nearly 2.4 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 2014 and 2019 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.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Over the next 5 years, the Metro Atlanta Region is projected to add over 61,000 jobs. Nearly 90% of all 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 Code - WorkSource Metro Atlanta (Occupations with the Greatest Annual Demand)						
SOC	Occupation	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
35-3020	Fast Food and Counter Workers	6,950	10.2%	880	9.2%	90.8%
15-1130	Software Developers and Programmers	4,401	12%	856	25.0%	75.0%
53-7060	Laborers and Material Movers, Hand	4,278	5%	635	6.5%	93.5%
35-2010	Cooks	3,175	8%	632	10.1%	89.9%
29-1140	Registered Nurses	3,162	8%	630	23.0%	77.0%
39-9020	Personal Care Aides	3,150	19%	630	19.0%	81.0%
11-1020	General and Operations Managers	3,148	7%	568	13.2%	86.8%
53-3030	Driver/Sales Workers and Truck Drivers	2,841	5%	553	7.9%	92.1%
37-2010	Building Cleaning Workers	2,763	6%	539	7.7%	92.3%
35-3030	Waiters and Waitresses	2,697	6%	531	5.9%	94.1%

Source: JobsEQ 2019Q3

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$50,897. 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.



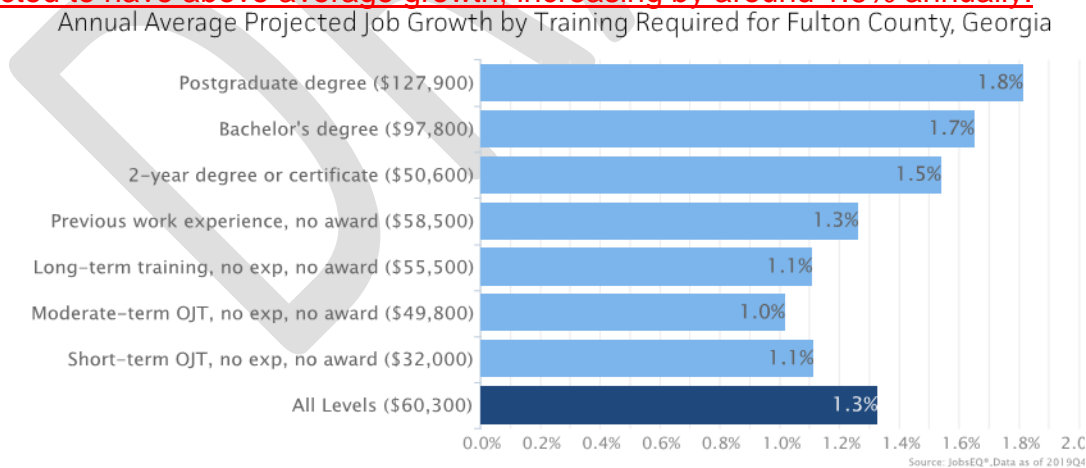
Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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 1.8% 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 around 1.6% annually.



Through an analysis of 2019 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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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 Job Postings 2019 - WorkSource Metro Atlanta	
Skills	Job Postings
Communication Skills	243,439
Teamwork / Collaboration	126,015
Problem Solving	106,064
Organizational Skills	101,627
Microsoft Excel	95,868
Detail-Oriented	89,397
Physical Abilities	89,044
Writing	88,335
Planning	86,456
Microsoft Office	81,491
Research	77,167
Computer Literacy	63,291
Written Communication	59,493
Building Effective Relationships	56,760
Multi-Tasking	56,007
Source: Labor Insight Jobs (Burning Glass Technologies) 1/01/2019 12/31/2019	

Additionally, this assessment of 2019 job postings data reveals the credentials most 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 CDL Class A. In the Region, many of the top certifications are related to the PST Services industry. The top 10 certifications requested by employers in the Region are summarized in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Top Certifications by Job Postings in 2019 - WorkSource Fulton	
Certification	Job Postings
Driver's License	30,293
Registered Nurse	11,475
Basic Life Saving (BLS)	8,407
Advanced Cardiac Life Support (ACLS) Certification	7,565
Project Management Certification	7,095
Certified Public Accountant (CPA)	6,931
Basic Cardiac Life Support Certification	6,337
First Aid Cpr Aed	5,089
Project Management Professional (PMP)	4,362
IT Infrastructure Library (ITIL) Certification	4,118
Certified Information Systems Security Professional (CISSP)	3,465
CDL Class A	3,395
Security Clearance	3,342
Certified Information Systems Auditor (CISA)	2,069
Licensed Practical Nurse (LPN)	1,835
<i>Source: Labor Insight Jobs (Burning Glass Technologies) - 01/01/2019 - 12/31/2019</i>	

- 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.

[Waiting for Regional Plan from Atlanta Regional Area]

According to Chmura's JobsEQ, the population of Metro Atlanta Region in 2017 was 4.8 million. The region has a civilian labor force of 2.56 million people, representing a labor force participation rate of 67.8%. This labor force participation rate exceeds the participation rates of 62.7% and 63.3% in the state and nation, respectively.



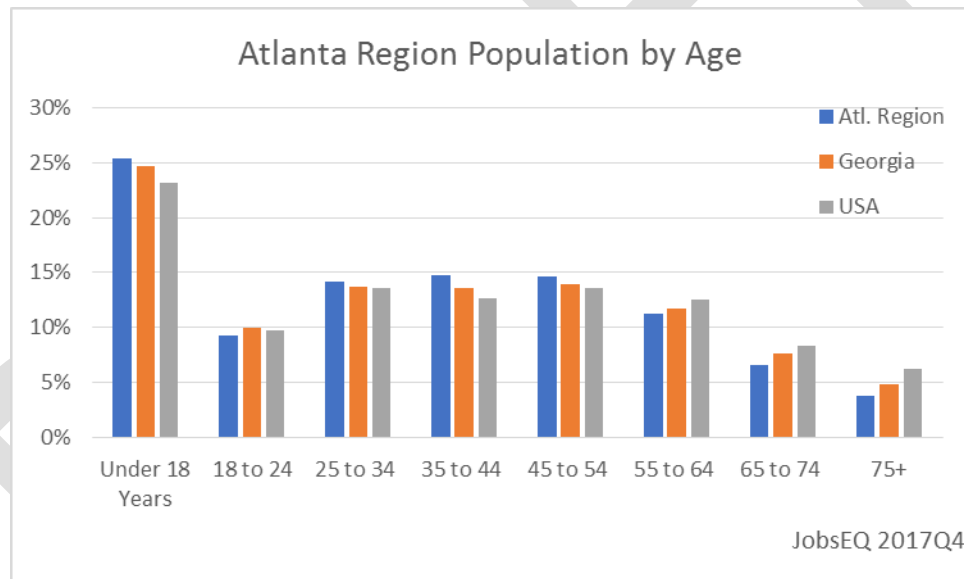
Fulton Workforce Development Area – WIOA Plan for 2020-2023

Demographics Overview - ARWDB

	Atl. Region	GA	USA
Population	4,884,747	10,099,320	318,558,162
Population Ave. Annual Growth			
Median Age	36	36.2	37.7
Labor Force	2,562,362	4,908,225	159,807,099
Labor Force Participation	67.80%	62.70%	63.30%
Median Household Income	\$63,799	\$51,037	\$55,322

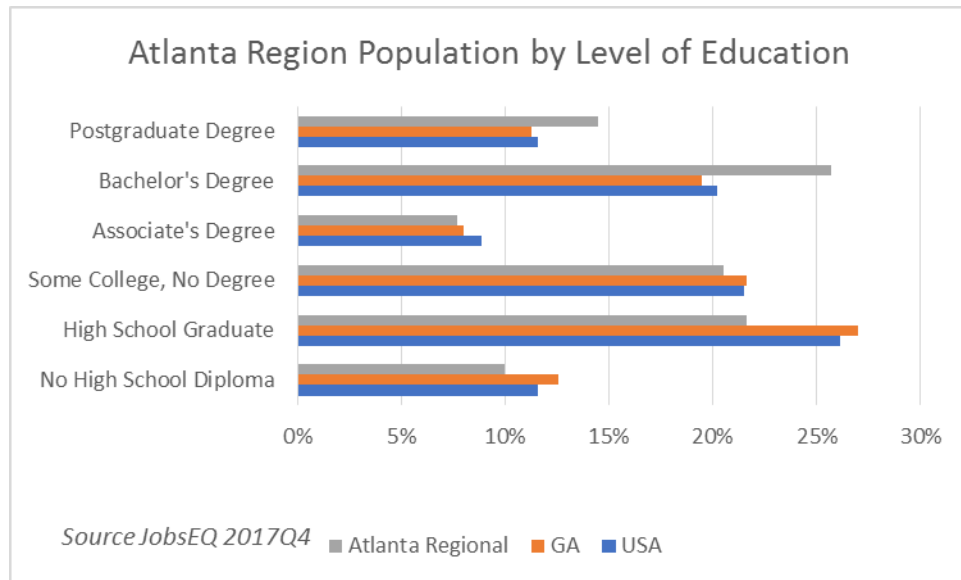
JobsEQ 2017Q4

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



The Metro Atlanta Region's workforce is also highly educated, with 40% having a bachelor's degree or higher, compared to just 30% of the state and nation. Correspondingly, as compared to Georgia and the US, it has a smaller proportion of individuals who possess only a high school diploma or less. The region also has a slightly smaller proportion of the population with an associate degree.

Fulton Workforce Development Area – WIOA Plan for 2020-2023



The Metro Atlanta Region has a large population of Veterans, individuals living below the poverty line, and individuals with disabilities. Approximately 5.6% of the population (aged 18 and older) are Veterans. Of those, 2.7% lived below the poverty line in the past 12 months and 10% are individuals with disabilities. As shown on the table on the following page, approximately 18.6% of the population are individuals with disabilities and 18.5% live below the poverty line.

Targeted Populations Overview - Atlanta Regional

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

Source: American Community Survey

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

Fulton Workforce Development Area – WIOA Plan for 2020-2023

Disconnected Youth - Atlanta Region

	2015	2017
Population Ages 16-24	518,090	532,123
Disconnected Youth *	79,975	75,000
% of Youth Disconnected	15.4%	14.1%
* Aged 16 to 24 not in school and not working		

Source: Opportunity Index

- 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

According to the National Center for Education Statistics College Navigator, there are 77 Public 4-year, Private non-profit, and Private for-profit colleges within 50 miles of ZIP Code 30303 that have a total student population of 256,053. For example the top 5 institutions by Student Population are show in the following table.

Name	Distance from ZIP 30303	Type	Awards offered	Student population	Graduation Rate	Transfer-Out Rate	Cohort Year *	Net Price
Kennesaw State University	22.4 miles	4-year, Public	Less than one year certificate; One but less than two years certificate; Bachelor's degree; Postbaccalaureate certificate; Master's degree; Post-master's certificate; Doctor's degree - research/scholarship	35420	43%	32%	Fall 2012	\$17,618
Georgia State University	0.0 miles	4-year, Public	Less than one year certificate; Bachelor's degree; Postbaccalaureate certificate; Master's degree; Post-master's certificate; Doctor's degree - research/scholarship; Doctor's degree - professional practice	34316	54%	25%	Fall 2012	\$14,501
Georgia Institute of Technology-Main Campus	1.6 miles	4-year, Public	Bachelor's degree; Master's degree; Doctor's degree - research/scholarship	32723	87%	7%	Fall 2012	\$16,950
Georgia State University-Perimeter College	0.0 miles	2-year, Public	Less than one year certificate; One but less than two years certificate; Associate's degree	18487	15%	51%	Fall 2015	\$6,355
Emory University	4.7 miles	4-year, Private not-for-profit	Bachelor's degree; Postbaccalaureate certificate; Master's degree; Post-master's certificate; Doctor's degree - research/scholarship; Doctor's degree - professional practice	14458	90%	NA	Fall 2012	\$26,804

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In the following table, among the top 10 colleges in the Technical College system of Georgia for total awards conferred in an academic year are Atlanta Tech and Gwinnett Tech with 2,722 and 4,088 awards in 2019 respectively.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Top 10 Awards in Technical College System of Georgia

Total awards conferred in an academic year includes Technical Certificates of Credit (TCCs), Diplomas, and Degrees.

College	2017	2018	2019
Central Georgia	6,012	6,084	6,850
Chattahoochee	4,348	4,197	6,413
Southern Crescent	3,251	3,701	4,245
Gwinnett	3,401	3,656	4,008
Georgia Northwestern	4,713	4,243	3,966
West Georgia	3,531	3,033	3,004
Savannah	3,090	3,211	2,990
Atlanta	3,055	2,347	2,722
Wiregrass Georgia	2,564	2,660	2,535
Lanier	2,333	2,353	2,414
All TCSG	58,840	57,118	61,180

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Information Technology and Data Resources, TCSG

<https://tcsg.edu/about-tcsg/system-office-services/information-technology-data-resources/system-scorecard/>

The following excerpt of the University System of Georgia reports of the total number of awards, certificates, and degrees conferred for three institutions in Fulton County show that the percent change from FY2016 to FY2019 for the total of the three institutions was 26.27% compared to the percent change for University System of Georgia Total of 8.49%.

Institution	FY2016 Total Awards	FY2019 Total Awards	Change in Awards per Year	Percent Change 2016 to 2019
Georgia State University Totals	7,505	10,096	2,591	34.52%
Georgia Institute of Technology Totals	6,245	7,472	1,227	19.65%
Atlanta Metropolitan State College Totals	386	281	(105)	-27.20%
Total GSU+GT+ATLMetro	14,136	17,849	3,713	26.27%
University System of Georgia Totals:	62,545	67,854	5,309	8.49%
Source: https://www.usg.edu/research/degrees_conferred/				

Education & Training Analysis – Regional Perspective

[Waiting for Regional Plan from Atlanta Regional Area]

According to the Supply-Demand Analysis, the Metro Atlanta Region is home to 13 public



Fulton Workforce Development Area – WIOA Plan for 2020-2023

higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. 52,700 higher educational degrees were awarded in the 2013/2014 academic year. Over 20,600 of these awards were for Bachelor's degrees, 14,300 were for certificates, and 6,400 were for Associate's degrees.

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

The Supply-Demand Assessment also analyzed the number of awards by degree level and compared them to the number of job postings in related occupations. According to this analysis, the Healthcare professions are awarding too many certificates relative to the number of job openings 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.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Appendix 2: Regional Industry Analysis

Fulton County Occupation Overview

Industry Overview, 2 Digit SOC - WorkSource Fulton

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Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Fulton County Projected Change in Employment

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Source: JobsEQ 2019Q3



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

The Fulton County Local Workforce Development Board (LWDB) is integrally involved with the strategic priorities 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~~2020-2023 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.

With this in mind, the vision for the LWDB 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:

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- To enable individuals to achieve their highest potential.
- To ensure employers have the skilled workers they need to compete effectively in the global economy.
- 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 Development System provides services and information to all customers based on their informed choice and need.
- The Fulton County Workforce Development 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 Development 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.



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- Comprehensive programs are continuously created, including early intervention and mentoring, to serve the needs of special populations, e.g. youth, females, and veterans
- 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**, the LWDB 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**



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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?**

In February of 2018, in an effort to strategically align workforce and economic development opportunities, Fulton County moved the administrative entity for WIOA programs from the Department of Community Development into Select Fulton. In addition to the move, the county is expanding economic development activities and growing the Select Fulton Economic Development team. With workforce programs more closely aligned with a shared business services model, Fulton County will be able to seamlessly leverage employment opportunities and needs with existing and potential employers. Additionally, WorkSource Fulton participates and supports metro area collaborations such as the HDCI Metro taskforces centered on Transportation, Distribution and Logistics, Information Technology, and Healthcare; as well as the Aerotropolis Atlanta partnerships supporting a major employment area in the region.

- 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 LWDB 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 LWDB 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. These programs have been supported and developed with the support of the Fulton LWDB, which includes 167 members which are private business or organized labor and workforce representatives.

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



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training period the employer provides the necessary training and work experience and the WorkSource Fulton helps subsidize 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 LWDB. This includes all contracts procured through the County's Department of Purchasing and Contracted Compliance valued in excess of \$200,000.

WorkSource Fulton 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
- WorkSource Fulton 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

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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.**

As noted, beginning in 2018, workforce and economic development have been aligned under the county's economic development arm at Select Fulton. The county is looking to leverage a new team of project managers to be trained and experienced in both site selection and workforce development needs in order to provide a true full-service resource to employers. Additionally, WorkSource Fulton is leveraging a new service delivery model to provide more opportunity to develop workforce programs for employers by subcontracting career services in the One-Stop.

WorkSource Fulton also partners and collaborates 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 LWDB 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 LWDB 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 LWDB and GDOL will continue to collaborate and strengthen our partnership to reflect the intent of fully developed WIOA regulations. The LWDB 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).**



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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 WIOA 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. During the first two years of the planning period, the region indicated the following plan:

“They have already begun meeting to identify shared priorities, needs, and best practices. Moving forward, they will continue these sessions on a scheduled basis to explore the following strategies for 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
- Supporting the business recruitment efforts of State and local economic development agencies by providing workforce analysis, needs assessments and program information
- Initiating regional procurement methodologies, such as issuing joint procurements or using a standard Request for Proposals instrument/evaluation tool
- Developing a regional approach for training activities, including consistent guidelines for Individual Training Accounts (ITAs), on-the-job training, customized training, and incumbent worker training; as well as regional supportive service guidelines
- Building on the current 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



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- 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

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

As indicated in the Regional Plan section, many of these targeted goals have already been actualized, or are in progress. Leveraging the HDCI regional grants, the five boards were able to come together with a mechanism to pursue many of these goals and provide a unified approach for serving three key industries as pilots for aligning service delivery.

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

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

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

The Metro Atlanta Region has leveraged grant funds from Technical College System of Georgia (TCSG) Office of Workforce Development (OWD) to launch HDCI-Metro Atlanta Industry Partnerships (MAIP) targeting Healthcare, IT, and Transportation, Distribution, and Logistics (TDL). Each industry has a taskforce of industry champions, educators, and stakeholders working to address sector strategies and career pathways for demand occupations. The taskforces meet at least quarterly and work to also support hiring activities and develop training programs, including work based learning for

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employers in the industry. The ~~HDCI-Metro~~MAIP work is supported with match dollars and staff support from all five metro workforce boards.

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

The metro region shares the same labor shed and labor market data, making it easy to share information about demand occupations and skills needs. Although each board has unique opportunities for employers in their service delivery area, the boards share talent because of commuting patterns. As such, four of the boards have entered into agreement with ARC to support providing LMI data for the region as a whole.

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

The metro region is blessed to have access to a mass transit system, MARTA, to help job seekers and students' access employment and learning opportunities. Fulton County provides MARTA cards to eligible participants to complete training, but is working to align supportive services policies with the other metro region boards.

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

The metro region boards work closely together and collaborate with each other on serving the needs of employers. Each board is linked closely with their respective economic development teams, including Select Fulton, Invest Atlanta, and Decide DeKalb. Furthermore, the boards support the Metropolitan Atlanta Workforce Exchange, or MAX, to educate and identify partnerships with providers and stakeholders including chambers of commerce and local economic development entities.

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 LWDB 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 LWDB will be concentrating on these three sectors as part of their key sector strategy. The LWDB is also reviewing opportunities in emerging the Digital Entertainment and Media sector. The LWDB 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



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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 LWDB 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 LWDB 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 were held beginning in the summer of 2016 and hosted employers from the Transportation, Construction and Logistics sector, providers of training serving this sector and job seekers interested in 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 LWDB is working with several employers to implement the 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



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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-wage 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 LWDB 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 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 warrants 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

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identified as other sector strategies are implemented.

Healthcare

As noted in the Metro Atlanta Regional Plan, CHAMP (Career Healthcare Atlanta Mobility Project) is the initiative for the healthcare industry. This will be the basis for LWDB to address the specific needs of Fulton County. It has identified occupations that can be achieved with either an educational credential or an associate's degree, providing easy entry into the sector.

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

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

CHAMP has achieved the following results:

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

The LWDB will build upon this initiative with Fulton County Health Care providers and work closely with the CHAMP model of Frontline, Mid-Level, and Professional Academies to address Fulton County Health Care sector needs.

Logistics and Transportation

LWDB is currently working with local unions and employers to develop strategy and/or provide services to increase capacity including US Foods, Tie Down, and Scheide & Sons.

Led by LWDB Board member US Foods, the Logistics and Transportation sectors offers great current and future promise for entry level, advanced and career pathway related positions in both Metro Atlanta and Fulton County. US Foods will lead this initiative and

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convene the Business Advisory Board to oversee this work. Sector strategy meetings have already occurred on 10/21/15 and 1/28/16 to help organize and align the sectoral efforts. In addition to the specific skills to succeed in the sector, emphasis will also be placed on “soft skills” essential to the success in many jobs.

Regionally, Metro Atlanta has established the region’s Logistics Workforce Partnership created in 2014, primarily for employers in airport-based logistics, distribution, and transportation. Along with businesses, it includes training providers, community-based organizations, economic development organizations, and workforce boards. Its goal is to establish a pipeline of qualified workers to fill the need for growth in this sector.

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

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

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

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

- Established a 9-day curriculum for data entry clerks to transition to import administrators
- Arranged for import administrator graduates to immediately sit for the Certified Customs Specialist Certification through National Customs Brokers and Forwarders Association of American Educational Institute
- Created a 3-week intensive Warehousing and Distribution Certificate Program for individuals to earn the Certified Logistics Associate and Certified Logistics Technicians credentials
- Trained and certified 75 customers as Certified Logistics Associates or Certified Logistics Technicians.

From this regional approach, the LWDB will continue to develop appropriate logistics and transportation education and training projects and related support and wrap around services to address these needs as funding and labor market demand allows. All will be done in concert with Metro Atlanta Regional efforts.



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Information Technology

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

Building upon the Metro Atlanta Regional Plan, many of the region's electronics manufacturers have indicated a need for workers with credentials for working on warranted devices used in automotive, aviation, and/or medical applications. While much of the labor market information reflects upon the Professional, Scientific, and Technical Services, the LWDB will build upon the Information Technology sector in concert with regional efforts and the demands of Fulton County employers. Specifically, LWDB is working with several area employers to upskill 250 – 300 current employees to ensure that the employers remain competitive in the current market and that employees remain current in their skills and are able to maintain well-paying jobs and advance in their careers. In addition, persons historically absent from the middle- to high-paying Information Technology careers are being exposed to greater opportunities through Career Opportunity Forums. These individuals are then assisted with selecting the IT pathway that is right for them and offered Internship and/or Apprenticeship opportunities in their area of study. LWDB is also working to State Apprenticeship staff and area employers to increase the number of Apprenticeships available in the IT sector.

LWDB Board member Mergence Global is convening an employer-led Chief Information Officer (CIO) Advisory Council to develop strategy and guide the focus of activities in service to the IT sector. The first engagement meeting occurred on August 25, 2016. Additionally, the North Fulton Chamber of Commerce convened the GNFCC Talent Coalition IT Workgroup to address the Information Technology workforce needs of employers in the North Fulton corridor. The Workgroup meets regularly and recently formed a sub-committee to work with employers seeking to expand opportunities for employment and increase exposure and interest in IT careers through internships. The subcommittee hosted its first Structured Internship Workshop for employers on July 29, 2016. The Workgroup is currently working to create a Talent Redistribution Network and had its first planning meeting for this effort on August 23, 2016. LWDB is partnering with the Technology Association of Georgia to connect employers with talent resource needs to qualified candidates. The first effort will involve a Hiring Fair which provides employers with pre-screened applicants and scheduled interviews preceding a targeted IT Sector Career Fair. This opportunity allows employers to interview and extend offers for hire “on the spot”. The partnership will also provide technical association memberships, training and networking opportunities to immerse IT candidates in the field, build and improve networking skills and increase talent agility.

In addition, the Local Boards are collaborating with Atlanta CareerRise's Electronics Workforce Alliance (EWA) that targets the information technology sector.



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

Current EWA outcomes include:

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

In addition to the three regional sectors, LWDB is focusing on the emerging Film and Media sector to assist Fulton County citizens to connect to the many opportunities presenting as this industry grows. Working with Unions, government agencies and private providers, training, employment, internship and exploration opportunities are being developed. FSWPES is leading a region-wide project to host the first Film and Technology Career Expo for Youth in the Fall of 2016. This expo will bring together employers, providers, industry professionals and workforce partners to expose youth to the industry.

LWDB will work with area employers to meet the needs of the emerging Advanced Manufacturing sector. Current activities include partnership with the Georgia Manufacturing Association to build strategy around a comprehensive service plan supplemented by employer surveys and partnership forums to develop training services.

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 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 LWDB 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 LWDB 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 LWDB 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 LWDB 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 LWDB 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 LWDB 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 LWDB 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 and employment opportunities.

Such partners include:

- Gwinnett Technical College

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- Atlanta Technical College
 - LaunchCode
- iv. Target short-term training programs to assist LWDB 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:

- L101 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 LWDB 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 LWDB 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 LWDB 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 LWDB, in cooperation with the four Metro Atlanta Region workforce boards, anticipate the continued growth and development of the Logistics and Information Technology sectors.

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



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Finally, the LWDB 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 LWDB gathers input from employer customers regarding their current and emerging needs. The LWDB 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 LWDB 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 LWDB 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 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 LWDB agree to refer customers between agencies and programs in a manner that:

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1) maximizes customers' easy access to services; and 2) minimizes inconvenience to the customer.

The LWDB 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 Comprehensive Centers or Affiliate Centers as well as through referrals from partners such as Georgia Vocational Rehabilitation Agency.

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 Comprehensive Center.

- 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 purchased complement 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)

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



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e. Disability Awareness

The LWDB has a reciprocal referral process in place with the Georgia Vocational Rehabilitation Agency.

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

The LWDB maintains a Memorandum of Understanding in order to align and share resources with the following Partners:

Georgia Department of Labor (DOL) will:

- Locate staff in the Center full-time to contribute to the delivery of shared services in the local One-Stop Center. The staff person or persons co-located at the Center will be trained in Wegner Peyser, Unemployment Insurance (“UI”), Veterans and Trade with alternate person or persons trained for back up. The Georgia Department of Labor (DOL) will not require an office and will utilize the Resource Room in order to work with clients that coming into the office.
- Provide trainings for all staff delivering services and for Business Services staff. This training will include a comprehensive orientation to Employ Georgia as well as instruction covering how to provide data mining for business partners. The staff will also be trained in the use of the resume creator tool.
- Provide access to and use of Tap Dance technology assessment software for use by all One-Stop customers. DOL will provide training in the use of Tap Dance for all partner staff.

Georgia Vocational Rehabilitation Agency (GVRA) will:

- Locate staff onsite at the Career Center on designated days during designated hours.
- Maintain direct linkage at the One-Stop when staff is not present through the GVRA Customer Care line.
- Train partner staff regarding GVRA referrals and services.

This partnership will require a room with privacy in order to meet confidentiality requirements.

The Technical College System of Georgia (TCSG) Adult Education Partner will:

- Establish a direct phone line (some providers may provide access through Voice-over IP, etc.) for one-stop customers to learn more about the program and register for services.

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The following in-kind contributions will be provided as payment for shared costs over and above infrastructure costs:

- TABE (Test of Adult Basic Education) Online will be made available free of charge to the one-stop for any customer/client that may need the assessment. NOTE: Our grantees/providers can set up an account for the one-stop and provide the necessary training to ensure that tests are administered per test publisher guidelines.
- The transition specialists or other staff members in the adult education program could provide workshops to one-stop customers on a scheduled basis. This schedule should be determined through an agreement between the grantee and the one-stop center. Workshop topics could include, but are not limited to: resume writing, interviewing skills, soft skills, digital literacy, financial literacy, and career exploration.
- Grantees can provide a negotiated level of access to their online distance education curriculum to the one-stops at no charge, which would provide an opportunity for customers/students to study at the one-stop in addition to the program's locations. (i.e. Aztec) Distance education curricula will be made available to Adult Education participants.

Additionally, the following career services will be provided through Adult Education:

- Outreach intake services – Adult Education grantees/providers are required as a part of their contract to have recruitment and retention plans.
- Initial assessment of skills – Adult Education grantees/providers use the TABE to assess literacy needs for most students, but they use either BEST Plus or BEST Literacy for English Language Learners.
- Comprehensive and specialized assessments of skills levels and service needs of adults and dislocated workers – As described above, Adult Education grantees/providers use TABE, BEST Literacy, BEST Plus. They also provide practice testing opportunities for individuals pursuing their GED credential. They may also offer some other career assessments, but those are not prescribed by our office.
- Group counseling and /or individual counseling or mentoring – Adult Education grantees/providers provide counseling and support related to basic education needs, postsecondary education opportunities and career pathways.
- Short-term prevocational services – Adult Education transition specialist and teachers provide soft skills training to students.
- Workforce Preparation Activities – is a required addition for Adult Education providers under WIOA.
- Financial literacy services – Adult Education programs have access to



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financial literacy curriculum materials.

- English language acquisition – Adult Education grantees/providers offer instruction for non-English speaking and limited-English proficient adults. Also, instruction and preparation for citizenship is provided.
- Skills upgrading and retraining – Adult Education grantees/providers offer basic educational skills training for individuals who lack their high school diploma and remediation of basic educational skills for individuals who have a high school diploma, but are seeking to enter employment or improve their employment.

Gwinnett Technical College will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
 - Conduct select education and training programming at One-Stop affiliates in its service delivery area.
 - Provide on-site staff presence for customer engagement and assistance as scheduled.
 - Monitor and promote career pathway education options for all One-Stop customers.
 - Integrate dual degree programming for youth with youth programming activities.

Atlanta Technical College will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
- Conduct select education and training programming at One-Stop affiliates in its service delivery area.
- Provide on-site staff presence for customer engagement and assistance as scheduled.
- Monitor and promote career pathway education options for all One-Stop customers.
- Integrate dual degree programming for youth with youth programming activities.

Fulton Atlanta Community Action Authority will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
- The following in-kind contributions will be provided as payment for shared costs over and above infrastructure costs:



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- Eligibility
- Outreach/Recruitment
- Initial Assessment/Intake/Referral
- Job Search/Job Placement
- Career Counseling/Planning
- Prevocational Services
- Other: Workshops, seminars

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

The LWDB researched the market by requesting information from comparable local areas about their One-Stop Operator and then developed a competitive procurement instrument that clearly identifies specific service needs. The Fulton County Purchasing Department published a revised Request for Proposal (RFP) August 3, 2017. A team of three evaluators rated the sole proposal as fully responsive. The LWDB approved the acceptance of the proposal on October 27, 2017. The fully executed contract was dated April 13, 2018. The WorkSource Fulton One Stop Operator is IN THE DOOR, LLC. The LWDB sourced for a one-stop operator through a competitive process in accordance with the Uniform Guidance 1, WIOA and its implementing regulations, and local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is published and may be viewed on the Fulton County website at:

<http://www.fultoncountyga.gov/Apps/bidboard/MainSearchPage.php>.

The One-Stop operator is under contract for a one (1) year period with three (3) one-year extensions available. Functional details of the One-Stop Operator are also outlined in the Roles and Responsibilities section of the One-Stop Partner MOU IFA.

In keeping with efforts to streamline processes and institute a regional approach for workforce services, the LWDB 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.

The LWDB uses the non-federal entities competitive RFP procurement process sub-grants for awarding sub-grants and approved methods of procurement for contracts in the local area. Procurements are issued through and in accordance with Fulton County's Department of Purchasing and Contract Compliance standard operating procedures 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 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 LWDB 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 ACKNOWLEDGMENT OF THE EQUAL EMPLOYMENT OPPORTUNITY LAW form is distributed at all LWDB customer orientations. Career Center Planners have been trained to present and explain the form in these sessions and in their one-on-one contacts with customers to keep current with updates.

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 LWDB By-Laws, the LWDB are appointed as follows:

NOMINATION PROCESS

Vacancies on the Fulton Workforce Development Board are filled in a timely manner in accordance with the LWDB Bylaws and State Rule. New board members must fit the eligibility and category in which the vacancy occurred. For business representatives, workforce staff notifies the CLEO of the business vacancy and works with him to solicit nominations from Fulton's strategic industry partners and from business organizations such as chambers of commerce. The CLEO reserves a seat on the board for each of the Technical College campuses located in Fulton County; Atlanta Tech and Gwinnett Tech. Vacancies for these two seats are filled by soliciting nominations from the Technical College Presidents. Labor representatives, including Registered Apprenticeship programs attached to unions, are nominated by the governing bodies at the state for the local union teams. When vacancies occur within this category, the CLEO requests a nomination from these entities.

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

The LWDB 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 LWDB staff created and utilizes a very detailed PowerPoint presentation consisting of 45 slides to educate and orient new LWDB members about the WIOA. Key provisions included:

- Primary principles of the legislation
- Roles of LWDB 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

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



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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 LWDB 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 through the administrative relationship with Select Fulton, the county's economic development arm.

The LWDB membership includes economic development, education and other community representatives that complement the private sector membership. Through this relationship, the LWDB 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.

LWDB 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. LWDB also is engaged in collaborative regional opportunities that also support activities of specific interest to the LWDB.

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 LWDB reference regarding items such as LWDB 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 LWDB is governed by and is comprised of representatives from the WIOA mandated partners, business community and other relevant organizations. The LWDB's infrastructure includes several Task Forces that work with the Select Fulton Economic Development, Workforce Development Division staff to develop



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plans, policies and procedures for different components of the System. Each Task Force is chaired by a LWDB member and is comprised of LWDB members and at least one non-voting board member, with special emphasis on representation from the business community, officers of the LWDB and required partners. A representative from one of the required partners serves on the Performance and Accountability Task Force and Youth Council, which has responsibility for ensuring service integration. All Task Force documents that are developed must go to the LWDB or the Executive Committee for review and approval.

Specific Task Force descriptions are as follows:

Executive Task Force. Between meetings of the LWDB, the business and affairs of the LWDB 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 LWDB 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 LWDB on any actions taken.

Performance and Accountability 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 or accommodations to, and finding employment opportunities for, individuals with 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.



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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. Beginning in 2019, the LWDB is looking to add a Finance Committee to review budgetary matters and provide guidance on the direction of workforce resources.

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.

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

- LWDB 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 LWDB meetings, Task Forces meetings and management staff meetings.
- LWDB Staff members met to discuss new ideas and strategies for the 2016-2020 plan. These strategies were provided to the Quality Assurance and One Stop Operations Task Force for their feedback, review and development of the draft plan.



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- 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 LWDB 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.
- LWDB 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.
- LWDB 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 LWDB 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 LWDB 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 LWDB 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 LWDB wants its partners to understand that they share the common goal of helping individuals find, get, and keep good jobs in the local community.

As such, the board has secured a one-stop operator who will coordinate and facilitate the visibility of partners as its one-stop locations. Additionally, a third party provider has been identified and secured to provide career services to the residents of Fulton County and Dislocated Workers seeking services in the LWDA. Identifying and securing a third party provider continues to increase the outreach to potential program participants, performance outcomes and customer service to both WIOA participants and the LWDB.

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

The Board also plans to continue to develop sector-strategy initiatives, including the identification of career pathways in the County's targeted industries. Regionalization, of the five Metro Atlanta boards share best practices especially those related to the career pathways of the targeted industries.

The objective to this approach is to improve services for customers, eliminate duplicative partner efforts, and better leverage funding and other resources in the community.



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.

Career Services and Training Services are readily available to dislocated workers at each of the LWDB One Stop Career Centers. The LWDB 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 LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help reduce dislocated workers transition more successfully. Additionally LWDB (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 LWDB also conducts bi- weekly WIA orientation sessions at the Georgia Department of Labor North Metro Career Center.

Persons who meet the criterion for Adults based on the priority population category and eligibility of WIOA are serviced at either of the One-stop centers. Assessments, Orientation, and training options (ITA's and non-ITA's) are presented and provided to the Adult population as with Dislocated Workers.

To expedite these services without a significant delay, a third party provider has been secured to service both the Adult and Dislocated Worker participants.

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



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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 LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help dislocated workers transition more successfully into new or continuing employment. Additionally, LWDB (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.

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 LWDB 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 LWDB initiates a request for the proposal and bidding process. The Youth Council also supports LWDB 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 Youth Advisor, who facilitates



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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 LWDB 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 LWDB, Job Corps, YouthBuild and other service providers. The LWDB 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 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. LWDB 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, LWDB is able to provide skills upgrades, to include job readiness, GED preparation, remediation services, and employment assistance.

Guided by the LWDB and our third party provider, the 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.



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- ⑩ Conflict resolution, anger management, appropriate work attitudes, business etiquette, cooperation with co-workers and supervisors, confidence and personal responsibility will be instructed.
- ⑩ The positive and negative impact of “social networking sites” on obtaining and maintaining employment in today’s work force.
- ⑩ 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.
- ⑩ Seven Steps for a Highly Effective Teen will be taught (3 -4 full days)
- ⑩ Youth will participate in Lectures and demonstrate what they have learned by measurements of discussion, as well as pre and post testing.
- ⑩ Participants will create a resume, portfolio, and business documents such as cover letters, and design their own business card.
- ⑩ 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.
- ⑩ Youth will work with employers to understand the expectations of the real world of work.

Beginning in 2019, the LWDB ~~began~~will ~~exploring~~ing best practices in the State and around the country for youth entrepreneurship programs with the goal of creating an extra resource to serve program youth.

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.

In the past WorkSource Fulton has worked specifically with youth on Work-Based Learning Initiatives in the health care Industry called Hook on Health. This program proved to very successful for youth at that juncture.

WorkSource Fulton has begun to work on their On-the-Job Training (OJT) initiatives in the IT sector. However, additional execution of On-the-Job Training (OJT), Customized Training, and other work-based learning services require further exploration and implementation.

After reviewing the best practice models of these programs, WorkSource Fulton will review and implement appropriate work-based learning opportunities to benefit both job



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seekers and employers, especially in concert with the priority occupations within targeted sector industries.

From a regional perspective partnerships within these initiatives are currently under review within sector strategies. As a region the LWDA's are aware of the need to actively recruit participants for sector strategies within and external to their LWDA to successfully meet the needs of their participants (to gain training which leads to self-sufficiency) and employers to fill crucial job vacancies.

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.

A regional effort has also played an important role in identifying sector strategies and awareness of training for high-demand occupations. Working together in a cohesive regional approach strengthens the relationships with both providers and employers in high-demand occupations.

In an effort to increase the availability of training in high-demand occupations, the LWDB 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 are a major focus for adult and youth customers whose assessments indicate that they are basic skills deficient.

The LWDB, 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 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 have been established and ongoing in order to continue to enhance and to (detailed in the responses below) continue to create innovative programs and collaboratives. Every quarter, the LWDB 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 LWDB customers to have the latest information related to education and occupational skills training



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In order to ensure that opportunities will not be limited and availability is maximized, WorkSource Fulton has secured a One-stop Operator and a third party provider to provide services to the Youth, Adult and Dislocated Worker participants which allows for more Fulton County customers to be served without delay. Fulton County WIOA staff will continue to be engaged in outreach and marketing efforts to publicize the services available through the WorkSource Fulton One-Stop Career Centers.

In order to ensure that opportunities will not be limited and availability is maximized, the LWDB 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 LWDB 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 LWDB believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

- Taking initiative;
- Creatively seeking out and identifying business opportunities;



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- 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 LWDB 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 LWDB will strengthen long-standing relationships with Goodwill of North Georgia and the Atlanta Metro Black Chamber of Commerce to provider 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, LWDB' 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 LWDB 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 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 LWDB 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 third party provider for approval. The LWDB 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 LWDB 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.

WorkSource Fulton partners with the Fulton County Housing Authority and with the Housing and Community Development Department to address concerns of the housing and shelter. WorkSource Fulton is aware that housing is a barrier to both training and employment which must be addressed prior to starting training for successful completion to maintain and/or obtain self-sufficiency.

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

WSF, TANF and SNAP have continued to foster a strong relationship when it comes to supporting each other's efforts, working with the community, each other's customers, communication, as well as referrals and success. Our relationship began over 10 years ago and continues to remain in place until today. Fulton has had a relationship with these programs for over 10 years.



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There are clear incentives for WIOA, SNAP and TANF to work together. One incentive is that these programs share populations that have, in recent years, become a higher priority for employment and training services. However, if WIOA, SNAP and TANF are not careful to think strategically about collaboration each may provide duplicative services rather than adding new or expanded services tailored to the population's specific needs.

Neither agency alone has the capacity to meet comprehensively the employment and training needs of low-income clients, a vast majority of whom face multiple barriers to finding and retaining employment leading to self-sufficiency, as such effective collaboration is also mandatory.

Incentives for working together:

1. WIOA provides universal access to all jobseekers through “basic career services,” and emphasizes providing targeted services to “individuals with barriers to employment,” which includes low-income individuals.
2. Participants in SNAP and TANF programs meet the requirements of WIOA's priority populations for employment and training services to public assistance recipients, other low-income individuals, and those with low basic skills.
3. Low-income individuals are given priority of service when it comes to receiving higher-intensity services like “individualized career services” or training from the WIOA Adult program supporting and assisting participants move toward economic self-sufficiency.
4. A partnership would expand the availability of qualified work activities for TANF and SNAP participants.
5. Participation in a WIOA program is considered a qualifying activity for purposes of meeting SNAP and TANF compliance.
6. In order for participants to continue to receive SNAP or TANF benefits for more than 3 months in a 36 month period he/she must be enrolled in a training or employment activity.
7. Partnering with WIOA services would increase the capacity to serve more disadvantaged populations, and to build robust partnerships with community colleges, community-based organizations, and employers to improve outcomes.

A collaborative effort will assist all three of these programs with participant enrollment, participant success in addition to the programs meeting their own respective performance goals.

Collaboration Approach and Design:



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1. A designated point of contact for participants and staff.
2. A WIOA Staff person who manages TANF and SNAP participants on a specialty case load.
3. Bi-weekly staff presence at TANF and SNAP locations for recruitment.
4. Documented Client Referrals from TANF and SNAP case managers.
5. Monthly staffing's with TANF and SNAP Case Managers.
6. Career Center Orientations specifically tailored for TANF and SNAP participants twice per month.
7. Providing Basic, Individualized and Training Services to participants
 - a) Basic/Self Directed/Staff Assisted- career services include initial skill assessments, the matching of job seekers with employer-posted job openings, as well as information and referrals to programs and services.
 - b) Individualized Career Services provides participants with more personalized career services which include comprehensive assessments, individual employment plans, and other career planning.
 - c) Training services – provision of individual training account, pre-vocational training accounts, OJT, Work Experience and possibly Customized Training for the participant to achieve self-sufficiency.
 - a. Training and Employment in Demand Occupations
 - b. NOTE: skills gains, a high school diploma or a high school equivalency diploma and/or the National Career Readiness Credential may be first step of the journey for those who are basic skills deficient. We will support those participants who are compliant in making strides to self-sufficiency by paying for their GED and an ITA in a Demand Occupation.
8. On-site hiring events specifically for TANF and SNAP participants.
9. Provision of supportive services when necessary, without duplication to what is being provided by DFACS.
10. Follow up services of 12 months after employment and successful completion.



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 LWDB maintains a Memorandum of Understanding in order to align and share resources.

The LWDB has formal reciprocal referral agreements with:

- (a) Fulton County Local Workforce Development Board;
- (b) Chief Elected Official (CLEO);
- (c) Georgia Department of Labor (GDOL);
- (d) Gwinnett Technical College (GTC);
- (e) Georgia Vocational Rehabilitation Agency (GVRA);
- (f) Atlanta Technical College (ATC);
- (g) Fulton Atlanta Community Action Authority (FACAA)

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

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

The LWDB, 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 LWDB s Career Center and provides core services to our customers. LWDB staff collaborates with the Rapid Response Unit to facilitate WIOA 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.

The LWDB maintains a Memorandum of Understanding with the Technical College System of Georgia with regard to continued Title II services at the LWDB One Stop Career Centers.

As may be required by WIOA, it is planned that the Title II agency(ies) will provide the LWDB 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 LWDB, 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.

The LWDB maintains a Memorandum of Understanding with the Georgia Vocational Rehabilitation Agency with regard to continued Title IV services at the LWDB One Stop Career Centers.

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



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 LWDB and the TSCG Office of Workforce Development meet and agree on a set of measurable goals. Our performance data is entered into a database from which a quarterly report is published of our performance. The nature of work is very much impacted by external economic forces and as such, we meet frequently to manage better outcomes.

Prior to the negotiation period, each local area will be required to submit proposed performance targets for PY18 and PY19 on the following measures:

- Adult and Dislocated Workers
 - Q2 Entered Employment Rate
 - Q4 Entered Employment Rate
 - Q2 Median Earnings
 - Credential Attainment Rate
- Youth
 - Q2 Entered Employment/Education/Training Rate
 - Q4 Entered Employment/Education/Training Rate
 - Credential Attainment Rate

The following measures will be tracked and reported, but will not be included in performance negotiations for PY18 or PY19.

- Adult and Dislocated Workers
 - In-Program Skills Gains
 - Employer Engagement
- Youth
 - Q2 Median Earnings
 - In-Program Skills Gains
 - Employer Engagement



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. Under Section 116 of WIOA, local levels of performance on each of the performance measures are to be "based on the State adjusted levels of performance," taking into account "the specific economic, demographic, and other characteristics of the populations to be served in the local area."

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 LWDB 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 Memorandum of Understanding, the LWDB 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 LWDB 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 LWDB 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.**

LWDB 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.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, the LWDB also provides notification of the application process via the LWDB's public notification process. Additionally, the LWDB 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, accreditation and customer accessibility.**

As discussed in the response to Performance, ETPL, and Use of Technology, 3.a. above, the LWDB 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 OWD 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 OWD for its approval and inclusion on the ETPL.

The LWDB then presents applications to its Quality Assurance and One Stop

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Operations Task Force which then makes recommendations to the LWDB for provider inclusion on the Fulton County Eligible Provider List. The LWDB 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:
Workforce Development Division Manager
141 Pryor Street SW
Suite 2052
Atlanta, GA 30331
Telephone: (404) 613-6381

Or

Providers contact:
Workforce Development Division Manager
141 Pryor Street SW
Suite 2052
Atlanta, GA 30331
Telephone: (404) 613-6381

The LWDB 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. (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 LWDB 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 LWDB 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 LWDB 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 LWDB has an Individual Training Account (ITA) Training Provider Agreement that is executed with all providers approved by the LWDB and interested in doing business with Fulton County Workforce Development Division. The agreement is conducted twice per year. (A sample copy of the agreement is available upon request). As part of the regional collaboration efforts, a Regional ITA Committee is reviewing ITA Provider Agreements for possible issuance of a single document which would be used by the regional partners.

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

The training request is submitted to the WIA Coordinator for administrative processing. The application is reviewed for completion, provider eligibility and compliance with LWDB policies. The training agreement is authorized and the Career Planner is notified. The agreement is submitted to the provider and the customer begins training.

Invoice payment procedure:

- Invoices are received/forwarded to Fiscal Officer
- The Fiscal Officer submits invoices to WDD Fiscal Manager.
- The WDD Finance Manager submits the invoices to the Career Center Supervisor for verification

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- Supervisor verifies/denies invoice information
- The WDD Finance Manager prepares verified invoices for payment and processing
- 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

The Finance Team maintains a similar listing that includes:

- Customers name
- Social Security Number
- Zip Code
- Vendor
- Training Costs
- Total Paid
- Total Remaining
- Status (Adult, Dislocated, Youth)
- Training Start Date
- Training End Date
- Payments (Start-up, Completion, Placement)
- Payment Voucher Number



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 LWDB 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 LWDB 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 LWDB's policy dictates that all customers who are deemed eligible are permitted to attend training that is within a reasonable commute to the LWDB 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 LWDB 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 LWDB Career Advisor.

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

Under WIOA, all Registered Apprenticeship (RA) programs that are registered with the USDOL Office of Apprenticeship (OA) are automatically eligible to be included on the State ETPL. RA programs are not subject to the same application and performance information requirements nor subject to a period of initial eligibility as other ETPs because they go through a detailed application and vetting procedure to become a registered apprenticeship program sponsor with USDOL/OA.

All RA programs will be informed of their automatic eligibility to be included on the State ETPL and will be provided an opportunity to consent to inclusion, before being placed on the State ETPL. The State will work with OA to develop a mechanism to contact all RA programs within the State regarding inclusion on the State ETPL. OWD will work with the OA to collect information (to populate the State ETPL) on newly OA registered apprenticeship programs on a quarterly basis. Information required to populate the State ETPL includes: Occupations; name/address of program sponsor; name/address

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of instructional provider if different from the sponsor; method and length of instruction; and number of active apprentices.

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 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. [WorkSource Fulton](#) 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
The Work Number Social Services	<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



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Product/Program	General Information
	<p>Gross Earnings.</p> <ul style="list-style-type: none"> • 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 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. • 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



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Product/Program	General Information
	<p>employment alerts that will proactively notify your agency of changes in employment to track client movement and program success.</p> <p>Products:</p> <p>Express Service – Instantly look up client with just an SSN.</p> <p>Batch Service – Run your entire caseload with ease.</p> <p>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.</p> <p>GAIN is the superior choice for Adult Basic Education (ABE) programs, literacy centers, Workforce Development programs, remedial training, GED programs and more.</p> <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



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Product/Program	General Information
	<p>measure National Reporting System (NRS) Educational Functioning Levels (EFLs).</p> <ul style="list-style-type: none"> • 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> <p>With easy-to-read reports, you get immediate information to support important instructional and training</p>



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Product/Program	General Information
	<p>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 Basic Skills: 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>
Dragon Pro 13.5 (Disability Compliance Software)	Promotes independent communication for persons who are deaf or hard-of-hearing. Translates spoken word from Dragon into Sign language.
JAWS Pro (Disability Compliance Software)	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
Large Print Keyboard (Disability Compliance Software)	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.
Zoom Text Magnifier/Reader (Disability Compliance Software)	Provides low vision users an easy-to-read keyboard designed to enhance the MAGic and JAWS experience
iCommunicator (Disability Compliance Software)	Automatically speaks all program controls, including menus, dialogs, list views and



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Product/Program	General Information
Software)	messages. Three verbosity levels give you complete control over the amount of information spoken.

The LWDB recently completed a Six Sigma exercise that targeted related analytics 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.



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

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. TEGL 3-15 references TEGL 10-09 regarding order of priority for Veterans and eligible spouses. Priority must be provided in the following order:

- First, to Veterans and eligible spouses who are also recipients of public assistance are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for Veterans and transitioning service



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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 LWDB, 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



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service member is no longer eligible for services

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



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vi. Individuals who are considered Homeless (as defined by HUD)

Target groups served in the area

- 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 LWDB 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 LWDB engages in a more focused collaborative partnership approach to integrating veteran services. LWDB 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



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- 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;
- 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



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- 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 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.



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The Employer Relations Specialist/Business Consultant Youth Development Specialist also ensures Priority Populations a priority when assisting with re-employment services.

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

a. Utilize sector partnerships to inform and guide strategic workforce development strategies and enhance partnership coordination. (held for October Regional Plan submission)

b. Further develop regional integration to ensure streamlined services to both businesses and individuals. (held for October Regional Plan submission)

c. Utilize the workforce system to increase statewide prosperity for rural and urban communities.

WorkSource Fulton is uniquely poised to promote economic prosperity of Fulton County residents. As part of Select Fulton, workforce development in Fulton is linked with efforts of the Development Authority of Fulton County and Economic Development efforts, which links the business community with the talent pipeline provided by WorkSource Fulton. This structure also allows Fulton to leverage Select Fulton expertise, networks, and resources to find opportunities for job seekers and to better understand the economic conditions of the labor market. WorkSource Fulton will leverage these relationships and strategic administrative structure to develop opportunities for work-based learning. In conjunction with the WorkSource Metro Atlanta workforce boards, Fulton is also focusing on the economic mobility of Atlanta residents. Through a partnership with Atlanta CareerRise, the five metro boards are examining how services are provided to residents and what changes can be made to ensure that the workforce system can provide an opportunity for economic mobility, particularly for those living below the poverty line to access opportunities which pay a living wage. More information on the economic mobility efforts is available in the Region 3 Plan.

d. Utilize the workforce system with education systems at all levels.

WorkSource Fulton follows the example of the State in having representatives from both Technical College System of Georgia campuses within Fulton County on the Fulton Workforce Development Board. The Fulton LWDB has launched a new Strategic Partnerships and Outreach Committee to explore opportunities for the Fulton Workforce System to engage with various partners and educational groups to serve strategic populations and opportunities for all Fulton residents. The Fulton LWDB is also



exploring new opportunities for youth to engage in career exploration and work experience, and is looking to partner with the Fulton County School System to partner and promote opportunities for all Fulton Youth, regardless of school status.

e. Alleviate a tightened labor market by increasing the participation of strategic populations in the workforce system.

The Fulton Workforce Board recently launched a new Strategic Partnerships and Outreach Committee to explore opportunities for the Fulton Workforce System to engage with various partners and educational groups to serve strategic populations and opportunities for all Fulton residents. The goal of this committee will be to direct the strategic vision for Fulton’s workforce efforts, in particular directing the workforce board to engage with the non-profit community and community based organizations who can support job seekers who may have barriers to successful training and employment outcomes. The committee will ensure that Fulton’s workforce efforts are focused on strategic populations and provide the necessary resources for their success. Currently the committee is looking at supporting the work of the Youth Committee to address resources for Opportunity Youth, partnering with the City of Atlanta and organizations that serve the homeless populations, and deploying resources such as the WorkSource Fulton Mobile Unit to reach communities that do not have access to the network of career centers or training providers.



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Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Anthony Tuggle	VP Sales	AT&T	Business
Jim Collins	VP Industrial	UPS	Business
VACANT		Georgia Power	Business
Virginia Lindgrin	CFO	Grady Health System	Business
Alex Ruder	Sr. Advisor	Federal Resrve Bank of	Business
David Seem	CFO	Miller Zell	Business
Brent Reid	CEO	Winter Construction	Business
Tom Cook	COO & President	Flexible Technology Solutions LLC	Business
Sanquinetta Dover	President & CEO	Dover Staffing	Business
Rep. Kim Schofield	President	Kimler & Associate LLC	Business
Jeff Stepakoff	Executive Director	Georgia Film Academy	Business
Andy Macke	Sr Director	Comcast	Business
Fabiola Stokes	Community Impact Programs & Investments	Google Fiber	Business
Reginald Washington	President- Dining Division	Paradies Lagardere Travel Retail	Business
Kali Boatwright	President & CEO	Greater North Fulton Chamber of Commerce	Economic Development
Dr. Lanze Thompson	CFO	Clark Atlanta University	Education
Stephanie Rooks	Dean Adult Education	Gwinnett Tech	Education
Yulonda Darden-Beauford	VP Economic Development	Atlanta Tech	Education
Elizabeth Scott	Regional Coord. Reg.3	Georgia Dept. of Labor	Government
Aimee Williams	Rehab. Unit Manager	Vocational Rehab.	Government
Elizabeth Norman	Manager, Counsel Services	Atlanta Job Corps	Workforce
Mike Bell	Asst. Business Manager	IBEW Local 613	Workforce



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<u>Juan Wences</u>	<u>Organizer</u>	<u>Iron Workers Local 387</u>	<u>Workforce</u>
Amelia Nickerson	VP of Development & Community	First Step Staffing	Workforce
VACANT			Workforce



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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	PY20 Goal	PY21 Goal
Adult Q2 Entered Employment	67.0%	68.0%
Adult Q4 Entered Employment	63.0%	64.0%
Adult Median Earnings	\$5,800	\$5,900
Adult Credential Rate	60.5%	61.0%
Adult In-Program Skills Gain	5.0%	7.5%
DW Q2 Entered Employment	82.5%	83.5%
DW Q4 Entered Employment	78.0%	79.0%
DW Median Earnings	\$7,200	\$7,300
DW Credential Rate	76.0%	77.0%
DW In-Program Skills Gain	2.0%	5.0%
Youth Q2 Placement in Employment or Education	68.0%	69.0%
Youth Q4 Placement in Employment or Education	68.0%	69.0%
Youth Median Earnings	\$2,500	\$2,600
Youth Credential Rate	25.0%	50%
Youth In-Program Skills Gain	5.0%	7.5%
Employer Measure	TBD	TBD



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Attachment 3: Comments that Express Disagreement

There were no comments received during the posting of the WIOA Plan.

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:



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Comment:



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: Brett Lacy

Title: Workforce Division Manager

Entity Representing: Fulton County Workforce Development Division

Signature:

Name: Rob Pitts

Title: Chairman Fulton County Board of Commissioners

Entity Representing: Chief Local Elected Official

Signature:

Name: Latron Price

Title: Chairman

Entity Representing: Local Workforce Development Board

Signature: