

Metro Atlanta Regional Workforce Plan

Workforce Innovation and Opportunity Act
2016 to 2020

The Metro Atlanta Region is defined as the following Workforce Areas: City of Atlanta, Area 3; Cobb County, Area 4; DeKalb County, Area 5; Fulton County, Area 6; and Atlanta Regional, Area 7

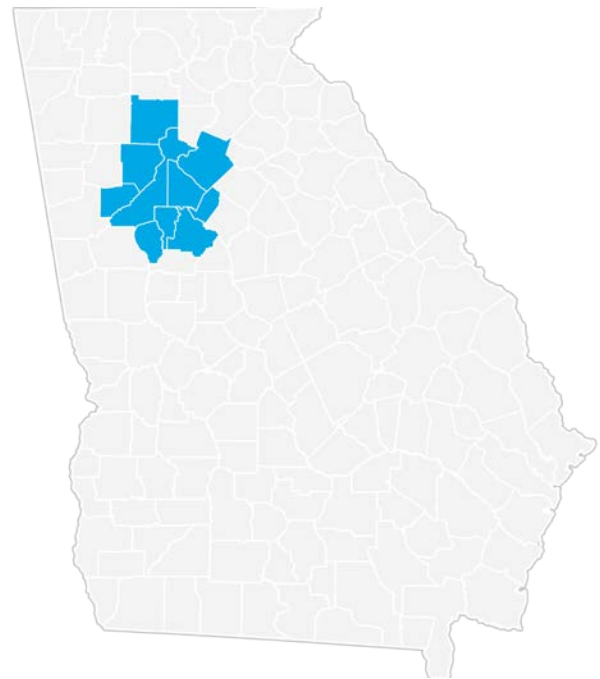


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Strategic Elements, Governance and Structure

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

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

- City of Atlanta, Area 3
- Cobb County, Area 4
- DeKalb County, Area 5
- Fulton County, Area 6
- Atlanta Regional, Area 7

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

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

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

Overview. In 2015, the Metro Atlanta Region was home to nearly 2.3 million jobs. Overall, employment has grown steadily over the past 10 years, adding over 140,000 jobs despite a dip in employment due to the nationwide recession. Growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this five-year period, the region added over 240,000 jobs, increasing employment by 12%, or an average annual rate of 2.3%. This growth rate 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.

The largest industries in 2015 were Healthcare and Social Assistance, Retail Trade, and Professional, Scientific, and Technical Services. Combined, these three industries represent nearly one-third of all employment in the region. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.

Regional In-Demand Industries. The three targeted in-demand industries were selected for a variety of reasons, including their size, past and projected growth, demand for workers, existing skill gaps, relevance to multiple counties in the region, and the accessibility and quality of the jobs offered. They are as follows:

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- Healthcare
- Information Technology
- Transportation and Logistics

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

Healthcare

Healthcare represents a range of sectors, including offices of physicians, hospitals, home health services, and nursing homes. It accounts for 202,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing nearly 70,000 jobs in 2015. Offices of Physicians (except Mental Health Specialists) is another major sector, accounting for over 42,000 jobs. ¹

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2015Q4

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

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

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

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

Source: JobsEQ 2015Q4

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

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

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

Source: JobsEQ 2015Q4

Information Technology

The Information Technology industry is another major employer in the Metro Atlanta Region, accounting for over 96,000 jobs. It is composed of businesses ranging from data centers to software designers and consultants. The largest sectors are Wired Telecommunications Carriers, Custom Computer Programming Services, and Computer

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Systems Design Services. Each accounts for approximately 20,000 - 23,700 jobs.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region

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

Source: JobsEQ 2015Q4

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

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

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

Source: JobsEQ 2015Q4

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

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

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

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

Source: JobsEQ 2015Q4

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Transportation and Logistics

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

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

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

Source: JobsEQ 2015Q4

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

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

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

Source: JobsEQ 2015Q4

Growth in the industry is projected to continue, but at a lower rate over the next five years. Specifically, Transportation and Logistics in the Metro Atlanta Region is expected to add

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5,700 jobs, expanding employment by 4%. The sectors that demonstrated strong growth over the past five 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 five years are summarized in the following table.

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

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

Source: JobsEQ 2015Q4

Occupational Analysis. Over the next five years, the Metro Atlanta Region is projected to add over 112,000 jobs. In addition to these openings created by new jobs, nearly 60,000 are expected due to replacement needs (retirements and other turnover). Projected employment trends by industry are summarized in the following table.

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Projected Change in Employment, 2 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	17	1%	64	5%	95%
21	Mining, Quarrying, and Oil and Gas Extraction	17	3%	16	21%	79%
22	Utilities	-262	-3%	204	0%	100%
23	Construction	8,743	8%	3,954	44%	56%
31	Manufacturing	-2,348	-2%	2,535	0%	100%
42	Wholesale Trade	5,755	5%	3,957	29%	71%
44	Retail Trade	8,966	4%	9,357	19%	81%
48	Transportation and Warehousing	1,858	1%	4,097	9%	91%
51	Information	1,121	1%	2,155	10%	90%
52	Finance and Insurance	5,067	5%	3,505	29%	71%
53	Real Estate and Rental and Leasing	1,759	4%	1,424	25%	75%
54	Professional, Scientific, and Technical Services	15,842	8%	7,432	43%	57%
55	Management of Companies and Enterprises	1,693	3%	1,409	24%	76%
56	Administrative and Support and Waste Management and Remediation Services	12,072	6%	6,874	35%	65%
61	Educational Services	8,065	5%	5,266	31%	69%
62	Health Care and Social Assistance	26,486	11%	10,216	52%	48%
71	Arts, Entertainment, and Recreation	1,764	5%	1,421	25%	75%
72	Accommodation and Food Services	8,664	4%	9,039	19%	81%
81	Other Services (except Public Administration)	4,324	4%	3,499	25%	75%
92	Public Administration	1,152	1%	2,632	9%	91%
99	Unclassified	466	5%	323	29%	71%
Total - All Industries		112,319	5%	79,152	28%	72%

Bold designates the industries with the highest average annual employment demand

Red designates industries that are projected to lose the most jobs

Green designates industries that are projected to add the most jobs

Source: JobsEQ 2015Q4

With respect to occupations within these industries, those with the highest projected annual employment demand are presented in the table below. Please note, while the occupations in this table have a high demand for new workers, many offer low wages.

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

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

Source: JobsEQ 2015Q4

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The table below presents the occupations having the highest average annual employment demand along with an average annual wage of at least \$44,600. (This is the living wage for a one-adult/one-child household in the Atlanta MSA, as determined by MIT’s living wage calculator.) As shown, these jobs are generally management and supervisory positions in the office or manufacturing industry, healthcare occupations, professional occupations, information technology occupations, and skilled trades.

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

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

Source: JobsEQ 2015Q4

Employer demand for certain occupations can also be assessed by analyzing on-line job postings. In the Metro Atlanta Region, over 30,000 job advertisements were posted on-line in search of Software Developers. Other top occupations were related to the Healthcare, Information Technology, Business Services, and Transportation industries.

The top 15 occupations by the number of job advertisements posted in 2015 are presented in the following table.

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

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

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

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

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

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Top Skills by 2015 Job Postings - Atl. Region

Skills	Job Postings
Communication Skills	147,907
Writing	93,484
Customer Service	69,591
Microsoft Excel	64,668
Problem Solving	62,778
Organizational Skills	58,456
Planning	57,783
Team Work/ Collaboration	53,901
Microsoft Office	51,805
Project Management	46,811
Detail-Oriented	45,603
Research	44,112
Building Effective Relationships	39,915
Computer Skills	39,484
Physical Demand	36,941

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

Additionally, this assessment of 2015 job postings data reveals the credentials most frequently requested by employers. The most requested credentials in the Metro Atlanta Region largely reflect the three targeted industries in region: Healthcare, Information Technology, and Transportation and Logistics. They include certifications such as Registered Nurse, Cisco Certified Network Associate, and Certified Driver's License. The top 10 certifications requested by employers in the region is summarized in the table below.

Top Certifications by 2015 Job Postings - Atl. Region

Certifications	Job Postings
Registered Nurse	18,864
CDL Class A	10,092
Certified Public Accountant	7,508
Project Management Certification (e.g. PMP)	6,139
First Aid CPR AED	5,913
Basic Cardiac Life Support Certification	4,326
Commercial Drivers License	4,290
Certified Information Systems Security Prof. (CISSP)	3,252
CISCO Certified Network Associate	2,179
Certified Information Systems Auditor (CISA)	2,174

Source: Labor Insight Jobs (Burning Glass Technologies) – 1/1/15 to 12/31/15

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

According to Chmura’s JobsEQ, the population of the Metro Atlanta Region in 2014 was 4.375 million. Between 2004 and 2014, it grew at an average annual rate of 1.8% which outpaced the population growth in the state and nation.

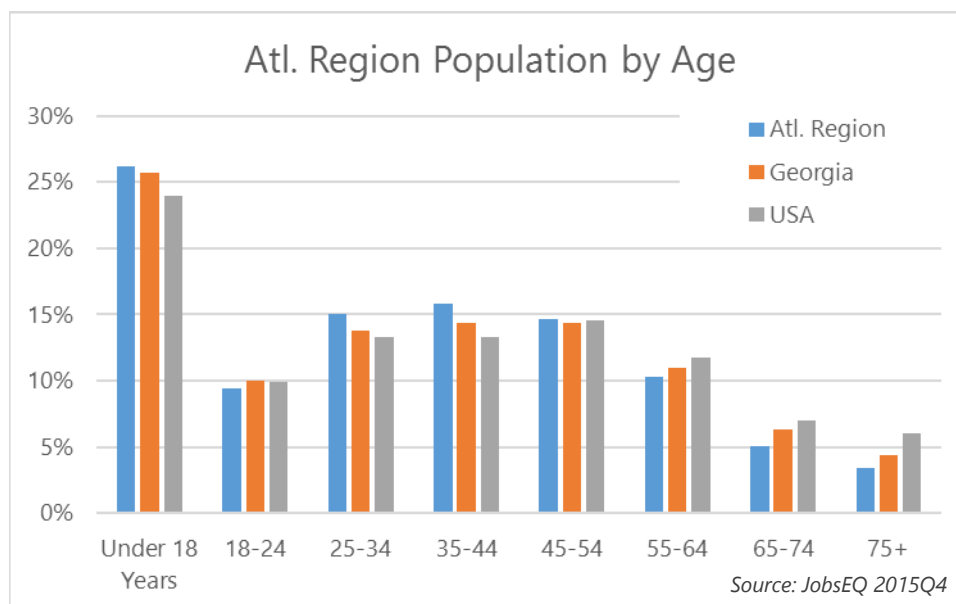
The region has a civilian labor force of 2.25 million people, representing a labor force participation rate of 68.7%. This rate exceeds the participation rates of 62.6% and 63.5% in the state and nation, respectively.

Demographics Overview - Atl. Region

	Atl. Region	GA	USA
Population	4,375,973	10,097,343	318,857,056
Population Avg. Annual Growth	1.8%	1.4%	0.9%
Median Age	34.6	35.3	37.2
Labor Force	2,250,402	4,819,365	157,940,014
Labor Force Participation	68.70%	62.60%	63.50%
Median Household Income	\$57,846	\$49,342	\$53,482

Source: JobsEQ 2015Q4

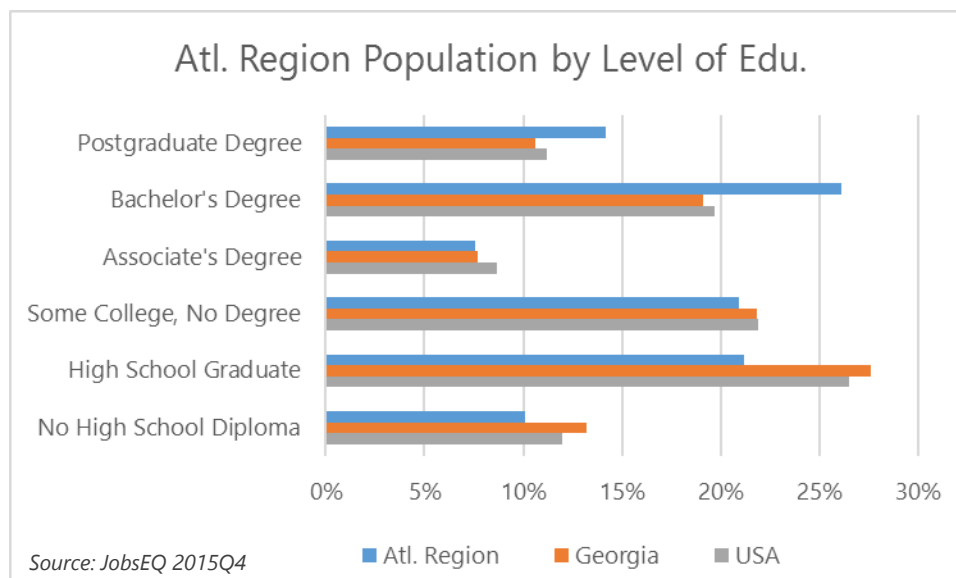
The distribution of the Metro Atlanta Region’s population by age largely mirrors that of the state and nation. It is slightly more concentrated in younger age cohorts, including 25 to 34 year olds and 35 to 44 years olds. Correspondingly, the region’s population is less concentrated in older age cohorts.



The Metro Atlanta Region’s workforce is also highly educated, with 40% having a

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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's degree.



The Metro Atlanta Region has a large population of Veterans, individuals living below the poverty line, and individuals with disabilities. Approximately 8% of the population (aged 18 and older) are Veterans. Of those, 7% lived below the poverty line in the past 12 months and 21% are individuals with disabilities. As shown on the table on the following page, approximately 11% of the population are individuals with disabilities and 13% live below the poverty line.

Targeted Populations Overview - Atl. Region

	Gen. Population		Veterans	
	#	%	#	%
Population 18+	3,153,908	n/a	249,255	8%
Below Poverty Line in Past 12 Months	417,553	13%	17,494	7%
With Disabilities	344,035	11%	51,955	21%

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 on the following page, the number of disconnected youth in the Metro Atlanta Region has grown from just under 70,000 to nearly 80,000.

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Disconnected Youth - Atl. Region

	2011	2015
Population Aged 16-24	495,101	518,090
Disconnected Youth*	69,415	79,975
% of Youth Disconnected	14.0%	15.4%

*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.**

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

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

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

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

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 in this occupation. The Social Sciences and Computer and Information Sciences occupations are also undersupplied.

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

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self-sufficiency.

Each local board's strategic vision and goals are identified in their individual Local WIOA Plans.

As described in the response to **Strategic Elements, Governance and Structure 4.a. below**, the five local boards are in the initial stages of identifying the region-wide strategic vision and goals for preparing an educated and skilled workforce, as well as the related performance accountability measures, for the Metro Atlanta Region. At this time, following vision and goals are being considered for adoption.

Region 3 Vision:

The Vision of WorkSource Metro Atlanta is to implement a workforce deliver system within the region and among the five local workforce areas to help individuals find good jobs and stay employed, as well as improve employer prospects for success in the global marketplace. We will operate a public workforce system with a comprehensive, integrated, and streamlined approach to provide pathways to prosperity for those it serves and to continuously improve the quality and performance of its services.

Region 3 Goals:

- One-Stops are recognized as a valuable community resource and are known for high quality, comprehensive services for customers.
- The core programs and One-Stop Partners provide seamless, integrated customer service.
- Program performance, labor market, and related data drive policy and strategic decisions and inform customer choice.
- Youth programs reconnect out-of-school youth (OSY) to education and jobs.
- Job seekers access quality career services either online or in person through a “common front door” that connects them to the right services.
- One-Stops facilitate access to high quality, innovative education and training.
- Services to businesses are robust and effective, meeting businesses' workforce needs across the business lifecycle.

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

The local boards are in the initial stages of identifying their strategies to coordinate core programs and align resources at the regional level. The approaches that are being considered are described in the response to **Strategic Elements, Governance and Structure 4.a. below**.

Additionally, each local board has detailed its specific strategy for coordination of core programs and resources in its Local WIOA Plan.

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- 3. Description of Strategies and Services – Provide a description of the strategies and services that will be used in the local area in order to accomplish the items listed below.**
 - a. How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations?**

Each local area has its own business outreach and employer engagement approach. These are detailed in the Local WIOA Plans.

As part of regionalization efforts, the five local boards will be exploring how they can coordinate their individual activities, including conducting regional business forums, summits, and roundtables for the targeted sectors. Priority efforts will be made to coordinate a regional approach to business engagement related to the three regional targeted industries.

As a first major step towards regionalizing employer engagement and business services strategies, the Metro Atlanta Region Workforce Boards have adopted shared three shared priority sectors: healthcare, information technology, and transportation and logistics. In addition, several other sectors are also shared by two or more workforce boards, including construction and manufacturing. In addition to shared priority sectors, the Workforce Boards are now developing lists of in-demand occupations regionally. This list will be developed annually and reviewed by the Boards so that services to these in-demand occupations can be better coordinated.

The Workforce Boards are now identifying initiatives, training programs, and strategies that can be elevated from the local level to the regional level. Several successful initiatives have been planned and implemented at the local level, serving as an important pilot for potential regional initiatives. Local initiatives that could be expanded include CHAMP, a training initiative implemented in partnership with Atlanta CareerRise, which focused on training nurses at hospitals in DeKalb County to help them access higher level nursing positions and open up their former positions to new workers. This strategy was considered a major success by employers in the region. Additionally, as Atlanta's TechHire initiative is implemented, there will be many opportunities for workforce boards across the region to participate by recruiting employers, recruiting potential workers and students, and developing programs and initiatives.

In addition to developing new initiatives, the Metro Atlanta Workforce Boards continue to focus on developing, maintaining, and improving collaboration with partners as an essential component of its sector strategy. Key partners for employer engagement, strategy development, and intelligence gathering include (but are not limited to):

- Atlanta CareerRise
- Local and regional chambers of commerce
- Local and regional economic development organizations
- Employer and industry groups
- Society of Human Resource Management (SHRM)
- Local community colleges and universities and other education providers

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- Georgia Department of Labor
- Small Business Development Centers

Additionally, the Boards must leverage the expertise of partners to develop solutions for employers that need assistance hiring, retaining, and training workers. Key partners for developing training initiatives to support employers include (but are not limited to):

- Technical colleges and K-12 education
- Community colleges and universities
- Adult education programs
- Unions
- Industry groups
- Private educational institutions

Finally, the Metro Atlanta Workforce Boards recognize that developing training programs and engaging employers do not remove the challenges facing employers and job seekers. As new initiatives and programs are developed, the Boards will seek to partner with social service providers and organizations serving groups with barrier to employment to recruit job seekers who are most in need. Additionally, these organizations are essential to providing the supportive services that help job seekers complete programs and transition to full-time employment when they may otherwise face barriers.

- 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.**

As detailed in the local WIOA Plans, each local area possesses its own business services personnel and menu of business services. On an informal basis, the local business services staff members communicate with one another about regional employer needs and opportunities, and may also conduct coordinated mass recruiting services; however, there is no formalized approach.

Therefore, as part of regionalization efforts, the local areas will be exploring how they can better coordinate business services to improve services to employers, increase economies of scale for local area operations, and eliminate duplicative efforts.

The Metro Atlanta Workforce Boards recognize that the workforce system is complex, with many partners contributing essential services to employers and job seekers. An essential role of the Boards is as a facilitator, bringing together employers and other partners to identify needs and challenges and develop a coordinated response that leverages that resources of multiple partners.

Feedback from partners, including employers, was essential to developing this plan and its strategies, as well as to the regular operation of the Workforce Boards, both at the

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local and regional level. The Boards hosted an employer focus group to receive feedback from employer as well as a focus group for economic development and chamber representatives, who have close ties to the business community and are able to communicate their challenges. Both of these groups emphasized the need for more collaboration regionally, streamlining processes and paperwork, coordinating employer engagement to minimize the number of organizations meeting with an individual employer while maximizing the information shared among partners for these meetings, and developing specific, tailored programs to meet the training needs of employers.

In addition to the strategies and partnerships described in Section 3.A, the Boards have begun implementing an improved communications strategy focused on business services. The local directors meet at least quarterly to discuss new and ongoing business services strategies and identify opportunities to collaborate and share expertise and past experience. In addition, the Boards are developing a regional business services committee that includes a business service representative from each local area. This committee will catalogue the business services operations of each local area, identify overlapping strategies and any duplication of services, and develop recommendations as to how business services can be improved and streamlined across the region. Recommendations may include a customer relationship management system, consolidating required paperwork to become more uniform across the region, and improving the ability to recruit and refer job seekers to various local initiatives.

Services provided to employers varies by local area and can be found in each area's plan.

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.

Each local area has its own approach for coordinating local economic development activities. These are discussed in the Local WIOA Plans. On a regional level, there are a variety of programs and partners engaged in workforce and economic development activities.

Metro Atlanta Workforce Board Directors both serve on the boards of chambers and economic development organizations and invite those representatives to serve on their boards and provide feedback to the workforce system. Key economic development partners include:

- The Metro Atlanta Chamber of Commerce
- Local chambers of commerce and economic development organizations
- Industry and employer trade groups

As discussed in Section 3.B, economic development and chamber representatives provided feedback for the plan during a dedicated focus group. In addition, many responded to a survey about the needs of employers they represent and the services they would like to see workforce boards providing.

On a regional level, a key economic development partner is the Metro Atlanta Chamber of Commerce (MAC). MAC hosts a "Workforce Council" that meets regularly and engages in activities to support workforce needs for regional businesses. Local

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Workforce Development Area Directors are represented on this council and regularly participate in the Council and subcommittee meetings.

The Regional Economic Competitiveness Strategy is prepared by the Atlanta Regional Commission, functioning as the Atlanta Economic Development District. This document serves as the Comprehensive Economic Development Strategy (CEDS) for the 10-county region, which also aligns with Workforce Region 3. The CEDS is intended to serve as a roadmap for Metro Atlanta on issues affecting regional competitiveness, and reflects the economic development objectives and initiatives of local governments throughout the region. LWDA staff participated in the development of this strategy, and continually participates in implementation activities, particularly related to two on-going committees: Prosperous Business and Educated Workforce.

The Aerotropolis Atlanta Workforce Collective is an example of a sub-regional approach to coordinate economic development and workforce issues. It envisions creating an integrated workforce development plan to better prepare residents for career opportunities and support the businesses in and around the Hartsfield-Jackson Atlanta International Airport. As the world's most travelled airport, it is a key economic driver that brings opportunities to an area that has lower than average employment and household income numbers. The Aerotropolis Atlanta Workforce Collective will help ensure that local talent is prepared to fill local jobs.

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

As detailed in the Local WIOA Plans, each area has its own approach for strengthening linkages between the One-Stop system and Unemployment Insurance (UI) program. At a regional level, it is evident the workforce system is delivered in a disjointed approach, as depicted on the map in **Appendix 2**. As addressed in the next section, there are several regional strategies to be considered that will improve upon the One-Stop delivery system and coordinate with UI programs.

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

a. Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).

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

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

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

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

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

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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.

As discussed in the response to **Strategic Elements, Governance and Structure 2.a-f above**, the Metro Atlanta Region identified Healthcare, Information Technology, and Transportation and Logistics as the three in-demand industry sectors that will be targeted.

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

Sector Strategy development for each of the targeted industries is underway and in various stages of implementation. Each of the LWDA's are committed to cooperate with implementation of the regional strategies, with one local area taking the lead on each strategy as follows:

- Healthcare – DeKalb County
- Information Technology – Fulton County
- Transportation and Logistics – Atlanta Regional

Of particular note, as they carry out their regional sector strategy efforts, the local boards are working very closely with Atlanta CareerRise; supporting and building upon their work.

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

The local boards understand and appreciate the synergies that are achieved when they come together and pool and align their resources along with others in the community. Therefore, they are actively participating in the Atlanta CareerRise regional collaborative that is bringing together local funding sources around a shared strategic vision for workforce development, including:

- Addressing the needs of both employers and workers
- Convening a broad range of partners with common workforce goals
- Developing and supporting demand-driven partnerships
- Identifying and disseminating best practices that improve results
- Helping low-wage individuals complete training and secure jobs with family-sustaining wages and long-term career pathways

Moving forward, the local boards will continue to participate in these regional workforce initiatives, including funding and/or conducting demonstration projects, providing labor market information, assisting with job placement, and convening stakeholders to further refine and implement the specific sector strategies discussed below.

Healthcare. CHAMP (Career Healthcare Atlanta Mobility Project) is the initiative for the healthcare industry. It has identified occupations that can be accessed with either an

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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 the career ladder, 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

Information Technology. 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. As a result, the local boards are collaborating to fill these needs through Atlanta CareerRise's Electronics Workforce Alliance (EWA) that targets the information technology sector.

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

Transportation and Logistics. The region's Logistics Workforce Partnership was 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.

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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 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.

Additionally, as described in Section 3.c., the Aerotropolis Atlanta Workforce Collective is another example of a collaborative, regional approach to support the Transportation and Logistics industry. The Collective is endeavoring to better prepare residents near the Hartsfield-Jackson Atlanta International Airport for career opportunities and support the businesses in and around the airport.

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

A variety of research approaches were used in identifying the industries for the regional sector strategies, including but not limited to the following:

- A substantial amount of data was reviewed including data from Burning Glass, JobsEQ, and BLS. Some of this data was summarized earlier in this document.
- The Governor's High Demand Career Initiative was considered, with particular emphasis on the industry sector reports.
- The current CEDS for the Atlanta region was referenced. It highlighted the following hubs as targeted sectors for the region:
 - **Knowledge Hub.** This hub includes the targeted industry sector of Information

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Technology, along with Telecommunications; Corporate and Regional Headquarters; Professional Services; and Corporate and Customer Support Operations.

- **Logistics Hub.** In addition to the targeted industry sector of Transportation and Logistics, this hub includes Supply Chain Management; Transportation Services; Warehousing and Storage; and Wholesale Trade.
- **Production Hub.** The Production Hub relates primarily to advanced manufacturing sectors, including Paper, Plastics, and Chemicals; Transportation Equipment; Metal and Metal Products; and Computer, Electronic, and Electrical Equipment. Interestingly, it also includes the Bioscience and Medical Technologies sectors which cross into the Healthcare industry sector.
- A regional scan of current sectors targeted by Chambers of Commerce and Economic Development Authorities in the 10-county region was conducted. This scan assessed 36 organizations and found the highest referenced sectors:
 - Logistics and Distribution (25)
 - Healthcare and Bioscience (20)
 - Manufacturing (17)
 - Information Technology (17)
 - Corporate and Regional Headquarters (17)
 - Professional and Business Services hubs (16)
- d. **Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**
 - i. **Participating employers;**
 - ii. **Target occupations;**
 - iii. **Training programs; and**
 - iv. **Target Populations.**

As they move forward with further developing and implementing the initial sector strategies identified in the response to **Strategic Elements, Governance and Structure 5.b. above**, the local boards and key workforce stakeholders will identify the participating employers, target occupations, training programs, and target populations for the Metro Atlanta Region.

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

The Entertainment Hub, which includes Film, Music, and Television; Arts and Entertainment; and Hospitality has been identified as an emerging industry sector to be explored by the region as part of its sector strategy development.

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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.**

A description of how each local board ensures the continuous improvement of eligible providers is found in the individual Local WIOA Plans.

- 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.**

Each of the Local WIOA Plans contains a description of how the local board facilitates access to services provided through the One-Stop system.

- 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.**

As described in the Local WIOA Plans, each board ensures that provides individuals with disabilities with physical and programmatic accessibility of facilities, programs and services, and technology and materials.

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

There is no regional approach to the roles and resource contributions of the One-Stop Partners. Instead, each Local WIOA Plan describes how these activities are carried out in the local area.

- 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.**

Each local area's current One-Stop Operator is described in the individual Local Plans. Moving forward, each board will carefully consider all options for One-Stop Operator procurement as outlined in the LWDA Customized Guidance provided by WFD and will determine the methodology that best meets its specific needs.

As part of this process, the local boards may choose to take a regional approach, including cooperatively interviewing potential vendors for market research prior to the release of competitive RFPs at the local level and/or sharing a common RFP and evaluation tool among the areas.

Moreover, some or all of the local boards may choose to work together to competitively procure a single entity or individual that will serve as a Regional One-Stop Operator.

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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.

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans. However, as discussed in the response to **Strategic Elements, Governance and Structure 4.b. above**, the local areas are interested in exploring possible ways to coordinate procurement activities on a regional basis.

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

Individual descriptions of the local areas' EEO and Grievance Procedures are found in each of the Local WIOA Plans.

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))

Descriptions for how each local board identifies and appoints its members, including the related nomination processes are found in the individual Local WIOA Plans. Additionally, the Local WIOA Plans include an **Attachment 1** that lists each local board’s membership.

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

This item is not applicable to the Regional Plan. The new member orientation process for each local board is found in its Local WIOA Plan.

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).

Each local area has its own approach for coordinating economic development activities. These are discussed in the Local WIOA Plans. As discussed in the response to **Strategic Elements, Governance and Structure 3.c. above**, as part of regionalization efforts, the local boards will be exploring ways they can better coordinate their economic development activities.

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

Descriptions for how each local area keeps its board members engaged and informed are included in the Local WIOA Plans.

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

Each local area has described its board committees and their functions in its Local WIOA Plan.

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.

The five local workforce boards coordinated to prepare an RFP, review the proposals, and select a team of consultants to assist them in preparing the local and regional workforce plans. From this start, staff from the workforce boards have collaborated on a regular basis along with the consultant team in the development of the regional and local workforce plans.

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A major engagement activity during this plan development was a three-day series of meetings involving the consultant team, the local workforce boards' staff, and numerous local and regional partners, providers, and other community entities. During these meetings, participants engaged in a series of workforce planning meetings and regional strategy sessions during May 2016.

A second round of meetings and strategy sessions was held in July 2016. This three-day series of meetings focused on the consultants meeting with the local workforce staff to discuss regional priorities, along with in-depth discussions at each of the local One-Stop Centers.

Input received from these meetings was included in the Draft Regional WIOA Plan that was released for public comment in July 2016. The Draft was published on the websites of each of the local boards. It was also directly distributed to representatives of businesses, labor organizations, and educational institutions located throughout the region to gather their feedback. Notice of plan availability for review and public comment was also published in the local newspapers.

Additionally, to further encourage public comment, the local boards also forwarded a brief 10-question survey to key stakeholders in July and again in August.

A copy of this survey is included along with the public comment that was received are included in **Attachment 3** of this document.

Service Delivery and Training

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

Each local area has described how it will expand access to employment, training, education, and supportive services, facilitate the development of career pathways and co-enrollment, and improve access to activities leading to a recognized postsecondary credential in its Local WIOA Plan.

Together, the five local boards have identified the three in-demand industries of Healthcare, Information Technology, Transportation and Logistics to target as a region. Each sector offers entry-level employment opportunities that have long-term career pathways for a wide variety of individuals, including those who may have barriers to employment such as persons with disabilities, returning citizens/rehabilitated offenders, long-term unemployed, pregnant and parenting youth, homeless individuals, persons with substantial language and/or cultural barriers, as well as individuals receiving assistance through Temporary Assistance for Needy Families (TANF) and/or the Supplemental Nutrition Assistance Program (SNAP).

Throughout the region, the One-Stops will provide all customers with core program activities such as job search assistance, referrals to partner and community services, and work readiness workshops. These services will be available at all locations and will be accessible by all customers, regardless of specific programmatic eligibility.

With respect to training activities, the five local boards have similar policies and procedures for postsecondary credentials and other certifications. Moving forward, they will meet to identify regional strategies for these activities, including the possibility of specific set aside percentages for training individuals for employment in the key sectors. Additionally, they will also explore regional strategies to increase access to services through coordinated outreach efforts, use of technology, cross-training of personnel, and co-enrollment of customers between programs. Together, they will further refine their sector-strategy initiatives, including the identification of specific career pathways.

- 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.**

Each local area has described its Adult and Dislocated Worker employment and training activities in its Local WIOA Plan.

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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.

As described in each of the Local WIOA Plans, Rapid Response services are delivered by the affected area's One-Stop system and/or business services team along with partners, working in conjunction with the Georgia Department of Economic Development, Workforce Division (WFD) personnel. When a dislocation impacts multiple areas, the local boards coordinate services together to provide assistance to the business and its impacted workers.

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

Each local area has its own approach for delivering Youth Services. A full description is found in the individual Local WIOA Plans.

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.

As detailed in the Local WIOA Plans, each area has its own approach to incumbent worker training, on-the-job training, and customized training as well as sector strategies, career pathways, and business intermediaries. As discussed, as part of regionalization efforts the five local boards will explore ways to coordinate these efforts, especially the development of career pathways, sector strategies, and business services to improve customer service, increase economies of scale, and eliminate duplicative efforts.

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.

The specific policies for the provision of ITAs is provided in each of the Local WIOA Plans.

It should be noted that due to the cooperative efforts of the five local boards, most of the ITA policies are the same for tuition and support. Moving forward, they will work together to identify methods to further align their individual ITA policies to promote a more regional approach

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

Each Local WIOA Plan describes how a workforce area will carry out entrepreneurial skills training and microenterprise 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.

The local boards have detailed how they will coordinate their areas' education and workforce development activities to enhance services and avoid duplication of services in their Local WIOA Plans.

Overall, the Metro Atlanta Region has many outstanding educational providers, including secondary and postsecondary programs as well as numerous technical colleges and universities. As part of the regional strategy, the five local boards will work closely with these partners to ensure there are enough training programs to meet the demands of employers. They will ensure these programs are providing the correct training and credentials as well as ensure that they are easily accessible by customers. As part of this process, the boards will work with their educational partners to specifically identify and address any curricula that may be needed for employment in the region's in-demand industries of Healthcare, Information Technology, and Transportation and Logistics.

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 specific supportive services policies for each local area are found in the individual Local WIOA Plans.

At this time, the Metro Atlanta Workforce Region has not adopted a Regional Supportive Services Policy. However, in an effort to better coordinate services, the five local workforce boards will explore developing regional standards as discussed in the response to **Strategic Elements, Governance and Structure 4.a. above.**

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.).

In its Local WIOA Plan, each local area described its workforce system and the relevant programs and entities, and how its board will work with them to carryout core and other services, including the Carl D. Perkins Career and Technical Education Act of 2006.

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.

Each local area has described how it will coordinate its services with Wagner-Peyser activities to improve services and avoid duplication in its Local WIOA Plan.

As discussed in the response to **Strategic Elements, Governance and Structure 4.a. above**, on a regional basis, the local areas are interested in exploring how they can better co-locate services with the stand alone Georgia Department of Labor (GDOL) offices that are in some of the counties. A map of the Metro Atlanta Region’s Workforce Resource Centers and Partners is provided as **Appendix 2**. This map depicts the existing One-Stop locations, along with the office locations for each of the core partners. It demonstrates that the current system operates in decentralized manner with ample opportunity for co-location improvement.

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.

Each local board has detailed in its Local WIOA Plan how it will coordinate workforce activities along with the adult education and literacy activities carried out under title II.

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 individual Local WIOA Plans describe the cooperative agreements between Georgia Vocational Rehabilitation and the local board.

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.

At this time, there are no WIOA performance measures established for the region. The negotiated performance levels for each local area will be included in the Local WIOA Plans as **Attachment 2** once performance negotiations have been completed.

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.

Currently, the Metro Atlanta Workforce Region has not adopted any regionally developed One-Stop performance standards. However, this item has been identified as a strategy for possible implementation as discussed in the response to **Strategic Elements, Governance and Structure 4.a. above.**

Some of the measures to be explored on a regional basis include the number of partner meetings conducted, the number of staff trainings completed, the number of educational and/or hiring events held, the number of persons placed into training in the three targeted sectors, the number of enrolled customers who are from priority sectors, and the number of job openings filled in the targeted sectors. Once the specific measures are identified, the local boards will capture data during the first year to establish regional benchmarks that will be used to create goals to track and assess performance on an ongoing basis.

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.**

The local boards for Atlanta Regional, DeKalb County, and Fulton County utilize a regional approach for the ETPL system. Under a contractual arrangement, the Atlanta Regional Commission (ARC) solicits bids through a public invitation process for the three boards by posting a training provider application on its website. It also ensures that the WFD website directs interested applicants to this site.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, DeKalb County and Fulton County also provide notification of the application process via local media and by issuing a public announcement. Additionally, they distribute letters of notice to any agency that has previously requested to be on their individual Potential Bidders' Lists.

As part of regionalization efforts, these ETPL public notification to prospective providers may be expanded to include the City of Atlanta and Cobb County in the future as noted in the response to **Strategic Elements, Governance and Structure 4.a. above.**

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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, 3a. above**, the local boards for Atlanta Regional, DeKalb County, and Fulton County participate 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, regional goals, and Metro Atlanta Workforce Region 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 group's consideration.

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 WFD for its approval and inclusion on the ETPL.

Each of the local boards may choose to use, restrict, or reject an eligible provider based on its local policies.

As noted, as part of regionalization efforts, these ETPL evaluation activities may be expanded to include the City of Atlanta and Cobb County in the future.

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

On a regional basis, there is no formal appeals process for aggrieved ITA customers. Instead, such customers must follow each local board's policies as described in each of the Local WIOA Plans.

With respect to providers of unapproved training programs, each local board makes every effort (both informally and formally) to resolve the issue at the local level. However, if it remains unresolved, then the provider may make a formal appeal to the State.

As described in section 4.4 of State Workforce Policies and Procedures located at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf>, the provider must make the state-level appeal in writing and submit it within 45 days of the local decision. It must be signed by an authorized individual from the training provider and should include:

1. Name of the training provider
2. Address and phone number of the training provider
3. The specific program which was denied (if applicable)
4. A copy of the Local Board's decision
5. An explanation of why an appeal is being filed, and

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6. If applicable, documentation of any specific factor (e.g., conflict of interest, nepotism, procedural non-adherence, etc.) which put the aggrieved training provider at a competitive disadvantage.

The State will review the appeal and may choose to hold a hearing to gather additional information as it determines necessary. It will issue its decision based on its findings.

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).

As part of a regional approach, the local boards for Atlanta Regional, DeKalb County, and Fulton County have established performance goals that each provider is required to meet or exceed. If the goals are met, the training provider agreement continues without interruption.

However, if the required levels are not met, then the provider is given a 30 -day pending "Hold" status. During this time, the provider must develop a corrective action plan and submit verifiable information regarding performance.

Additionally, a "Limited Slot" requirement is instituted for new providers not meeting performance requirements. Under this restriction, a limited number of job seekers are allowed to attend the provider's training; however, once the number has been reached, no other job seekers may attend training until a review of performance is conducted. Depending on the results of the review, the limited slots requirement may be lifted or it may continue until performance requirements are met.

If the provider's status has changed, i.e., moved location, termination of business, etc., ARC immediately notifies the other local workforce boards and the WFD.

Procedures for review and approval of additional programs and price changes for approved training providers are provided in the Training Provider Agreement. Submittal of program changes/additional programs/price increases are reviewed by the Regional ITA Committee. If approved, they are then transmitted to the WFD.

Each board also conducts its own local monitoring that is independent of ARC performance activities, including a review of ITA-enrolled customers. Performance outcomes as compared against local requirements are also tracked.

These ETPL status update activities may be expanded to include the City of Atlanta and Cobb County in the future as noted in the response to **Strategic Elements, Governance and Structure 4.a. above.**

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

As outlined in the response to **Service Delivery and Training, 6. above**, each local board has established its own policies and procedures related to ITAs. However, it is important to note that due to the cooperative efforts of the boards, most of the local policies are the same for tuition and support.

Additionally, as discussed, to further promote regionalization and provide economies of scale, the local boards for Atlanta Regional, DeKalb County, and Fulton County work together to carry out the ETPL processes related to application and evaluation, reference

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and performance checks, and monitoring and reporting services.

Each quarter this group meets to discuss regional issues. The topic of ITAs and training provider statuses and outcomes is included as a standing agenda item. It is at this time that ARC provides each participating workforce board with a reporting of performance for all metro area-training providers in addition to providers with local workforce board enrollments. Additionally, policies regarding ITAs are discussed by the group. Potential modifications are presented to the respective boards for adoption.

Again, these ITA and ETPL activities may be expanded to include the City of Atlanta and Cobb County in the future.

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

Each local area tracks and manages its own ITA activity. A description is found in the Local WIOA Plans.

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.).

A description of the local boards' policies on use of statewide ETPL is found in the Local WIOA Plans.

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

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans.

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.

As described in the Local WIOA Plans, each board uses a wide variety of technologies to enhance customer experience as well as improve strategic planning and performance management.

In the future, the implementation and use of technology will be explored jointly by the five local boards to identify best practices/tools, ways to share data, and methods to reduce costs as part of the regionalization strategies identified in the response to **Strategic Elements, Governance and Structure 4.a. above.**

State Initiatives and Vision

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

As described in the Local WIOA Plans, each of the local areas will adopt and utilize the WorkSource Georgia brand and logo. Additionally, when referencing the five local workforce development areas collectively, the brand and logo “WorkSource Metro Atlanta Region” will be used to represent Region 3.

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

At this time, there is no formalized regional approach for the state initiatives for the Metro Atlanta Region. Instead, each of the local areas has described how it will coordinate with WFD regarding Go Build Georgia; Operation: Workforce; WorkSmart Georgia; and the High Demand Career Initiative.

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

The Metro Atlanta Region does not currently have an institutionalized regional approach to serving special populations. The individual strategies for the five local areas are found in the Local WIOA Plans.

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

As a whole, the region has not identified and added any other target populations in addition to the ones that are specified by state and federal policy. As applicable, each local area has defined additional priority populations within its Local WIOA Plan.

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Attachment 1: Local Workforce Development Board Member Listing

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans.

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Attachment 2: Local Negotiated Performance

This item is not applicable to the Regional Plan. Individual responses are found in each of the local boards' Local WIOA Plans.

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Attachment 3: Comments

Comment 1

Originating Entity: Jennifer (Nack) Garcia of WellStar Health System Workforce Engineering

Comment: I was researching the workforce development plan for Georgia and I was wondering how I can get involved? I am a clinical nurse leader currently working in the Workforce Engineering department at WellStar Health System. Where can I find more details about the workforce development regional plan?

Response: Representatives from the Atlanta Regional Commission will contact this individual to provide the requested information.

Comment 2

Originating Entity:

Comment:

Comment 3

Originating Entity:

Comment:

Comment 4

Originating Entity:

Comment:

Atlanta Region Workforce Stakeholder Survey

Please complete this survey to help the workforce boards of the Atlanta region better understand your organization and opportunities for greater regional collaboration and coordination of services. You will have the option to enter your information at the end or complete the survey anonymously.

For the purposes of this survey, the "workforce system" is defined as workforce boards, training/education providers, and other organizations providing supportive services to workers or employers.

Workforce boards in the region offer support to job seekers and employers, primarily at their One Stop centers. To find your local workforce board, please visit: <http://www.ocorola.com/competitiveness/advantages/workforce-division/wia-career-centers/>

Background Information

Please provide brief responses to the following questions.

1. Zip Code of Primary Location (enter multiple, separated by a comma, if applicable)

2. Type of Organization

Mark only one oval.

- Business
- Training Provider
- Service Provider / Community Based Organization
- Community College
- 4-Year College/University
- Economic Development Organization or Chamber of Commerce

3. Type of organization (if not included in list):

4. Primary Industry or Clientele (as applicable)

5. Overview of business or services provided (as applicable)

Atlanta Region Workforce Stakeholder Survey

Awareness of Workforce Services

6. How familiar are you with the services, resources, and priorities of your local workforce board(s)?

Mark only one oval.

	1	2	3	4	5	
Not familiar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very familiar

7. If you are familiar, how did you find out about workforce board services?

8. How could awareness of workforce board services be enhanced? (check all that apply)

Check all that apply.

- Monthly newsletter highlighting services and success stories
- Workforce 101 Training for area organizations to learn about workforce services and for workforce boards to understand the services of local organizations
- Online "decision tree" that helps guide local organizations to make a referral to the appropriate organization
- Pamphlets and marketing materials that summarize workforce services
- Sharing employer and job seeker success stories
- Other: _____

9. Additional Comments

Challenges and Opportunities

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Atlanta Region Workforce Stakeholder Survey

10. What are the biggest obstacles to partnering with the workforce system/workforce boards? (check all that apply)

Check all that apply.

- Not aware of the workforce board's resources/capabilities
- Unclear where to refer clients
- No systematic process for making referrals
- Regulations/bureaucracy/paperwork
- Don't have the kinds of workers/skills we need
- System moves too slowly
- Not sure how to access the system
- Other: _____

11. How could workforce boards best support your clients or business? (check all that apply)

Check all that apply.

- Job placement
- Job training
- Supportive services (childcare subsidies, transportation subsidies, etc.)
- Employer engagement (to understand future skill/job needs)
- Hosting jobs fairs
- Creating opportunities to promote jobs to local K-12 or post-secondary students
- Creating opportunities for businesses to solve challenges collaboratively
- Other: _____

12. How could the workforce system better support your organization?

13. What could the workforce system do, as a region, to improve services?

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Atlanta Region Workforce Stakeholder Survey

14. Additional Comments

Local and Regional Strategic Plans

15. Have you reviewed the local and/or regional WIOA plans?

Mark only one oval.

- Yes
 No

16. If yes, do you have any additional comments, not covered in previous sections of this survey? If not, please continue to the next section.

Background of Respondent

This section is optional - you can leave this portion blank and simply click "Submit" if you would prefer your answers to remain anonymous.

17. Name of Organization

18. Name of Respondent

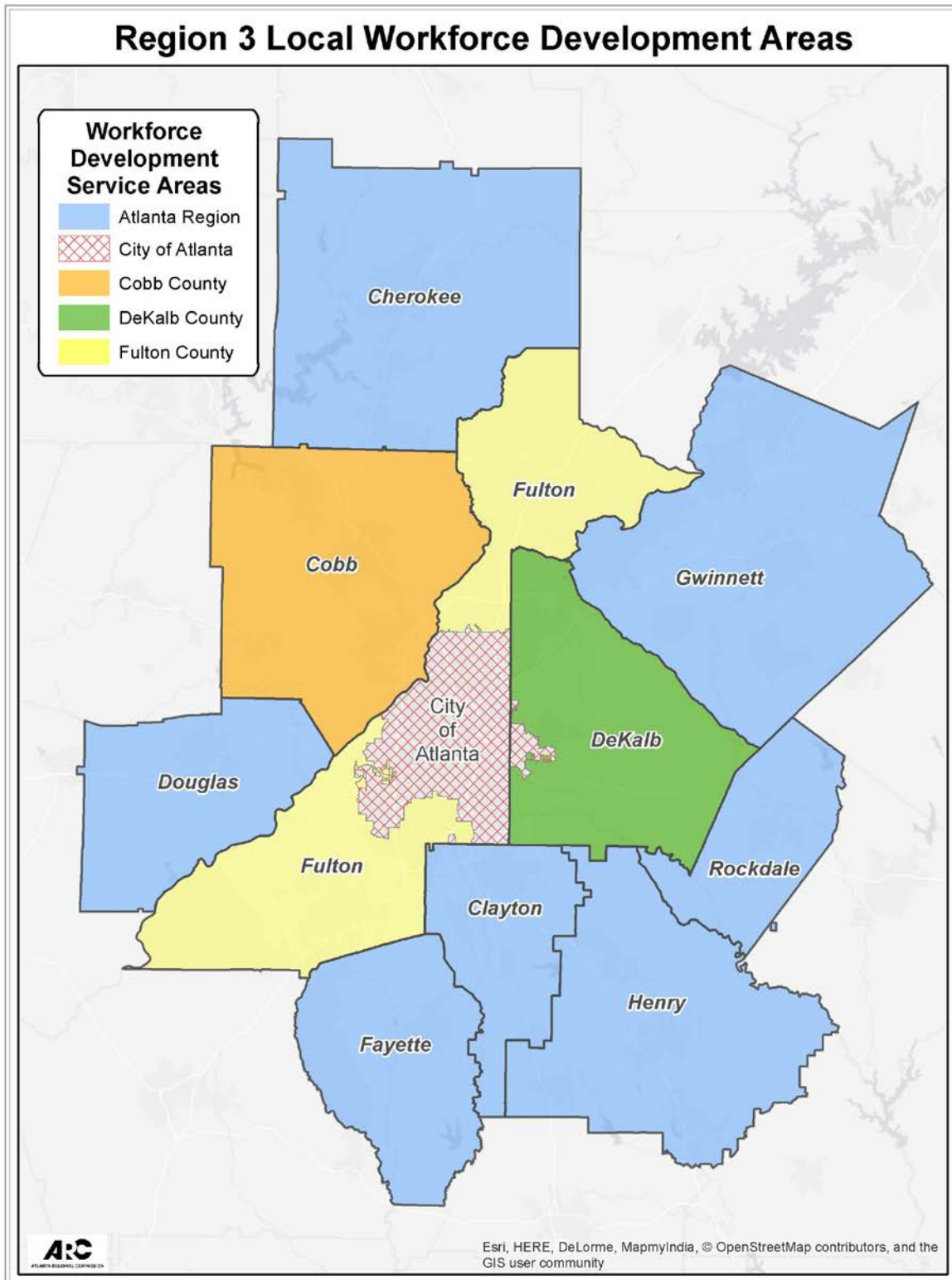
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Attachment 4: Signature Page

See Original

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



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

