

Atlanta Regional Workforce Development Board Plan

Workforce Innovation and Opportunity Act
2020 to 2024

The Atlanta Regional Workforce Development Board (Local Area 7) is comprised of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale Counties, as displayed on the map on the right.

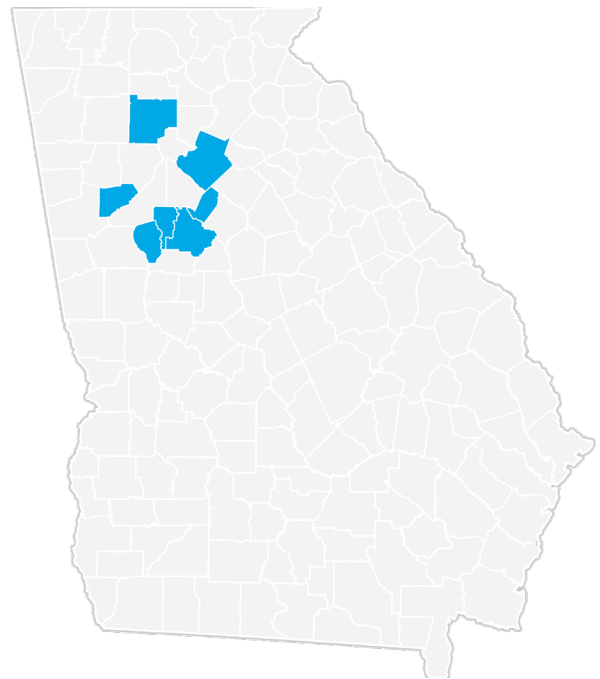


Table of Contents

Strategic Elements, Governance and Structure.....	2
Local Boards and Plan Development.....	46
Service Delivery and Training.....	52
Coordination with Core Partners.....	71
Performance, ETPL and Use of Technology.....	74
State Initiatives and Vision	82

ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments that Express Disagreement
- 4 – ARC Purchasing and Procurement Policy
- 5 – Signature Page

Strategic Elements, Governance and Structure

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

Local Workforce Development Area 7 is comprised of Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties. In accordance with the Workforce Innovation and Opportunity Act, the Local Elected Officials have named the Atlanta Regional Workforce Development Board (ARWDB) as the local board for the area.

And, as designated in the Local Elected Official-Fiscal Agent Agreement, the Fiscal Agent is as follows:

Atlanta Regional Commission
Anna Roach, Executive Director
229 Peachtree Street, NE
Suite 100
Atlanta, GA 30303

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

NOTE: Due to the timing of the plan development and data availability, the data used in the following sections are based on economic conditions as of December 2021. It is acknowledged that the impact of COVID-19 has affected economic conditions in metro Atlanta, and these impacts will be more fully explored in the required plan update.

Atlanta Regional Workforce Development Board Industry Analysis

The Atlanta Regional Workforce Development Board (ARWDB) encompasses the following 7 counties in the metro Atlanta region: Cherokee County, Clayton County, Douglas County, Fayette County, Gwinnett County, Henry County, and Rockdale County. Combined, these counties account for over 820,000 jobs. The largest industries are Retail Trade, with over 107-,000 jobs, Accommodation and Food Services, and Healthcare and Social Assistance. The ARWDB industries are summarized in the following table, with the largest industries highlighted in bold. The Retail Trade and Accommodation and Food Service industries have below average wages.

Area 7: ARWDB Workforce Plan for 2020-2024

Industry Overview, 2 Digit NAICS - Atlanta Regional					
NAICS	Industry	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
11	Agriculture, Forestry, Fishing and Hunting	1,364	0.17%	0.12	\$34,575
21	Mining, Quarrying, and Oil and Gas Extraction	421	0.05%	0.15	\$68,762
22	Utilities	2,643	0.32%	0.62	\$96,135
23	Construction	59,484	7.25%	1.23	\$60,263
31	Manufacturing	56,038	6.83%	0.84	\$66,120
42	Wholesale Trade	47,751	5.82%	1.55	\$77,517
44	Retail Trade	107,661	13.13%	1.26	\$37,692
48	Transportation and Warehousing	78,695	9.59%	1.92	\$67,287
51	Information	13,291	1.62%	0.81	\$90,560
52	Finance and Insurance	21,020	2.56%	0.62	\$77,534
53	Real Estate and Rental and Leasing	14,385	1.75%	1.00	\$59,405
54	Professional, Scientific, and Technical Services	47,922	5.84%	0.81	\$77,758
55	Management of Companies and Enterprises	9,532	1.16%	0.77	\$104,776
56	Administrative and Support and Waste Management and Remediation Services	67,934	8.28%	1.29	\$39,184
61	Educational Services	62,545	7.63%	0.95	\$48,521
62	Health Care and Social Assistance	78,936	9.62%	0.66	\$52,296
71	Arts, Entertainment, and Recreation	9,958	1.21%	0.69	\$25,340
72	Accommodation and Food Services	73,662	8.98%	1.12	\$20,828
81	Other Services (except Public Administration)	40,542	4.94%	1.15	\$33,260
92	Public Administration	23,701	2.89%	0.61	\$59,562
99	Unclassified	2,711	0.33%	2.69	\$53,225
Total - All Industries		820,198	100.00%	1.00	\$53,150
Bold designates the largest industries by number of jobs in 2021					
Source: JobsEQ 2021Q4					

Overall, the region continues to recover from COVID impacts by adding over 39,00 jobs between 2016 and 2021, expanding employment by 5%. Between 2016 and 2021, the Accommodation and Food Services, Transportation and Warehousing, and Health Care and Social Assistance industries added the most jobs.

Over the next five years, the region is expected to continue to grow, adding over 70,000 jobs, expanding employment by 8%. This growth will be driven by the Healthcare and Social Assistance industry, which is expected to add over 9,600 jobs, and the Accommodation and Food Services industry is expected to add over 11,000 jobs. The Manufacturing industry is expected to add 3,099 jobs over this period.

Area 7: ARWDB Workforce Plan for 2020-2024

The Accommodation and Food Services and Healthcare and Social Assistance industries are expected to have the highest annual employment demand. Projected employment trends and annual employment demand are presented in the following table.

Projected Change in Employment, 2 Digit NAICS - Atlanta Regional						
NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual Employment Demand	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	122	8.94%	24	12%	88%
	Mining, Quarrying, and Oil and Gas					
21	Extraction	40	9.50%	8	15%	85%
22	Utilities	15	0.57%	3	1%	99%
23	Construction	4,179	7.03%	836	12%	88%
31	Manufacturing	3,099	5.53%	620	9%	91%
42	Wholesale Trade	2,914	6.10%	583	10%	90%
44	Retail Trade	3,540	3.29%	708	5%	95%
48	Transportation and Warehousing	6,841	8.69%	1,368	13%	87%
51	Information	1,709	12.86%	342	20%	80%
52	Finance and Insurance	1,346	6.40%	269	12%	88%
53	Real Estate and Rental and Leasing	1,062	7.38%	212	13%	87%
	Professional, Scientific, and Technical					
54	Services	4,805	10.03%	961	18%	82%
55	Management of Companies and Enterprises	570	5.98%	114	12%	88%
	Administrative and Support and Waste					
56	Management and Remediation Services	6,011	8.85%	1,202	13%	87%
61	Educational Services	4,420	7.07%	884	13%	87%
62	Health Care and Social Assistance	9,694	12.28%	1,939	20%	80%
71	Arts, Entertainment, and Recreation	2,068	20.77%	414	22%	78%
72	Accommodation and Food Services	11,671	15.84%	2,334	15%	85%
	Other Services (except Public					
81	Administration)	4,178	10.31%	836	15%	85%
92	Public Administration	1,736	7.32%	347	13%	87%
99	Unclassified	239	8.82%	48	13%	87%
Total - All Industries		70,786	8.63%	14,157	13%	87%
Bold designates the largest industries by number of jobs in 2021						
Red designates industries that are projected to lose the most jobs						
Green designates industries that are projected to add the most jobs						
Source: JobsEQ 2021Q4						

Regional Perspective

In 2021 the metro Atlanta region was home to nearly 2.4 million jobs. The largest industries in 2021 were Accommodation and Food Services, Health Care and Social Assistance, and Construction. Combined, these three industries represent over one-third of all employment in the region.

Overall, employment in the region has grown steadily over the past 10 years. Employment growth has been even more dramatic if measured since 2010, as the recovery from the recession began. Over this 5-year period, the region added over 191,000 jobs, increasing employment by 12%, or an average annual rate of 4.9%. This rate of growth equals

Area 7: ARWDB Workforce Plan for 2020-2024

employment growth in the State of Georgia and outpaces employment growth in the US, which have increased at an average annual rate of 4.9% and 4.5%, respectively.

In addition to new jobs, approximately 270,000 jobs are expected to need to be filled due to workers retiring or other turnover (Replacement Demand). Replacement demand accounts for 88% of total annual job demand. Combined, new and replacement demand are expected to account for nearly 38,000 job openings in the metro Atlanta region annually.

Regional In-Demand Industries

Regionally, the five metro Atlanta Local Workforce Development Boards identified five industries to target. These industries are:

- Healthcare
- Information Technology
- Transportation and Logistics
- Construction
- Advanced Manufacturing

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

Healthcare Industry

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for almost 250,000 jobs in the metro Atlanta region. General and Medical Surgical Hospitals account for almost one third of industry employment, representing nearly 71,000 jobs in 2021. Offices of Physicians (except Mental Health Specialists) is also a major sector, accounting for over 57,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS - Atlanta Region					
NAICS	Industry	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
622110	General Medical and Surgical Hospitals	71,344	26%	0.75	\$75,350
621111	Offices of Physicians (except Mental Health Specialists)	57,665	20.66%	1.30	\$92,954
624410	Child Day Care Services	20,228	7.25%	1.18	\$26,568
621610	Home Health Care Services	17,712	6.35%	0.67	\$36,268
621210	Offices of Dentists	16,210	5.81%	1.01	\$63,049
Source: JobsEQ 2021Q4					

Employment in the Healthcare industry continues to grow, dramatically outpacing overall

Area 7: ARWDB Workforce Plan for 2020-2024

employment growth in the region over the same period. Since 2016, the industry has added 24,000 jobs, expanding employment by 10%. This growth was led by the Offices of Physicians (Except Mental Health Specialists) sectors, which both added approximately 14,347 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

Historic Change in Healthcare Industry Employment, 6 Digit NAICS - Atlanta Region					
Employment		5-Year		Employment %	
NAICS	Industry	2016	2021	# Change	Change
622110	General Medical and Surgical Hospitals	73,636	71,344	-2,292	-3%
621111	Offices of Physicians (except Mental Health Specialists)	43,318	57,665	14,347	33%
624410	Child Day Care Services	22,617	20,228	-2,389	-11%
621610	Home Health Care Services	13,833	17,712	3,879	28%
621210	Offices of Dentists	14,721	16,210	1,489	10%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,255	9,623	-2,632	-21%
Total - Healthcare Industry		254,785	279,119	24,334	10%

Source: JobsEQ 2021Q4

Employment in the Healthcare industry is expected to continue to grow, expanding employment by 17%, or over 28,000 new jobs. Annually, the industry is expected to have 5,640 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. Office of Physicians (except Mental Health Specialist), General and Medical Surgical Hospitals are projected to drive employment growth in the industry. The Healthcare industry sectors that are projected to add the most jobs over the next five years are summarized in the following table.

Area 7: ARWDB Workforce Plan for 2020-2024

Projected Change in Healthcare Industry, 6 Digit NAICS - Atlanta Region						
NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
621111	Offices of Physicians (except Mental Health Specialists)	4,778	8%	956	16%	84%
622110	General Medical and Surgical Hospitals	4,559	6%	912	14%	86%
621610	Home Health Care Services	2,430	14%	486	19%	81%
624410	Child Day Care Services	1,915	9%	383	14%	86%
624120	Services for the Elderly and Persons with Disabilities	1,805	21%	361	24%	76%
621210	Offices of Dentists	1,444	9%	289	16%	84%
Total Healthcare Industry		28,199	10%	5640	17%	83%

Source: JobsEQ 2021Q4

Information Technology Industry

The Information Technology industry is also a major employer in the metro Atlanta region, accounting for over 98,500 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, Motion Picture and Video Production, and Data Processing, Hosting and Related Services.

Information Technology Industry Overview, 6 Digit NAICS - Atlanta Region					
NAICS	Industry	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
517311	Wired Telecommunications Carriers	19,468	20%	2.50	\$129,487
511210	Software Publishers	17,994	18%	2.02	\$138,542
512110	Motion Picture and Video Production	16,914	17%	3.83	\$91,581
518210	Data Processing, Hosting, and Related Services	14,232	14%	2.17	\$153,827
515120	Television Broadcasting	8,847	9%	4.43	\$154,956
519130	Internet Publishing and Broadcasting and Web Search Portals	4,584	5%	0.87	\$116,434

Source: JobsEQ 2021Q4

Between 2016 and 2021, the Information Technology industry added over 12,000 jobs, expanding employment by 15%. This growth was driven by the Data Processing, Hosting, and Related Services and Motion Picture and Video Production sectors, which added 5,811 jobs and 10,570 jobs, respectively.

Area 7: ARWDB Workforce Plan for 2020-2024

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

NAICS	Industry	Employment		5 Year	
		2016 Jobs	2021 Jobs	Empl Change	% of Change
517311	Wired Telecommunications Carriers	26,125	19,468	-6,657	-25%
511210	Software Publishers	12,376	17,994	5,618	45%
512110	Motion Picture and Video Production	6,344	16,914	10,570	167%
	Data Processing, Hosting, and Related				
518210	Services	8,421	14,232	5,811	69%
515120	Television Broadcasting	8,321	8,847	526	6%
Total - Information Technology Industry		85,852	98,571	12,719	15%

Source: JobsEQ 2021Q4

Growth in Information Technology is expected to continue over the next five years. The industry is expected to add over 10,000 jobs, expanding employment by 11%. Growth in the industry is primarily by the Data Processing, Hosting, and Related Services and Software Publishers sectors.

Annually, the industry is expected to have over 2092 job openings. The employment demand will largely be driven by replacement demand, which accounts for 82% of annual employment.

Projected Change in Information Technology Industry - Employment - Atlanta Region

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg Annual	% New	% Replacement
517311	Wired Telecommunications Carriers	-647	-3%	-129	-7%	93%
511210	Software Publishers	1,873	10%	375	20%	80%
512110	Motion Picture and Video Production	5,254	31%	1051	36%	64%
	Data Processing, Hosting, and Related					
518210	Services	1,042	7%	208	14%	86%
Total - Information Technology Industry		10,461	11%	2092	18%	82%

Source: JobsEQ 2021Q4

Transportation & Logistics Industry

The Transportation and Logistics industry includes a range of sectors, including truck freight, air transportation, and warehousing. In the metro Atlanta region, this industry represents nearly 174,000 jobs. The largest sectors include Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, and General Warehousing and

Area 7: ARWDB Workforce Plan for 2020-2024

Storage. The largest industry sectors in the Transportation and Logistics are summarized in the following table.

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

NAICS	Industry	2021 Jobs	% of Jobs	LQ	Avg Ann Wages
493110	General Warehousing and Storage	32,543	19%	1.31	\$40,931
481111	Scheduled Passenger Air Transportation	25,751	15%	3.99	\$109,397
492110	Couriers and Express Delivery Services	23,178	13%	1.51	\$46,723
484121	General Freight Trucking, Long-Distance, Truckload	13,019	7%	1.33	\$60,447
484122	General Freight Trucking, Long-Distance, Less Than Truckload	10,949	6%	2.51	\$65,691
488510	Freight Transportation Arrangement	10,508	6%	2.48	\$65,769

Source: JobsEQ 2021Q4

The Transportation and Logistics industry has expanded employment over the past five years, adding nearly 21,000 jobs since 2016, expanding employment by 14%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

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

NAICS	Industry	Employment		5-Year History	
		2016	2021	Empl Change	% of Change
493110	General Warehousing and Storage	18,234	32,543	14,309	78%
481111	Scheduled Passenger Air Transportation	37,889	25,751	-12,138	-32%
492110	Couriers and Express Delivery Services	17,717	23,178	5,461	31%
484121	General Freight Trucking, Long-Distance, Truckload	12,123	13,019	896	7%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	10,052	10,949	897	9%
488510	Freight Transportation Arrangement	7,367	10,508	3,141	43%
Total - Transportation & Logistic Industry		151,982	173,977	21,995	14%

Source: JobsEQ 2021Q4

Growth in the industry is projected to continue, but at a lower rate over the next five years. The Transportation and Logistics industry in the Metro Atlanta region is expected to add 14,200 jobs. The sectors that demonstrated strong growth over the past five years are expected to continue the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized

Area 7: ARWDB Workforce Plan for 2020-2024

in the following table.

Projected Change in Transportation & Logistics Industry, 6 Digit NAICS - Atlanta Regional						
NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
493110	General Warehousing and Storage	2,636	8.1%	527	11%	89%
481111	Scheduled Passenger Air Transportation	2,700	10.5%	540	15%	85%
492110	Couriers and Express Delivery Services	2,310	10.0%	462	14%	86%
Total - Transportation & Logistic Industry		14,238	8.2%	2848	13%	87%

Source: JobsEQ 2021Q4

Construction Industry

The Construction industry includes a range of sectors including Nonresidential Electrical Contractors and Other Wiring Installation Contractors, Commercial and Institutional Building Construction, and Nonresidential Plumbing, Heating and Air-Conditioning Contractors. In the metro Atlanta region, this industry represents over 129,000 jobs. The largest sectors are summarized in the table below.

Construction Industry Overview, 6 Digit NAICS - Atlanta Regional					
NAICS	Industry	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
238212	Nonresidential Electrical Contractors and Other Wiring Installation Contractors	12,816	10%	1.24	\$71,942
236220	Commercial and Institutional Building Construction	12,747	10%	1.14	\$89,425
238222	Nonresidential Plumbing, Heating, and Air-Conditioning Contractors	10,807	8%	1.19	\$74,439
236118	Residential Remodelers	8,489	7%	0.83	\$55,508

Source: JobsEQ 2021Q4

Between 2016 and 2021, the Construction industry added over 13,000 jobs, expanding employment by 12%. The growth was driven by Nonresidential Electrical Contractors, Commercial and Institutional Building Construction and Nonresidential Plumbing, Heating and Air-Conditioning Contractors which combined added over 6,400 jobs. The Construction industry sectors that have added the most jobs over the past five years are summarized in the following table.

Area 7: ARWDB Workforce Plan for 2020-2024

Historic Change in Construction Industry, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2016	2021	Empl Change	% Change
	Nonresidential Electrical Contractors and				
238212	Other Wiring Installation Contractors	11,005	12,816	1,811	16%
	Commercial and Institutional Building				
236220	Construction	10,790	12,747	1,957	18%
	Nonresidential Plumbing, Heating, and Air-				
238222	Conditioning Contractors	9,474	10,807	1,333	14%
236118	Residential Remodelers	7,126	8,489	1,363	19%
Total - Construction Industry		115,932	129,696	13,764	12%

Source: JobsEQ 2021Q4

Growth in the Construction industry is expected to continue over the next five years. The industry is expected to add over 7,800 jobs, expanding employment by 11%. Growing is primarily driven by the Nonresidential Electrical Contractors and Other Wiring Installation Contractors, Commercial Institutional Building Construction and Nonresidential Plumbing, Heating, and Air-Conditioning Contractors. Annually, the Construction industry is expected to have over 500 job openings. The employment demand will largely be driven by replacement demand, which accounts for 889% of annual employment demand.

Projected Change in Construction Industry, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
	Nonresidential Electrical Contractors and					
238212	Other Wiring Installation Contractors	793	6%	159	11%	89%
	Commercial and Institutional Building					
236220	Construction	777	6%	155	12%	88%
	Nonresidential Plumbing, Heating, and Air-					
238222	Conditioning Contractors	570	5%	114	9%	91%
236118	Residential Remodelers	507	6%	101	11%	89%
	Residential Plumbing, Heating, and Air-					
238221	Conditioning Contractors	469	6%	94	11%	89%
Total - Construction Industry		7,820	6%	1,564	11%	89%

Source: JobsEQ 2021Q4

Area 7: ARWDB Workforce Plan for 2020-2024

Advanced Manufacturing Industry

The Advanced Manufacturing industry includes a range of sectors including, Commercial Printing, Plastic Product Manufacturing, Aircraft Manufacturing, Corrugated and Solid Fiber Box Manufacturing and Air-Conditioning and Warm Air Heating Equipment and Industrial Refrigeration Equipment Manufacturing. In the metro Atlanta region, this industry represents nearly 119,000 jobs. The largest sectors include Commercial Printing, All Other Plastic Product Manufacturing, and Aircraft Manufacturing. The largest industry sectors in Manufacturing are summarized in the following table.

Advanced Manufacturing Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2021	% of Jobs	Location Quotient	Avg Ann Wages
323111	Commercial Printing (except Screen and Books)	4,810	4%	1.08	\$57,439
336411	Aircraft Manufacturing	4,571	4%	1.31	\$128,973
326199	All Other Plastics Product Manufacturing	4,093	4%	0.84	\$55,630
311812	Commercial Bakeries	2,624	2%	1.23	\$59,849
322211	Corrugated and Solid Fiber Box Manufacturing	2,279	2%	1.46	\$104,518
332322	Sheet Metal Work Manufacturing	2,267	2%	1.27	\$52,371
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	2,217	2%	1.53	\$58,808

Source: JobsEQ 2021Q4

Between 2016 and 2021, the Advanced Manufacturing industry added over 1,100 jobs, expanding employment by 1%. This growth was driven Sheet Metal Work Manufacturing which added almost 542 jobs. The Advanced Manufacturing industry sectors that have added the most jobs over the past five years are summarized in the following table.

Area 7: ARWDB Workforce Plan for 2020-2024

Historic Change in Advanced Manufacturing Industry, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year %	
		2016	2021	# Change	Change
	Commercial Printing (except Screen and Books)	5,833	4,810	-1,023	-18%
336411	Aircraft Manufacturing	5,758	4,571	-1,187	-21%
326199	All Other Plastics Product Manufacturing	3,916	4,093	177	5%
311812	Commercial Bakeries	2,535	2,624	89	4%
	Corrugated and Solid Fiber Box				
322211	Manufacturing	1,940	2,279	339	17%
332322	Sheet Metal Work Manufacturing	1,725	2,267	542	31%
Total - Advanced Manufacturing Industry		113,804	114,938	1,134	1%

Source: JobsEQ 2021Q4

Significant growth in Advanced Manufacturing is not expected over the next five years. The industry is expected to add 5,079 jobs. The employment demand will largely be driven by replacement demand, which accounts for 92% of annual employment demand.

Projected Change in Advanced Manufacturing, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5- Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
	Commercial Printing (except Screen and Books)	-297	-6.17%	-59	-13%	113%
336411	Aircraft Manufacturing	185	4.05%	37	8%	92%
326199	All Other Plastics Product Manufacturing	68	1.66%	14	3%	97%
311812	Commercial Bakeries	172	6.55%	34	9%	91%
	Corrugated and Solid Fiber Box					
322211	Manufacturing	-38	-1.67%	-8	-3%	103%
332322	Sheet Metal Work Manufacturing	155	6.84%	31	11%	89%
	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial					
333415	Refrigeration Equipment Manufacturing	127	5.73%	25	10%	90%
311991	Perishable Prepared Food Manufacturing	171	8.28%	34	12%	88%
Total - Advanced Manufacturing Industry		5,079	4.42%	1016	8%	92%

Source: JobsEQ 2021Q4

Area 7: ARWDB Workforce Plan for 2020-2024

Atlanta Regional Workforce Development Board Occupational Analysis

The Atlanta Regional Workforce Development Board region accounts for 820,000 jobs. The distribution of jobs across various occupational groups largely mirrors the distribution of employment in the nation overall. The largest occupational group is Transportation and Materials Moving, followed by Office and Administration Support Occupations and Sales and Related Occupations. The jobs represented by these occupational groups are typically present across most industries and not specific to one industry group. The following table provides an overview of key occupations in the region. The largest occupations are highlighted in bold.

Area 7: ARWDB Workforce Plan for 2020-2024

Industry Overview, 2 Digit SOC - Atlanta Regional

SOC	Occupation	2021 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
11-0000	Management Occupations	45,131	6%	0.88	\$108,400
	Business and Financial Operations				
13-0000	Occupations	41,577	5%	0.84	\$71,700
15-0000	Computer and Mathematical Occupations	25,445	3%	0.90	\$85,500
17-0000	Architecture and Engineering Occupations	10,989	1%	0.79	\$78,400
	Life, Physical, and Social Science				
19-0000	Occupations	4,073	0%	0.55	\$71,600
21-0000	Community and Social Service Occupations	10,130	1%	0.69	\$46,500
23-0000	Legal Occupations	4,947	1%	0.70	\$104,300
	Educational Instruction and Library				
25-0000	Occupations	48,719	6%	1.08	\$47,100
	Arts, Design, Entertainment, Sports, and				
27-0000	Media Occupations	13,448	2%	0.92	\$57,200
	Healthcare Practitioners and Technical				
29-0000	Occupations	32,925	4%	0.68	\$80,900
31-0000	Healthcare Support Occupations	23,309	3%	0.64	\$30,900
33-0000	Protective Service Occupations	12,589	2%	0.73	\$41,600
	Food Preparation and Serving Related				
35-0000	Occupations	71,457	9%	1.12	\$22,600
	Building and Grounds Cleaning and				
37-0000	Maintenance Occupations	28,542	3%	1.06	\$28,300
39-0000	Personal Care and Service Occupations	22,126	3%	1.08	\$30,000
41-0000	Sales and Related Occupations	96,910	12%	1.23	\$40,500
	Office and Administrative Support				
43-0000	Occupations	101,243	12%	0.97	\$38,100
45-0000	Farming, Fishing, and Forestry Occupations	1,183	0%	0.22	\$31,700
47-0000	Construction and Extraction Occupations	41,437	5%	1.09	\$44,500
	Installation, Maintenance, and Repair				
49-0000	Occupations	37,397	5%	1.19	\$48,200
51-0000	Production Occupations	44,636	5%	0.94	\$36,700
	Transportation and Material Moving				
53-0000	Occupations	101,984	12%	1.44	\$41,100
Total - All Occupations		820,198	100%	1.00	\$48,200

Source: JobsEQ 2021Q4

Since 2016, employment in the ARWDB region has increased by 8%, adding over 39,000 jobs. Transportation and Material Moving and Food Preparation and Serving Related Occupations accounted for most of the growth, followed by Sales and Related and Food Preparation and Serving Related Occupations.

Area 7: ARWDB Workforce Plan for 2020-2024

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2016 and 2021 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 27% and 17%, respectively.

Annually, over 14,000 job openings are expected in the region. Sales and Related Occupations and Office and Administrative Support Occupations are expected to have the highest number of annual openings. For most occupations, openings will be driven primarily by replacement demand, due to retirement and turnover. For Healthcare-related occupations, however, a slightly higher proportion of openings will be due to new demand than replacement demand.

The following table presents projected employment trends and demand.

Area 7: ARWDB Workforce Plan for 2020-2024

Projected Change in Employment Overview, 2 Digit SOC - Atlanta Regional						
		5 Year Projection		Employment Demand		
SOC	Occupation	# Change	% Change	Avg. Annual	% of New	% Replacement
11-0000	Management Occupations	4,350	8%	870	18%	82%
	Business and Financial Operations					
13-0000	Occupations	3,694	8%	739	16%	84%
15-0000	Computer and Mathematical Occupations	2,881	8%	576	23%	77%
17-0000	Architecture and Engineering Occupations	847	8%	169	17%	83%
	Life, Physical, and Social Science					
19-0000	Occupations	356	8%	71	15%	85%
21-0000	Community and Social Service Occupations	1,093	8%	219	16%	84%
23-0000	Legal Occupations	479	8%	96	21%	79%
	Educational Instruction and Library					
25-0000	Occupations	4,079	8%	816	15%	85%
	Arts, Design, Entertainment, Sports, and					
27-0000	Media Occupations	1,676	8%	335	18%	82%
	Healthcare Practitioners and Technical					
29-0000	Occupations	3,672	8%	734	27%	73%
31-0000	Healthcare Support Occupations	3,403	8%	681	17%	83%
33-0000	Protective Service Occupations	1,104	8%	221	13%	87%
	Food Preparation and Serving Related					
35-0000	Occupations	10,948	8%	2190	13%	87%
	Building and Grounds Cleaning and					
37-0000	Maintenance Occupations	2,299	8%	460	10%	90%
39-0000	Personal Care and Service Occupations	3,185	8%	637	16%	84%
41-0000	Sales and Related Occupations	4,164	8%	833	6%	94%
	Office and Administrative Support					
43-0000	Occupations	3,642	8%	728	6%	94%
45-0000	Farming, Fishing, and Forestry Occupations	92	8%	18	9%	91%
47-0000	Construction and Extraction Occupations	3,232	8%	646	13%	87%
	Installation, Maintenance, and Repair					
49-0000	Occupations	3,020	8%	604	14%	86%
51-0000	Production Occupations	2,232	8%	446	8%	92%
	Transportation and Material Moving					
53-0000	Occupations	9,677	8%	1935	12%	88%
Total - All Occupations		70,618	8%	14124	12%	88%

Source: JobsEQ 2021Q4

Employment demand can also be assessed by analyzing the number of online job advertisements for various jobs in a region. In 2021, over 200,000 advertisements were posted online for jobs in the ARWDB region. Among the jobs that had the most advertisements were Laborers and Freight, Stock, and Material Movers Hand, Heavy and Tractor-Trailer Truck Drivers, and Registered Nurses, mirroring the targeted industries for the region. The 15 occupations with the most job advertisements in the region are summarized in the following table.

Area 7: ARWDB Workforce Plan for 2020-2024

Top Occupations by Number of Job Postings in 2021 - Atlanta Regional

O*NET	Occupation	Job Postings
41-2031	Retail Salespersons	8,403
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	8,271
29-1141	Registered Nurses	7,976
53-3032	Heavy and Tractor-Trailer Truck Drivers	7,871
43-4051	Customer Service Representatives	6,386
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,759
41-1011	First-Line Supervisors of Retail Sales Workers	5,498
43-5081	Stock Clerks and Order Fillers*	4,250
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food*	3,503
11-9051	Food Service Managers	3,157
49-9071	Maintenance and Repair Workers, General	2,998
11-9199	Managers, All Other*	2,870
25-2011	Preschool Teachers, Except Special Education	2,652
15-1132	Software Developers, Applications*	2,574
49-3023	Automotive Service Technicians and Mechanics	2,367

Source: Labor Insight (Burning Glass Technologies) 01/01/2021 - 12/31/2021

Regional Occupational Analysis

The metro Atlanta region accounts for nearly 2.5 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Transportation and Material Moving Occupations. These three occupational groups also added the most jobs between 2016 and 2021 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.

Over the next five years, the Metro Atlanta region is projected to add over 191,000 jobs, or over 38,00 jobs annually. In addition to these openings created by new jobs, nearly 88% of the openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

Area 7: ARWDB Workforce Plan for 2020-2024

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

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
53-7060	Laborers and Material Movers	9,201	8%	1840	9%	91%
35-3020	Fast Food and Counter Workers	7,503	13%	1501	10%	90%
15-1250	Software and Web Developers, Programmers, and Testers	6,334	13%	1267	25%	75%
35-2010	Cooks	5,904	17%	1181	17%	83%
53-3030	Driver/Sales Workers and Truck Drivers	5,396	8%	1079	12%	88%
35-3030	Waiters and Waitresses	4,863	13%	973	11%	89%
31-1120	Home Health and Personal Care Aides	4,117	16%	823	18%	82%
11-1020	General and Operations Managers	3,705	9%	741	16%	84%
37-2010	Building Cleaning Workers	3,192	7%	638	9%	91%
31-9090	Miscellaneous Healthcare Support Occupations	2,988	11%	598	14%	86%
29-1140	Registered Nurses	2,716	7%	543	21%	79%
35-1010	Supervisors of Food Preparation and Serving Workers	2,673	16%	535	16%	84%
41-2030	Retail Salespersons	2,461	4%	492	5%	95%
13-1190	Miscellaneous Business Operations Specialists	2,450	7%	490	15%	85%
53-3050	Passenger Vehicle Drivers	2,346	17%	469	20%	80%
33-9030	Security Guards and Gambling Surveillance Officers	2,095	11%	419	13%	87%
13-1160	Market Research Analysts and Marketing Specialists	2,080	14%	416	20%	80%
25-2020	Elementary and Middle School Teachers	1,956	6%	391	14%	86%

Source: JobsEQ 2021Q4

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$68,931. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT's living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.

Area 7: ARWDB Workforce Plan for 2020-2024

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

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
15-1250	Software and Web Developers,	6,334	13%	1267	25%	75%
53-3030	Driver/Sales Workers and Truck Drivers	5,396	8%	1079	12%	88%
11-1020	General and Operations Managers	3,705	9%	741	16%	84%
31-9090	Miscellaneous Healthcare Support	2,988	11%	598	14%	86%
29-1140	Registered Nurses	2,716	7%	543	21%	79%
35-1010	Supervisors of Food Preparation and Serving	2,673	16%	535	16%	84%
13-1190	Miscellaneous Business Operations	2,450	7%	490	15%	85%
13-1160	Market Research Analysts and Marketing	2,080	14%	416	20%	80%
25-2020	Elementary and Middle School Teachers	1,956	6%	391	14%	86%
41-4010	Sales Representatives, Wholesale and	1,910	6%	382	11%	89%
39-5010	Barbers, Hairdressers, Hairstylists and	1,820	12%	364	17%	83%
27-2010	Actors, Producers, and Directors	1,819	22%	364	28%	72%
49-9070	Maintenance and Repair Workers, General	1,812	8%	362	14%	86%
43-4050	Customer Service Representatives	1,800	3%	360	4%	96%
13-2010	Accountants and Auditors	1,782	7%	356	13%	87%
41-3090	Miscellaneous Sales Representatives,	1,699	7%	340	11%	89%
13-1110	Management Analysts	1,625	10%	325	17%	83%
39-9030	Recreation and Fitness Workers	1,584	17%	317	16%	84%
47-2060	Construction Laborers	1,558	8%	312	13%	87%
15-1210	Computer and Information Analysts	1,536	10%	307	21%	79%

Source: JobsEQ 2021Q4

Employer demand for certain occupations can also be assessed by analyzing online job postings in a region. In metro Atlanta, over 31,000 job advertisements were posted online in search of Registered Nurses. Other top occupations were related to the Healthcare, IT, Business Services, and Transportation industries. The top 15 occupations by the number of job advertisements posted in 2021 are presented in the following table.

Area 7: ARWDB Workforce Plan for 2020-2024

Top Occupations by Number of Job Postings in 2021 - Atlanta Region

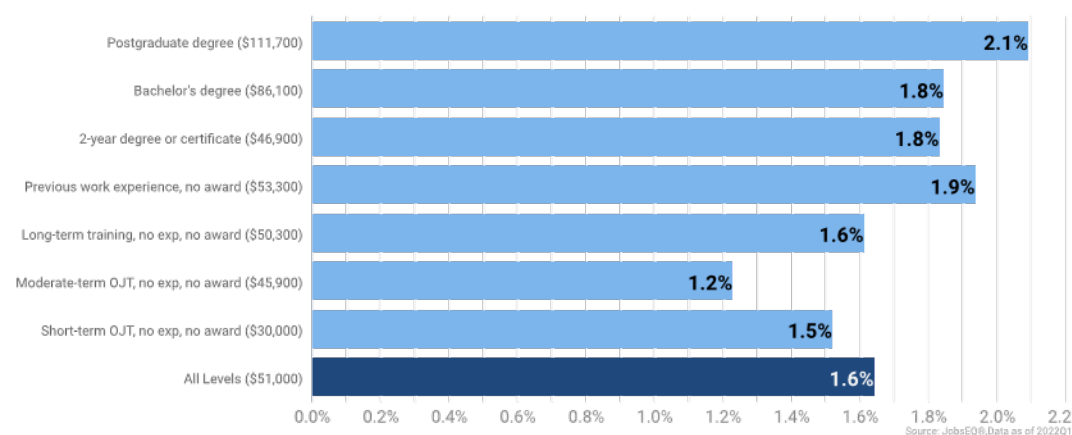
O*NET Code	Occupation Title	Number of Job Postings
15-1132	Software Developers, Applications*	40,298
15-1199	Computer Occupations, All Other*	34,494
29-1141	Registered Nurses	31,832
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	26,711
11-9199	Managers, All Other*	24,214
53-3032	Heavy and Tractor-Trailer Truck Drivers	22,418
41-2031	Retail Salespersons	21,749
43-4051	Customer Service Representatives	21,609
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	18,493
41-1011	First-Line Supervisors of Retail Sales Workers	14,150
11-2021	Marketing Managers	11,461
11-1021	General and Operations Managers	11,381
13-1071	Human Resources Specialists	10,339
49-9071	Maintenance and Repair Workers, General	10,260
11-2022	Sales Managers	10,150

Source: Labor Insight Jobs (Burning Glass Technologies) 01/01/2021 - 12/31/2021

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

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 2.1% annually. Jobs typically requiring an associate degree or certification are also expected to grow rapidly, increasing employment by 1.8% annually.

Annual Average Projected Job Growth by Training Required for ARC



Through an analysis of 2021 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, requested skills include both “soft” and “hard” skills such as Customer Service, Scheduling, Sales, and Forklift Operations. The 15 skills most requested by employer in the ARWDB region are presented in following table.

Area 7: ARWDB Workforce Plan for 2020-2024

Top Skills by Job Postings in 2021 - Atlanta Regional

Skill	Job Postings
Customer Service	40,720
Scheduling	26,812
Sales	26,171
Cleaning	19,553
Repair	17,998
Retail Industry Knowledge	16,041
Customer Contact	15,460
Forklift Operation	11,571
Budgeting	10,808
Lifting Ability	10,095
Teaching	9,476
Patient Care	9,060
Personal Protective Equipment (PPE)	8,793
Cardiopulmonary Resuscitation (CPR)	8,150
Merchandising	7,903

Source: Labor Insight (Burning Glass Technologies) - 01/01/2021 - 12/31/2021

Additionally, this assessment of 2021 job postings data reveals the credentials most frequently requested by ARWDB employers. The most requested credentials in the region largely reflect the three targeted industries in the region: healthcare, information technology, and transportation and logistics and include certifications such as Registered Nurse, Certified Driver's License, Basic Life Saving (BLS), and First Aid CPR Aed. The top 10 certifications requested by employers in the region is summarized in the following table.

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

Area 7: ARWDB Workforce Plan for 2020-2024

Top Certifications by Job Postings in 2021 - Atlanta Regional

Certification	Job Postings
Driver's License	30,709
Registered Nurse	7,135
First Aid Cpr Aed	5,893
CDL Class A	5,508
Basic Life Saving (BLS)	4,458
Basic Cardiac Life Support Certification	3,200
Advanced Cardiac Life Support (ACLS) Certification	2,946
Child Development Associate (CDA)	2,021
Licensed Practical Nurse (LPN)	1,923
OSHA Forklift Certification	1,585

Source: Labor Insight (Burning Glass Technologies) - 01/01/2021 - 12/31/2021

- 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 ARWDB region in 2021 was 2 million. Between 2016 and 2021, the region's population grew at an average annual rate of 1.5%. This rate of growth outpaced population growth in the state and nation. The region has a civilian labor force of 1,042,355 people, representing a labor force participation rate of 67.3%. This labor force participation rate exceeds the participation rates of 63.% and 63.2% in the state and nation, respectively.

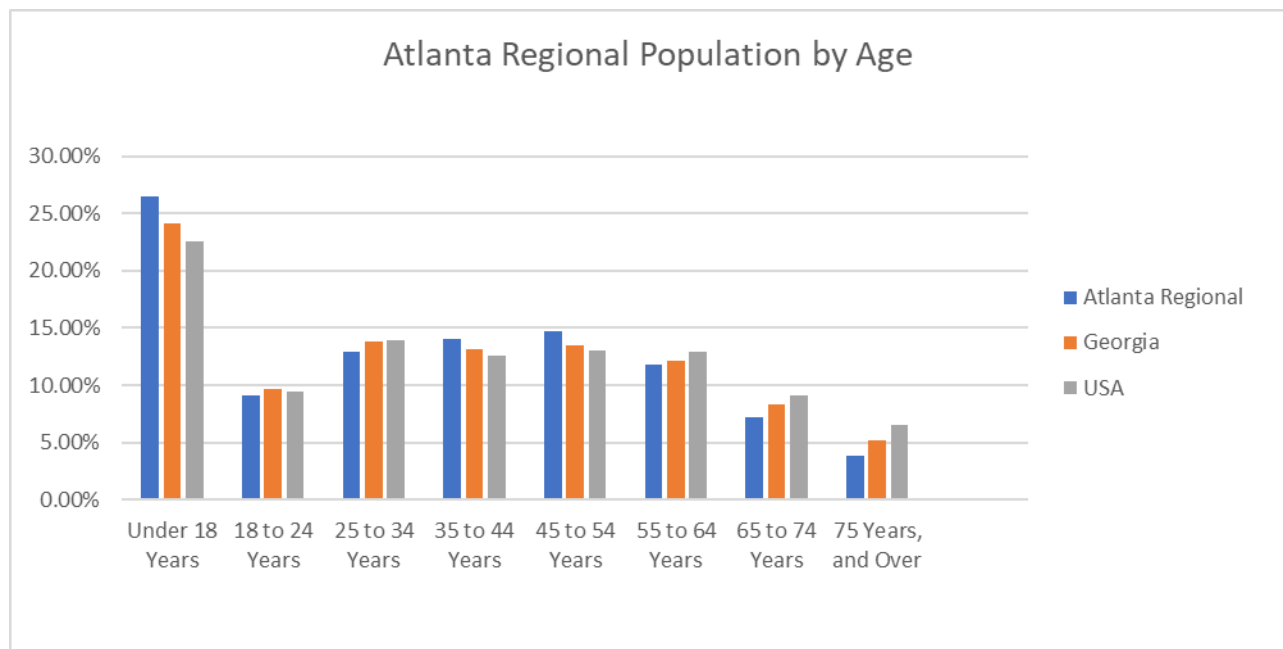
Demographics Overview - Atlanta Regional

	Atlanta Regional	Georgia	USA
Population	2,016,791	10,403,847	324,697,795
Median Age	36.2	36.7	38.1
Labor Force Size	1,042,355	5,125,182	163,555,585
Labor Force Participation Rate	67.30%	63.00%	63.20%
Median Household Income	\$69,462	\$58,700	\$62,843

Source: JobsEQ 2021Q4

The distribution of the ARWDB region's population by age largely mirrors that of Georgia and nation. The region is slightly more concentrated in middle-aged cohorts, including 35 to 44-year old, than the state and nation. The region is also relatively highly concentrated in residents under the age of 18, which accounts for nearly 30% of the population. Correspondingly, the region's population is less concentrated in older age cohorts.

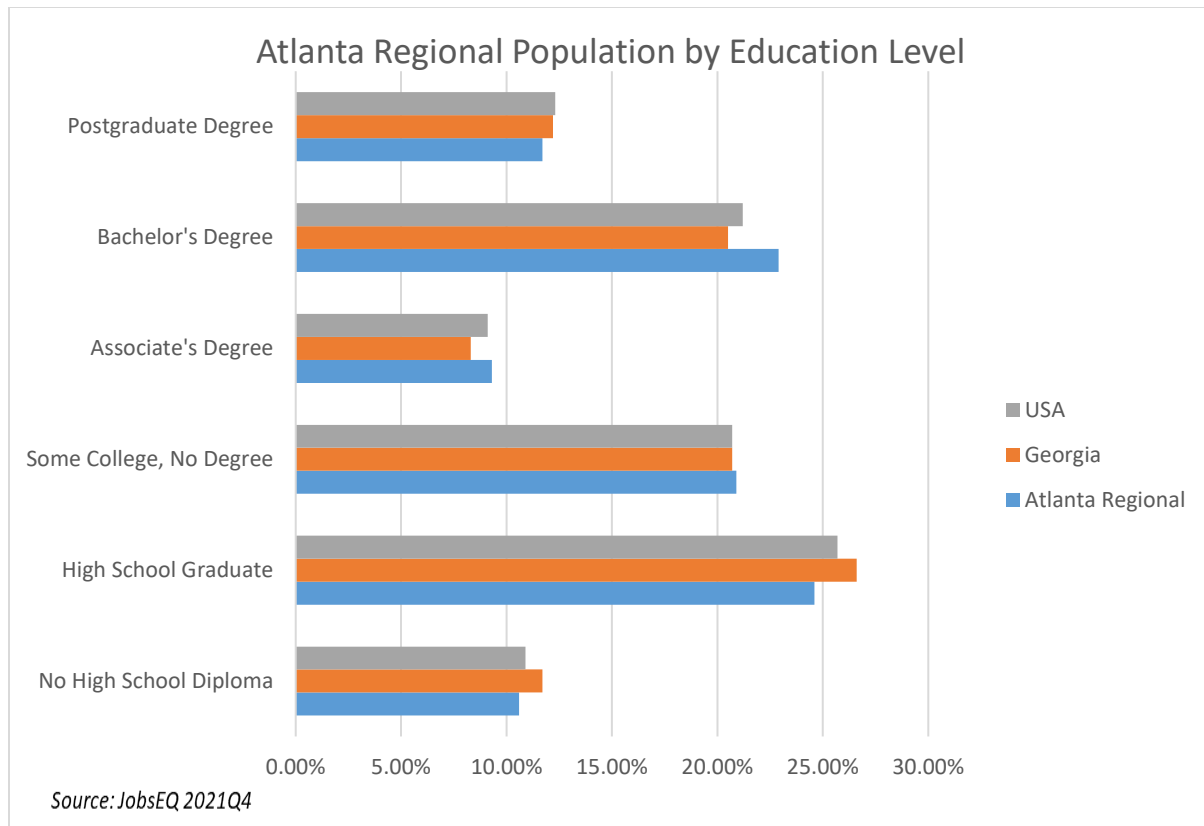
Area 7: ARWDB Workforce Plan for 2020-2024



The Atlanta region's workforce like its population is growing older. Labor Force participation rates for the 65+ population have been steadily rising and are projected to reach record levels by 2040. Older people are staying in the workforce for a variety of reasons - they are healthier than previous generations and with the growing dominance of the service sector their work is less physically taxing than the works of their parents and grandparents. Many older individuals need additional income to support a retirement that is likely to extend 2 and possibly 3 decades. Lastly many employers want to retain their older skilled laborers and are creating incentives for them to stay. These older workers contribute to important economic indicators for the metro region including personal income and GDP.

The educational attainment of the ARWDB region's population largely mirrors the state and nation. The region is slightly more concentrated in residents with a bachelor's degree but less concentrated in residents with a postgraduate degree. The region also has a smaller proportion of residents with only a high school diploma or less and a higher proportion of the population with some college but no degree or an associate degree.

Area 7: ARWDB Workforce Plan for 2020-2024



Of the approximately 1.4 million residents in the ARWDB region aged 18 and over, approximately 15% live below the poverty line and 8% have disabilities. Approximately 5% of ARWDB residents are veterans. Chmura's JobsEQ defines "disconnected youth" as individuals aged 16 to 19 who are neither working nor in school. Disconnected youth are often missing out on a crucial period to develop skills that will be required to access quality jobs and high wages. In the ARWDB region, the number of disconnected youth in the region is 3,199. The chart below further details individuals with barriers to employment within the region.

Area 7: ARWDB Workforce Plan for 2020-2024

Populations with Barriers to Employment - Atlanta Regional	
Population 18+	1,482,357
Veterans (Ages 16- 64)	70,893
Older Individuals (65+)	221,294
Ex-Offenders *	1,643
Poverty Level (of all people)	221,946
Households Receiving Food Stamps (SNAP)	65,487
Disconnected Youth **	3,199
Individuals with a Disability (Age 18-64)	95,233
Individuals that Speak English Less Than Very Well (population 5 years and over)	188,740

Source: JobsEQ 2021Q4

* Georgia Department of Corrections Inmate Release Data for 2021

** Disconnected Youth are 16-19 years old who are (1) not in high school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

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

Education & Training Analysis – ARWDB

The ARWDB region has nearly 20 institutions offering academic degrees and certificates. Gwinnett Technical College issued over 3,400 academic awards and certificates, the highest number of awards in region.

Regionally, most academic awards (68%) were for certificates and two year awards. Approximately a third of awards were for bachelor's degrees while the remaining were for post-graduate degrees.

Over 400 degrees and certificates were awarded in programs related to Automobile/Automotive Mechanics Technology/Technician. The region also produces a large number of awards related to the healthcare industry, including over 370 awards related to Medical/Clinical Assistants. The region also offers a range of programs related to business, accounting, and administration.

Education & Training Analysis – Regional Perspective

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

Area 7: ARWDB Workforce Plan for 2020-2024

higher education institutions, 60 for-profit institutions, and 17 private not-for-profit colleges and universities. over 56,00 higher educational degrees were awarded in the 2019/2021 academic year. Over 24,00 of these awards were for bachelor's degrees, 19,020 were for certificates and two year awards, and 12,000, were for Post Graduate degrees.

Of the 56,533 academic awards in 2019/2020, over 3,885 were related to Business Administration and Management. Computer and Information Sciences, General programs were the second most popular, with over 2,700 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 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 degrees were awarded. The Business Management and Marketing and Computer/Information Sciences occupations are also undersupplied at the associate degree level.

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

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

The mission of the Atlanta Regional Workforce Development Board (ARWDB) is to ensure competitive advantage FOR EMPLOYERS through quality people and FOR PEOPLE through quality Jobs.

The vision of the ARWDB is to serve as a local partnership of business, education, labor, and community leaders that achieves excellence by providing high-quality services that meet labor market needs of employers and residents.

Area 7: ARWDB Workforce Plan for 2020-2024

The **goals** of the ARWDB include the following:

- Ensure Atlanta region employers have a trained workforce and labor market services to make us more competitive in the global economy, and to maximize economic development opportunities for the Atlanta region.
- Ensure Atlanta region residents have access to high-quality labor market information, quality training, and employment services to facilitate finding jobs or obtaining better jobs in the local economy.
- Ensure Atlanta region residents have access to literacy, basic education, and basic workplace skills necessary for educational and career advancement.
- Be recognized by customers and stakeholders as a responsive and effective workforce system.

The guiding beliefs and commitments for the ARWDB are:

- Our overarching commitment is to provide quality information and services to meet and maximize employment and economic development opportunities in the Atlanta region.
- The employers of the Atlanta region are the primary customers for workforce services. The workforce needs of local residents can best be met by first identifying and meeting employer needs.
- The ARWDB operates on the belief that true competitive advantage lies in the ability of people to think, to identify and analyze problems, and to work cooperatively to solve them. Accordingly, we will make investments in education and training to endow the Atlanta regions' residents with such qualities and therefore provide employers with more productive and more competitive workers.
- An integrated local workforce system driven by the needs of the Atlanta region employers and residents is the most efficient and effective approach. Therefore, the ARWDB is committed to operating a system that runs primarily on economic considerations.
- Our goals can best be achieved through strategic alliances with our customers and stakeholders.
- We recognize that success depends upon the employees of the system directly involved in serving the customer. We will advance the success of employees of the ARWDB by encouraging individual initiative, innovation, and learning, seeking excellence in performance and basing performance upon results.

Area 7: ARWDB Workforce Plan for 2020-2024

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

As discussed further in the response to Strategic Elements, Governance and Structure, below, ARWDB, in cooperation and collaboration with other ARC initiatives, anticipates hosting business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, in cooperation with the metro Atlanta region, ARWDB will expand these efforts to convene businesses, community partners, and other key workforce stakeholders on strategies to coordinate core programs to align the resources available in the local area. Examples of the strategies to be implemented include, but are not limited to:

- Engage local businesses (particularly through the Metro Atlanta Industry Partnerships) to determine their current and projected workforce needs
- Identify new or emerging certifications that may be required by businesses or regulatory entities
- Create appropriate training mechanisms, including work-based learning activities, to fill current and projected job openings
- In collaboration with employers engaged in the sector strategies, identify career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
- Recruit job seekers who are interested in careers in the targeted industries
- Develop a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
- Attract new businesses to the local area by improving the skills and qualifications of the area’s labor force and by collaborating with State and local economic development organizations to include work-based training into their offerings
- Helping existing businesses grow their operations by improving incumbent worker skills and productivity

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

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

The ARWDB will use a variety of strategies to identify and engage employers in workforce development programs including small employers and employers in the in-demand industry sectors and occupations. These strategies will include but not limited to an aggressive Industry Sector strategy, an effective Business Services strategy through the

Area 7: ARWDB Workforce Plan for 2020-2024

Career Centers, dedicating Business Service Representatives to specific counties to build deeper relationships, develop specializations in target industries, and collaboration with county, regional, state and national economic development partners, trade associations, organized labor, and other stakeholder organizations. Other parts of this plan delineate specific strategies and examples related to these areas.

- 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.**

ARWDB provides a menu of business services to support existing and new businesses in the region. These services include:

- General information for businesses including: orientation to the one-stop system for businesses; labor market information; O*NET job analyses and tools to prepare job descriptions; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing.
- Customized labor market reports as requested by local authorities to analyze industry trends and characteristics, wage rates, educational attainment and other factors impacting workforce development.
- Small business development materials are available at each one-stop. Information on self-employment and entrepreneurial development is included in the materials.
- Employee recruitment services including job fairs, interview space, and application processing.
- Employee recruitment/retention services: screening (pre-hire testing, credential verification, referral of "best" candidates); positive recruitment, job development; assistance in providing appropriate accommodations for employees with disabilities; employee skills information and services; information on skill certification.
- Downsizing/lay-off services: rapid response; outplacement assistance.
- One-stop system training services: one-stop access to partner and WIOA training; pre-and post-employment skills training; workplace training combined with related skills instruction; workplace literacy; pre- and post-hire job readiness training; and pre-employment vocational training.
- A variety of work-based learning programs are available to meet business needs

Area 7: ARWDB Workforce Plan for 2020-2024

including On the Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals (for soft-skills), and Apprenticeships. These work-based learning programs are adjusted as needed to meet business and job seeker needs; based on feedback from business customers and input from the Business Services Committee.

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

The Atlanta Regional Commission's Workforce Solutions Group and the ARWDB are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives and developing and implementing talent development strategies that support economic growth in regional economies. State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

ARWDB staff work closely with the chambers of commerce, economic development authorities, and other organizations involved in economic development in the region. Workforce Solutions staff routinely participate in local chamber of commerce and development authority events, programs, and working groups. A key function of the business services staff is to remain engaged with each of these organizations in their assigned counties. Examples include participating in the Cherokee Workforce Development Strategic Implementation Plan, the One Henry Workforce Development Steering Committee, the Fayette Manufacturers and Workforce Councils, and the Gwinnet Workforce Partners Workgroup.

The ARWDB and ARC are working closely with many organizations, including CareerRise, Metro Atlanta Chamber, and other key stakeholders to continue to refine the critical factors for labor market success. ARC purchases Burning Glass data and produces regular reports to monitor and analyze labor market data. ARC also serves as the Economic Development District for the region. As such, ARC staff is responsible for preparing the required Comprehensive Economic Development Strategy (CEDS). ARWDB staff is intimately involved in the development and implementation of the CEDS, known as CATLYST. This strategy is built on extensive input from stakeholders across the region and supported by the leadership of work group and steering committee members. This strategy 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. The strategy is implemented through the work of sub-committees that represent the key elements of the plan.

Area 7: ARWDB Workforce Plan for 2020-2024

The ARWDB and the Career Centers work closely to re-employ individuals as quickly as possible as it fits their career plan. ARWDB staff held multiple meetings with the core one-stop partners and actively communicates to initiate the co-location and integration of services as required by WIOA. The ARWDB complies with the state and federal mandates and have a fully integrated one-stop center located in Gwinnett County.

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

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

The ARWDB is committed to exploring, developing, and establishing regional service delivery strategies, including the use of cooperative service delivery agreements, to better assist the businesses and job seekers of the metro Atlanta workforce region. The ARWDB was an active participant in the preparation of the Regional Workforce Plan that complements the Local Plan. Regional services are detailed in the Regional Workforce Plan document.

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

As described in the Regional Workforce Plan, workforce representatives from the ARWDB, the City of Atlanta, DeKalb County, Cobb County, and Fulton County are working together to identify possible methods to effectively and efficiently coordinate administrative and other costs.

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

As discussed in the response to 2.a-f above and **Sector Strategy Development 5.a-e** below, Healthcare, Information Technology, Transportation, Distribution, and Logistics, Skilled Trades, and Advanced Manufacturing are the five in-demand industry sectors to be targeted for the region. The sector strategy, as developed and implemented through the Metro Atlanta Industry Partnerships, is discussed in detail in the Regional Workforce Plan.

d. Describe plans for coordination of eligibility documentation and participant outreach. Describe for coordination of work-based learning contracts such as OJT, IWT, CT, and Apprenticeship.

Eligibility determination and documentation for work-based learning programs is a joint effort between the Business Services Specialists and the Center Career Advisors. Ideally, candidates for OJT are sourced from the Center's caseloads and as such, are

Area 7: ARWDB Workforce Plan for 2020-2024

typically eligible. When desired candidates are selected by the prospective employer, the eligibility application is provided to the candidate by the Business Services Rep, who makes an introduction to the Career Advisor and acts as the liaison to the candidate and the company. Once eligibility is determined, the candidate and the company are advised, and assessments are conducted. Candidates are jointly onboarded by the Business Services Rep and Career Advisor. In this manner, the candidate develops a relationship with the Career Advisor for further counseling and follow up.

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

Five sectors are identified as regional priorities: healthcare, information technology, transportation/distribution/logistics, advanced manufacturing, and skilled trades. These sectors and the strategies to address them are detailed in the Regional Workforce Plan.

In addition to the regional sectors, the ARWDB identified two additional sectors that are significant to the seven-county service area – Film, Television & Digital Media, and Financial Services.

Priority effort is focused on the five regional sectors. As these strategies are developed and begin implementation, additional focus will be given to the local sector priorities, with a focus on Film, Television & Digital Media. Film, Television, & Digital Media is a statewide priority and rapidly growing sector in the state and Atlanta region. The Atlanta region is home to a number of film and productions studios, including Pinewood Studios (Fayette) Shadowbox Studios (formerly Blackhall- DeKalb County), Tyler Perry Studios (Atlanta – Fulton County); and numerous local independent post production and other specialized facilities. Furthermore, Clayton State University and Gwinnett Tech, recently began offering film programs with associated credentials.

While Financial Services is an important industry for the region, ARWDB staff does not intend to develop a full sector strategy for this sector. Financial Services enjoys strong attention from the many colleges and universities in the region with significant investment is producing trained workers in this field. ARWDB will support work-based learning and other programs to support this industry, but a full sector strategy is not warranted at this time.

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

In determining the sector strategies, several key factors were considered including labor market data, state priorities through the Sector Partnerships Initiative, the Atlanta Regional Comprehensive Economic Development Strategy (CATLYST), and industry sector focus areas from chambers of commerce and development authorities throughout the region.

Area 7: ARWDB Workforce Plan for 2020-2024

The ARWDB is fortunate to be part of the Atlanta Regional Commission (ARC). As part of the ARC, the ARWDB and Workforce Solutions Group are privy to a great deal of research and related initiatives that are the foundation for sector development. This includes areas such as land use, environment, transportation, local government, and aging resources. Additionally, the ARC and ARWDB utilize, among other research basis, the information provided by the Georgia Competitiveness Initiative as well as those of the counties throughout metro Atlanta. ARC, as of the lead for the region's Comprehensive Economic Development Strategy, work with all the county Chambers and Economic Development entities to compile a list of focus centers across the region. These ongoing and updated results can be found at <http://www.atlantaregional.com/local-government/economic-competitiveness>.

There are multiple organizations and local governments throughout the region involved in economic development and targeting industry sectors for business activities. A scan of 36 organizations in the 10-county region found over 60 different industry targets by these various organizations. The ten most frequently targeted industries (with the frequency noted in parentheses) are:

- Logistics/Distribution (25)
- Healthcare and Bioscience (20)
- Advanced Manufacturing (17)
- Information Technology (17)
- Corporate & Regional Headquarters (17)
- Professional and Business Services (16)
- Life Sciences (12)
- Tourism/Hospitality (12)
- Aerospace/Aviation (10)
- Film/Entertainment (9)

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

The Sector Partnerships grant and associated work with CareerRise is the primary strategy for engaging partners in the sector strategies. This work is conducted at a regional level and described more fully in the Regional Workforce Plan.

The ARWDB, through relationships with key stakeholders aligned with the seven sectors listed above, serve as a convener and catalyst to address the sector needs of the ARWDB and surrounding region. For example, with the Supply Chain/Logistics sector, the ARWDB will continue working with CareerRise through the Metro Atlanta Industry Partnerships (MAIP) on a Transportation/Distribution/Logistics work program to assist employers and potential employees with sector strategies and filling employment needs in the Atlanta Region's Southern Crescent (Clayton, South Fulton, Henry and Fayette) counties.

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

In determining the sector strategies, several key factors were considered including labor market data, state priorities through the Metro Atlanta Industry Partnerships, the Comprehensive Economic Development Strategy (CATLYST), and industry sector focus areas from chambers of commerce and development authorities throughout the region.

One of the key drivers of sector growth, not just in the Logistics and Transportation sector but many other related sectors, is the impact of Georgia's two ports on the Atlanta region.

The shipping Port of Savannah and the Hartsfield-Jackson Atlanta International Airport are significant economic drivers for the Atlanta Region, the State of Georgia, and the Southeast United States. The Port of Savannah has started on a channel deepening projects to accommodate larger container ships coming through the Panama Canal. This will result in more freight traffic entering the state, much of which will pass through the Metro Atlanta region by rail or truck. In addition, the HJIA is the world's busiest airport for passenger boardings, and includes a significant amount of freight activity. Development plans at the airport include major improvements to cargo facilities and other shipping options. This increase in international commerce through the Atlanta region will provide significant opportunities to track job growth not only in as it reflects Transportation and Logistics but the impact on other sectors such as advanced manufacturing, information technology and construction to name a few.

As part of the ARC, the ARWDB and Workforce Solutions Group are privy to a great deal of research and related initiatives that are the foundation for sector development. This includes areas such as land use, environment, transportation, local government, and aging resources. Additionally, the ARC and ARWDB utilize, among other research basis, the information provided by the Georgia Competitiveness Initiative as well as those of the counties throughout the Atlanta region. ARC, as the lead for the Comprehensive Economic Development Strategy, work with all the county Chambers and Economic Development entities to compile a listing of focus centers across the region. These ongoing and updated results can be found at <http://www.atlantaregional.com/local-government/economic-competitiveness>.

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

i. Participating employers;

Key stakeholders are continually identified as essential leadership for each of the sectors identified. In all cases, the critical initial implementation is formed through having employers at the head and center of the table in formation, implementation, and sustainability of each identified sector.

For example, in the Advanced Manufacturing sector, ARC/ARWDB is working with the

Area 7: ARWDB Workforce Plan for 2020-2024

Technical College System of Georgia (TCSG), local development authorities and Chambers of Commerce to attract employers through workforce training opportunities in both Supply Chain/Logistics and Advanced Manufacturing. ARC/ARWDB's most recent examples in advanced manufacturing are partnerships with NAECO LLC, Medline Industries, DeNyse Signs and Fabrication, Raydeo Enterprises and Universal Alloy to provide entry level and advanced skills training through the OJT, IWT and Registered Apprenticeship programs.

ii. Target occupations;

Target occupations will vary by specific skills needs as identified by specific sectors. However, at times the skill needs will also overlap to serve multiple sectors. Of the seven sectors identified by ARWDB, examples exist in several sectors.

Within the Transportation/Distribution/Logistics sector, the Coca-Cola Refreshment Project offered a focus on three critical job areas. In July 2013, The ARWDB was selected by the Coca-Cola Refreshments Company and the United States Department of Labor (USDOL) to participate in a pilot-project to provide talent assessment to three critical job areas Warehouse/Order Builder, Merchandiser and Commercial Truck Driver (Route Sales) that are challenging to fill. Automation Technicians, Mechanics, Forklift Operators and Drivers with CDL certification are also in high demand. The Coca Cola relationship was expanded in 2019 via an IWT project for an in-house CDL training project; which was also aimed at cross training the drivers to handle customer service. This project resulted from the Industry Partnership discussions with the Georgia Beverage Association, which will replicate the model among its members. Coca Cola is also currently scheduled to participate in the On-the Job Training program, creating strong career paths for new hires. The ARWDB also has a long term relationship with United Parcel Service(UPS) InteGrad driver training center in Gwinnett. Multiple cohorts have completed the program under our Incumbent Worker Training Program.

iii. Training programs; and

Training programs represent responses to demands from industry and employers that are part of the sector and are key responses by education and other providers to the specific needs of the sector. Several examples exist to demonstrate the responsiveness of the public workforce and education communities to sectoral needs.

iv. Target Populations.

One of the advantages of sector strategies is to align industry dedicated resources for demand occupations for target populations that can most benefit from these opportunities. Examples exist throughout the priority sectors of the ARWDB.

A typical example involves the Digital Entertainment and Media Sector. With the lure of

Area 7: ARWDB Workforce Plan for 2020-2024

the sector, several ARC/ARWDB youth programs have aligned activities and are partnering with institutions involved in training and work experiences in video, film, and media production for the digital entertainment and media sector workforce preparation. Youth programs in Clayton County are using Continuing Education opportunities at Clayton State University for sector preparation. Career, Technical, and Agricultural Education (CTAE) career pathways in Clayton County Public Schools serve as pipelines for youth to provide connections and exposure to the sectors supported by youth program work experiences opportunities and funds.

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

Using the pattern already developed, the partnership with ARC and linkages with many industry-based organizations and educational institutions, the ARWDB will continue to convene key stakeholders throughout the ARWDB and metro Atlanta region to align the existing and emerging sectors. This will help the ARWDB maintain current and responsive positions with the demand-based labor market throughout the metro Atlanta region. Key anticipated sectors over the next few years include the Finance and Film, Television and Digital Media industries. As the five key regional sectors and the ARC specific sectors are developed, these two sectors will be reviewed and engaged by the ARWDB at that time.

6. Description of the One-Stop Delivery System – Provide a description of the one-stop delivery system in the local area that includes the items detailed below.

a. Provide a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers.

The ARWDB developed a Memorandum of Understanding (MOU) and Infrastructure Funding Agreement with the required WIOA partners to operate a fully functional One-Stop Center in Gwinnett County. The MOU specifies minimum services to be provided and costs associated with operating the One-Stop Center. Separate agreements are in place for affiliate sites located in other counties in the ARWDB service area. Each agreement includes a section on resource contributions and includes each partner's contribution. ARC provides the facilities management for most of the one-stops and works closely with each Center to provide efficient and effectiveness customer service, including assistance with computer systems, technology and disability enhancements, and workforce resources.

Area 7: ARWDB Workforce Plan for 2020-2024

The system partners include the following:

Mandated WIOA Partner	State or Local Agency
Title I Workforce Innovation and Opportunity Act programs	ARWDB Contractor(s)
Title II Workforce Innovation and Opportunity Act adult education and Literacy activities	Technical College System of Georgia
Carl Perkins post-secondary vocational education activities	Technical College System of Georgia
Title I Vocational Rehabilitation Act programs	Georgia Vocational Rehabilitation Agency
Title V Older Americans Act activities	AARP
Title II Trade Act activities	Georgia Department of Labor
Wagner-Peyser Act programs	Georgia Department of Labor
State Unemployment Insurance compensation laws	Georgia Department of Labor
Veterans employment and outreach activities	Georgia Department of Labor
Community Service Block Grant Act	Partnership for Community Action
Title V of the Older Americans Act of 1973	AARP

This will continue to be updated as partners become more engaged and participate in the One Stop system.

- 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.**

ARWDB established and maintains a series of collaborations to utilize the ARWDB Mobile Unit at area libraries and other community organization/agencies in counties lacking public transportation or areas to which a need has been identified. The mobile unit is staffed with professional career coaches who provide resume and interview assistance, job search assistance, coaching, and referral to free or WIOA training opportunities. ARWDB Mobile Unit supports various local county activities such as career fairs, community business expos, school career days, and rapid respond needs. The mobile unit is outfitted with a wheelchair lift and equipped with assistive technology to ensure all individuals can be served.

The collaborations exist in all seven ARWDB counties. In program year 2017, over

Area 7: ARWDB Workforce Plan for 2020-2024

1,736 individuals were served on the mobile unit during numerous visits to the following locations:

- Clayton Library, Riverdale Branch
- Clayton Library, Headquarters, Jonesboro Branch
- Fayette County Library, Fayetteville
- Peachtree City Library, Fayetteville
- Locust Grove Library, Henry
- Cochran County Public Library, Stockbridge
- Nancy Guinn Library, Conyers
- R.T. Jones Library, Canton
- Douglas County Library, Lithia Springs Branch
- Douglas County Library, Dog River Branch
- Douglas County Courthouse, Douglasville
- Department of Veteran Services, Fort McPherson
- Georgia Department of Community Supervision, Clayton County
- Grayson Library, Grayson Branch
- Gwinnett Library, Lawrenceville Branch, Lawrenceville
- Gwinnett Library, Snellville Branch, Snellville

The ARWDB will continue to assess the use of the mobile unit and adjust the use schedule and location as community demand dictates.

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

All ARWDB approved and utilized facilities, including the One Stop locations, are accessible and in accordance with the Americans with Disabilities Act of 1990 including physical and programmatic accessibility of all facilities, programs and services, technology and materials for individuals with disabilities. This also includes the provision of staff training and support in addressing needs of individuals with disabilities.

ARWDB provides training to all contract staff twice a year as a refresher to include but not limited to services deliveries and processes. To ensure compliance with ADA requirements, staff training also consists of updates from our Disability Coordinator. The Disability Coordinator provides demonstrations on how to use different assistive technology equipment so in the event assistance is needed any staff will be equipped with the proper training to provide that assistance.

Area 7: ARWDB Workforce Plan for 2020-2024

Customers are also referred to the Disability Coordinator to initiate an assessment to ensure proper services and reasonable accommodations are being provided. The Disability Coordinator operates on a floating schedule throughout our seven-county area to provide that hands on or face to face service if virtual or telephonic service is not an option to ensure persons with disabilities are provided the same level of services and opportunities.

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

The ARWDB operates 1 One-Stop center and 7(?) affiliate centers throughout the ARWDB region. The chart below depicts the roles and resource contributions of the partners.

Area 7: ARWDB Workforce Plan for 2020-2024

Career Resource Center Contractor	Career Services Provided by:	Additional Partners	Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
ONE STOP CENTER <i>Gwinnett Branch</i> ResCare	Corvel	Gwinnett Department Family Children Services	x					TANF, SNAP, Childcare support
		Atlanta Regional Commission	x	x			x	Aging Svcs, WIOA Services
		Gwinnett Career Center (DOL)	x	x		x	x	Work Readiness Workshops
		Kaiser Permanente						Medical Insurance to WIOA participants
		DEI	x	x	x		x	Grant Project
		SWPI	x	x			x	Grant Project
<i>Gwinnett Technical College</i>	Gwinnett Tech		x	x			x	GED, ESL, and other edu svcs
<i>Gwinnett Corrections (Special Prison Population)</i>	Gwinnett Board of Commissions		x	x			x	GED, Work Readiness
Center for Pan Asian Community Services (CPACS)	CPACS		x	x			x	WIOA Youth Program (NextGen)
Comprehensive Career Center <i>Clayton Branch</i>	ResCare		x	x			x	
		Clayton Co Bd of Education						Adult Education , GED Prep, ESL
		Clayton Career Center (DOL)	x	x		x	x	
		Voc Rehab Services			x			
		Clayton Dept Family & Children Services						Support Services, Childcare, TANF, SNAP (FS)
		Atlanta Regional Commission	x	x			x	Title V Emp Svcs, Aging Svcs, WIOA
		Clayton Co Dept of Economic Dev						LMI, Economic Dev
		Clayton Co Chamber of Commerce						Econ DEV, LMI, Business Svcs
		Clayton County Collaborative						Resources and Networking Opportunities
The Bridge Academy (Prevention Plus)	The Bridge Academy		x	x			x	WIOA Youth Programs, Alternative High School
Hearts to Nourish Hope	HTNH		x	x			x	WIOA Youth Programs, Juvenile Justice Reporting System

Area 7: ARWDB Workforce Plan for 2020-2024

Career Resource Center Contractor	Career Services Provided by:	Additional Partners	Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Cherokee Career Resource Center	Goodwill of North Georgia		x	x			x	
		Atlanta Regional Commission	x	x			x	Title V, older Workers prgms, WIOA Services
		GDOL Cobb/Cherokee Career Center	x	x		x	x	
		Vocational Rehab Svcs			x			
		Cherokee Co Chamber of Commerce						Economic Development, LMI, Business Services
		Cherokee Co Dept of Family & Children Services						TANF, Food Stamps, Childcare Support
		Chattahoochee Tech College	x	x				GED, ESL
Cherokee Youth Works	Cherokee FOCUS		x	x			x	WIOA Youth Development Program
Douglas Career Resource Center	ResCare		x	x			x	
		Atlanta Regional Commission	x	x			x	Title V, older Workers prgms, WIOA Services
		Douglas Co. Department Family Children Services	x					FANF, SNAP, Childcare support
		Vocational Rehab Services			x			
		Douglas Co. Board of Commissioners						Free space and utilities at center
Project Outsource Connects	POC		x	x			x	WIOA Youth Development Program
Fayette Career Resource Center	ResCare		x	x			x	
		Atlanta Regional Commission	x	x			x	Title V, older Workers prgms, WIOA Services
		Fayette County Chamber of Commerce						Economic Development, LMI, Business
Project Outsource Connects	POC		x	x			x	WIOA Youth Development Program

Area 7: ARWDB Workforce Plan for 2020-2024

Career Resource Center Contractor	Career Services Provided by:	Additional Partners	Career Counseling	Training Assistance	Rehab Services	UI	Employment Services	Other
Henry Career Resource Center	ResCare		x	x			x	
		Atlanta Regional Commission	x	x			x	Title V, older Workers prgms, WIOA Services
		Henry County Chamber of Commerce						Economic Development, LMI, Business
Project Outsource Connects	POC		x	x			x	WIOA Youth Development Program
Rockdale Career Resource Center	Corvel		x	x			x	
		Vocational Rehab Services			x			
		Atlanta Regional Commission	x	x			x	Title V, older Workers prgms, WIOA Services
		GDOL Career Center	x	x		x	x	
		Rockdale Emergency Relief						Housing, food emergency aid, free space for
		Rockdale Co Depart of Family & Children Svcs						TANF, SNAP, Childcare Support
Project Outsource Connects	POC		x	x			x	WIOA Youth Development Program

These partners and their roles represent the most recent (February 2014) review. These charts will be updated as the partners grow and change with the implementation of WIOA.

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

The current One-Stop Operator and Career Resource Center service providers in the ARWDB region include:

- ResCare (One-Stop Operator in Gwinnett, Affiliate Center provider in Clayton, Douglas, Fayette, Henry, and Counties)
- CorVel Corporation (Affiliate Center provider in Rockdale County, Career Services provider at the One-Stop Center in Gwinnett County)
- Gwinnett Technical College (Gwinnett Tech Affiliate Center).
- Goodwill of North Georgia (Affiliate Center in Cherokee County)

As part of the ARC, the ARWDB utilizes the extensive and complete “Purchasing, Contracting and Procurement Policy” that governs and identifies the appropriate

Area 7: ARWDB Workforce Plan for 2020-2024

processes for a complete competitive bidding procedure. This document provides a template for how market research, requests for information, and conducting cost and price analyses are best conducted as part of the procurement effort.

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

The ARWDB, as part of the ARC, follows the Purchasing and Procurement Policy of the Atlanta Regional Commission (dated May 1, 2018; found in Attachment 4). This extensive and complete document provides a comprehensive outline for all procurement and purchases completed under the auspices of ARC.

Unless otherwise noted as a condition of the funder related to WIOA funds, these procedures will be followed as part of the purchasing at ARC. This procurement process complies with federal requirements set forth in 2 CFR § 200.

The ARWDB prepared a single RFP with a menu of options, allowing for respondents to propose on one or all of the One-Stop Operator, Career Services, and Youth Services in any combination of the 7 counties in the ARWDB service area for PY21, that is renewable annually for up to four years. The RFP included the review criteria and scoring percentages that staff and ARWDB members will use during the selection process.

ARC convened an internal committee to review and rate each proposal. In addition, the ARWDB NextGen (Youth) Committee selected several members to review and provide recommendations on the Youth Services proposals. The ARWDB staff recommendations and Youth Committee recommendations were presented to the ARWDB Executive Committee for review, discussion, and final selection.

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

Procedures for anyone wishing to file a grievance or complaint are available on the ARWDB website regarding “Grievance/Complaint Procedures and Equal Opportunity Policy for Applicants and Participants WIOA Adult and Dislocated Worker Programs” and Youth Applicants and Participants” at <https://atlantaregional.org/workforce-economy/services-for-job-seekers/job-training-education/>

From the general policy, “If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Applicants and Participants for services through the Workforce Innovation and Opportunity Act paid for by the Atlanta Regional Commission (ARC) and/or the Atlanta Regional Workforce Board (ARWDB) will be treated fairly.”

Area 7: ARWDB Workforce Plan for 2020-2024

A summary of the ARWDB EEO and Grievance Procedure is provided below:

All staff are trained on grievance policies and procedures to ensure the required documents are properly explained to each applicant for required signature. Once the document has been signed by applicant a copy is given to the applicant and a copy is placed in applicant/participant's file.

- a. ARWDB grievance policies and procedures are directed to three groups:
 - 1) Adult and Dislocated Worker Applicants/Participants, 2) Youth Applicants/Participants and 3) WIOA Program Staff, One Stop Staff and Service Providers. Each document contains pertinent information on the process in to file a grievance/complaint.
- b. Grievances/Complaints are handled by the WIOA EO Officer. When notified of a complaint it is immediately logged to include but not limited to date, name, contact information and comments on complaint and next steps. The form for filing a grievance with all of the information required for the grievance to be considered is a part of the grievance procedures which has been given to each applicant/participant. When the Equal Opportunity Officer is contacted, the complainant is offered the choice of an electronic copy of the form which can be completed on the computer and emailed or by filling out the form they received earlier.
 - i. The first step in the process is a meeting of all parties with the hope of achieving mutually satisfactory resolution.
 - ii. Complainant may request a hearing in writing within 60 days of the date of the complaint.
 - iii. Informal attempts to achieve resolution can take place once the grievance is filed.
 - iv. If mutually satisfactory resolution is not achieved at the first meeting, a Hearing is scheduled by the Equal Opportunity Officer within 30 days.
 - v. Meeting notes and a recording of the first meeting are provided to each person who attends

In addition to general complaints, the ARWDB procedures include the process for filing complaints of discrimination, complaints of fraud, abuse or other alleged criminal activity and complaints against public schools.

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))

Membership recruiting is accomplished through the county Chambers of Commerce as well as the County Chief Elected Officials. The Technical Colleges nominate a potential member from the Technical College who is appointed to represent Adult Education and the Technical College. The local area is provided a list of State Labor Union Representatives within the area who can serve as a labor representative. When vacancies occur, the pertinent Chamber or agency is notified and the recruitment process begins. Additionally, the current members of the board are asked to be involved in recruiting for vacancies.

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

New Board member orientation currently encompasses a meeting with the new member to review and discuss the roles and responsibilities of the Board, an orientation to the role of workforce development in the regional economy, and an opportunity for questions and answers related to the member's business-related background. The ARWDB is in the process of developing a more formal orientation package for new members. The ARWDB Director provides an annual presentation to the Board as a workforce board orientation and update session.

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

The Atlanta Regional Commission's Workforce Solutions Group and the ARWDB are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives and developing and implementing talent development strategies that support economic growth in regional economies. State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

During the past several years, the ARWDB has taken steps to align with economic development goals and expand the scope of the Board's activities in relation to regional competitiveness. The Atlanta Region's Plan is ARC's comprehensive plan undertaken pursuant to Georgia Department of Community Affairs (DCA) rules. ARC

Area 7: ARWDB Workforce Plan for 2020-2024

undertakes economic strategies through its Regional Commission authority as outlined in Georgia law.

Traditional economic development resources and activities undertaken by the Georgia Department of Economic Development, the Chambers of Commerce, Development Authorities, and public utilities, such as Georgia Power, are the main drivers behind businesses locating in Georgia. The myriad of research universities and incubators in the metro Atlanta contribute significantly to economic growth in some sectors.

Research undertaken by ARC indicates substantial regional resources among state government, Chambers of Commerce, Development Authorities, and public utilities to undertake traditional economic development activities, such as global recruitment of business and tax incentives. While ARC supports economic development activities, duplicating or seeking to supplement traditional economic development activities is not ARC's role. Through its core responsibilities of transportation, land use and water planning, as well as workforce development, ARC supports the larger economic needs of the region.

ARC's primary role under workforce as it relates to economic development is the implementation of regional industry strategies to address workforce needs of employers as well as development of workforce pipelines of trained individuals and preparing in-school and out-of-school youth as the emerging workforce. Identification of workforce skills, workforce needs, training and coordination with broad partners including educational institutions are a focus for ARC/ARWDB.

Atlanta Regional Comprehensive Economic Development Strategy:

ARC serves as the Economic Development District authorized by the US Economic Development Administration. In this role, ARC prepares a Comprehensive Economic Development Strategy, known locally as CATLYST. ARWDB staff was involved in the development, update, and implementation of this strategy.

With a core goal of empowering upward economic mobility for all, CATLYST is a strategy designed to improve regional competitiveness and collaboration throughout the 10-county region. CATLYST will ensure that metro Atlanta has good jobs, a well-trained workforce, and the regional collaboration needed to invigorate economic growth. It all happens through the work of project teams consisting of leaders from across the region's public, private, and nonprofit spheres. Work began in 2017 with an evaluation of the region's economy, including data analysis and extensive outreach (interviews, focus groups, public forums, and workshops). This work built on the 2012 Regional Economic Competitiveness Strategy.

In 2012, ARC facilitated the development of a Regional Economic Competitiveness Strategy for metro Atlanta by engaging over 100 regional business, education, nonprofit, government, and economic development leaders in a nine-month strategic

Area 7: ARWDB Workforce Plan for 2020-2024

planning process. This strategy was built on extensive input from stakeholders across the region and supported by the leadership of work group and steering committee members. This strategy was 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.

ARC is currently undertaking the 4 year update to the CEDS, scheduled to be complete by December 31, 2022 (CONFIRM DATES WITH KERI – HRC). Progress to date includes selection of the Consultant team, community outreach, and a review of the ARC strategic framework to ensure that the workforce and other local plans are consistent and reflected in the CEDS.

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

The ARWDB meets 5 times per year where Board members are regularly updated on status and progress of activities. Staff prepares “The Work Source”, a workforce development newsletter, and distributes to the ARWDB members the month before each regularly scheduled board meeting. ARWDB staff update the ARWDB web page making this information regularly available and also update via email or other methods on specific topics should the need arise.

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

a. If committees have not been utilized, provide a description why.

The ARWDB currently has four standing committees: the Executive Committee, the NextGen (Youth) Committee, Career Services Committee, and the Business Services Committee. Additional Standing or Special Committees may be established as deemed appropriate by the ARWDB Co-Chairs.

Executive Committee

ARWDB shall have an Executive Committee which shall be composed of the Co-Chairman, Vice-Chairman, and four (4) members to be selected from the ARWDB. The Executive Committee may have such authority as may be designated by the LWDB. The Executive Committee shall be responsible for coordinating and overseeing the activities of the board and committees to ensure the satisfactory performance of functions stipulated by the Governor, the Bylaws and all pertinent statutes and regulations. The Executive Committee shall also guide the administrative management of the board.

The Executive Committee shall have general supervision of the affairs of the board in the intervals between board meetings. The Executive Committee may meet as often as it deems necessary. The Executive Committee shall make recommendations to

Area 7: ARWDB Workforce Plan for 2020-2024

the board and exercise such powers as may be delegated to it by the board. The Executive Committee shall act on behalf of the board between regularly scheduled board meetings. Actions of the Executive Committee shall be the actions of the board unless rejected by the board at its next meeting.

The Executive Committee shall act on behalf of the board when quorums are not established at a board meeting. When the Executive Committee acts on behalf of the board in the absence of a board quorum, the acts of the Executive Committee shall be the acts of the board.

NextGen (Youth) Committee

The ARWDB standing NextGen (Youth) Committee provides information to assist with planning, operational oversight, and other issues relating to the provision of services to youth. The NextGen (Youth) Committee members include: a member of the ARWDB who chairs the committee, members of community-based organizations with a demonstrated record of success in serving eligible youth, and other individuals with appropriate expertise and experience who are not members of the ARWDB. The NextGen (Youth) Committee reflects the needs of the local area. Members may represent agencies such as education, training, health, mental health, housing, public assistance, and the justice system or be representatives of philanthropic or economic and community development organizations and employers. The NextGen (Youth) Committee may also include parents, WIOA youth participants, and non-WIOA youth. The NextGen (Youth) Committee members may be voting members of the committee but non-voting members of the ARWDB.

The overall purpose of the ARWDB NextGen (Youth) Committee is to provide expertise in youth policy and assist the ARWDB in developing and recommending youth employment and training policy, broadening the youth employment and training focus in the community to incorporate a youth development perspective; establishing linkages with other organizations serving youth in the local area and taking into account a range of issues that can have an impact on the success of youth in the labor market.

To effectively carry out the responsibilities of being active and involved members as indicated above, the NextGen (Youth) Committee is responsible for engaging in the following four core practices:

1. Program Oversight & Guidance
2. Strategic Planning
3. Economic Development
4. Leveraging Resources

Business Services Committee

The ARWDB established a standing Business Services Committee (BSC) to actively advise and assist staff in engaging businesses in the workforce system. The

Area 7: ARWDB Workforce Plan for 2020-2024

Committee's role and responsibilities include providing advice and guidance to the Business Services unit on the following:

- Ways to better engage the business community to carry out WIOA Goals and Objectives
- Issues of importance to identified business sectors and the formation of Sector Partnerships
- Identify business associations and other groups for the Business Services outreach efforts
- Issues of importance to the business community in each of the 7 ARWDB counties
- Effective regional business services coordination
- Emerging business needs and trends

The Committees' composition includes:

- 9 to 11 members
- Chaired by an existing ARWDB Member
- Representation from each of the three ARWDB identified Business Sectors
- Representation from each of the four additional regional ARWDB identified Business Sectors
- A labor and/or education representative
- Can include non ARWDB members

In addition, all changes to work-based program policies are reviewed by the BSC prior to board consideration.

Career Services Committee

The Career Services Committee is charged with the development of policies and oversight for services to WIOA (Workforce Innovation and Opportunity Act) eligible adult and dislocated workers. These policies provide guidance for activities such as career services, follow-up services, and training services. In collaboration with the Business Services Committee, the Career Services Committee advises on policies and procedures to support labor demand needs of local businesses such as Registered Apprenticeships, recruitment and hiring, and skills training to individuals.

Committee members should have relevant experience or interest in occupational skills training; in-demand occupations for the metro Atlanta area, and understanding of local business and employer's needs; unemployment and/or re-employment services, community, and economic development as well as innovative ideas to enhance services provided in-person or virtually. The committee composition will consist of 5 to 11 members.

Additional Standing or Special Committees

The Co-Chairman shall have the authority to appoint standing or special committees for any legitimate purpose, at his/her discretion. A legitimate purpose is defined as one

Area 7: ARWDB Workforce Plan for 2020-2024

needed to achieve the stated and approved objectives of the ARWDB. The term of any special committee shall expire upon the completion of the task for which it was created.

- 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.**

For the WIOA plan, the ARWDB completed several public meetings with stakeholders, including core partners and businesses, in cooperation with the five metro Atlanta workforce development areas in mid-May 2016. Additional survey and follow up interviews with various organizations also occurred. While the WIOA plan is being written and during the 30-day public notice, additional solicitation and comment was sought to ensure broad and complete opportunity for comment.

Staff provided a local and regional workforce plan overview presentation to the full ARWDB at their meeting in June 2016. The Executive Committee took action to open the plan for public comment, and the full ARWDB reviewed and approved the final local and regional plan in December 2016.

The 2020-2024 plan was built upon the original local plan adopted in 2016. Development of the draft plan was completed by ARC staff and the ARWDB authorized opening the plan for a 30-day public comment period at their meeting on May 28, 2020. Public comments and recommendations from the TCSG-OWD review will be analyzed to determine appropriate changes needed in this plan prior to final adoption by the ARWDB.

Service Delivery and Training

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

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

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

The One-Stop Operator hosts regular meetings with its partners to identify and develop coordinated outreach approaches, processes for cross-training personnel, and methods for referral and co-enrollment of customers. Its objectives are to improve services for customers, eliminate duplicative partner efforts, and better leverage funding and other resources in the community.

Additionally, the ARWDB is actively developing sector-strategies and sector partnerships, including the identification of career pathways in targeted industries.

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

The ARWDB has been working with the core programs extensively for over 20 years. ARWDB will continue to research and identify effective practices to help increase the number of persons with barriers/disabilities that are served and co-enrolled. An effective practice to be considered includes the efforts that has been underway to increase the number of recognized credentials is to work with training providers to review their program design and build in incremental industry related credential attainment versus waiting until the attainment of the ultimate credential, i.e. diploma or associate degree. This effort will be continued and expanded.

Area 7: ARWDB Workforce Plan for 2020-2024

Working regionally, as noted in the regional plan, the five local boards have identified the five in-demand industries of Healthcare, Information Technology, Transportation /Distribution/Logistics, Advanced Manufacturing, and Skilled Trades 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). Using this sector approach, the local boards will regionally coordinate services to those with barriers to employment including those with disabilities.

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

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

Basic, Individualized, and Training career services may be provided by any partner agency with funding from non-WIOA grant sources. Career Resource Centers provide services to adults and dislocated workers through the delivery system and shall at a minimum, include:

A. Basic Career Services

- determination of eligibility to receive assistance
- outreach, intake, orientation and other services available through the Career Resource Center
- initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- local labor market, job search and placement assistance, and where appropriate, career counseling
- reviewing and coaching on resume writing and techniques
- referral to other services/resource as appropriate
- follow-up services for participants in WIOA activities not less than 12 months after the first day of unsubsidized employment, as appropriate

B. Individualized Career Services

These services are for individuals:

- who are unemployed and are unable to obtain employment through basic career

Area 7: ARWDB Workforce Plan for 2020-2024

services

- who have been assessed and determined to be in need of more than basic services to obtain employment or,
- who are employed, but are determined to be in need of additional services retain employment that allows for self-sufficiency

Such individualized career services shall be provided:

- directly through the Career Resource Center
- through contracts with public, private-for-profit and private-non-profit service providers approved by the ARWDB

Such individualized career services may include:

- evaluation of skill levels and service needs by administering comprehensive, specialized diagnostic and/or other assessments
- provide in depth interviewing and evaluation to complete an individual employment plan (IEP) to determine employment barriers and document appropriate employment goals
- group counseling, individual counseling and career planning
- case management for participants seeking training services
- short term prevocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training as identified as a need by the Career Resource Center staff
- for those who lack occupational credential/certification and require short-term continuing education in order to acquire certification/credentialing for required for success in growing occupations, customers can be enrolled into short-term preparation, review and occupational training courses

C. Training Services

These services are for individuals (Adults, Dislocated Workers, and Out of School Youth) who have met the eligibility requirements for individual career services and who are unable to obtain or retain employment through such services. Training services may be made available to employed and unemployed individual who:

- after an interview, evaluation, or assessment, and case management, have been determined by Career Resource Center Staff or partner, as appropriate, to be in need of training services and to obtain skills and qualifications to successfully participate in training services
- are in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous

Area 7: ARWDB Workforce Plan for 2020-2024

employment

- who are determined to be eligible in accordance with the priority system established by the ARWDB

Youth program-aged individuals (OSY, 18-24 years old) may be served directly by the Career Resource Center if occupational training is requested and approved. Typically, however, youth without a high school diploma/GED are asked to become part of the most available youth program, funded by WIOA Youth dollars.

Additional qualifications include but not limited to:

- Individuals have selected a training program that is directly linked to employment opportunities in the planning region or in another area to which they are willing to commute or even relocate
- Are unable to obtain grant assistance from other sources to pay the costs of training to include HOPE, Pell, and TAA or require WIOA assistance in addition to the other sources of grant assistance.

The Career Resource Centers will make the State list of approved eligible training providers (ETPL) available to all individuals seeking training information. The ETPL includes eligible program descriptions and information identifying training providers.

Performance and cost information relating to providers is also available.

Training Services may include:

- occupational skills training, including training for nontraditional employment
- on-the-job training
- programs that combine workplace training with related instruction which may include cooperative education programs
- training programs operated by the private sector
- skill upgrading and retraining
- entrepreneurial training
- job readiness training (an intensive service)
- adult education and literacy activities provided in combination with services described above, and
- customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services. Each applicant is required to conduct

Area 7: ARWDB Workforce Plan for 2020-2024

program research on a minimum of three training providers, assessing the type of training, method of training, length of training, location, etc. A decision is made based on all these factors so that the customer will have more likelihood of training success.

Training services shall be provided to eligible adults and dislocated workers through the use of Individual Training Accounts (ITAs), through which a participant chooses among qualified training providers, to include apprenticeships, with the exception of on-the-job training, customized training or where the ARWDB determines there is an insufficient number of eligible providers of training services in the local area involved to accomplish the purposes of a system of individual training accounts, or the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment . See Attachment H for the ARWDB ITA Policies.

A customer determined eligible for WIOA training services may select a provider from the State-approved Eligible Training Provider Listing (ETPL) either during the application process or through consultation with a WIOA career advisor. Access to the ETPL is provided through the one-stop system, through TCSG-OWD's website and through ARC's website. Customers are encouraged to review on-line information as well as handouts including web addresses and on-line resources during Rapid Response sessions as well as during Orientation or visits to the Career Resource Centers. In 2011, ARWDB went to a web-based application process, with all the information needed by an applicant readily available on the ARC website. This process has cut down waiting time for orientation whereas self-motivated and informed customers can self-assess with information provided. For others needing more assistance, orientations to services are provided at each Career Resource Center.

During periods of sufficient funding, the criteria for adult services is that the customer is 18 years of age and unemployed. During periods of low or limited funding, priority for career and training services will be given to individuals who have met the minimum eligibility but have one or more characteristics that often act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment. If an individual can be trained for a quality job more quickly and economically by building on existing skills first, that may take precedence over training the individual for an entirely new occupation, unless the occupation has undergone substantial change. The customer's interests, the demands of the labor market and limited training dollars are considered.

Criteria for determining "in need of training": "In need of training" will be the summary result of the assessment information, labor market analysis, and review of the desired training course to establish that the customer's likelihood of securing and/or maintaining regular full-time employment will be significantly improved with additional skills obtained from training. Customers applying for training services with recent training or attainment of a recognized technical school certificate, college degree or diploma (2 years or less) may not be considered "most in need" of training services. This is particularly relevant for customers with recent training or education in areas considered to be "in-demand".

Area 7: ARWDB Workforce Plan for 2020-2024

Career pathways in healthcare may be approved on a case-by-case basis.

Demonstrate ability to successfully participate in training: An individual may demonstrate ability to successfully participate in training by meeting all entry level criteria for a specified training program; being accepted by the school and/or program without conditions; having a training plan that indicates the individual has a reasonable likelihood of successfully attending and completing desired training and securing training-related employment upon completion of training. At a minimum, the training plan should address issues that affect the individual's ability to attend/complete training such as: availability to attend classes offered (time and/or location of training); need and likelihood of part-time or interim employment while attending training; other financial support mechanisms (how is the individual going to live while in training?) such as unemployment benefits, public assistance, severance pay, employment income of another family member; and an indication that assessment results indicate a match between the individual's interests and aptitudes for the training area and training related occupations.

The training plan must also address other occupational or industry related criteria that may preclude an individual from securing employment. Some examples may include: driving record for individuals interested in commercial truck driver training; felony conviction or patterns of arrest or conviction for some positions with education or health care institutions; clean criminal background check for positions with education, information technology, financial institutions, etc.

Customers may be required to demonstrate that current job openings exist, and/or are projected in the region for occupational clusters that have been the target of major layoffs or pending announced layoffs. Customers may be required to assist with researching employment options related to their desired training and provide reasonable verifiable information concerning job openings and/or documentation that the customer has a bona fide job offer pending the completion of specific training activities. When there has been a recent large layoff, training requests would need to indicate that viable job openings are available and that the customers have the necessary experience to compliment the proposed training to qualify for the available openings.

Documentation of efforts to obtain other financial assistance: Individuals must demonstrate that they have applied for federal and state financial aid with schools or organizations that received federal or state financial aid. A copy of the application or notification of financial aid must be presented or verified electronically. Individuals who have recently applied for assistance, but have not received an award of notice, may be approved to begin training with WIOA funding.

It is the policy of the ARWDB to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if eligible. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available under these grant assistance programs. Customers should apply as soon as a school is selected. Customers may begin training while these applications are in process. This policy applies

Area 7: ARWDB Workforce Plan for 2020-2024

to those customers who are seeking assistance for funding for schools that provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. If Pell and HOPE funding is denied, documentation of the denial must be included in the customer's file. ARWDB has incurred WIOA additional training costs due to the changes in HOPE as well as the movement of the technical college system to the semester calendar.

Currently, TRADE Act funding is available for those affected by TRADE layoffs. If funds were not available, the ARWDB will equally share costs of training and related approved expenses for Trade Act programs.

Staff also will encourage customers to review funding assistance listed on the Georgia Career Information System and on the ARC website. ARC maintains a current listing of Financial Aid/Scholarships websites.

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.

Although responsibility for coordinating this function has been moved to the Georgia Department of Labor, ARWDB staff support Rapid Response employer and employee layoff meetings and participate in the strategic planning of activities as needed. In cases of mass layoffs, ARC staff, one-stop staff or a combination of agencies join the Rapid Response team in on-site visits to employers/employees. In cases where employer/employee meetings are not conducted, information will be mailed to the employer, if appropriate, or directly to the employees, if their addresses are available. Business Services Representatives will advise on opening with companies in the same industry and geographic area.

Special services are generally provided for layoffs that involve 100 or more employees. Specific training programs also may be designed to meet the needs of a mass layoff or closing. One-stop staff are available to provide core and intensive services both for satellite access points and for larger layoffs.

Teams, involving one-stop staff, GDOL Career Center staff, and Rapid Response staff, may be assembled to assist with large layoffs to provide on-site services either at layoff sites or at another local setting. Training providers also may assist with large layoffs in order to quickly process appropriate candidates for training. Dislocated Worker funding is utilized for core, intensive and training services, with the majority of training services accomplished through the individual training account system. ARWDB's web-based customer information and intake system gives customers the required and necessary information for WIOA training or retraining. Customers take the first step and complete their application with all necessary backup submitted to the Career Resource Centers. Customers who are self-motivated and who already have a career plan in mind may be "fast tracked" into training. Phone and email hot lines are available for answering specific concerns by potential customers with response within 24 hours.

Area 7: ARWDB Workforce Plan for 2020-2024

During Rapid Responses employee meetings, information regarding Registered Apprenticeship programs is disseminated and discussed. Several apprenticeship programs now appear on the Statewide Eligible Provider Listing.

When an employee/employer is designated as affected by the Trade Act, one-stop staff complete the assessment for training suitability and process the submittal to receive Reemployment Benefits.

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

ARWDB youth services are administered by the NextGen Program (NGP). Direct services with evidence-based practices and holistic approach to identify and address youths' education/training, employment, personal and social development needs are provided through NextGen Service Providers (NGSPs). NGSPs are independent community-based organizations selected through a competitive procurement process as recommended by the NextGen Committee to the ARWDB for approval. ARC contracts with the selected organizations, whose contracts may be extended annually for up to four years. In addition to WIOA youth service requirements, RFPs address target populations and seek certain types of service organizations, as determined prior to the issuance by the NextGen Committee.

WIOA provides services to ISY and OSY ages 14-24; however, the NextGen Committee's strategic service delivery design provides for services to youth ages 16-24. For OSY, the NextGen Committee emphasizes services to school dropouts (youth who did not obtain a secondary diploma); for ISY, participants must be high school rising juniors or seniors. NGSPs must acquire prior approval from ARWDB's NGP to serve youth ages 14-15. Youth must meet WIOA age, school status, low income (if required), and one of the specific barriers to employment to enroll in WIOA youth programs. A minimum of 75 percent of the youth program funds must be spent on OSY.

NGSPs offer the WIOA youth fourteen program elements, which focus on three core areas: (1) Training/Education, (2) Employment/Economic Development and (3) Personal/Community Development. These services are available to all youth enrolled in the WIOA Youth Program whether through the NGSPs, by community partners, or hybrid (by the NGSPs and community partners).

Training / Education
<ol style="list-style-type: none"> 1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential; 2. Alternative secondary school services, or dropout recovery services, as appropriate; 3. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in- 8 demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123; 4. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; 5. Activities that help youth prepare for and transition to post-secondary education and training;
Employment / Economic Development
<ol style="list-style-type: none"> 6. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences: (a) summer employment opportunities and other employment opportunities available throughout the school year; (b) pre-apprenticeship programs; (c) internships and job shadowing; and (d) on-the-job training opportunities; 7. Entrepreneurial skills training; 8. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;
Personal / Community Development
<ol style="list-style-type: none"> 9. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors; 10. Supportive services; 11. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation; 12. Follow-up services for not less than 12 months after the completion of participation;

Area 7: ARWDB Workforce Plan for 2020-2024

13. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
14. Financial literacy education

The WIOA youth fourteen program elements are included in the ARWDB strategic plan for youth services and are part of all NGSPs' Contracts. As directed by the fourteen program elements, services to assist with attainment of credential (GED, high school diploma, occupational, or post-secondary), development of employability skills (resume writing, interview preparation, financial literacy, job shadowing, internships, etc.), placement in employment (job search and other related activities that leads to long-term career) and/or placement in education (grant/scholarship research and other related activities that transition to advanced training or post-secondary) are vital for youth long-term success in the labor force. A "Service Plan" (to guide the full array of ongoing services/activities needed and provided to meet long/short-term goals/objectives) and an "Exit Plan" (to guide the limited services provided and the retention requirements/expectation after exit from NGP and during the twelve (12) months follow-up period) are developed and implemented throughout the course of the youth connection with WIOA services.

NGP Design – NGSPs' program designs conform to WIOA Youth Program requirements (sec.129(c)) and include the following components:

- An operational plan which identifies and outlines how access to all fourteen required service elements will be made available to participants.
- Access to the fourteen required service elements and shall identify which of the elements will be provided by the NGSPs, or by community partner(s), or hybrid (NGSPs and community partner). If a service element is provided by access to another organization or community resource, NGSPs shall have an agreement in the form of a Memorandum of Understanding (MOU) or a Contract with said organization or community resource.
- Identify the expected performance outcomes for the Program Design elements and anticipated areas of improvement. This will also incorporate the NGSPs' "Best Practices". NGSPs must indicate how they will track and evaluate the accessibility and success of the service element design and service delivery.
- Identify the NGSPs' strategy to increase enrollment, access to services, and successful outcomes for the NextGen Program's target youth population: (English language learners (ELL) (e.g. Spanish, Asian-based languages, etc.) – English as a second language (ESL), individuals with disabilities, foster youth, school dropouts and individuals who were or are currently involved in the Justice System (Juvenile/Adult System)).

Area 7: ARWDB Workforce Plan for 2020-2024

- An objective assessment of the academic and occupational skill levels and service needs of each participant for the purpose of identifying appropriate services and career pathways and for developing a Service Plan.
- Identify innovative experiences that help youth gain marketable skills.
- Identify strategy that assist and inspire youth through work-based learning experiences.
- Identify training opportunities that leads to a recognized credential.
- Connect youth to education and career choices.
- Link youth to labor market information and demand.
- Identify a holistic approach to serving youth that also encompasses personal and social development.
- Identify and develop appropriate linkages and formalize collaborative relationships with other entities possessing expertise and resources relevant to the needs of youth being served.
- Identify the process to refer for further assessment as necessary and to appropriate programs that have the capacity to serve youth applicants who do not meet WIOA and the Contractor's enrollment requirements.

Referrals/Partnerships/Leveraging Resources – NGSPs utilizes a referral process to provide optimal service to the youth community. NGSPs collaborate with other non-WIOA service programs for youth, and may jointly enroll participants in activities that enhance, re-enforce or extend services. Joint services are expected to provide youth certain of the WIOA youth fourteen program elements that are appropriate for each youth. NGSPs coordinate their activities with other WorkSource Atlanta Regional Service Providers (amongst NGSPs and the Career Resource Centers (CRC) and its affiliate partners). Youth referred to NGSPs from other agencies may be advised jointly by the referring agency and NGSPs throughout their participation in education, training, and job placement. NGSPs are responsible for making partner connections to leverage resources in the form of staff, funds for training, wages, operational needs related to training space/equipment, etc. If NGSPs does not directly provide one or more of the fourteen required program elements, they must have a process to make seamless referrals to the appropriate community partners who can provide such services to address the youths' needs. Youth receive referrals to appropriate training and educational programs that have the capacity to serve youth either on a sequential or concurrent basis. NGSPs also ensure that any eligible or non-eligible youth who are not enrolled in WIOA Youth Program be provided referral information regarding the full array of applicable or appropriate services available through other community organizations and other local programs including the CRC and its affiliate partners. In addition, youth are given referrals for further assessment if determined appropriate.

Area 7: ARWDB Workforce Plan for 2020-2024

Coordination – NGSPs actively participate in appropriate community and State-led comprehensive youth development strategies and activities when needed. NGSPs also actively participate in special WIOA-related projects when those are made available or requested by ARWDB, NGP, NextGen (Youth) Committee, State Office of Workforce Development, or the United States Department of Labor (USDOL), and other subsequent directives announcing priority strategies and service directions. As practical, ARWDB activities will align with and reinforce the Governor's strategic directions and the WIOA State Plan, as well as the WorkSource Atlanta Regional Local and Regional Plans. NGSPs are expected to participate in activities coordinated by the CRC to support or enhance the services provided to youth.

Employer Connections & Work Experience – NGSPs actively network to ensure the development of strong and sustainable connections to employers. Such connections are essential in the creation of a system of employers that can effectively assist participants to gain exposure to the world of work, become highly skilled and employable. These connections lead to placements in employment or continuing education, as well as meaningful exposure to the world of work with resultant measurable skill increases. These may be described as work-based learning experiences, which are structured, supervised, contextual world-of-work experiences, with documented learning outcomes that take place in the context of actual work environments, link to learning outcomes, developed with employer involvement and input, align with industry-specific skill standards and competencies, and are based upon labor market information.

The Job Corps serves as an alternative learning program for disadvantaged youth ages 16-24. This program gives youth the opportunity to advance in their academic and vocational training beyond local school systems. With training, individuals are given the opportunity to work in entry-level positions, join the military, and attend classes for GED preparation. Job Corps also provides continual community outreach and teaches their students citizenship skills by working on community projects. Referrals to the Job Corps are based on individualized assessment.

Efforts to work with foster youth and youth with disabilities have increased. For foster youth, NGSPs continuously participate in meetings related to youth who are currently in foster care, those in the Independent Living Program (ILP), and those who have/will age out of the foster care system. For youth with disabilities, NGSPs actively work with Vocational Rehabilitation and the school systems to recruit and serve disabled youth. Foster care and youth disability programs and NGSPs continue to strengthen their working relationships to increase the number of foster and disabled youth served by ARWDB.

The Youth Challenge Academy in Georgia provides "at-risk" youth with academic and life skills training to improve their employment opportunities and leadership skills. Youth participants are introduced to military life, GED preparation, and post-secondary instruction. Participants are given the opportunity to enroll into college-level courses and identify their work skills and job search abilities through job shadowing with local employers in the area. Referrals to this resource will occur as a regular part of providing services that meet the needs of the youth. NGSPs in Clayton County actively engage

Area 7: ARWDB Workforce Plan for 2020-2024

youth from the Youth Challenge Academy in Augusta and at Fort Stewart south of Savannah, as a local entity supporting their return to metro Atlanta, often connecting them to employers or local mentors.

CTAE – Career Academies or specialized occupational-focused high schools in Gwinnett, Rockdale, Henry, Douglas, and Fayette counties are strong partners, and WIOA youth activities orient to offer any service gap coverage.

Youth pre-apprenticeship and Registered Apprenticeship programs are sponsored by local employer and labor groups to combine on-the-job training and classroom instruction for highly skilled occupations. ARWDB continues to work with NGSPs, local employers, and labor groups in placing 16 to 24 years old in these activities.

Based on the availability of funds, OSY ITA-age youth who meet the eligibility criteria for training are provided ITA funding through the youth funding stream and may be funded by other sources, including WIOA Adult Program when youth funding is limited. Using this funding approach, there may be participants ages 18-24 years who are WIOA-enrolled as Adults-only, or co-enroll as both Adults and Youth. For co-enrollment, the youth must meet the respective program eligibility requirements to participate in the adult and youth programs concurrently. Youth must be eligible under either the youth or adult eligibility criteria applicable to WIOA program enrollment. Co-enrollment will require prior approval from both the Youth and Adult Program Administrators. During co-enrollment, to determine and guide the appropriateness of services as well as to prevent duplication of services, individualized assessments are conducted prior to placement in the ITA training. Since services are concurrent, funding allocation will be tracked by the Program Administrators and the Finance Administrator to ensure costs for services provided are allocated to the appropriate funding stream.

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.

Business Services for the area are implemented by staff following Board policies for On-The-Job Training, Incumbent Worker Training, Customized Training, Workplace Fundamentals, and Registered Apprenticeships. Input from business representatives and organized labor representatives on the ARWDB and Business Services Committee will continue as the menu of business services is developed. All policy changes are reviewed by the Business Services Committee before Board action is taken. The following services are available:

Area 7: ARWDB Workforce Plan for 2020-2024

- General information for businesses include: orientation to the one-stop system for businesses; labor market information; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing.
- Small business development materials are available at each one-stop. Information on self-employment and entrepreneurial development is available. In addition, ARC is logical host for the business engagement activities such as forums, summits, and roundtables for the targeted sectors. Natural partners and business intermediaries for Entrepreneurial Skills Training and Microenterprise Services include the Small Business Administration, and their SBDC Center Network which is operated by the University of Georgia. Other Universities have Tech focused entrepreneurial programs and resources which may fit well with sector strategies.
- Employee recruitment services including job fairs, interview space, and application processing are provided.
- Employee recruitment/retention services (including screening, pre-hire testing, credential verification, and referral of "best" candidates) are coordinated through the one-stop centers, as are job development, employee skills information, and information on skill certification.
- Downsizing/lay-off services: outplacement assistance is offered whenever ARWDB is notified of a layoff. Services and information are usually provided in coordination with the Georgia Department of Labor Rapid Response Team.
- A variety of work-based learning programs are available to meet business needs including OJT, IWT, Customized Training, Workplace Fundamentals, and Registered Apprenticeships. The ARWDB adopted revisions to these programs beginning in June 2016 and regular updates are made as additional regulations and market conditions dictate. *The minimum wage which participants must be paid is updated annually.* These work-based learning programs will continue to be adjusted as needed to meet business and job seeker needs. Following is a brief summary of each work-based learning program:

On the Job training

On-the-Job Training (OJT) is training that is provided by an employer in the public, non-profit, or private sector to a paid participant while engaged in productive work. It provides knowledge or skills essential to the full and adequate performance of the job. OJT provides reimbursement for the employer of 50% of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training. It is limited in duration for the occupation, taking into account the content of the training and prior work experience of the participant. OJT may be provided to eligible WIOA participants who, after assessment, are found to be in need of and suitable for training services in order to obtain or retain employment that leads to self-sufficiency.

Area 7: ARWDB Workforce Plan for 2020-2024

Incumbent Worker Training

Incumbent Worker Training (IWT) is designed to improve the skills of employees and the competitiveness of an employer. It is intended to retain skilled employees or avert a potential layoff. IWT may be offered to employers who, after assessment, are found to be in need of training for existing employees in order to remain competitive. IWT must be between employees and employers with an established relationship in which all individuals receiving training have been employed by the company for at least six months at the time of training. It must improve the skills of the existing workforce, and it is encouraged that this training lead to an industry-recognized credential. Increases in wages within one year of completion of training are mandated, although the amount is at the company's discretion. In addition, it must mitigate the impact of a layoff if utilized as a part of a layoff aversion strategy.

Customized Training

Customized Training is designed to meet the special requirements of an employer (or group of employers) by allowing them to tailor and design work-based skills training. It is conducted with a commitment by the employer to employ an individual upon successful completion of the training. Employers may be reimbursed by the WIOA program for not more than 50% of the costs incurred in providing the training including staff/instructor time or training materials. Customized Training may be provided for an employer or group of employers when the employee is not earning a self-sufficient wage, and the customized training relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes.

Workplace Fundamentals

Workplace Fundamentals is a program that is designed in partnership with an employer or group of employers, ARWDB, and local training providers to offer WIOA-eligible participants opportunities to learn basic and personal skills needed for an entry-level position. It is intended to be a recruitment training series for employers who endorse the program by guaranteeing interviews to those participants that successfully complete the program. Workplace Fundamentals may be offered to employers who have open, full-time positions and have not been able to find qualified job candidates.

Registered Apprenticeship

The Registered Apprenticeship (RA) program helps companies to build and develop a talent pipeline for high demand career opportunities. The RA program is a partnership between employer and educational institution to provide training to apprentices. Apprentices are typically full-time employees of the Employer and receive technical instruction from the training provider simultaneously. RA results in higher skilled employees and increased employee retention. The cost of the training tuition, books, supplies, and fees are covered for eligible apprentices. Employers may receive wage reimbursement between 50 to 75% of the apprentice wage per year in training. Apprentices will also receive industry-recognized credentials after successful completion of the program.

Area 7: ARWDB Workforce Plan for 2020-2024

Finally, the ARWDB, business organizations and the employer community have been integrally involved in strategic planning. A majority of the ARWDB members are business representatives, including those relating to targeted industries an organized labor (the International Brotherhood of Electrical Workers and the Sheet Metal Workers).

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

- A customer may access the array of services and program information available on the statewide ETPL and may choose from a variety of Eligible Training Providers. There is no guarantee that a customer will enroll in a specific course or program of study after referral. It is the responsibility of the customer and the career adviser to develop a career plan. A customer may be determined WIOA eligible during WIOA career services. If it appears that the customer is eligible and suitable for provider training, they will be approved for enrollment by LWDA staff. Once approved for enrollment, LWDA staff will provide written authorization to both the customer and the training organization through an Individual Training Account (ITA).
- Services that LWDAs are responsible for providing to adults and dislocated workers through WIOA career services may include initial assessment of skill levels, job search and placement assistance, provision of information on in-demand sectors and occupations, information on nontraditional employment, labor market information, provision of information about the performance and cost of education and training providers in the area, career counseling, information about filing unemployment compensation claims, information relating to the availability of supportive services such as child care, meals and transportation, specialized assessments of individual skill levels and service needs, individual or group counseling and career planning, development of an individual employment plan, short-term job-readiness activities, literacy activities related to basic workforce readiness, etc.

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

ARC/ARWDB is a logical host for the business engagement activities such as forums, summits, and roundtables for the targeted sectors. For Entrepreneurial Skills Training and

Area 7: ARWDB Workforce Plan for 2020-2024

Microenterprise Services natural partners for this include the Small Business Administration, and their SBDC Center Network which is operated by the University of Georgia. We will coordinate with other university-based entrepreneurial programs and other resources which may fit well with sector strategies.

The ARWDB believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

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

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

Business Services provides information on self-employment and entrepreneurial development. Youth programs in Douglas and Clayton Counties focus heavily on Entrepreneurial Skills Training and Microenterprises Services for their target populations (individuals with disabilities and offenders) to gain marketable skills and financial stability that contribute to the economic growth of the region and Georgia as a whole.

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 ARWDB and ARC have completed the Comprehensive Economic Development Strategy – CATLYST - noted previously. This effort is anchored by four pillars with one being Prepared & Productive, which states that the region must continually invest in improving educational outcomes for all residents. This pillar is being addressed by a very active project team that includes educational partners from Pre-K through college with significant participation by ARC and ARWDB staff.

Additionally, the ARWDB membership includes adult education and higher education officials from Gwinnett Tech and Clayton State University. Gwinnett Tech and West Georgia Tech have ARWDB Career Center staff on campus to provide career services

Area 7: ARWDB Workforce Plan for 2020-2024

and support. The ARWDB and ARC will continue to pursue, enhance, and expand these already robust relationships as WIOA is implemented.

The ARWDB will work with the Title II and Perkins providers in the region. Their comprehensive program provides basic skills instruction in reading, math, and language; English as a Second Language (ESL) classes; GED test preparation classes; literacy tutors; and leveled classes in math and writing. It also provides individualized study plans, group instruction, one-on-one instruction, technology/computer usage and distance learning instruction to help students make literacy skills progress.

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

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 both the local and regional strategies, 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, Transportation/Distribution/Logistics, Advanced Manufacturing, and Skilled Trades.

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.

ARWDB supportive services costs are in accordance with TCSG-OWD's policies and procedures. By maintaining this coordination, the ARWDB supportive services program will continue to be cost effective in providing customer supportive services.

- Supportive services are available only for WIOA eligible participants actively enrolled in ITA based training activities or pre-vocational training activities.
- Documentation of eligibility will be determined for adults, dislocated workers and youth based on ARWDB policy and using the priority of service plan, (if implemented due to funds shortages).

Area 7: ARWDB Workforce Plan for 2020-2024

- Eligibility and determination of need information will be entered into the participant's case file and/or the VOS system- including uploading attachments verifying eligibility.

Determination of Need

Financial/Physical Need: There must be documentation in the participant's case file and/or the VOS system that participants are incapable of providing these services for themselves.

Documentation may consist of:

- Low income verification
- Receipt of federal or state public assistance
- Receipt of UI benefits
- Lack of employment or underemployment (UI records or separation notice)
- Documentation of skill upgrading that would lead to employment in a local or state in-demand occupation Birth certificates of children receiving childcare

ARWDB does not offer the following Support Services at this time:

- Out-of-Area Job Search Assistance Relocation Assistance
- Needs-based payments

Staff will discuss supportive services requirements at a regional level to consider a consistent delivery of these services across the LWDAs in the region.

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

ARWDB understands and realized the values in coordination with social services providers such as SNAP and TANF among other providers. In our efforts to ensure customers are provided with quality wraparound services, ARWDB Local Career Resource Center staff participate in the One Stop partner meetings monthly to leverage that support to have resource referral processes in place. These meetings offer an opportunity to share agency service information and provide customer referrals for services not available at the center. Partner agencies provide information on their programs/ services to Career Resource Centers for publication in the center and distribution to all customers.

ARWDB Local Career Resource Center staff maintains these relationships through sending and receiving referrals. Local staff uses primarily referrals by way of electronic communication, email, phone, or a tangible document given directly to the customer with contact and location information to prevent delay or create a barrier in contacting a particular office. Staff may also phone the office directly to assist customer in making an initial contact for an appointment or service.

Coordination with Core Partners

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

The ARWDB developed a Memorandum of Understanding (MOU) with the regional WIOA partners. The MOU specifies minimum services to be provided in the ARWDB's one-stop system. Separate agreements are in place for the affiliate sites located in the ARWDB service area. Each agreement includes a section on resource contributions and includes each partner's contribution. ARC provides the facilities management for most of the centers and works closely with each Center to provide efficient and effectiveness customer service, including assistance with computer systems, technology and disability enhancements, and workforce resources.

Local Career Resource Center staff participate in partner meetings in their service area and have resource referral processes in place. These meetings offer an opportunity to share agency service information and provide customer referrals for services not available at the center. Partner agencies provide information on programs/ services to Career Resource Centers for publication in the center and distribution to all customers.

Through its relationships with educational institutions and training providers, including those operating under the Carl D. Perkins Career and Technical Education Act of 2006, (e.g., Gwinnett Tech), it helps individuals gain access to vocational, educational, and occupational training programs so they can get the skills and certifications they need to secure employment in key sector and emerging occupations.

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.

As part of the One-Stop Center MOU, GDOL is provided an office at the Gwinnett Career Resource Center and assign staff to this location on a full-time basis. In addition, a career advisor representing WorkSource Atlanta Regional participates in orientation sessions at the GDOL Center in Gwinnett County weekly. Outside of the arrangements in Gwinnett County, referrals for service are regularly made between the WorkSource Atlanta Regional affiliate sites in each of the seven counties and the closest GDOL center.

Area 7: ARWDB Workforce Plan for 2020-2024

- 3. Coordination with Adult Education** – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232 of the WIOA Law, the review of local applications submitted under title II.

The ARWDB recognizes the value of adult education and its critical role in the success of individuals in the labor force. Toward that end, ARWDB has extensive engagement of the Title II Adult Education providers at the Career Centers including Gwinnett Technical College and West Georgia Technical College. These services will continue to be reviewed and further integrated as part of the one-stop network development under WIOA. In addition, the ARWDB currently has adult education represented on the Board from Gwinnett Technical College.

- 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.

All ARWDB Career Resource Centers delivering WIOA services provide full accessibility to sites and services. Staff have received training and written instructions regarding assistive technology in resource rooms. Consideration is given to any additional assistive devices (under \$200) which may be requested by an individual with disability to enhance their utilization of resources in the career resource center.

Vocational Rehabilitation Services is the primary community rehabilitation provider with whom ARWDB partners for training and mutual referrals. An ARC/ARWDB staff member work with the ARC Human Services Transportation Team, which has been heavily involved in planning for and providing additional transit-related resources for individuals with disabilities, older individuals, and low-income individuals

With the award of a sub grant several years ago, ARWDB increased access to services for individuals with disabilities and developed additional in-service training for all staff in disability awareness and resource development. Centers have specific workstations with adaptive technology and software, plus additional adaptive equipment for individual use within the center and a resource services manual.

All Career Resource Centers' supportive assistive technology is monitored annually to ensure operational and functionality to meet the needs of our customers. Centers undertake an ADA accessibility survey which is part of the monitoring tool to ensure compliance.

Area 7: ARWDB Workforce Plan for 2020-2024

In addition, the ARWDB currently has vocational rehabilitation represented on the Board from the Georgia Vocational Rehabilitation Agency.

Performance, ETPL and Use of Technology

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

The ARWDB regularly negotiates with the State to agree on local performance measures. The WIOA Primary Indicators of Performance for ARWDB in program years 2022 and 2023 are found in Attachment 2.

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

Locally/Regionally Developed One-Stop Performance Standards. At this time the ARWDB has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Metro Atlanta Workforce Region.

Each partner agency is responsible for ensuring that its legislated programs, services, and activities are provided at the One-Stop Center in accordance with the goals, objectives, and performance measures of the ARWDB and the WIOA. Each partner agrees to work to support the achievement of the One-Stop Center performance measures, which include applicable WIOA measures. In concert with the Regional Plan, 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.

Area 7: ARWDB Workforce Plan for 2020-2024

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.**

ARC, as agent for the ARWDB, with input from the other four participating LWDBs, accepts requests through a public invitation process by posting of a training provider application on the ARC website. Each interested provider receives notice of receipt and applications are forwarded to any agency that requests to be placed on the agenda for recommendation of approval determined by a committee comprised of LWDB members and staff. The solicitation is an open solicitation.

- Prospective providers can access the training provider application via the ARWDB website.
- This solicitation seeks applications for funding in a variety of skills training areas. A list of occupational training options in the metropolitan region is included in the application. The list includes a variety of occupations from lower skill to higher skill levels, each customer will be provided with wage rates of specific occupations. Training in areas not listed may be considered, if the institution can demonstrate an employer need for trainees (e.g. employer references).
- ARWDB accepts and evaluates applications for the following counties: Clayton, Cherokee, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale, and the City of Atlanta.
- The tentative schedule for evaluations is January 31, April 30, July 31, and October 31.
- The deadline for application submission is January 1, April 1, July 1, and October 1. Applications received after the deadline will be held for the next quarterly evaluation date.

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.**

An annual review of each eligible provider determines performance outcome measures compared to ARWDB plan performance outcomes. Criteria are outlined in the Training Provider Agreement. ARC requires that each provider's performance meet and/or exceed established ARC performance measure goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, they are placed on hold for receipt of new enrollees until the minimum standard is obtained. If the review determines that the provider's status has changed, i.e., moved location, termination of business, etc., an immediate notification is provided to TCSG-OWD for full investigation and possible removal from the State ETPL.

- The Metro Atlanta ITA Work Group reviews all responsive provider applications for recommendation. If responsive, staff may conduct employer reference checks,

Area 7: ARWDB Workforce Plan for 2020-2024

program graduate reference checks, and a training observation to ensure that customers receive quality services.

- For providers seeking initial eligibility, verifiable program specific performance information must be provided. Applicants must provide the following:
 1. A detailed description of each training program to be considered
 2. Performance information for each training program will include (See Required Performance Information below)
 - a. Median earnings
 - b. Average wage at placement
 - c. Attainment of Post-Secondary Credential
 - d. Completion rate
 - e. Employment rate
 - f. Training Related Employment Rate
 3. Describe in detail provider partnerships with business
 4. Describe the recognized post-secondary credential attained after training completion
 5. Describe how the training program(s) aligns with in demand industries and occupations
 6. A provider must also comply with the following to be considered for inclusion on the ETPL:
 - a. In business for at least 6 months prior to the initial application and have a current business license or proof of active compliance with the Secretary of State Corporations Division.
 - b. Training must be available to the general public, have published catalog price structures and each program must have completed and placed in training related employment at least 10 students per program.
 - c. Current of all federal and state taxes (Must supply certification from accounting/tax firm of current tax standing regarding federal and state taxes, including Unemployment Insurance taxes).
 - d. In statutory compliance with the laws of the state related to the operation as a training of education institution. Proprietary colleges or schools operating in Georgia are required by the Nonpublic Post-Secondary Educational Institution Act of 1990 to have a certificate of authorization from the NPEC before beginning operation of advertising in the state.
 - e. Provide documentation of current accreditation/authorization.
 - f. In good standing with the Better Business Bureau with no outstanding complaints.
 - g. Not be found in fault in criminal, civil or administrative proceeding related to its performance as a training or educational institution. Must disclose any pending criminal, civil or administrative proceeding as either a defendant or a respondent.
 - h. Disclose any and all conflicts of interest with state or local LWDB staff or Board members, including but not limited to family ties

Area 7: ARWDB Workforce Plan for 2020-2024

(spouse, child, parent), fiduciary roles, and employment or ownerships interests in common.

- i. Include a current federal tax identification number.
 - The Metro Atlanta ITA Work Group recommended providers are forwarded to the TCSG-OWD for review, acceptance, and inclusion on the State Approved Eligible Training Provider List (ETPL). If the application is accepted by the State, a provider agreement may be processed and submitted to the provider for signature.
 - Each individual LWDB will be responsible for local provider policies, processes, and agreements. Depending on local policy, new providers may be limited to fifteen (15) referrals until satisfactory performance outcomes are obtained.
- c. Provide a description of the formal appeals process for aggrieved ITA customers and providers of unapproved training programs.**

If a training provider is rejected during the initial ARC review and subsequently appeals, ARC will utilize the Metro Atlanta ITA Work Group in the appeals process. Any appeals based on local policies will be handled by the individual LWDB.

The ARWDB Appeals Process is included in the ITA application for providers who think that they did not receive proper consideration for a program of training services. The ARWDB Grievance/Complaint Procedures for WIOA applicants and participants can be found on the website.

- The following appeal procedures as required in Section 122 (c) of the Workforce Innovation and Opportunity Act have been established by the Metro Atlanta ITA Work Group to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services. The Atlanta Regional Commission, acting as an agent for the Metro Atlanta ITA Work Group, will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factor (e.g. conflict of interest, nepotism), which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected.
- If any organization has a complaint against the Metro Atlanta ITA Work Group, informal resolution should be attempted before filing a grievance. If there is not resolution of the complaint, the complainant (s) has/have a right to file a grievance by sending a written request for a hearing.
- If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed.

Area 7: ARWDB Workforce Plan for 2020-2024

Applicants and Participants for services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by the Atlanta Regional Commission (ARC) and/or the Atlanta Regional Workforce Development Board (ARWDB) will be treated fairly. Grievance/complaints should be filed in accordance with the written procedures established by Workforce Solutions of the Atlanta Regional Commission. Signed and dated grievance forms with accurate contact information are included in all participant case files.

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).

ARC 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 TCSG-OWD.

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 Metro Atlanta ITA Work Group. If approved, they are then transmitted to the WFD.

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

Procedures for review and approval of additional programs and price changes for approved training providers are in the Training Provider Agreement. Submittal of program changes/additional programs/price changes are reviewed by the Metro Atlanta ITA Work Group and if approved, transmitted to TCSG-OWD.

- Approved Training Providers for WIOA services are required to submit progress reports on WIOA customers enrolled in training programs. The reports are used to record information and forward to the customer's assigned Career Advisor.
 - i. The WIOA Customer Activity form is completed and forwarded to the Career Advisor when a customer's training status has changed.

Area 7: ARWDB Workforce Plan for 2020-2024

- ii. The WIOA Customer Employment/End of Service Form is completed by the provider when a customer finds employment, earns a credential and/or ends training services and forwarded to the assigned Career Advisor. Employment information will be verified before reported on
- Approved Training Providers may request to add additional programs to the Eligible Training Provider List, or to make changes to current approved programs.
 - i. All Program Change requests and Additional Program requests must be submitted on the ITA Program Request Form.
 - ii. All program changes are subject to the ITA Work Group review. Notification of committee recommendations will be provided in writing following the meeting.

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

Receipt, logging of applications, and evaluation of responsiveness occur upon application transmittal to ARC. Applications are reviewed for responsiveness and letter/electronic notification of non-responsiveness is forwarded to training providers denoting reasons for non-responsiveness and information needed to resolve to resubmit the application. Training provider applications are reviewed and evaluated by the ITA Manager. The evaluation includes the application evaluation elements in the evaluation criteria, such as accreditation, accessibility, credentials, employer advisory committees, etc. Also included are pre-award visits to new providers, verification of performance information (through VOS), employee interviews, participant/student interviews, etc. State WIOA performance goals, regional goals and ARC goals are reviewed against provider performance outcome goals. UI Wage Reports may be used to verify employment, employment dates, and wages, when available. Letters/electronic responses are forwarded to training providers who fail to submit adequate information and applications may be reviewed upon submittal of additional information. If fraudulent or faulty information is received, the application is denied and if an appeal ensues, the Metro Atlanta ITA Work Group hears the appeal.

ARC prepares summary reports on evaluation of training provider applications and submits to the Metro Atlanta ITA Work Group for approval. Information is transmitted electronically to the TCSG-OWD for approval. Following state approval and listing of eligible providers on the state list, LWIBs are responsible for rejecting/restricting use through local policies and parameters. ARC provides letter notification to state-approved training providers.

- Providers will be evaluated annually by ARC based on meeting or exceeding the above-mentioned performance measures.
- The evaluation may be on-site, desktop or a combination of methods. The Provider will agree to cooperate in any and all components of the evaluation and will make records available to the monitors in a timely manner.
- Annual review results are posted on the ARC website.

Area 7: ARWDB Workforce Plan for 2020-2024

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

The ARWDB will utilize the state list of approved eligible training providers as the master list of available training for all individuals seeking training information. Since the ETPL includes eligible training program descriptions and information identifying training providers, performance and cost information, this will be a critical tool in helping individuals make an informed choice. Access to the ETPL will be done through the one-stop system through TCSG-OWD's website and through ARC's website.

It is the policy of the ARWDB to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if eligible. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available under these grant assistance programs. Customers should apply as soon as a school is selected. Customers may begin training while these applications are in process. This policy applies to those customers who are seeking assistance for funding for schools that provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. If Pell and HOPE funding is denied, documentation of the denial must be included in the customer's file. ARWDB has incurred WIOA additional training costs due to the changes in HOPE as well as the movement of the technical college system to the semester calendar. Staff also will encourage customers to review funding assistance listed on the Georgia Career Information System and on the ARC website. ARC maintains a current listing of Financial Aid/Scholarships websites.

The ARWDB works closely with their regional partner local workforce development areas in the Greater Metro Atlanta region. Toward that end, should an individual from an adjoining local workforce development area request services in an ARWDB county/area, they will be referred to that home county to determine availability of funding. Every effort will be made to coordinate services accordingly.

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

In accordance with WIOA, all Registered Apprenticeship programs are automatically placed on the Eligible Training Provider List and not go through the ARWDB committee process. Agreements are then signed by the Registered Apprenticeship and returned to ARWDB prior to participants enrolling in programs.

Under WIOA, all Registered Apprenticeship (RA) programs that are registered with the USDOL Office of Apprenticeship (OA) are automatically eligible to be included on the State Eligible Training Provider/Program List. All RA programs will be informed of their automatic eligibility to be included on the list and will be provided an opportunity to

Area 7: ARWDB Workforce Plan for 2020-2024

consent to their inclusion, before being placed on the State ETPL. In order for Registered Apprenticeship programs to be included on the ETPL, completion of an abbreviated form is necessary to collect information needed for populating the ETPL. If the program is viable and active, the program will remain on the ETPL as long as the program is registered or until the program sponsor notifies the State that it no longer wants to be included on the list.

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.

An application for WIOA services is available on the ARWDB web site. A customer can complete the application online, review eligibility criteria, print and submit it along with the required documentation. The website explains the entire process for completing career services and entering training. Links appear on the web site to the Georgia Workforce Online Participant Portal where a customer completes a personal profile and accesses link to the ETPL. ARWDB, in conjunction with the other metro LWDBs, created a common customer website at ATLworks.org. This page provides descriptions for WIOA services, including how to get started with career services, customer testimonials, and other key resources. Career advisors use email blasts to communicate with their caseloads.

ARWDB has a mobile career lab equipped with computers that visits area libraries on a regular schedule. It is also available for other activities such as rapid response, job fairs and other workforce development events.

Digital translation services in multiple languages are used to serve ESL customers for documents and email.

State Initiatives and Vision

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

The ARWDB applauds the State in their efforts to bring consistency to the WIOA public workforce system across Georgia. The ARWDB is a full partner in rolling this system out across the ARWDB local area, metro Atlanta region, and the State.

The ARWDB updated its resources and materials related to its interface with the public, such as websites, facility signage, mobile career center, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in messaging and outreach. Additionally, the ARWDB provided guidance to one-stop center and affiliate site staff and partner organizations on the proper usage of the new brand, including printed documents and email protocols.

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

Priority for individualized career services, training, and support services is given to residents of the ARWDB service area for adult, dislocated worker, and youth applicants. Services for dislocated workers are also given to employees of companies whose place of employment is/was within the metropolitan Atlanta service area. Basic, career, and training services are available to all eligible applicants. When funds are sufficient, residents of other service areas may be served by the ARWDB or referred to apply for training services with the other WDB offices if more convenient and feasible.

Veterans priority implementation is in place at the ARWDB Career Resource Centers. Veterans are provided the complete compliment of basic and career services prior to entering training. Services to Veterans are coordinated with the Georgia Department of Labor and the Veterans Administration liaison. A link to the USDOL veterans' services web site appears on the Atlanta Regional Commission web site. One-Stops identify Veterans as quickly as possible whenever they seek One-Stop services.

- WIOA establishes a priority requirement with respect to funds allocated for Adult employment and training activities; this priority will be given to individuals who have met minimum eligibility requirements.
- Priority of service must be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient: those with reading, math, and language scores below 9th grade level and youth or adults unable to compute or solve problems, read, write or speak English at a level necessary to function on the job, in their family or in society.
- Veterans and eligible spouses receive priority of service.

Area 7: ARWDB Workforce Plan – WIOA Plan for 2020-2024

- Priority for WIOA Adult career services must be provided in the following order to specific groups:
 - i. First, Veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
 - ii. Second, Individuals who are not veterans or eligible spouses who are included in the groups given priority for WIOA formula funds. This includes public assistance recipients and low-income individuals who meet income guidelines in the chart below and those determined basic skills deficient.
 - iii. Third, veterans and eligible spouses who are not included in WIOA priority groups.
 - iv. Last, to persons outside the groups given priority under WIOA.

ARWDB target groups include Individuals that have one or more of the following characteristics that act as barriers to employment or other factors that may limit an individual's ability to seek and maintain employment. These include:

- TANF, SNAP
- Unemployed, Underemployed, or Discouraged Worker
- Offender
- Disabled
- Older Worker
- Dislocated Workers who also meet low-income eligibility
- Lacks a high school diploma or GED
- Poor employability skills
- Poor work history
- Poor basic skills
- Limited English proficiency
- Lacks self-sufficiency (working poor)

3. Alignment with State Goals – Describe how the area/region will align with each of the goals listed in the State Unified Plan.
 - a. Utilize sector partnerships to inform and guide strategic workforce development strategies and enhance partnership coordination.

Sector partnerships continue to be a driving force that allow us to focus on building employer relationships and helps us to respond to their needs for a skilled workforce. Metro Atlanta Industry Partnerships (MAIP), WorkSource Atlanta Regional (WSAR) will continue sector strategies for three key regional industries – Healthcare, Information Technology, and Transportation, Distribution & Logistics and will explore strategies in two additional sectors: Skilled Trades and Advanced Manufacturing.

Area 7: ARWDB Workforce Plan – WIOA Plan for 2020-2024

Key goals of sector partnerships are to connect businesses with qualified workers, facilitate career pathways, align education with industry needs, and improve work readiness. To further these goals, MAIP and WSAR will focus on the following services lines:

- Hiring, Candidate Sourcing & Workforce Planning: Organize community hiring events, candidate sourcing, and workforce planning
 - Training & Registered Apprenticeships: Lead pre-hire, incumbent and apprenticeship projects, programs, and services to ensure competencies.
 - Employment Success Supports: Addressing job seeker barriers to ensure employment success.
 - Quality Careers & Workplaces: Foster inclusive and equitable workplaces where workers, companies, and communities thrive.
 - Career Awareness & Promotion: Engaging students and underrepresented communities to promote opportunity and diverse and including workplaces
- b. Further develop regional integration to ensure streamlined services to both businesses and individuals.
- WSAR continues to work with its regional partners to ensure streamlined services to both businesses and individuals. Examples include:
- Working with regional partners to develop and implement a regional targeted outreach plan that focuses both on business and individuals interested in services.
 - Coordination and organization of community hiring events, candidate sourcing and planning for employers and industries. (regional job fairs).
 - Conducting regional work-readiness fairs with network partners, to eliminate job seeker barriers, increase work readiness and hiring success.
 - Identifying and securing a Customer Relationship Management (CRM) to be used on a regional level to track employer engagement across the five workforce boards.
 - Creating an aligned WIOA application process using Human Centered Design concept. Creating a uniform intake and assessment process across all five boards to increase customer ease of access that contributes positively to regional economic mobility.
- c. Utilize the workforce system to increase statewide prosperity for rural and urban communities.

Area 7: ARWDB Workforce Plan – WIOA Plan for 2020-2024

- d. Align the workforce system with education systems at all levels.
Education systems continue to be an integral part of the workforce system. Through Metro Atlanta Industry partnerships WSAR will continue to work with all levels of the education system to help meet employer and industry needs. Examples of this include:
- Coordination across jurisdictional boundaries to develop talent pipelines.
 - K-12 Education Improvement through Business Involvement – Collaboration with local businesses to improve target schools.
 - Engaging students and underrepresented communities to promote opportunity and diverse and inclusive workplaces
 - Align area school districts CTAE and WBL career paths with industry needs.
 - Assess, promote and scale promising K-12 career exploration programs in Metro Atlanta schools that align with industry needs.
- e. Alleviate a tightened labor market by increasing the participation of strategic populations in the workforce system.
- The ARWDB has extensive experience in working with individuals from special populations. These populations include, but are not limited to, transitioning veterans, opportunity youth, returning citizens, English language learners, and individuals with disabilities. The ARWDB has several programs focused on strategic populations. An existing program with the Gwinnett Corrections Office has been successful to date. ARWDB will continue to work with this program and look for opportunities to expand this program to other counties and their correctional facilities.
 - Participation in the Ticket to Work Program to help enhance the inclusion of people with disabilities in the workforce more effectively.

Area 7: ARWDB Workforce Plan – WIOA Plan for 2020-2024

Attachment 1: Local Workforce Development Board Member List

Member Name	Title	Entity	Category
Mandy Chapman	CEO	Roytec Industries, LLC	Manufacturing, Small Business
Aundra Walthall	CEO	Infrastructure and Communication Solutions	IT, Small Business
Angelia O’Neal	Executive Director	Douglas County Education Foundation	Non-Profit
Jamal Jessie	Manager, Workforce Development	Georgia Power	Utilities
Randy Hayes	President	Hayes Development Corp	Real Estate Development
Adam Forrand	Vice President – Education, Talent & Leadership Dev.	Partnership Gwinnett	Chamber of Commerce
Joseph Henning	President & CEO	Henry County Chamber of Commerce	Chamber of Commerce
Margie Ensley	Manager	MAU Workforce Solutions	Staffing and Technology
Robert Ragsdale, III	Manager, Government and Community Relations	Kaiser Permanente	Health Care
Murphy Talmadge	Principal	Squire Patton Boggs	Consultant, Public Policy
Sonia Carruthers	Executive Director	Cherokee FOCUS	Non-Profit CBO, Youth Services
Larry Vincent	Executive Director	Development Authority of Clayton County	Economic Development
Eric Tack	Associate Vice President for Enrollment Management	Clayton State University	Higher Education
James Jackson, III	Organizer	Sheet Metals Workers Local 85	Organized Labor
Robert Duffield	Business Manager	Iron Workers Local 387	Organized Labor
Liz Campbell	Director of Chapter Development	Atlanta Electrical Contractors	Apprenticeships, Construction
Stephanie Rooks	Dean, Adult Education	Gwinnett Technical College	Adult Education
Lee Hunter	Regional Economic Coordinator	Ga Department of Labor	DOL
Yolanda Virden	District Manager	GVR Rehabilitation Services	Vocational Rehabilitation
Kent Mason	Sr. Vice President	Prologis	TDL

Area 7: ARWDB Workforce Plan – WIOA Plan for 2020-2024

Attachment 2: Local Negotiated Performance

Atlanta Regional WDB Local Performance		
Adult Program	PY 22	PY 23
Employment Rate 2nd Quarter After Exit	86.0%	87.0%
Employment Rate 4th Quarter After Exit	82.0%	83.0%
Median Earnings 2nd Quarter After Exit	\$8,680	\$8,680
Measurable Skills Gain	45.0%	45.0%
Credential Attainment within 4 Quarters After Exit	75.0%	77.6%
Dislocated Worker		
Employment Rate 2nd Quarter After Exit	90.0%	91.0%
Employment Rate 4th Quarter After Exit	91.0%	92.0%
Median Earnings 2nd Quarter After Exit	\$10,950	\$10,950
Measurable Skills Gain	52.0%	52.0%
Credential Attainment within 4 Quarters After Exit	75.0%	76.0%
Youth		
Employment Rate 2nd Quarter After Exit	68.0%	69.0%
Employment Rate 4th Quarter After Exit	65.0%	65.0%
Median Earnings 2 nd Quarter After Exit	\$3,270	\$3,370
Measurable Skills Gain	48.0%	48.0%
Credential Attainment within 4 Quarters After Exit	66.0%	67.0%

Attachment 3: Comments that Express Disagreement

No public comments were received.

Attachment 4: ARC Purchasing and Procurement Policy

Area 7: ARWDB Workforce Plan – WIOA Plan for 2020-2024

Attachment 5: Signature Page

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

Name: Robert LeBeau

Title: Local Workforce Area Director

Entity Representing: WorkSource Atlanta Regional / ARC

Signature:

Name: Jeff Turner

Title: Chief Local Elected Official

Entity Representing: Clayton County

Signature:

Name: Randy Hayes & Angelia O'Neal

Title: Local Workforce Development Board, Co-Chairman

Entity Representing: Atlanta Regional Workforce Development Board

Signature:

Signature: