

Select Fulton
Workforce Development Division
WorkSource Fulton

FULTON WORKFORCE DEVELOPMENT BOARD MEETING
FULTON COUNTY GOVERNMENT CENTER- COLLABORATION ROOM
141 PRYOR ST, ATLANTA GA 30303
AUGUST 17, 2022 – 9:00 A.M.

AGENDA

- I. CALL TO ORDER** **Alexis Leonard**
- II. ROLL CALL** **Alexis Leonard**
- III. PUBLIC ACCESS** **Citizen Comments**
- IV. REGULAR AGENDA**
- **ACTION ITEM: Approve Agenda**
 - **ACTION ITEM: Adopt Previous LWDB Minutes – 2/24/2022**
- V. COMMITTEE REPORTS**
- PERFORMANCE & ACCOUNTABILITY** **David Keyes**
- **ACTION ITEM: Aligned ITA Agreement**
 - **ACTION ITEM: Local Plan Modifications**
 - **ACTION ITEM: Self Sufficiency Policy Update**
- YOUTH** **Yulonda Darden-Beauford**
- FINANCE** **Mariska Angall**
- **ACTION ITEM: Approve Selection of Equus for Adult, Dislocated Worker, and Youth; and for One-Stop Operator**
 - **ACTION ITEM: PY22 Budget**

STRATEGIC PARTNERSHIPS & OUTREACH

Amelia Nickerson

EXECUTIVE COMMITTEE

Andy Macke

- **ACTION ITEM: Ratification of One-Stop Certification**
- **ACTION ITEM: Ratify Fund Transfer – FY 21 \$105,542 Adult to Dislocated Worker**
- **ACTION ITEM: Ratify Fund Transfer – FY22 \$573,004 DW to Adult**

VI. DIRECTOR’S REPORT

Brett Lacy

VII. PROGRAM PRESENTATIONS

Tech Transformation Academy

**Jeannie Ross &
John McQueen**

PARTICIPANT SPOTLIGHT

Tenesha McCulloch

VIII. CLOSING REMARKS AND ADJOURNMENT

AGENDA IS SUBJECT TO CHANGE

****An Executive Committee Meeting will be held in the event there is not a Quorum of the Full Board****

MEETING TITLE: Fulton County Workforce Development Board Meeting
MEETING DATE: Thursday, February 24, 2022 **MEETING TIME:** 9:00 A.M.
LOCATION: ZOOM
MEETING SCRIBE: Alexis Leonard **EMAIL:** alexis.leonard@fultoncountyga.gov

BOARD MEMBERS ATTENDANCE:

Bell, Mike: Present	Macke, Andy: Present	Stokes, Fabiola Charles: Excused
Boatright, Kali: Present	Nickerson, Amelia: Proxy- White, Brian	Absence
Cook, Tom: Present	Noyes, Brian: Present	Thompson, Dr. Lanze: Present
Darden Beauford, Yulonda: Proxy-	Rooks, Stephanie: Present	Washington, Regynald: Excused
Brown, Monique	Ruder, Alex: Present	Absence
Dover, Sanquinetta: Present	Russell, Shar'ron: Present	Wences, Juan: Absent
Embry, Humeta- Present	Schofield, Kim: Present	Williams, Jason: Proxy- Harris, Celeste
Ganesh, Bala: Present	Seem, David: Present	
Gomez, Laura: Present	Stepakoff, Jeff: Absent	

1. Call to Order

Meeting called to order by Chairperson, A. Macke at 9:03 A.M.

2. Roll Call:

Roll call by A. Leonard, LWDB Board Liaison. The presence of quorum met.

3. Opening and Introductions

Vice Chairperson Dover opened the board meeting welcoming all attendees

4. Public Comment

No Public comments.

5. Regular Agenda

I. Regular Agenda:

The WorkSource Fulton LWDB February 24, 2022 Agenda Draft was provided to the board for review. Reference meeting packet for the document.

Vice-Chairperson Dover requested a motion to accept the regular agenda.

Motioned: D. Seem **Seconded:** A. Macke

Required Action: N/A

Motion Acceptance/Declination: The motion was approved to adopt the agenda as presented by a unanimous vote. All in favor. No oppositions. No abstentions. The motion carried accepting the regular agenda as presented.

II. **Adoption of November 16, 2021, LWDB Meeting Minutes:**

The WorkSource Fulton LWDB November 16, 2021, Meeting Minute Draft was provided to the board for review. Reference meeting packet for the document.

Vice-Chairperson Dover requested a motion to adopt the November 16, 2021, LWDB Meeting Minutes as presented.

Required Action: N/A

Motioned: A. Macke **Seconded:** K. Schofield

Motion Acceptance/Declination: The motion was approved to adopt the November 16, 2021, LWDB Meeting Minutes as presented by a unanimous vote. All in favor. No oppositions. No abstentions. The motion carried accepting the adoption of November 16, 2021, LWDB Meeting Minutes as presented.

6. **Committee Reports and Recommendations**

Performance & Accountability Committee:

S. Rooks, Chairperson of the Performance & Accountability Committee, provided the committee report.

Adoption of the One-Stop Certification Criteria:

The updated One-Stop Certification Criteria Draft was provided to the board for review. Reference meeting packet for the document.

Vice-Chairperson Dover requested a motion to adopt the One-Stop Certification Criteria as presented.

Required Action: N/A

Motioned: A. Macke **Seconded:** A. Nickerson

Motion Acceptance/Declination: The motion was approved to adopt the One-Stop Certification Criteria as presented by a unanimous vote. All in favor. No oppositions. No abstentions. The motion carried accepting the One-Stop Certification Criteria as presented.

One-Stop MOU 2022- 2023

The updated One-Stop MOU 2022-2023 Draft was provided to the board for review. Reference meeting packet for the document.

Vice-Chairperson Dover requested a motion to adopt the One-Stop MOU 2022- 2023 as presented.

Motioned: A. Macke **Seconded:** S. Rooks

Required Action: N/A

Motion Acceptance/Declination: The motion was approved to adopt the One-Stop MOU 2022-2023 as presented by a unanimous vote. All in favor. No oppositions. No abstentions. The motion carried accepting the adoption of November 16, 2021, LWDB Meeting Minutes as presented

Youth Committee:

M. Vialet, Program Manager, provided the Youth Standing Committee report.

Finance Committee Report:

D. Seem, Vice Chairperson, provided the Finance Committee report.

Strategic Partnerships and Outreach Committee:

K. Pippin, Program Specialist, provided the Strategic Partnerships and Outreach Committee report.

Executive Committee Report:

Chairperson A. Macke provided the Executive Committee Report.

2022 LWDB Meeting Dates

The WorkSource Fulton 2022 LWDB Meeting Date schedule was provided to the board for review. Reference meeting packet for the document.

Vice-Chairperson Dover requested a motion to accept Wednesday the 2022 LWDB Meeting Dates.

Motioned: A. Nickerson Seconded: K. Boatright

Required Action: N/A

Motion Acceptance/Declination: The motion was accepted to adopt the 2022 LWDB Meeting Dates as presented by a unanimous vote. All in favor. No oppositions. No abstentions. The motion carried accepting the 2022 LWDB Meeting Dates as presented.

7. Director's Report

S. Abdullahi, Deputy Director, provided the Director's report.

8. Program Presentation

T. Young, SNAP Employment & Training (E&T) Manager, provided a report on the SNAP E&T programs and services.

9. Closing Remarks and Adjournment

The next meeting is scheduled for May 18, 2022. The location will be determined at a later date, pending changes due to COVID-19

Meeting adjourned by Vice Chairperson Dover at 10:52 A.M.

- Page 2 - **Provider Entry Criteria:** Change “Letters of acceptance are to include a statement that the customer has met the entry requirements as stated on the ETPL. Customers not meeting the stated ETPL entry requirements are not to be allowed to attend training until the appropriate levels are achieved.” To “Providers are required to issue customers with an acceptance letter that include a statement that the customer has met the entry requirements as stated on the ETPL. Customers not meeting the stated ETPL entry requirements are not to be allowed to attend training until the appropriate levels are achieved. In addition, Providers must complete the Acceptance Letter/Fee Schedule (Attachment K) and submit to WorkSource Staff.”
- Page 2 – **7. Activities during Training:** Change “and notification to them within three (3) days of any difficulties or problems encountered by WIOA customers, such as no or poor attendance, difficulty in keeping up, or other academic problems, or apparent social problems or support needs. A withdrawal from training is to be immediately reported, based on the following customer withdrawal from training (paragraph 9) at a minimum no later than three (3) days subsequent to occurrence” to “:
 - For Board of Regents and Technical College System of Georgia Providers, WorkSource Staff can request updates on customer progress throughout the semester and at the completion of the semester.
 - For Non Public Providers, WorkSource Staff should receive a Customer Change Notification Form (Attachment I) within three (3) days of any difficulties or problems encountered by WIOA customers, such as no or poor attendance, difficulty in keeping up, or other academic problems, or apparent social problems or support needs. A withdrawal from training is to be immediately reported at a minimum no later than three (3) days after occurrence.

Any changes or amendments to the customer’s training plan must be submitted to WorkSource Staff. If approved, the WorkSource Staff will issue an ITA voucher to both the customer and the Provider to reflect the changes.
- Page 2 – **8. Time and Attendance Records:** Change “Provider responsibilities include the recording of attendance information of WIOA customers and submittal to the One-Stop Career Advisor on a bi-weekly basis. If a customer should fail to show for training as scheduled on the approved training plan, the Provider will immediately notify the Career Advisor. The course instructor will verify attendance information. Should a customer drop out of training during the refund period, prompt notification must occur, and a refund processed to WorkSource Fulton. Please see the Attachment H for a sample Attendance Verification Form. The Provider may submit school attendance forms, so long as the applicable information is included.” To “Providers are responsible for recording and verifying attendance of WIOA customers as per the instructions on the WIOA Attendance Verification Form (Attachment H) and submitting the attendance when invoicing. If a customer should fail to show for training or drop out of training prior to the refund period the Provider will not invoice WorkSource Fulton for that customer or provide prompt notification, and a refund processed to WorkSource Fulton. Providers will sign additional attendance documentation for WIOA customers if it is required by WorkSource Fulton.”
- Page 3 – **9. Customer Withdrawal from Training:** Change “Attending a Technical

College Systems of Georgia, the customer will have three class periods to withdrawal from the training program” to “Attending a Board of Regents and Technical College System of Georgia School, the customer will have until the conclusion of the add/drop period to withdraw from the training program”.

- Page 3 - **Credentialing**: Change “Tests for certifications must occur within 30 – 60 days following completion of coursework. Exception: Some program may require lengthy externships or employment for participant to be eligible to sit for the credential exam. In the event a customer does not complete coursework prior to entering employment, the certification test is to still be scheduled. For customers not passing a certification or credential, the Provider will provide refresher assistance and schedule re-testing. The One-Stop Career Advisor is to be apprised of all information concerning certification testing.” To “Customers must be provided with resources to take tests for certifications within 30 – 60 days following completion of coursework. Exception: Some programs may require lengthy externships or employment for customers to be eligible to sit for the credential exam. In the event a customer does not complete coursework prior to entering employment, the certification test is to still be scheduled. For customers not passing a certification or credential, the Provider will provide refresher assistance and schedule re-testing. Providers must update WorkSource Staff with all information concerning certification testing.”
- Page 3 – **12. Training Completion**:
 - Delete “For invoice purposes, 30% of the tuition is payable upon participant’s successful training completion.”
 - Change “WIOA Customer Employment/End of Service Form (Attachment I) indicating that training was completed, the date completed, certificate or credential obtained, etc., and forward a copy with the invoice to WorkSource Fulton and a copy to the Career Advisor within 10 days of activity completion.” To “Customer Change Notification Form (Attachment I) indicating that training was completed, the date completed, certificate or credential obtained, etc., within 10 days of activity completion.”
- Page 4 – **16. Performance**: Change “Regional Performance will be monitored annually on six of the performance outcomes:
 - Completion Rate
 - Diploma, Graduation, Credential, Certificate and Licensure Rate
 - Employment Rate (adults and dislocated workers)
 - Employment Rate in a training related occupation (adults and dislocated workers)
 - Average Wage at Placement (adults and dislocated workers)
 - Median Wage at Placement (adults and dislocated workers)
 - Skills Gain (adult and dislocated worker”to “Regional Performance will be monitored annually on four performance outcomes:
 - Completion Rate
 - Diploma, Graduation, Credential, Certificate and Licensure Rate
 - Employment Rate
 - Average Wage at Placement”
- Page 5 – **16. Performance**: Add “A provider may be placed on a “performance hold”, by WorkSource Fulton if they do not meet the following criteria:

- If a Provider invoices for 100% of program cost at the start of training, the Provider's program(s) must meet all four of the performance metrics (as defined in Section 20)
 - Programs that have under five WIOA customers in the reporting period (previous two program years) will be added to a "Programs Under Five Participants" Provider's performance evaluation.
- If a Provider invoices for 70% at the start of the program and 30% of the total tuition is payable upon successful receipt of a credential, as defined in paragraph 11, the Provider's program (s) must meet two of the four performance metrics (as defined in Section 20)
 - Programs that have under five WIOA customers in the reporting period (previous two program years) will be added to a "Programs Under Five Participants" Provider's performance evaluation."
- Page 6 – **20. Invoice/Payment Procedures:** Change "The Provider agrees to invoice WorkSource Fulton for services delivered based on the following schedule:
 - 70% of total tuition is payable at the participants enrolment and no earlier than when the customer withdrawal from the program, as defined in paragraph 9
 - 30% of the total tuition is payable upon successful completion of training"

To "Board of Regents and Technical College System of Georgia Providers

- 100% of total tuition per semester is payable at the participants enrolment and no earlier than the completion of the add/drop period (as defined in paragraph 9)

Non Public Providers

- 70% of total tuition is payable at the participants enrolment and no earlier than when the customer withdrawal from the program, as defined in paragraph 9
- 30% of the total tuition is payable upon successful receipt of a credential, as defined in paragraph 11"

- Page 6 – **20. Invoice/Payment Procedures:** Change "All invoices must contain the following information: WIOA Customer's name (must match name on the voucher), social security number (or last four digits of social security number), course of study, training beginning and ending dates, remittance address, a contact's name and phone number, an invoice number and date" to "All invoices must contain the following information: WIOA Customer's name (must match name on the voucher), social security number (or last four digits of social security number), course of study, training beginning and ending dates, remittance address, a contact's name and phone number, an invoice number and date and for Non-Board of Regents Schools a proof of certification earned for the final payment. Insufficient information may result in delay or non-payment of invoices."

Page 6 - **20. Invoice/Payment Procedures:** Add "For Board of Regents and Technical College System of Georgia Providers, invoices for each semester are to be submitted within 30 days of the completion of the add/drop period.

For Non Public Providers, invoices are to be submitted as follows:

- 70% of total tuition must be submitted within 30 days after the date when the customer can withdrawal from the program, as defined in paragraph 9
- 30% of total tuition must be submitted within 30 days of when the customer received their credential”
- Page 7 – Add “27. Access to Documentation: With a signed enrollment agreement and consent form, WSB can request training provider to request updates on WIOA customers and request documentation that is needed to create a voucher, monitor student progress throughout the training or updated credential or employment information.
- 28. Participation in Regional Training Provider Meetings: WorkSource Metro Atlanta will host two Regional Training Provider Meetings annually, attendance will be taken and one representative from each Training Provider is required to attend the meetings.”
- Page 10 - **Attachments:** Change “I. WIOA Customer Employment/End of Service Form” to “Customer Change Notification Form”. Add “Customer Change Notification Form“.
- Page 15 – ATTACHMENT C Change “Performance Outcomes for the WorkSource Fulton. Change “

Each local area sets their own Performance Goals and Minimum Performance

Performance Measures	Adult PY20	Dislocated Workers PY20	Youth PY20
Q2 Entered Employment Rate	67%	79%	68%
Q4 Entered Employment Rate	63%	78%	68%
Q2 Median Earnings	\$5800	\$7200	\$2500
Credential Attainment Rate	60.5%	70%	56%
Measurable Skills Gain Rate	38%	29%	38.6%
Performance Measures	Adult PY21	Dislocated Workers PY21	Youth PY21
Q2 Entered Employment Rate	68%	81%	69%
Q4 Entered Employment Rate	64%	78%	69%
Q2 Median Earnings	\$5900	\$7300	\$2600
Credential Attainment Rate	61%	70%	50%
Measurable Skills Gain Rate	40%	31%	39.6%

To "Regional Performance Requirements for Training Providers

<u>Program Completion Rate</u>	<u>80%</u>
<u>Credential Attainment Rate</u>	<u>70%</u>
<u>Employment Rate</u>	<u>75%</u>
<u>Average Wage</u>	<u>\$14.00</u>

- Page 22 – **ATTACHMENT G** Change “WorkSource Fulton will make payments based on the following payment structure:
 - 70% of total tuition is payable at the participants enrolment and no earlier than when the customer can withdraw from the program, as defined in paragraph 9
 - 30% of the total tuition is payable upon successful completion of training”
- to “WorkSource Fulton will make payments based on the following payment structure:
 - Board of Regents and Technical College System of Georgia Providers
 - 100% of total tuition per semester is payable at the customers enrollment and no earlier than the completion of the add/drop period (as defined in paragraph 9)
 - Non Public Providers
 - 70% of total tuition is payable at the customers enrollment and no earlier than when the customer withdrawal from the program, as defined in paragraph 9
 - 30% of the total tuition is payable upon successful receipt of a credential, as defined in paragraph 11”.

Agreement No. _____

**PROVIDER
AGREEMENT**

WorkSource Fulton:

Address: 141 Pryor Street, Suite 2052, Atlanta, GA 30303

Contact person: Brett Lacy

Phone: (404) 612-8338

Email: brett.lacy@fultoncountyga.gov

Agreement with Provider:

Provider Name:

Address:

Contact person:

Contact phone:

email:

This Provider Agreement sets forth the roles and responsibilities of the parties named above in providing training, credentialing, career advisement, training-related full-time employment and employment follow-up services to eligible customers under the Workforce Innovation and Opportunity Act (WIOA).

- 1. Parties and Purpose:** Fulton County, as fiscal agent of the WIOA funds, on behalf of WorkSource Fulton, as administrative entity for the Fulton Workforce Development Board which is administered by Select Fulton, (collectively "FULTON COUNTY"), agrees to pay the cost of tuition, books, supplies and/or other eligible agreed upon services required to provide the training and other above-listed services to eligible customers enrolled in training at _____ hereafter known as the Provider.
- 2. Time of Performance:** Notwithstanding the dates of signatures, the effective date of this agreement is the date received by WorkSource Fulton. If a Provider does not meet the requirements for continued eligibility conducted by the Technical College System of Georgia Office of Workforce Development, the contract is deemed null and void at that time. This Agreement shall become effective upon execution by the Provider and shall automatically renew for consecutive one-year terms unless written notice is provided by either party to the other of its intent to terminate, as further described in Paragraph 32 of this agreement.
- 3. Approved Programs:** Currently state approved training programs, estimated length of training, and program requirements are listed on the *State WIOA Eligible Training Provider Listing (ETPL)*. For the purposes of this agreement, WorkSource Fulton will only honor the approved cost of training for Demand Occupations list (Attachment D). Cost should not exceed the amount listed on the ITA Obligation Voucher(s) (Attachment A). In such a case, the Voucher will prevail. Any changes in program costs or program information approved under this Agreement, or requests for additional programs as stated in Attachment E and Attachment F require prior written approval by WorkSource Fulton. Should such changes be approved, they automatically amend currently approved training programs for this agreement.
- 4. Customer Referral, Advertisement and Recruitment:** The Provider understands and agrees that only customers referred by WorkSource Fulton, or its authorized representatives, may be enrolled into approved training under this agreement. The Provider may include statements about WIOA training in its advertisements or recruitment efforts; however, any such advertisement must include a disclaimer stating that WIOA-funded training may be provided only to individuals who qualify for the program and only if funds are available. Such advertising must be

forwarded to WorkSource Fulton for approval prior to release. The Provider may not enroll any customer into training without the proper referral by WorkSource Fulton or its authorized representative. The Provider also understands that potential customers, who are recruited or referred to WorkSource Fulton or its authorized representative for eligibility, may select other training.

5. **Provider Entry Criteria:** The Provider will be held accountable to meet specific performance standards established by the State and Workforce Board areas and will qualify for inclusion on the ETPL based on performance. Providers have responsibility in assessing the current skills, education and experience of candidates and providing training and employment for customers. WorkSource Fulton may require additional assessments to determine suitability for training programs. However, if customers are enrolled in Provider programs that are not appropriate for them, they may not receive the full benefits of the WIOA system. Similarly, this may cause Providers not to meet established state, local and contractual performance standards. Therefore, Provider entry requirements will be a critical factor in establishing and attaining successful performance. They are to be established with a purpose of determining whether the customer's current skills, education, experience, etc. will enable them to complete the training program, obtain the knowledge and skills necessary to receive certification, as well as locate training-related employment with wages that meet standards and promote self-sufficiency.

Providers acknowledge that entry requirements for reading, math and language are to match those appearing on the Statewide ETPL. The Program Description, submitted by the Provider, contains all information regarding entry criteria. Testing for reading, math and language is to be comparable to the Tests of Adult Basic Education (TABE), if applicable.

Providers are required to issue customers with an acceptance letter that include a statement that the customer has met the entry requirements as stated on the ETPL. Customers not meeting the stated ETPL entry requirements are not to be allowed to attend training until the appropriate levels are achieved. In addition, Providers must complete the Acceptance Letter/Fee Schedule (Attachment K) and submit to WorkSource Staff.

WorkSource Fulton has established policies to ensure coordination of available funding sources for WIOA participants. Customers are required to apply for grants and scholarships such as HOPE, Pell, GI Bill, and all appropriate financial aid so that funds may be combined to cover total costs of training expenses. (Attachment E).

6. **Enrollment:** In addition to the letter of acceptance, Providers are to attach a listing of required coursework, including and specifying core courses, a schedule of courses to be accomplished during the program and credential(s) earned during and upon completion of the program. This listing is to also be forwarded to WorkSource Staff to be attached to the training voucher. All approved training vouchers are to be signed, dated and returned by the provider with invoicing.
7. **Activities during Training:** Activities during training shall include establishing a joint career advisement relationship with WorkSource Staff.
- For Board of Regents and Technical College System of Georgia Providers, WorkSource Staff can request updates on customer progress throughout the semester and at the completion of the semester.
 - For Non Public Providers, WorkSource Staff should receive a Customer Change Notification Form (Attachment I) within three (3) days of any difficulties or problems encountered by WIOA customers, such as no or poor attendance, difficulty in keeping up, or other academic problems, or apparent social problems or support needs. A withdrawal from training is to be immediately reported at a minimum no later than three (3) days after occurrence.

Any changes or amendments to the customer's training plan must be submitted to WorkSource Staff. If approved, the WorkSource Staff will issue an ITA voucher to both the customer and the Provider to reflect the changes.

8. **Time and Attendance Records:** Providers are responsible for recording and verifying attendance of WIOA customers as per the instructions on the WIOA Attendance Verification Form (Attachment H) and submitting

the attendance when invoicing. If a customer should fail to show for training or drop out of training prior to the refund period the Provider will not invoice WorkSource Fulton for that customer or provide prompt notification, and a refund processed to WorkSource Fulton.

Providers will sign additional attendance documentation for WIOA customers if it is required by WorkSource Fulton.

9. Customer Withdrawal from Training:

Customers will have a certain number of days to withdraw from the program without incurring any cost to WorkSource Fulton. If the customer is:

- Attending a Board of Regents and Technical College System of Georgia School, the customer will have until the conclusion of the add/drop period to withdraw from the training program
- Attending a training program that is four to five days a week the customer will have one week to withdraw from the training program
- Attending a training program that is one to three days a week the customer will have two weeks to withdraw from the training program

10. Sequential Courses and Career Ladder Training Plans: For training plans requiring multiple, sequential courses to prepare for a credentialing exam or achieve the training plan objective, participants must fully complete all coursework and successfully obtain the relevant credential related to that coursework, as appropriate, before advancing to the next level of training.

11. Credentialing: As of December 15, 2010, United States Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) No. 15-10 issued mandates, with emphasis on High Priority Performance Goals to increase credential attainment rate by WIOA participants. The TEGL requires that all training programs must prepare WIOA participants through job-training and preparation to sit for testing in order to achieve attainment of industry- recognized credentials as specified by WIOA. Such nationally recognized industry, association or organizations are:

- A state education body or a state agency
- An institution of higher education eligible to participate in federal financial aid programs
- A registered apprenticeship
- A public regulatory agency
- A professional, industry, or employer association

It is the Provider's responsibility to assure that credentialing goals are obtained for each customer. The Performance Outcomes in Attachment C indicate minimum credentialing performance for customers achieving a certification, license or credential. Providers are encouraged to require practice exams prior to scheduling testing.

Customers must be provided with resources to take tests for certifications within 30 – 60 days following completion of coursework. Exception: Some programs may require lengthy externships or employment for customers to be eligible to sit for the credential exam. In the event a customer does not complete coursework prior to entering employment, the certification test is to still be scheduled. For customers not passing a certification or credential, the Provider will provide refresher assistance and schedule re-testing. Providers must update WorkSource Staff with all information concerning certification testing.

12. Training Completion: The Provider will complete the Customer Change Notification Form (Attachment I) indicating that training was completed, the date completed, certificate or credential obtained, etc., within 10 days of activity completion. A copy of the customer transcript detailing course work completed is to be attached. The transcript is to be compared to the original voucher required coursework to assure completion requirements are met. If a customer does not complete training, the form will indicate the reasons, if known, and any additional information.

Proof of Completion may include certificates of completion, test results, quarter/semester grade reports, credential and degree/diplomas etc.

- 13. Job Placement:** Providers are responsible for placement of customers. Activities towards the end of training and during job search shall include assistance to WIOA customers in obtaining training-related credentials, and training-related, permanent, full-time employment, and joint career advisement with One-Stop Career Advisors in these activities, which includes assisting the WIOA customers in identifying prospective employers and making appropriate employment applications. The Provider will continue to make available to WIOA customers assistance in maintaining employment or obtaining re-employment during at least one year after training or initial employment. Continued inclusion on the ETPL is contingent upon successful placement of customers. WorkSource Fulton staff will forward annual performance reports to each Provider. It is imperative that Providers work with WorkSource Staff to assure the prompt and accurate recording of placement information. The Provider will submit information on job search and employment, as required by WorkSource Fulton, to include completion of a Customer Change Notification Form (Attachment I) and a copy of employment verification.
- 14. Administrative or Financial Hold Status:** A Provider may be placed on “administrative or financial hold status” by WorkSource Fulton at any time there are unresolved issues or rising concerns of a financial nature. During the period of financial hold, no new enrollments will be allowed, and any pending payments may be withheld. Reasons that a provider may be placed on financial hold are as follows, but not limited to:
- Notification to WorkSource Fulton from an outside agency of a levy placed against the Provider.
 - Failure of the Provider to submit any agreed upon refund
 - Failure of the Provider to provide students with the necessary supplies, books, etc., for the specified training program (as per agreement between LWDB and the Provider)
 - Notification or evidence that the Provider may be committing fraudulent activities
- 15. Concerns of the status of the Provider’s financial stability.** During this time, Providers will be responsible for researching, investigating, and submitting verifiable documentation, or acceptable explanation in response to any findings or allegations. Failure to respond to notice in the required time will result in Provider being placed on indefinite hold, and/or termination of agreement between WorkSource Fulton and the Provider.

In cases where the WorkSource Fulton has been informed in writing of a levy against the Provider, or the Provider fails to submit any agreed upon refund, or the Provider relocates and/or closes the training location without proper notice to LWDB and/or students, the Provider will be immediately placed on financial hold status and notified in writing within five (5) business days of being placed on hold. The Provider will then have thirty (30) days to remedy or respond to the notice, whichever is required. Failure to respond to or remedy notice in the required time will result in Provider being placed on indefinite hold, and/or termination of agreement between LWDB and the Provider.

- 16. Performance:** The Provider understands and agrees that it is expected that performance outcomes will meet or exceed the rates in Attachment C. The employment rate and wage rates include both customers who are successful completers and those who are non-completers. Please note Section 19 on the requirements for Continued Eligibility for the State Eligible Training Provider Listing. Regional Performance will be monitored annually on four performance outcomes:
- Completion Rate
 - Diploma, Graduation, Credential, Certificate and Licensure Rate
 - Employment Rate
 - Average Wage at Placement r

A provider may be placed on a “performance hold”, by WorkSource Fulton if they do not meet the following criteria:

- If a Provider invoices for 100% of program cost at the start of training, the Provider’s program(s) must meet all four of the performance metrics (as defined in Section 20)

- Programs that have under five WIOA customers in the reporting period (previous two program years) will be added to a “Programs Under Five Participants” Provider’s performance evaluation.
- If a Provider invoices for 70% at the start of the program and 30% of the total tuition is payable upon successful receipt of a credential, as defined in paragraph 11, the Provider’s program (s) must meet two of the four performance metrics (as defined in Section 20)
 - Programs that have under five WIOA customers in the reporting period (previous two program years) will be added to a “Programs Under Five Participants” Provider’s performance evaluation.

Performance is to be measured on information provided on Customer Change Notification Form (Attachment I), therefore, it is of utmost importance that these forms are submitted in a timely manner to include a copy of employment verification.

17. Monitoring and Evaluation of Performance: Providers will be evaluated a minimum of annually by 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.

Authorized representatives of the five metro Atlanta Workforce Development Boards, collectively identified as WorkSource Metro Atlanta (WSMA) and the Technical College System of Georgia, Office of Workforce Development shall have the right to audit all books and records, including electronic records, relating or pertaining to this contract or agreement, including but not limited to all financial and performance related records, property, and equipment purchased in whole or in part with WIOA funds and any documents or materials which support those records, kept under the control of the Provider. WorkSource Metro Atlanta and the Technical College System of Georgia, Office of Workforce Development also has the right to communicate with Provider’s employees related to the audited records. Provider shall furnish such information that may be relevant to the question of compliance or the effectiveness, legality, and achievements of WorkSource Fulton program. These evaluations can be scheduled or unscheduled and can happened multiple times throughout the performance year.

18. Removal from Eligible Training Provider Listing: Providers may be removed from the state listing under the following conditions:

- If inaccurate information regarding a program is intentionally supplied to WorkSource Fulton, the Technical College System of Georgia Office of Workforce Development will work in concert with the LWDB to make the determination of ineligibility. If a termination of eligibility occurs, it will remain in effect for a minimum of two years.
- If WorkSource Fulton determines that an Eligible Training Provider has substantially violated any requirements of the Act, or other State or Federal laws, regulations or requirements, the provider must begin correction as appropriate or risk removal.
- Failure to reapply under subsequent eligibility procedures.
- Failure to meet or exceed minimum established local and state performance levels.
- Failure to maintain or renew NPEC authorization may result in removal.

19. Continued Eligibility: WIOA requires re-determination of ITA program eligibility through the continued eligibility process. For a program to remain eligible to receive ITA funds for new enrollments each year, the State is required to compare program level performance outcomes against established minimum standards. It is mandatory for the Provider to provide the performance information/documentation by individual programs for the provider’s continued inclusion on the statewide list of approved providers one year following initial eligibility.

20. Invoice/Payment Procedures: WorkSource Fulton, through its authorized representative, will issue an ITA Obligation Voucher(s) (see Attachment A) to the Provider authorizing training. Only those Costs or Expenses identified on the Voucher will be eligible for payment. The Provider agrees to invoice WorkSource Fulton for

services delivered based on the following schedule:

Board of Regents and Technical College System of Georgia Providers

- 100% of total tuition per semester is payable at the participants enrolment and no earlier than the completion of the add/drop period (as defined in paragraph 9)

Non Public Providers

- 70% of total tuition is payable at the participants enrolment and no earlier than when the customer withdrawal from the program, as defined in paragraph 9
- 30% of the total tuition is payable upon successful receipt of a credential, as defined in paragraph 11

Please note that WorkSource Fulton will not pay the costs of any customer who begins training with a Provider without an ITA voucher. Costs and Expenses are to be documented and itemized on the Provider invoice and will match the approved costs for that training program. Invoices may not exceed authorized Voucher expenses. Books, supplies, uniforms, drug testing and any other costs required for training (other than tuition and test fees) shall be paid upon WorkSource Fulton's receipt and acceptance of an invoice, ITA voucher, and acceptable backup documentation as specified on (Attachment G). All invoices will be processed within 45 days from the date received, providing there are no errors and/or omissions, and all supporting documents have been submitted. Otherwise, payments may be delayed beyond 45 days.

All invoices must contain the following information: WIOA Customer's name (must match name on the voucher), social security number (or last four digits of social security number), course of study, training beginning and ending dates, remittance address, a contact's name and phone number, an invoice number and date and for Non-Board of Regents Schools a proof of certification earned for the final payment. Insufficient information may result in delay or non-payment of invoices. Invoices must be billed to:

ATTN: Project Director
South Fulton Career Center
5600 Stonewall Tell Road, Suite 204
College Park, Georgia 30349
Telephone: (404) 613-6800

For Board of Regents and Technical College System of Georgia Providers, invoices for each semester are to be submitted within 30 days of the completion of the add/drop period, as defined in Paragraph 9.

For Non Public Providers, invoices are to be submitted as follows:

- 70% of total tuition must be submitted within 30 days after the date when the customer can withdrawal from the program, as defined in paragraph 9
- 30% of total tuition must be submitted within 30 days of when the customer received their credential

Invoices that are received by WorkSource Fulton more than 60 days after the completion of a course or program at WorkSource Fulton's discretion may not be processed or paid. Please note that in all case payments are contingent upon the availability of funding.

21. **Refunds:** The Provider shall be responsible for refunding to WorkSource Fulton any payments later determined to have been based on improperly supported invoices, or for charges which violate the terms of this Agreement or any applicable local, State or Federal regulation, rule or law, or any agreed upon refunds. In the case of customers who do not attend training on the scheduled start date, are no- shows during training or who withdraw from training, it is the responsibility of the Provider to notify the One-Stop Career Advisor and WorkSource Fulton in writing within 3-days of the occurrence. WorkSource Fulton will attempt to honor the Provider's refund policy after such notification; however, refunds are due and payable to WorkSource Fulton for any customer who fails to show for training.

Failure to notify the One-Stop Career Advisor and WorkSource Fulton within the given period shall result in a full refund to ARC, regardless of the Provider's refund policies. Failure to refund under these terms will result in provider being placed on Financial Hold.

- 22. Costs and Expenses:** The Provider assures that the costs correlate with the price advertised to the general public, less any WIOA discount, if applicable. Limitations are based on invoicing procedures provided in Attachment G and limited to ITA Voucher items and amounts. Customers are required to complete classes/courses prior to billing for the next sequential classes/courses. (Please see Sequential Courses under Section 10). Sequential payments will be made for classes/courses within a total program of study as they begin. Payments will be denied for any customer attending a sequential training program prior to completion of prior coursework and testing, including credential exams. Exceptions are noted in Section 12 and may be granted based on appropriate related multi-package training approved by the WorkSource Staff.

All test fees will be paid with prior approval from the WorkSource Staff and must have a scheduled date for testing. In addition, confirmation of registration from the testing body and or receipts that clearly identify the participant(s) must be provided prior to reimbursement. We will not accept receipts of batch purchases as confirmation. Test retake fees, late fee payments, fines and penalties are not allowable as Costs and Expenses. Exceptions may be granted only if the delay was due to WorkSource Fulton staff error.

Although test fees are reimbursed based on pre-approved costs between WorkSource Fulton and the training provider, WorkSource Fulton will honor and pay increases in test fees that are made by the industry approved credentialing agencies, and only up to the increased amount. This will be effective AFTER we receive official notification of those changes, and it will not be retroactive. Any increases made and controlled by the training provider must receive prior approval by WorkSource Fulton.

- 23. Non-Duplication of Payment:** The Provider agrees that the customers will not be asked to pay for any items or services provided under this Agreement. The Provider understands that a violation of this provision may result in termination of this Agreement, at WorkSource Fulton's discretion.
- 24. Coordination of Funds:** WorkSource Fulton has established policies to ensure coordination of available funding sources for WIOA participants. Customers are required to apply for grants and scholarships such as HOPE, Pell, GI Bill, and all appropriate financial aid so that funds may be combined to cover total costs of training expenses. The Provider also agrees to provide WorkSource Fulton with written information identifying the type and amount of other financial aid received by each customer that receives services under this Agreement.
- 25. Disallowed Costs:** The Provider may be liable for any disallowed costs which result from discrepancies discovered in monitoring visits/reviews or audits by WorkSource Fulton, ARC, the Technical College System of Georgia, Workforce Development, the U.S. Department of Labor or any of their authorized representatives.
- 26. Access:** The Provider agrees that WorkSource Fulton or WorkSource Staff may counsel customers and perform on-site visits. The Provider agrees to allow timely and reasonable access to its personnel and records for the purpose of interviews, discussions and inspection of all documents which are pertinent to this Agreement. The Provider also recognizes its responsibility to promptly inform WorkSource Fulton or its authorized representatives of any developments which might affect a customer's successful completion of training.
- 27. Access to Documentation:** With a signed enrollment agreement and consent form, WorkSource Fulton can request training provider to request updates on WIOA customers and request documentation that is needed to create a voucher, monitor customer progress throughout the training or updated credential or employment information.
- 28. Participation in Regional Training Provider Meetings:** WorkSource Metro Atlanta will host two Regional Training Provider Meetings annually, attendance will be taken and one representative from each Training Provider is required to attend the meetings.

- 29. Funding Availability:** The Provider understands that referral of WIOA eligible customers is contingent upon, but not limited to, WorkSource Fulton's need for services and the availability of adequate, appropriate funding.
- 30. Equal Employment Opportunity:** The Provider agrees to comply fully with the non-discrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act, Title VI of the Civil Rights Act of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, The Age Discrimination Act of 1975, as amended, and Title IX of the Education Amendments of 1972, as amended. The Provider also ensures that programmatic and architectural accessibility and auxiliary aids and services are available upon request to customers with disabilities.
- 31. Adherence to Applicable Laws and Regulations:** The Provider agrees to comply fully with the non-discrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act, Title VI of the Civil Rights Act of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, The Age Discrimination Act of 1975, as amended, and Title IX of the Education Amendments of 1972, as amended. The Provider also ensures that programmatic and architectural accessibility and auxiliary aids and services are available upon request to customers with disabilities.
- 32. Termination of Agreement:** WorkSource Fulton, in the exercise of its authority and discretion and under its obligation to protect public funds, may terminate this Agreement for cause at any time, without prior notice or warning effective immediately upon receipt by the Provider of a written notice of such termination for cause. WorkSource Fulton may terminate the Agreement in whole, or in part at any time before the date of expiration, if WorkSource Fulton determines that the Provider has materially failed to comply with the terms of the Agreement. WorkSource Fulton shall promptly notify the Provider in writing of the termination and the reasons for termination, together with the effective date. Notice of termination may specify a later date, but shall not relieve the Provider of ultimate liability for any funds later determined to be disallowed. Either party may terminate this Agreement, without cause, for its convenience, by providing a minimum of thirty (30) days written notice thereof to the other party. Failure to supply additional funding shall not be considered as a form of termination. Upon termination of this Agreement, the Provider will not incur any new obligations after the effective date of the termination and will cancel any outstanding obligations.
- 33. Suspension:** WorkSource Fulton reserves the right to temporarily suspend this Agreement in whole or in part if it is determined by WorkSource Fulton that the Provider is failing to substantially comply with the performance outcomes or specified completion schedule of its duties under this Agreement. This is to permit Provider a reasonable time period to rectify any such failure. This does not exempt from possible termination under Section 13.
- 34. Record Keeping:** Records must be maintained for a period of six (6) years from the end of the program year in which the Agreement ends. If prior to the expiration of the six (6) year retention period, any litigations or audit is begun or a claim is instituted involving the Agreement covered by the records, the Provider agrees to maintain the records beyond the six (6) year period until such litigation, audit findings, investigations or claim has been finally resolved. Should the Provider cease to do business within the retention period required all records pertinent to the WIOA will be immediately delivered to WorkSource Fulton. The Provider shall retain sole liability for the contents of the records.
- 35. Reports:** The Provider shall furnish WorkSource Fulton or its authorized representative with progress reports for each customer under this agreement if such reports are routinely provided to all students. The progress reports are copies of transcripts or credentials attained, e.g., diploma, degree, certificate of completion, etc.
- 36. Rights in Data:** If any data produced or delivered in the course of or under this Agreement is developed,

WorkSource Fulton and the Concerned Funding Agencies shall have royalty-free nonexclusive, and irrevocable right to produce, or otherwise use, and to authorize others to use, the work.

- 37. Assignment:** The Provider shall not assign or transfer all or any portion of its interest in this Agreement.
- 38. Prohibited Activities:** The Provider assures that training programs funded under this Agreement do not and will not include any religious or political activities.
- 39. Amendment:** This Agreement incorporates all prior negotiations, interpretations and understandings between the parties and is the full and complete expression of their Agreement. Any change, alteration, deletion or addition to the terms set forth in this Agreement must be by written amendment executed by both parties, except where stated otherwise in this agreement.
- 40. Disputes and Appeals:** Any dispute concerning a question of fact arising either from a Training Provider selection decision, or under a Training Provider Agreement, once executed, shall be decided by the cognizant Center Director, who, after advisory consultation with all appropriate WorkSource Fulton officials (e.g., Director of Business Services, General Counsel, etc.), shall promptly reduce such decision concerning the question of fact to writing and mail, or otherwise furnish a copy thereof, to the disputing party (i.e., as appropriate, either: the unsuccessful proposer; or the Training Provider. The Center Director shall concurrently fully advise the disputing party, in writing, of the provisions outlined herein below concerning the disputing party's right to appeal the decision to the WorkSource Fulton Executive Director. A copy of all such documents shall also be furnished to the Director of Business Services.

The decision of the Department Director shall be final and conclusive unless within ten (10) calendar days of receipt of such written decision, the disputing party mails or otherwise furnishes a written appeal concerning the question of fact to the WorkSource Fulton Executive Director, who shall arrange a formal hearing within twenty (20) calendar days after receipt of such appeal. Both the appealing party and the cognizant Department Director shall be notified no less than five (5) calendar days in advance of the hearing and shall have the right to present witnesses and give evidence concerning the question of fact at such time. Within twenty (20) calendar days after the hearing, the Executive Director shall make a decision concerning the question of fact in writing to the appealing party and to the cognizant Department Director. A copy of the decision shall also be furnished to the Deputy Executive Director of Business Services.

The decision of the Executive Director concerning the question of fact shall be final and conclusive unless determined by the cognizant grantor agency or agencies, or the Comptroller General of the United States, or a court of competent jurisdiction to have been arbitrary, capricious, an abuse of discretion or otherwise not in accordance with the law.

Pending final decision of an appeal to the Executive Director under a Provider Agreement already executed, the Provider shall proceed diligently with the performance of the agreement and in accordance with the cognizant Department Director's decision.

Nothing in the foregoing shall be construed as making final the decisions of the cognizant Department Director or the Executive Director as such decision relate to question of law.

Applicable Law: This agreement shall be deemed to have been performed in the State of Georgia, and all questions of interpretation and construction shall be construed by the laws of Georgia.

Attachments:

- A. ITA Obligation Voucher
- B. Individual Training Account Policies
- C. Performance Outcomes

- D. Demand Occupational Training List
- E. Financial Aid Coordination Agreement, Pell/HOPE Policy
- F. Instructions for Additional Programs Requests and Program Change Requests
- G. Training Profiles and Invoice Procedures
- H. Sample Attendance Form
- I. [Customer Change Notification Form](#)
- J. ITA Training Provider Selection Local Appeals Process & Grievance/Complaint Procedures and Equal Opportunity Policy
- K. Acceptance Letter/Fee Schedule Form

This Provider Agreement is subject to the following:

Exhibit 1- Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion

Exhibit 2 - Standard Certifications Regarding Lobbying Form

Exhibit 3 – EEO/Conflict of Interest Statement of Assurances

In witness whereof, the parties hereto have executed this Agreement by and through their duly authorized representatives, as of the day first above written.

WorkSource Fulton : (on behalf of Fulton County)

Authorized Signature

Print: _____
Provider Executive Director

Federal Tax Identification Number

Attest (sign)

Attest (sign)

*"Fulton County WorkSource Georgia is an equal opportunity employer/program."
 Citizens in need of reasonable accommodations due to a disability including communications in an alternative format
 should contact our office within five days of an event at (404) 613-6381. For Georgia Relay Access, dial 711*

ATTACHMENT A

Georgia Work Ready Online Participant Portal

LWIA/Region: Region 7
Career Resource Center - Gwinnett Branch

ITA Voucher

Voucher ID: XXXXXXX	Check Here if Final:
Voucher Remittance Address: Career Resource Center - Gwinnett Branch 3885 Crestwood Parkway, N.W. Duluth, GA 30096	For Participants Name: SSN: Student ID: N/A State ID: 999999 Program: Workforce Innovation and Opportunity Act (WIOA) Program -Adult Appid: 999999
Provider of Service: Billing Address: Attn: EIN/SSN: Vendor ID: Reference No.: N/A Service Name:	Agreement Information: Agreement #: N/A Service Code: 300 - Occupational Skills Training - Approved Provider List (ITA) Service Dates: Start - 10/18/2016 End -06/30/2017 Fund Stream: ADULT

Total payment for this voucher cannot exceed the TOTAL VOUCHER amount

Item	Voucher Amount	Payments To Date	Amount Submitted for Payment For Service Provided Between: Start Date: 10/10/2016 End Date: 11/4/2016
Total Training Costs	\$4,370.00	\$0.00	
Tuition/Fee	\$3,995.00	\$0.00	
Books	\$0.00	\$0.00	
Tools	\$0.00	\$0.00	
Other Costs	\$375.00	\$0.00	
TOTAL VOUCHER:	\$4,370.00	\$0.00	

I hereby certify, under penalty of law, that this voucher is correct and accurate. I understand that subsequent vouchers will be dependent on the participants continued progress in Workforce Innovation and Opportunity Act (WIOA) Program.

Providers Authorized Signature
Signature

Date

Authorized Staff
Date

ATTACHMENT B

Individual Training Account (ITA) Policies

An adult or dislocated worker determined eligible for WIOA funded services may select a provider from the State ETPL after consultation with a WIOA career advisor. If a customer receives career advisement and support services and the program of study is funded by Pell/HOPE funds, the ITA policies will apply. The following policies may be utilized to establish local parameters for service. The ITA policies are to be implemented and followed by One-Stop Career Advisors and are also to be implemented and followed by Training Providers for WIOA participants.

POLICIES:

- (1) Training must be in occupations identified in the local WIOA Plan as growth occupations or documentation of employment prospects for areas not listed in the plan should be provided. *WorkSource Fulton Training Options (based on occupations in demand) are included as an attachment to this agreement.*
- (2) Training must result in an employment wage sufficient to attain self-sufficiency without the aid of public assistance.
- (3) Training must be at full-time status (as defined by the institution) to accommodate existing Unemployment Insurance requirements. Exceptions to this policy may be approved, in writing, on a case-by-case basis.
- (4) Programs should not exceed 104 weeks (two years). Applicants must be fully accepted into the specific occupational skills training program of their choice.

It is the general rule to provide assistance during the specific program of study, rather than perquisite studies. Some technical colleges provide a healthcare technologies program. This usually covers the required prerequisites for more advanced healthcare training such as nursing, radiology technology, dental hygiene, etc. The general health technology program will not be considered program acceptance for WIOA because it does not prepare a student upon completion to begin a specific career. Rather it prepares a student to enter the specific advanced healthcare training.

For extremely competitive program acceptance such as nursing, radiology technology and dental hygienist, customers must select a second alternative.

Degree/certificate program may include courses from an approved core of general education (i.e., math and English) required for the degree/certificate. WIOA funding can be used for core in these cases. Prerequisites or developmental studies are not considered core and no WIOA funding will be provided. WIOA funding will be provided when the student has received formal acceptance into a career program.

Exceptions to this policy may be approved on a case-by-case basis and requests should include evidence that financial support is available during extended training periods.

Extended critical shortage healthcare curricula will be reviewed and approved on a case-by-case basis. **EXCEPTION:** Limitations have been increased to four years for graduate degrees for Registered nurses seeking nursing instructor positions at universities and technical colleges. Applicants with non- medical baccalaureate degrees will be considered for accelerated Registered Nursing Master's level programs at Regents Schools.

- (5) In general, all training programs must be within a reasonable commute of the WIOA local area that may include out-of-the-area and out-of-state training institutions. Out-of-the-area training programs that are not within commuting distance to the WIOA local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States.
- (6) All applicants must apply for the Pell Grant and/or HOPE Scholarship program, if eligible. Pell funds may be combined with WIOA funds to cover total expenses.

- (7) WIOA funding may be provided for college level and post baccalaureate instruction only if all of the following conditions have been met:
- (a) The customer must be accepted into a certificate or degree program, and the course of study must be occupation-specific (i.e., radiological technician, accounting, teacher certification), or the customer is a Registered Nurse seeking a graduate degree in Nursing to fill a vacant instructor position at a university or technical college. No funds shall be provided for general academic programs (i.e. General academic Studies, Bachelor of Business Administration, Bachelors of Art, etc.
 - (b) Total course of study will take no longer than 104 weeks (2 years) to complete and be a certificate, diploma or degree program. Extended critical shortage healthcare curricula will be reviewed and approved on a case-by-case basis.
 - (c) The customer must demonstrate that he/she has the financial resources to attend long-term training.
- (8) Continuing Education and other similar courses will be approved if the following conditions apply:
- (a) The customer must have a specific occupational goal.
 - (b) The customer must present evidence describing how the proposed training will increase his/her employment marketability.
- (9) Short-term vocational services are intended for workers who lack occupational credential/certification and require short-term continuing education offerings to enhance and upgrade skills for certification. Short-term (less than 120 clock hours) training, preparation and review activities which prepare customers to sit for certification examination courses may be provided as an Intensive Service rather than an ITA.
- (10) ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, supplies, tools, uniforms and shoes, certification, licensing, testing fees, drug testing and background testing for entrance into training, medical requirements for training entrance and such items as specifically required for a course or program.
- The following items are not provided by ITAs: computers, computer equipment, computer program software, peripherals, electronic and wireless equipment *unless approved on a case by case basis by WorkSource Fulton.*
- (11) ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as he/she is responsible for other fines or penalties.
- (12) Training limitation follows:
- (a) Up to \$7,000 in training costs, excluding support, may be expended for each participant for up to one year of training. One year is defined as up to 52 calendar weeks from the initial start date of training. The limit of \$7,000 will apply in circumstances where training is designed to be completed in 52 weeks or less, even if the customer is unable to complete training under the usual program training schedule.
 - (b) Up to \$10,000 in training costs, excluding support, may be expended for each participant for up to two years of training. No more than \$7,000 will be provided towards training costs during any one 52 calendar week period as noted above.

Other Local Workforce Boards may have different training limitation policies.

If the cost of training exceeds funds limitation guidelines, career advisors should assist in developing a financial plan to cover total costs of training. Please see the enrollment agreement addendum which should be utilized when loans or personal funds are included to cover the total costs of training.

ATTACHMENT C

Regional Performance Requirements for Training Providers

<u>Program Completion Rate</u>	<u>80%</u>
<u>Credential Attainment Rate</u>	<u>70%</u>
<u>Employment Rate</u>	<u>75%</u>
<u>Average Wage</u>	<u>\$14.00</u>

ATTACHMENT D

Demand Occupations List

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

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



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

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

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

8/2018

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

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

ATTACHMENT E

FINANCIAL AID COORDINATION PELL/HOPE POLICY

1. Scope: The Workforce Innovation and Opportunity Act requires coordination with Educational Institutions which also provide financial assistance under Title IV of the Higher Education Act and under the HOPE Scholarship/Grant program.
2. Policy: It is the policy of WorkSource Fulton to coordinate WIOA training funds with Pell and HOPE funding. All customers must apply for Pell and HOPE funding, if the customer is eligible to receive funding. Customers should make these applications as soon as a school is selected. Customers may begin training while these applications are in process. This policy does not include student loans. If it is determined, through an analysis of need, that the total costs of attendance, including living expenses, etc., exceed the amounts available through HOPE and WIOA, the Pell funds may be utilized for living expenses.
3. Implementation: This policy applies to those applicants who are seeking assistance for funding for schools which provide financial assistance under Title IV of the Higher Education Act and the Georgia HOPE Scholarship Program. All applicants should be informed that WIOA is one of many funding sources that may be available to them. If the customer is interested in training at a Regent's University system institution or Technical College System of Georgia institution they should also apply for Pell and HOPE funds, unless they provide a valid reason to their career advisor as to why they would not be eligible for such funds. Examples of valid reasons include:
 - The customer has a college degree and is seeking funds to complete a second degree at a college. The customer has a previous student loan, which is in default.
 - The customer is seeking funds to complete a degree, does not have a B average, and their family income is over the limit for Pell.

If a customer receives financial aid (including loans), a copy of the Financial Aid Record should be maintained in the customer's file. If Pell or HOPE funding is denied, documentation of the denial must be included in the file. The file should also provide documentation that the customer is not eligible for Pell and HOPE, either using the notice from financial aid, or the customer's self-attestation.

4. Book Allowances: For participants receiving HOPE funding, WIOA funds may be coordinated to cover fees and the portion of book charges not covered by HOPE.
5. Child/Dependent Care: For a participant receiving HOPE, Pell and WIOA, WIOA may provide child/dependent care under the Child Care Policy Guidelines.
6. A listing of additional financial aid resources is available for all customers.

ATTACHMENT F

Instructions for Additional Programs Request and Program Change Request to be added to the Eligible Training Provider List

The Additional Program Request and the Program Change Request form are available on the Atlanta Regional Commission website at: <https://atlantaregional.org/workforce-economy/services-for-employers-trainers/training-provider-resources/>

Approved Training Providers may request to add additional program(s) to the Eligible Training Provider List. These programs would have to meet all the normal criteria for consideration and should be authorized by NPEC or other authorizing agency prior to consideration.

Existing training programs that have already had classes must have verifiable performance information on a minimum of 10 students. New training programs without any previous classes will be considered with a narrative application and additional verifiable program specific performance information.

In addition to the Request form, training providers need to submit any change on the listing of textbooks with corresponding ISBN#, supplies and fees. The listing should note current prices and requested price changes.

Providers should also complete the Credentials section of the additional programs request form for each program submitted.

Approved Training Providers may submit change requests to WorkSource Fulton on the Program Change Request Form. Information on this form is to reflect the change being requested and must have reason for change. No program change will be reviewed unless it is on the correct form.

In addition to the Request form, training providers need to submit any change to the listing of textbooks with corresponding ISBN#, supplies and fees. The listing should note current prices and requested price changes.

Providers should also complete the Credentials section of the additional programs request form for each program change submitted, if applicable.

Both forms can be submitted to: wioatrainingprovider@atlantaregional.com

Or mail to: Atlanta Regional Commission
Workforce Solutions Division
229 Peachtree Street, NE / Suite 100
Atlanta, Georgia 30303

No fax copies will be processed due to possible print quality issues.

Both requests must be submitted 21 business days prior to the ITA Committee Meeting. The tentatively committee meeting schedule is the fourth Thursday in January, April, July and October. All program changes are subject to the Quarterly ITA Committee review and notification of committee recommendations will be provided in writing following the quarterly meeting.

ATTACHMENT G

Training Profile and Invoicing Procedures

Training providers shall invoice WorkSource Fulton based on their training program's appropriate profile(s), as outlined below:

Training Profiles and Invoice Procedures Definitions:

WorkSource Fulton will make payments based on the following payment structure:

Board of Regents and Technical College System of Georgia Providers

- 100% of total tuition per semester is payable at the customer's enrollment and no earlier than the completion of the add/drop period (as defined in paragraph 9).

Non Public Providers

- 70% of total tuition is payable at the customer's enrollment and no earlier than when the customer withdrawal from the program, as defined in paragraph 9
- 30% of the total tuition is payable upon successful receipt of a credential, as defined in paragraph 11.

Training Profile: Description of a Training Provider's program outline. Invoicing procedures will be based on a program's determined training profile.

Periodic Program: Approved training programs that are conducted on a periodic schedule. Examples of this type of program include but are not limited to: Semester based programs and quarter-based programs.

Profile A:

Periodic Program: If the training provided to the participant(s) is based on a periodic program (quarter, semester, etc.), the provider shall invoice WorkSource Fulton for each period, no earlier than when the customer can withdraw from the program (Paragraph 11). WorkSource Fulton shall not pay for the commencing period until notification of completion of the prior period is received. Participants should complete classes/ courses prior to billing for the next sequential classes/courses.

NOTE ABOUT THE CREDENTIAL RECOGNITION:

A credential is recognized when a student earns one credential specified by the training provider and accepted (approved) in advance by WorkSource Fulton. In cases where multiple credentials are available after training, students are encouraged to earn more than one credential. WorkSource Fulton will provide reimbursement for additional credential exam fees on a case by case basis. CREDENTIAL RECOGNITION APPLIES TO ALL PROFILES.

Training providers of any profile have the option to invoice WorkSource Fulton for full training costs after all criteria has been met and verified by WorkSource Fulton. Please note that all invoices MUST have the following information and attachments:

Billed to: [ATTN: Project Director, South Fulton Career Center 5600 Stonewall Tell Road, Suite 204 College Park, Georgia 30349]

- Provider Name, payment address, and contact information
- Name of the participant and course being billed for
- Last four digits of participant's SSN#
- Breakdown of billable costs
- Voucher
- Attendance Sheet signed by student (Proof of attendance for at least 1 week for initial billing)
- Confirmation of the receipt of books and supplies signed by the participant
- Completion Certificate (required for the 25% completion payment)
- Proof of credential (required for the 25% credential payment, or full payment)
- Any other supporting documentation

Absence of any one or combination of the above items and/or information may result in the delay, or non- payment of invoice(s).

Proof of completion includes, but is not limited to, Completion Certificate or a transcript that clearly shows that the participant has completed training.

Payments

As stated on Page 5, Paragraph 22 of the Provider Agreement, payments will be processed within 45 days of receipt of invoice and proper documentation with no errors and/or omissions.

Invoices with errors and/or omissions will be returned to the Provider with explanation and may result in delay of processing of payment beyond 45 days.

Also, please note that payments may also be delayed due to acts of nature, or other events beyond the control of FULTON COUNTY.

Payments will be sent to the Provider by mail via a check processed and sent via US Postal Service, or other carrier

In extenuating circumstances, the Provider may elect to have payments sent via P-Card, and requires prior approval by FULTON COUNTY.

FULTON COUNTY is also not responsible for any payment delayed to the Provider caused by the US Post Office, or other carrier.

FULTON COUNTY is not responsible for payment delayed as a result of the Provider's change in address or account information, without proper notification to FULTON COUNTY of those changes.

Payments will NOT be available for pickup at the FULTON COUNTY office.

Payment dates will not be confirmed by FULTON COUNTY Workforce Finance staff, unless record of an actual check processed.

At no time will the school charge back any unpaid costs to the participant.

Payment information will NOT be available from FULTON COUNTY's Non-Workforce Finance or Accounting Staff

*"Fulton County WorkSource Georgia is an equal opportunity employer/program."
Citizens in need of reasonable accommodations due to a disability including communications in an alternative format should contact our office within five days of an event at (404) 613-6381. For Georgia Relay Access, dial 711*

ATTACHMENT I

2. Customer Change Notification 2 10.pdf



Customer Change Notification Form

(To be completed by Training Provider)

Customer Name: _____ Last 4 of SS#: _____

Training Provider: _____ CTA _____

WorkSource Board: _____

Training Begun			
Training Program _____			
Actual Start Date _____		Revised Start Date _____	
Projected End Date _____		Revised End Date _____	
Change approved by Career & Training Advisor (CTA) <input type="checkbox"/> Yes <input type="checkbox"/> No Date _____ CTA _____			
Attendance (dropped out/ attendance problems, etc)			
Unsatisfactory Attendance <input type="checkbox"/> Yes <input type="checkbox"/> No			
Reason for leaving training: <input type="checkbox"/> Health/Medical <input type="checkbox"/> Quit <input type="checkbox"/> Employed/will complete training <input type="checkbox"/> Employed/will not complete training <input type="checkbox"/> Other			
Withdrawn or changed training schedule within 3 days of occurrence <input type="checkbox"/> Yes <input type="checkbox"/> No			
Comments:			
Training Completed			
School Certificate <input type="checkbox"/> Yes <input type="checkbox"/> No		Results Pending <input type="checkbox"/> Yes <input type="checkbox"/> No	
Industry Certification/License <input type="checkbox"/> Yes <input type="checkbox"/> No		Exam Scheduled <input type="checkbox"/> Yes <input type="checkbox"/> No	
Copy Attached <input type="checkbox"/> Yes <input type="checkbox"/> No		Name of Exam _____	
Industry Exam Taken <input type="checkbox"/> Yes <input type="checkbox"/> No		Copy of Exam _____	
Passed Exam <input type="checkbox"/> Yes <input type="checkbox"/> No		Results Attached <input type="checkbox"/> Yes <input type="checkbox"/> No	
Comments:			
Entered Employment			
Employer _____			
Address _____			
City _____		State _____	Zip _____
Phone _____		Fax _____	Email _____
Job Title _____		Wage/Salary _____	Weekly Hours _____
Permanent Employment <input type="checkbox"/> Yes <input type="checkbox"/> No Starting Date _____			
Training Related Employment <input type="checkbox"/> Yes <input type="checkbox"/> No			
Comments:			

I attest that the information submitted is true and accurate to the best of my knowledge.

School Representative _____ / _____ Date _____
Printed Name Signature

Equal Opportunity Employer/Program
 Auxiliary Aids & Services Available to Individuals with Disabilities

*"Fulton County WorkSource Georgia is an equal opportunity employer/program."
 Citizens in need of reasonable accommodations due to a disability including communications in an alternative format should contact our office within five days of an event at (404) 613-6381. For Georgia Relay Access, dial 711*

ATTACHMENT J

TRAINING PROVIDER Local Appeals Process

WorkSource Fulton provides equal opportunity employment and training services regardless of race, color, religion, sex, national origin, age, handicap, or political affiliation.

The following appeal procedures as required in Section 122 (b) (c) (d) (f) and (h) of the Workforce Innovation and Opportunity Act have been established by WorkSource Fulton to provide recourse to providers who have been denied or terminated from eligibility status as a training provider or denied eligibility as a provider of on-the-job training. WorkSource Fulton will provide notice to the applicant or provider with the letter of denial or termination containing the reasons for denial or termination, as well as the availability of the appeal process. Letters of denial of initial applications must be sent to the applicant within thirty (30) calendar days of the denial. An appeal by the provider for reconsideration of the termination must be made in writing thirty (30) calendar days from the day of receipt of the termination letter. Providers entering an appeal should be prepared to address the specific factors which prompted the denial or termination.

Providers may be removed from the ETPL under the following conditions:

- A. If inaccurate information regarding a program is intentionally supplied to a LWDB or WFD, a termination of eligibility will occur and will remain in effect for a minimum of two years,
- B. If a LWDB or WFD determines that an eligible provider has violated any requirements under WIOA, or other state or federal laws, regulations or requirements, a termination of eligibility will occur and will remain in effect for a minimum of two years.
- C. If a LWDB or WFD make termination determinations at any time during a training provider agreement to provide training services, there will be an opportunity for a hearing.
- D. A provider whose eligibility is terminated under the above conditions shall be liable for repayment of funds received during the period of noncompliance.
- E. If a provider does not respond to any continuing eligibility requests, the programs undergoing continuing eligibility will be removed from the ETPL. If the provider desires to have those programs reapproved, they should reapply through a LWDB after a six-month period, or
- F. If a provider's program fails to meet or exceed minimum established local and state performance levels, the provider's eligibility to receive funds for that program may be suspended by a LWDB or WFD.
- G. If it is deemed by a LWDB that training received by a WIOA customer did not adhere to program information as marketed by the training provider and/or the performance data was misrepresented by the provider, consequences levied upon the training provider may include: (1) additional training to the aggrieved customer at no cost; and/or (2) refund to the fiscal agent of amounts paid; and/or (3) debarment from the ETPL.

If any organization has a complaint against the Atlanta Regional Workforce Development Board, informal resolution should be attempted before filing a grievance. If there is no resolution of the complaint, the complainant(s) has/have a right to file a grievance by sending a written request for a hearing to:

Division Manager
Select Fulton Workforce
Division
141 Pryor Street, Suite 2052
Atlanta, GA. 30303

After a written request for a formal hearing is received, the complainant(s) will be given written notice of the date, hour, place of the hearing, and of the manner in which the proceeding will be conducted and the issues to be decided upon, based on the complaint or grievance outlined in the written request. A Hearing Officer, independent of all parties, will be appointed to conduct the Hearing.

Prior to the hearing, the complainant(s) will be given the opportunity to:

- Withdraw the request for a hearing, in writing.
- Request a re-scheduling of the hearing for good cause.
- Bring witnesses and documentary evidence.

- Have records and documents produced; and
- Question any witness or party to the case. Hearings on any grievance filed shall be conducted within thirty (30) days of such filing. Decisions shall be made not later than sixty (60) days after the filing of a complaint. Attempts at informal resolution may proceed during the 30-day period between the filing and hearing of the grievance and prior to the rendering of a decision on the grievance.

If the complainant does not receive a decision from the Hearing Officer within sixty (60) days of the filing of the grievance/complaint, or if either party receives a decision unsatisfactory to that party, either party has the right to request a review of the grievance by the Governor. The request for a review should be submitted to:

Assistant Commissioner
Technical College System of Georgia
(TCSG) 1800 Century Place NE #400
Atlanta, GA 30345
Phone: 404-679-4970

The Deputy Commissioner shall act as the Governor's authorized representative. The request for review shall be filed within ten (10) days of receipt of the adverse decision or ten (10) days from the date on which the parties shall have received a decision. The Technical College System of Georgia Office of Workforce Development will conduct a review of the complaint and issue a decision within thirty (30) days from the date of receipt of the review request. The decision rendered by the Deputy Commissioner will be final.

*"Fulton County WorkSource Georgia is an equal opportunity employer/program."
Citizens in need of reasonable accommodations due to a disability including communications in an alternative format
should contact our office within five days of an event at (404) 613-6381. For Georgia Relay Access, dial 711*

Equal Opportunity Complaint & General Grievance Policy and Procedure

For Applicants, Participants, Other Interested or Affected Parties

I. EQUAL OPPORTUNITY COMPLAINT POLICY

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

The recipient must not discriminate in any of the following areas: (1) Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; (2) providing opportunities in, or treating any person with regard to, such a program or activity; or (3) making employment decisions in the administration of, or in connection with, such a program or activity.

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

What to Do If You Believe You Have Experienced Discrimination

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

- ☐ The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- ☐ The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW., Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Web site at www.dol.gov/crc.
- ☐ If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center.
- ☐ If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).
- ☐ If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

A **complaint** is an allegation of discrimination on the grounds a person, or any specific class of individuals, has been or is being discriminated against on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69. An allegation of retaliation, intimidation, or reprisal for taking action or participating in any action to secure rights protected under WIOA will be processed as a **complaint**.

Note: A complaint cannot be processed as both a program complaint and as a discrimination complaint.

FILING COMPLAINTS OF DISCRIMINATION (under Equal Opportunity Complaint Policy)

Who May File: Any person requesting aid, benefits, services or training through the WorkSource Atlanta Regional workforce system; eligible applicants and/or registrants; participants; employees, applicants for employment; service providers, eligible training providers (as defined in the Workforce Innovation and Opportunity Act), and staff with the workforce system that believes he/she has been or is being subjected to discrimination prohibited under the Nondiscrimination and Equal Opportunity Provisions 29 CFR Part 38 and Section 188 of the Workforce Innovation and Opportunity Act (WIOA).

WorkSource Fulton is prohibited from discriminating against a person, or any specific class of individuals, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69 in admission or access to, opportunity or treatment in, or employment in the administration of or in connection with, any WIOA funded program or activity. If you think that you have been subjected to discrimination under a WIOA funded program or activity, you may file a complaint within **180 days** from the date of the alleged violation with:

Melissa Cuthrell, Diversity and Civil Rights Compliance Officer II,
Fulton County Government, Office of Diversity and Civil Rights Compliance
141 Pryor Street, SW, 5th Floor
Atlanta, Georgia 30303
Office: 404-612-8356
Email: Melissa.Cuthrell@fultoncountyga.gov

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

- (A) The complainant's name, mailing address, and, if available, email address (or another means of contacting the complainant).
- (B) The identification of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination).
- (C) A clear description of the allegations in sufficient detail including the date(s) and timeline that the alleged violation occurred to allow the recipient, as applicable, to decide whether: (1) what agency has jurisdiction over the complaint; (2) the complaint was filed in time; and (3) the complaint has apparent merit; in other words, whether the complainant's allegations, if true, would indicate noncompliance with any of the nondiscrimination and equal opportunity provisions of WIOA or part 29 CFR Part 38.
- (D) The written or electronic signature of the complainant or the written or electronic signature of the complainant's representative.

Complaint Processing Procedure

An initial written notice to the complainant will be provided within fifteen (15) days of receipt of the complaint. The notice will include the following information pursuant to part 29 CFR 38.72:

- (1) Acknowledgement of complaint received including date received; notice that the complainant has the right to be represented in the complaint process; notice of rights contained in §38.35; and notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.
- (2) A written statement of issue(s) which includes a list of the issues raised in the complaint; for each issue, a statement of whether or not the issue is accepted for investigation or rejected and the reasons for each rejection after performing a period of fact-finding.
- (3) Notice that the complainant may resolve the issue Alternative Dispute Resolution (ADR) any time after the complaint has been filed, but before a Notice of Final Action has been issued.

If the complaint does not fall within the Workforce Innovation and Opportunity Act jurisdiction for processing complaints alleging discrimination under Section 188 or Equal Opportunity and Nondiscrimination provisions at 29 CFR Part 38.74, the complainant will be notified in writing within five (5) business days of making such determination. The notification shall include the basis of the determination as well as a statement of the complainant's right to file with the Civil Rights Center (CRC) within thirty (30) days of the determination.

Complaint Processing Time Frame

A complaint will be processed, and Notice of Final Action issued within ninety (90) days of receipt of the complaint pursuant to 29 CFR 38.72. Complainant may elect to file his or her equal opportunity complaint with the Technical College System of Georgia (TCSG) Office of Workforce Development (OWD). TCSG OWD's address and information is as follows: Attention: Compliance & Legal Affairs Director, the Technical College System of Georgia, State Equal Opportunity Officer, 404-679-1371, wioacompliance@tcsge.edu <http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf>.

If WorkSource Fulton has not provided complainant with a written decision within ninety (90) days of the filing of the complaint, complainant need not wait for a decision to be issued. Complainant may file a complaint with TCSG or CRC within thirty (30) days of the expiration of the 90-day period. If complainant is dissatisfied with WorkSource Fulton resolution of his or her equal opportunity complaint, complainant may file a complaint with TCSG. Such complaint must be filed within thirty (30) days of the date you received notice of WorkSource Fulton's proposed resolution.

OR

Complaints may be initially filed or appealed to the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210 or electronically as directed on the CRC website at www.dol.gov/crc within thirty (30) days of complainant's receipt of either WorkSource Fulton Notice of Final Action or TCSG Notice of Final Action. In other words, within one hundred twenty (120) days Complainant may file his or her appeal.

Resolution Process

Alternative Dispute Resolution: Complainant must be given a choice as to the manner in which they have their complaint resolved. After an investigation is conducted by the Equal Opportunity Officer, ADR may be chosen by the complainant to resolve the issues, as long as a Notice of Final Action has not been issued. Mediation is recommended ADR and will be conducted by an impartial mediator. Complainant must notify the Equal Opportunity Officer within ten (10) days of receiving the Notice of Issue Statement letter of whether ADR is selected to resolve the dispute. WorkSource Fulton will provide an impartial mediator and will provide interested parties information regarding the arrangements (date, time, and location).

Time Frame: The period for attempting to resolve the complaint through mediation will be thirty (30) days from the date the complainant chooses mediation; but must be performed within ninety (90) days of the initial filing date.

Successful Mediation: Upon completion of successful mediation, the complainant and respondent will both sign a conciliation agreement attesting that the complaint has been resolved. A copy of the conciliation agreement will be provided to Technical College System of Georgia, Office of Workforce Development within ten (10) days of the date the conciliation agreement was signed.

Unsuccessful Mediation: In the event mediation was not successful, WorkSource Fulton shall proceed with issuing a Notice of Final Action within the ninety (90) day limit.

Complainant Responsibility: The complainant may amend the complaint at any point prior to the beginning of mediation or the issuance of the Notice of Final Action. The complainant may withdraw the complaint at any time by written notification.

Breach of Agreement: Any party to any agreement reached under ADR may file a complaint in the event the agreement is breached with Compliance & Legal Affairs Director, Technical College System of Georgia, Office of Workforce Development, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304; (404) 679-1371; wioacompliance@tcsge.edu; or Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210 or electronically as directed on the CRC website at www.dol.gov/crc. The non-breaching party may file a complaint within thirty (30) days of the date that party learns of the alleged breach (29 CFR 38.72).

II. GENERAL GRIEVANCE POLICY

Any person applying for or receiving services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by WorkSource Fulton will be treated fairly. WorkSource Fulton will make every effort to resolve all general, non-discriminatory complaints informally between those involved before a grievance is filed. Grievances may be filed in accordance with the written procedures established by WorkSource Fulton. **If you believe a violation of Title I of Workforce Innovation and Opportunity Act or regulations of the program has occurred, you have the right to file a grievance.**

A **grievance** is a complaint about customer service, working conditions, wages, work assignment, etc., arising in connection with WIOA Title I funded programs operated by WIOA recipients including service providers, eligible training providers, one-stop partners, and other contractors.

FILING A GENERAL GRIEVANCE (violations of the act or regulations not alleging discrimination)

Who May File: Any person, including WIOA program participants, applicants, staff, employers, board members or any other

interested parties who believes they have received unfair treatment in a WIOA Title I funded program.

Any person may attempt to resolve all issues of unfair treatment by working with the appropriate manager and/or supervisor and staff member, service provider, or one-stop partner involved informally prior to a written grievance being filed.

All complaints as described in the previous definition may be filed within one hundred twenty (120) days after the act in question by first completing and submitting the General Grievance Form to:

David Keyes, Point of Contact for WIOA grievances,
Workforce Division, Select Fulton,
141 Pryor St, Suite 2052,
Atlanta, GA 30303.
Phone: (404) 613-4138
david.keyes@fultoncountyga.gov

or

Brett Lacy, Workforce Division Manager,
Select Fulton
141 Pryor Street, Ste 2052
Atlanta, Georgia 30303
Phone: (404)612-8338
Brett.lacy@fultoncountyga.gov

Grievance Processing Procedure

A complaint may be filed by completion and submission of the General Grievance Form located at www.atlantaregional.org. WorkSource Fulton will issue a written resolution within sixty (60) days of the date the complaint was filed. Pursuant to Section 181 of the Workforce Innovation and Opportunity Act, WorkSource Fulton shall provide the grievant with an opportunity for a hearing within sixty (60) days of the complaint's filing, if requested in writing by the grievant. In the event a hearing is not requested, WorkSource Fulton shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act were violated. In the event the grievant is dissatisfied with WorkSource Fulton's decision, he or she may appeal the decision to the Technical College System of Georgia, Office of Workforce Development (OWD) within sixty (60) days of the date of the decision. If such an appeal is made, the OWD shall issue a final determination within sixty (60) days of the receipt of the appeal.

In the event WorkSource Fulton does not issue a written resolution within the sixty (60) days of the complaint's filing as required, the grievant has the automatic right to file his or her complaint with the Technical College System of Georgia, Office of Workforce Development.

Hearing Process

A hearing on any complaint filed shall be conducted as soon as reasonably possible, but within sixty (60) days of the complaint's filing. Within ten (10) business days of the receipt of the request for a hearing, WorkSource Fulton shall: (1) respond in writing acknowledging the request to the grievant; and (2) notify the grievant and respondent of a hearing date. The notice shall include, but not limited to: (1) date of issuance; (2) name of grievant; (3) name of respondent against whom the complaint has been filed; (4) a statement reiterating that both parties may be represented by legal counsel at the hearing; (5) the date, time, place of the hearing, and the name of the hearing officer; (6) a statement of the alleged violation(s) of WIOA; (7) copy of any policies and procedures for the hearing or identification of where such policies may be found; and (8) name, address, and telephone number of the contact person issuing the notice.

The hearing shall be conducted in compliance with federal regulations. The hearing shall have, at a minimum, the following components: (1) an impartial hearing officer selected by WorkSource Fulton; (2) an opportunity for both the grievant and respondent to present an opening statement, witnesses, and evidence; (3) an opportunity for each party to cross-examine the other party's witnesses; and (4) a record of the hearing which WorkSource Fulton shall create and maintain.

The hearing officer, considering the evidence presented by the grievant and respondent, shall issue a written decision which shall serve as WorkSource Fulton's official resolution of the complaint. The decision shall include the following information: (1) the date, time, and place of hearing; (2) a recitation of the issues alleged in the complaint; (3) a summary of any

evidence and witnesses presented by the grievant and respondent; (4) an analysis of the issues as related to the facts; and (5) a decision addressing each issue alleged in the complaint.

No applicant, participant, employee, service provider or training provider will be intimidated, threatened, coerced, or discriminated against because they have made a complaint, testified, assisted or participated in any manner in an investigation, proceeding or hearing.

Appeal Process

An appeal may be requested by contacting the Technical College System of Georgia, Office of Workforce Development, Attention: Compliance & Legal Affairs Director, David Dietrichs, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304; (404) 679-1371; wioacompliance@tcsge.edu within sixty (60) days of the date of the decision.

III. COMPLAINTS OF FRAUD, ABUSE, OR OTHER ALLEGED CRIMINAL ACTIVITY

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

IV. COMPLAINTS AGAINST PUBLIC SCHOOLS

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

I CERTIFY THAT I HAVE RECEIVED A COPY OF THIS POLICY AND PROCEDURE AND UNDERSTAND THE INFORMATION PROVIDED WITHIN THIS DOCUMENT.

Participant Signature

Date

Print Name

Last 4 SS#

**Parent/Guardian Signature
(if participant is under age 18)**



Complaint/Grievance Form
Fulton Local Workforce Development Board

1. Person Making Complaint: Full Name:

Telephone Number:

Address:

Email:

Career Advisor:

2. Person or Organization Against Whom the Complaint is Made

Full Name:

Telephone Number

Address:

Email

3. Clear, Brief Statement of the Facts Including the Date(s) the Alleged Violation Occurred Including Identification of All Relevant Parties (write on back if necessary or attach typed statement)

4. Relief Requested

5. If informal resolution attempts are not successful, complainant may request a Hearing.

6. For questions, to request assistance or submit a grievance contact:

David Keyes, Point of Contact for WIOA grievances, Workforce Division, Select Fulton, 141

Pryor St, Suite 2052, Atlanta, GA 30303.

Phone: 404-613-4138; david.keyes@fultoncountyga.gov

7. The information contained in this complaint is true and accurate:

Signed:

Date:

*"Fulton County WorkSource Georgia is an equal opportunity employer/program."
Citizens in need of reasonable accommodations due to a disability including communications in an alternative format
should contact our office within five days of an event at (404) 613-6381. For Georgia Relay Access, dial 711*

Attachment K
Acceptance Form_Fee Schedule_2_10.pdf



Acceptance Form/Fee Schedule

WIOA Customer: _____ Training Advisor: _____
 WorkSource Board: _____

School Information

School: _____
 Program: _____
 Location: _____
 Phone: _____

Is the program on the ETPL? YES NO

Contact: _____
 Fax: _____

Program Information

Class Start Date(s): _____
 Class End Date(s): _____
 Total Curriculum Hours: _____
 Total Number of Weeks: _____
 Days Per Week: _____
 Hours Per Week: _____

Admission Criteria

Diploma/GED Required? YES NO
 Physical Abilities: _____
 Pre-requisites Completed: YES NO
 Reading Level: _____
 Math Level: _____
 Language Level: _____

Fee Schedule

Tuition: \$ _____
 Application/Registration Fee: \$ _____
 Equipment/Tools: \$ _____
 Books/Supplies: \$ _____
 Test Fee(s): \$ _____
 Other: (List) \$ _____
 (List: _____)
 Less (-) Grants or Aid: \$(_____)
Total Program Amount: \$ _____ 0.00

Placement Goals

Entry Wage Goal: _____
 Placement Services: YES NO

Financial Aid Available

Pell Grant: YES NO
 Hope Scholarship: YES NO
 Other Aid: YES NO
 (List: _____)

I, _____ (School Representative), verify that _____ (student) has been accepted with no contingencies to the _____ (course name) program and all information provided is correct and accurate.

School Representative Signature

School Representative Print Name

Contact (Email/Phone)

Date

Title

Equal Opportunity Employer/Program
 Auxiliary Aids & Services Are Available Upon Request to Individuals with Disabilities

EXHIBIT 1

**Standard Certifications Regarding Debarment, Suspension,
Ineligibility and Voluntary Exclusion Form**

This certification is required by the regulation implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register(pages19160-19211).

- 1) The prospective primary certifies to the best of its knowledge and belief, that it and its principals:
 - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency:
 - (b) Have not within a three-year period preceding this proposal been convicted of a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining; attempting to obtain, or performing a public Federal, State, or local transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property:
 - (c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1) (b) of this certification; and
- 2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach and explanation to this proposal.

Printed Name

Signature

Date

Instructions for Certification Regarding Debarment

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is proving the certification asset below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal Funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.
3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms “covered transaction”, “debarred”, “suspended”, “ineligible”, “lower tier covered transaction”, “participant”, “person”, “primary covered transaction”, “principle”, “proposal”, “voluntarily excluded”, as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier that covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DOL.
6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled “Certification Tier Covered Transaction”, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transaction.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded from Procurement or Non-Procurement Programs.
8. Nothing contained in the foregoing shall be constructed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntary excluded from participation in this transaction, in addition to other remedies available to the Federal Government, DOL may pursue available remedies, including suspension and/or debarment.

EXHIBIT 2

Standard Certifications Regarding Lobbying Form

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member or employee of Congress, or an employee of a Member Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence any officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3)* The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contract under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 for each such failure.

* Note: "All", in the Final Rule, is expected to be clarified to show that it applies to covered contract/grant transactions over \$100,000 (per OMB).

EXHIBIT 3

EEO STATEMENT OF ASSURANCES

As a condition to the award of financial assistance from the Department of Labor under Title I of WIOA, the grant applicant assures that it will comply with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity;

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;

Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination on the basis of age, and

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Name (Printed) and Title

Signature

Date

CONFLICT OF INTEREST ASSURANCE:

Pursuant to O.C.G.A 50-7-91 (b)(2)(3) (2017), the provider confirms that they have no conflicts of interest with state, or local Workforce Innovation and Opportunity Act (WIOA) officers, board members or board staff, including but not limited to familial ties (spouse, child, parent), fiduciary roles, employment or ownership interests in common.

Name (Printed) and Title

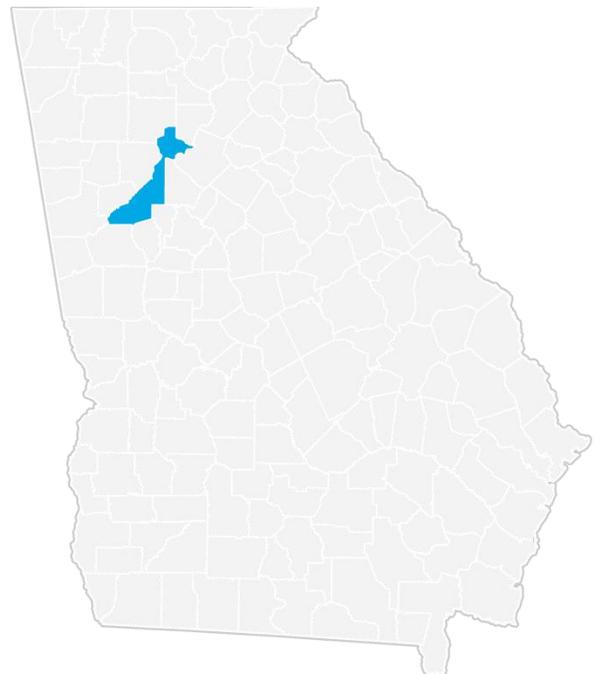
Signature

Date

Fulton County Workforce Plan

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

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



Fulton GA WIOA Plan Update with PY22 PY23 goals.docx

Page 1



Table of Contents

Strategic Elements, Governance and Structure.....3

Local Boards and Plan Development.....49

Service Delivery and Training.....54

Coordination with Core Partners.....67

Performance, ETPL, and Use of Technology.....69

State Initiatives and Vision.....82

Attachments.....90

ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments that Express Disagreement
- 4 – 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.

The fiscal agent for Local Workforce Area 6, Fulton County, as designated by the Chief Elected Official is:

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

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

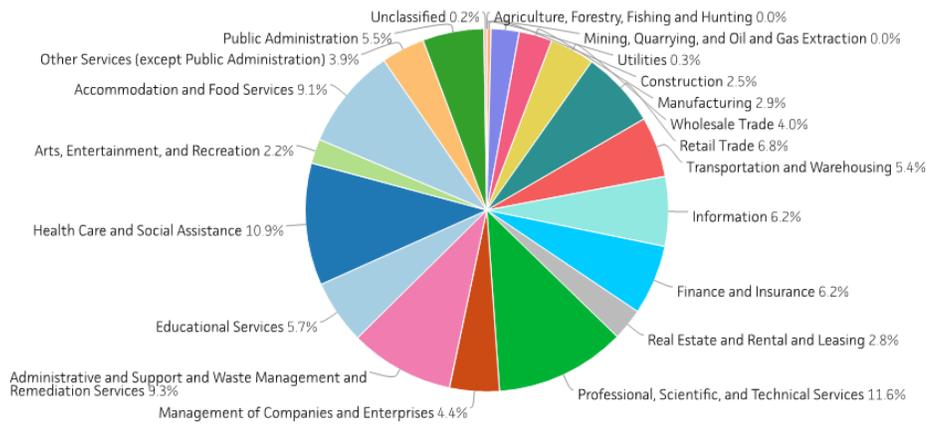
Fulton County Industry Analysis

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Total Workers for Fulton County, Georgia by Industry



Source: JobsEQ® Data as of 2019Q4

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: [JobsEQ®](#)

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

Regional Perspective

[Details provided in [worksource-metro-atlanta-regional-plan-draft-8-28-2020-1.pdf](#)]

Regional In-Demand Industries

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

- Healthcare
- Information Technology
- Transportation, Distribution, and Logistics.

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

The emerging industries selected are Advanced Manufacturing and Construction.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Healthcare Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta

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

Source: JobsEQ 2019Q3

Employment in the Healthcare industry continued to grow dramatically outpacing overall employment growth in the region. Since 2014, the industry has added over 40,000 jobs, expanding employment by 19%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added over 14,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 19%, or over 2,000 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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

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

Source: JobsEQ 2019Q3

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta Region, accounting for over 77,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, which account for 22,384 jobs.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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

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

Source: JobsEQ 2019Q3

Growth in the Information Technology is expected to continue over the next 5 years. The industry is expected to add over 2,500 jobs, expanding employment by 3%. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 552 job openings. The employment demand will largely be driven by replacement demand, which accounts for 94% of annual employment.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Transportation, Distribution, & Logistics Industry

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

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

Source: JobsEQ 2019Q3

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation, Distribution, and Logistics industry in the Metro Atlanta Region is expected to add 8,517 jobs, expanding employment by 9%. The sectors that demonstrated strong growth over the past 5 years are expected to continue on the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

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

Source: JobsEQ 2019Q3

Advanced Manufacturing

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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

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

Source: JobsEQ 2019Q3

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Construction

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

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

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Source: JobsEQ 2019Q3

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Fulton County Occupational Analysis

Fulton County is home to nearly 948,000 jobs. Nearly 17% of those jobs are in Office and Administrative Support Occupations. Sales and Related Occupation comprise approximately 10% of the county's workforce. These two occupational groups are broad and generally represented in most industry clusters. The county also has a significant number of jobs in the Management Occupations and Business and Financial Operation Occupations. These occupational groups are closely related to the PST Services industry. Relative to the nation, Fulton County is approximately 88% more concentrated Computer and Mathematical Occupations, which are closely related to the regional targeted industry of IT and the PST Services industry.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Bold designates the largest occupations by number of jobs in 2019
 Source: JobsEQ 2019Q3

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2014 and 2019 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 9% and 11%, respectively.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Annually, Fulton County is expected to have over 12,000 jobs annually. Approximately 89% of these openings will be created by replacement demand, while the remainder will be created by new demand. Office and Administrative Support Occupations are expected to have the most job openings, largely due to retirements and other turnover in that occupational groups. A slightly higher proportion of openings in the Computer and Mathematical Occupations and Healthcare Support Occupations will be due to new demand.

The following table presents projected employment trends and demand.

Projected Change in Employment Overview, 2 Digit SOC - WorkSource Fulton						
SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	5,712	8.41%	1142	17%	83%
13-0000	Business and Financial Operations Occupations	6,405	8.07%	1281	15%	85%
15-0000	Computer and Mathematical Occupations	5,645	10.77%	1129	23%	77%
17-0000	Architecture and Engineering Occupations	1,035	6.94%	207	16%	84%
19-0000	Life, Physical, and Social Science Occupations	541	7.93%	108	14%	86%
21-0000	Community and Social Service Occupations	1,263	10.45%	253	15%	85%
23-0000	Legal Occupations	1,156	8.00%	231	20%	80%
25-0000	Education, Training, and Library Occupations	2,711	7.47%	542	14%	86%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,657	6.10%	331	11%	89%
29-0000	Healthcare Practitioners and Technical Occupations	4,636	9.27%	927	25%	75%
31-0000	Healthcare Support Occupations	2,334	11.76%	467	16%	84%
33-0000	Protective Service Occupations	1,391	5.69%	278	9%	91%
35-0000	Food Preparation and Serving Related Occupations	7,066	9.15%	1413	9%	91%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,808	6.89%	362	9%	91%
39-0000	Personal Care and Service Occupations	3,187	10.43%	637	11%	89%
41-0000	Sales and Related Occupations	3,963	4.34%	793	6%	94%
43-0000	Office and Administrative Support Occupations	4,020	2.55%	804	4%	96%
45-0000	Farming, Fishing, and Forestry Occupations	45	4.67%	9	6%	94%
47-0000	Construction and Extraction Occupations	1,776	8.26%	355	13%	87%
49-0000	Installation, Maintenance, and Repair Occupations	1,906	5.69%	381	10%	90%
51-0000	Production Occupations	1,008	3.23%	202	5%	95%
53-0000	Transportation and Material Moving Occupations	5,013	6.98%	1003	10%	90%
Total - All Occupations		64,599	6.82%	12920	11%	89%

Source: JobsEQ 2019Q3

Regional Occupational Analysis

The Metro Atlanta Region accounts for nearly 2.4 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2014 and 2019 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region’s overall average.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Over the next 5 years, the Metro Atlanta Region is projected to add over 61,000 jobs. Nearly 90% of all openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

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

Source: JobsEQ 2019Q3

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$50,897. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT’s living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

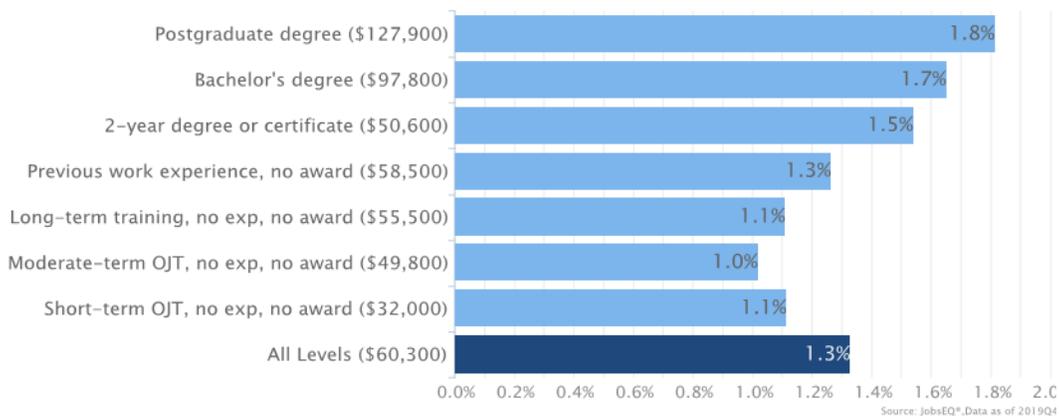
Projected Change in Employment, 5 Digit SOC - WorkSource Atlanta Regional (Occupations Paying a Living Wage)						
SOC	Occupation	5-Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
11-1020	General and Operations Managers	3,148	7%	246	13.2%	86.8%
41-4010	Sales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

Source: JobsEQ 2019Q3

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

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 1.8% annually. Jobs requiring a Bachelor’s degree and those requiring an Associate’s degree or credential are also expected to have above average growth, increasing by around 1.6% annually.

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



Through an analysis of 2019 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Problem Solving, and Teamwork. Several “hard



Fulton Workforce Development Area – WIOA Plan for 2020-2023

skills” are also frequently requested, including Microsoft Excel, Microsoft Office, and Project Management. The 15 skills most requested by employer in Fulton County are presented in following table.

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

Additionally, this assessment of 2019 job postings data reveals the credentials most frequently requested by Fulton County employers. The most requested credentials in the region largely reflect the three targeted industries in region: healthcare, information technology, and transportation and logistics and include certifications such as Registered Nurse, Certified Driver’s License, and CDL Class A. In the Region, many of the top certifications are related to the PST Services industry. The top 10 certifications requested by employers in the Region are summarized in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

[Details provided in worksource-metro-atlanta-regional-plan-draft-8-28-2020-1.pdf]

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

Education & Training Analysis – Fulton County

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Generated at: 4/16/2020 12:12:12 PM from

URL:<http://nces.ed.gov/collegenavigator/default.aspx?s=all&zc=30303&zd=50&of=3&l=91+92+93&ct=1+2+3&ic=1+2+3&xp=1>

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

Top 10 Awards in Technical College System of Georgia			
Total awards conferred in an academic year includes Technical Certificates of Credit (TCCs), Diplomas, and Degrees.			
College	2017	2018	2019
Central Georgia	6,012	6,084	6,850
Chattahoochee	4,348	4,197	6,413
Southern Crescent	3,251	3,701	4,245
Gwinnett	3,401	3,656	4,008
Georgia Northwestern	4,713	4,243	3,966
West Georgia	3,531	3,033	3,004
Savannah	3,090	3,211	2,990
Atlanta	3,055	2,347	2,722
Wiregrass Georgia	2,564	2,660	2,535
Lanier	2,333	2,353	2,414
All TCSG	58,840	57,118	61,180
Feb 11, 2020 3:09 PM	<i>Information Technology and Data Resources, TCSG</i>		
https://tcsgeu/about-tcsg/system-office-services/information-technology-data-resources/system-scorecard/			

The following excerpt of the University System of Georgia reports of the total number of



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Education & Training Analysis – Regional Perspective

[Details provided in worksource-metro-atlanta-regional-plan-draft-8-28-2020-1.pdf]



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Appendix 2: Regional Industry Analysis

Fulton County Occupation Overview

Industry Overview, 2 Digit SOC - WorkSource Fulton

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

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Fulton County Projected Change in Employment

Projected Change in Employment Overview, 2 Digit SOC - WorkSource Fulton						
SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	5,712	8.41%	1142	17%	83%
13-0000	Business and Financial Operations Occupations	6,405	8.07%	1281	15%	85%
15-0000	Computer and Mathematical Occupations	5,645	10.77%	1129	23%	77%
17-0000	Architecture and Engineering Occupations	1,035	6.94%	207	16%	84%
19-0000	Life, Physical, and Social Science Occupations	541	7.93%	108	14%	86%
21-0000	Community and Social Service Occupations	1,263	10.45%	253	15%	85%
23-0000	Legal Occupations	1,156	8.00%	231	20%	80%
25-0000	Education, Training, and Library Occupations	2,711	7.47%	542	14%	86%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,657	6.10%	331	11%	89%
29-0000	Healthcare Practitioners and Technical Occupations	4,636	9.27%	927	25%	75%
31-0000	Healthcare Support Occupations	2,334	11.76%	467	16%	84%
33-0000	Protective Service Occupations	1,391	5.69%	278	9%	91%
35-0000	Food Preparation and Serving Related Occupations	7,066	9.15%	1413	9%	91%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,808	6.89%	362	9%	91%
39-0000	Personal Care and Service Occupations	3,187	10.43%	637	11%	89%
41-0000	Sales and Related Occupations	3,963	4.34%	793	6%	94%
43-0000	Office and Administrative Support Occupations	4,020	2.55%	804	4%	96%
45-0000	Farming, Fishing, and Forestry Occupations	45	4.67%	9	6%	94%
47-0000	Construction and Extraction Occupations	1,776	8.26%	355	13%	87%
49-0000	Installation, Maintenance, and Repair Occupations	1,906	5.69%	381	10%	90%
51-0000	Production Occupations	1,008	3.23%	202	5%	95%
53-0000	Transportation and Material Moving Occupations	5,013	6.98%	1003	10%	90%
Total - All Occupations		64,599	6.82%	12920	11%	89%

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

The Fulton County Local Workforce Development Board (LWDB) is integrally involved with the strategic priorities articulated in the Fulton County Strategic Plan 2016-2019. The Fulton County Board of Commissioners established the following six goals to accomplish their overall mission and work toward their vision:

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

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

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

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

This will be achieved through the following goals:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- To enable individuals to achieve their highest potential.
- To ensure employers have the skilled workers they need to compete effectively in the global economy.
- To capitalize on the untapped potential of the unemployed, underemployed workers, discouraged workers, youth and other job seekers with special needs.
- To create an enterprise that eliminates fragmentation among the public sector and utilizes private sector leadership.

Guiding Principles

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- Comprehensive programs are continuously created, including early intervention and mentoring, to serve the needs of special populations, e.g. youth, females, and veterans
- f. **Taking into account the analyses described in sections “2. a-e” (above), provide a strategy to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals.**

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

- Engaging local businesses to determine their current and projected workforce needs
- Identifying new or emerging certifications that may be required by businesses or regulatory entities
- Working through education and training providers to develop and implement solutions that meet employer needs
- Work with education and training providers to strengthen connection with employers
- Creating appropriate training mechanisms, including structured internships and additional targeted apprenticeships work-based learning activities, to fill current and projected job openings
- Identifying career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
- Recruiting job seekers who are interested in careers in the targeted industries
- Developing a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
- Attracting new businesses to the local area by improving the skills and qualifications of the area’s labor force
- Helping existing businesses grow their operations by improving incumbent worker skills and productivity

While statewide employment witnessed major disruptions during the first waves of the



Fulton Workforce Development Area – WIOA Plan for 2020-2023

COVID-19 pandemic, the impacts were long-lasting and acutely felt in areas of Metro Atlanta that had less access to employment opportunities which could pivot to remote access. In Fulton, this can be witnessed in data showing the number of unemployment claims and the length an individual was on unemployment benefits. Areas of North Fulton, with a strong concentration of IT and Healthcare firms, experienced a quick return to pre-pandemic levels of employment and had relatively short periods of unemployment for job seekers. Conversely, areas south of I-20, which has a higher concentration of service industry and logistics firms which could not pivot to remote work, there was a higher volume of unemployment claims, and the periods of unemployment far exceeded the length of those north of I-20. These impacts are still being felt as unemployment and poverty levels in the southern communities of Fulton are higher than the State and County unemployment level and the 2.7% unemployment rate for Fulton is being supported by the strength of North Fulton firms.

This inequitable access to stable employment accelerated goals and service delivery of the Fulton Local Workforce Development Board (LWDB) to place economic mobility as a priority of service delivery. The Comprehensive One-Stop was moved from North Fulton to South Fulton and opened during the pandemic in March of 2021 to focus on providing better access to services to the communities making up most of the participant enrollments. WorkSource Fulton is also developing partnerships and outreach strategies aimed at enrolling more job seekers who are in the most need of services, such as those receiving SNAP E&T or long term unemployed. Those considerations are reflected in the proposed rates for PY22 and PY23.

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?

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

b. How will the area support a local workforce development system that meets



Fulton Workforce Development Area – WIOA Plan for 2020-2023

the needs of businesses in the local area? Discuss the area’s workforce services to businesses and how business and organized labor representatives on the Local Workforce Development Board (LWDB) contributed to the development of these strategies. Provide a listing of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.

The LWDB has become the partner of choice with many area businesses because of its ease of access, supply of qualified workers, reduced hiring time, and coordination of quality services. Employers have the ability to save on the recruitment and onboarding processes when working directly with the LWDB for their employment needs. Of the programs available to employers, the Work Experience Program and Direct Referral Program are two programs with proven results that employers find very favorable with proven results. These programs have been supported and developed with the support of the Fulton LWDB, which includes 17 members which are private business or organized labor and workforce representatives.

The Work Experience Program or “WEX” allows customers to become familiar and skilled within a specific career path and occupation at no cost to the employer. Comprehensive assessments of skills and interests, employment training plans, background checks, drug testing, counseling and on-the-job training are provided to customers. The program allows businesses an opportunity to utilize the services of qualified customers for a maximum of 90 days – 3 months at no cost to the employer, often leading to unsubsidized employment for the customer. During this training period the employer provides the necessary training and work experience and the WorkSource Fulton helps subsidize the customer’s wages.

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

The First Source Jobs Program minimizes employers’ recruitment cost for filling vacant job positions, as well as, provides employment opportunities to residents of Fulton County. Through this program, Prime Contractors awarded the contract, is expected to utilize the LWDB. This includes all contracts procured through the County’s Department of Purchasing and Contracted Compliance valued in excess of \$200,000.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

2. Collaboration with Business Partners

WorkSource Fulton Business Consultants provide networking, employment and training resources to:

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

c. How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies.

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

WorkSource Fulton also partners and collaborates closely with the Metro Atlanta Regional workforce areas in providing an ongoing link with economic development partners with emphasis on high priority industries within targeted sectors.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

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

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

Now, with the implementation of WIOA, they are seizing the opportunity to formalize these efforts so they can further expand and improve services. During the first two years of the planning period, the region indicated the following plan:

“They have already begun meeting to identify shared priorities, needs, and best practices. Moving forward, they will continue these sessions on a scheduled basis to explore the following strategies for regionalization, as well as the possibility of implementing cooperative service delivery agreements.

- Conducting regional business engagement activities, such as summits, forums, and roundtables for the targeted sectors
- Sharing information across the region about career pathways for the in-demand



Fulton Workforce Development Area – WIOA Plan for 2020-2023

targeted sectors

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

service delivery.

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

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

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

The Metro Atlanta Region has leveraged grant funds from Technical College System of Georgia (TCSG) Office of Workforce Development (OWD) to launch HDCI Metro targeting Healthcare, IT, and Transportation, Distribution, and Logistics (TDL). Each industry has a taskforce of industry champions, educators, and stakeholders working to address sector strategies and career pathways for demand occupations. The taskforces meet at least quarterly and work to also support hiring activities and develop training programs, including work based learning for employers in the industry. The HDCI Metro work is supported with match dollars and staff support from all five metro workforce boards.

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

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

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

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

f. Describe the coordination of services with regional economic development



Fulton Workforce Development Area – WIOA Plan for 2020-2023

services and providers.

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

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

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

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

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

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

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

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

The LWDB Sector Strategies sub-committee convened to focus efforts in the targeted sectors and, led by utility, labor union and logistics business partners, over the course of several meetings, the sub-committee identified common baseline skills relevant across the sectors for incoming aspirants. Team members then identified potential providers to



Fulton Workforce Development Area – WIOA Plan for 2020-2023

deliver the needed training and began the work of outlining how customers would then branch into different career pathways once “Basic Training” was completed. The first of several partner/provider mini summits were held beginning in the summer of 2016 and hosted employers from the Transportation, Construction and Logistics sector, providers of training serving this sector and job seekers interested in the sector. A survey of partners who have expressed an interest in collaborating to increase the talent pool in this sector is being developed to streamline services and craft an execution map to deepen the pool of available talent.

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

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

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

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

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

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

Initial meetings and discussions have taken place with the Logistics sector and LWDB anticipates additional regularly scheduled meetings and activities.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

i. Participating employers;

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

Healthcare

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

then advance further into higher-skilled occupations.

CHAMP has achieved the following results:

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

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

Logistics and Transportation

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

Led by LWDB Board member US Foods, the Logistics and Transportation sectors offers great current and future promise for entry level, advanced and career pathway related positions in both Metro Atlanta and Fulton County. US Foods will lead this initiative and convene the Business Advisory Board to oversee this work. Sector strategy meetings have already occurred on 10/21/15 and 1/28/16 to help organize and align the sectoral efforts. In addition to the specific skills to succeed in the sector, emphasis will also be placed on “soft skills” essential to the success in many jobs.

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

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

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

The Warehouse Distribution demonstration project will train another four cohorts of 10-15



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

Information Technology

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

pathway that is right for them and offered Internship and/or Apprenticeship opportunities in their area of study. LWDB is also working to State Apprenticeship staff and area employers to increase the number of Apprenticeships available in the IT sector.

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

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

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

Current EWA outcomes include:

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

In addition to the three regional sectors, LWDB is focusing on the emerging Film and Media sector to assist Fulton County citizens to connect to the many opportunities



Fulton Workforce Development Area – WIOA Plan for 2020-2023

presenting as this industry grows. Working with Unions, government agencies and private providers, training, employment, internship and exploration opportunities are being developed. FSWPES is leading a region-wide project to host the first Film and Technology Career Expo for Youth in the Fall of 2016. This expo will bring together employers, providers, industry professionals and workforce partners to expose youth to the industry.

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

ii. Target occupations;

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

Data and employer partners have indicated that there is a great need for skill-diverse forklift operators, truck drivers, and sheet metal and other construction workers, therefore, these occupations dominate efforts in the Logistics, Construction and Transportation sector.

iii. Training programs; and

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

Such partners include:

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

Some of the training programs include:

- L101 IT Bootcamp
- IT Apprenticeships
- Warehousing and Forklift Certifications
- CDL Certifications

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

iv. Target Populations.

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

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

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

services.

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

b. Provide a description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means.

The LWDB has established broad access to facilities throughout the Local Workforce Development Area to ensure all individuals have access to services.

Job Seeking Customers seeking core, intensive or training services may be referred to the One Stop Career Center, a satellite career center or a partner site. If a customer seeks services at the One Stop Career Center, services are made available to him or her without referral to another location (based on availability of services) through on-site consultation or technology. Partners, not physically located at the One Stop Career Center, are not required to route all of their customers through the One Stop Center. Customers may receive referrals to other appropriate services and programs on a sequential or concurrent basis. Partners participating in the LWDB agree to refer customers between agencies and programs in a manner that: 1) maximizes customers' easy access to services; and 2) minimizes inconvenience to the customer.

The LWDB provides multiple strategically located points of access for customers through the South Fulton Career Center and the North Fulton Career Center. As a matter of convenience, customers can access services at any one of the One-Stop Comprehensive Centers or Affiliate Centers as well as through referrals from partners such as Georgia Vocational Rehabilitation Agency.

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

c. Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology



Fulton Workforce Development Area – WIOA Plan for 2020-2023

and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.

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

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

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

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

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

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

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

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

The LWDB maintains a Memorandum of Understanding and infrastructure funding agreement (IFA) in order to align and share resources with the following Partners:

Georgia Department of Labor (DOL) will:

- Locate staff in the Center full-time to contribute to the delivery of shared services in the local One-Stop Center. The staff person or persons co-located at the Center will be trained in Wegner Peyser, Unemployment Insurance ("UI"), Veterans and Trade with alternate person or persons trained for back up. The Georgia Department of Labor (DOL) will not require an office and will utilize the Resource



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Room in order to work with clients that coming into the office.

- Provide trainings for all staff delivering services and for Business Services staff. This training will include a comprehensive orientation to Employ Georgia as well as instruction covering how to provide data mining for business partners. The staff will also be trained in the use of the resume creator tool.
- Provide access to and use of Tap Dance technology assessment software for use by all One-Stop customers. DOL will provide training in the use of Tap Dance for all partner staff.

Georgia Vocational Rehabilitation Agency (GVRA) will:

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

one-stop in addition to the program's locations. (i.e. Aztec) Distance education curricula will be made available to Adult Education participants.

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

- Outreach intake services – Adult Education grantees/providers are required as a part of their contract to have recruitment and retention plans.
- Initial assessment of skills – Adult Education grantees/providers use the TABE to assess literacy needs for most students, but they use either BEST Plus or BEST Literacy for English Language Learners.
- Comprehensive and specialized assessments of skills levels and service needs of adults and dislocated workers – As described above, Adult Education grantees/providers use TABE, BEST Literacy, BEST Plus. They also provide practice testing opportunities for individuals pursuing their GED credential. They may also offer some other career assessments, but those are not prescribed by our office.
- Group counseling and /or individual counseling or mentoring – Adult Education grantees/providers provide counseling and support related to basic education needs, postsecondary education opportunities and career pathways.
- Short-term prevocational services – Adult Education transition specialist and teachers provide soft skills training to students.
- Workforce Preparation Activities – is a required addition for Adult Education providers under WIOA.
- Financial literacy services – Adult Education programs have access to financial literacy curriculum materials.
- English language acquisition – Adult Education grantees/providers offer instruction for non-English speaking and limited-English proficient adults. Also, instruction and preparation for citizenship is provided.
- Skills upgrading and retraining – Adult Education grantees/providers offer basic educational skills training for individuals who lack their high school diploma and remediation of basic educational skills for individuals who have a high school diploma, but are seeking to enter employment or improve their employment.

Gwinnett Technical College will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
 - Conduct select education and training programming at One-Stop affiliates in its service delivery area.
 - Provide on-site staff presence for customer engagement



Fulton Workforce Development Area – WIOA Plan for 2020-2023

and assistance as scheduled.

- Monitor and promote career pathway education options for all One-Stop customers.
- Integrate dual degree programming for youth with youth programming activities.

Atlanta Technical College will:

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

Goodwill Industries of North Georgia, Inc. (Goodwill) will:

- Establish a direct phone line (some providers may provide access through Voice-over IP, etc.) for one-stop customers to learn more about the employment and training services provided under the HUD Section 4 Program and register for such services as determined eligible.
 - Train Partner staff on the HUD Section 4 Program in order to facilitate and increase referrals and service provision.
 - Provide information and referral assistance to individuals interested in Supplemental Nutrition Assistance Program – Employment and Training (“SNAP E & T”) services, named the Georgia “SNAP Works” program, in compliance with the Food and Nutrition Act of 2008 (PL 88-525).
 - Provide information and referral assistance to individuals interested in the Young Adult Reentry Partnership Project which aims to assist eligible, young adults.
- e. Identify the current One-Stop Operator in the local area(s) and describe how the region/local area is preparing for the competitive process for operator selection. Describe how market research, requests for information and conducting a cost and price analysis are being conducted as part of that preparation.**

The LWDB researched the market by requesting information from comparable local



Fulton Workforce Development Area – WIOA Plan for 2020-2023

areas about their One-Stop Operator and then developed a competitive procurement instrument that clearly identifies specific service needs. The Fulton County Purchasing Department published a revised Request for Proposal (RFP) August 3, 2017. A team of three evaluators rated the sole proposal as fully responsive. The LWDB approved the acceptance of the proposal on October 27, 2017. The fully executed contract was dated April 13, 2018. Following the March 30, 2022 selection of proposal to RFP the Fulton County Board of Commissioners approved the contract for the WorkSource Fulton One Stop Operator to be EQUUS Workforce Solutions effective July 1, 2022. The LWDB sourced for a one-stop operator through a competitive process in accordance with the Uniform Guidance 1, WIOA and its implementing regulations, and local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is published and may be viewed on the Fulton County website at:

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

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

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

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

The LWDB uses the non-federal entities competitive RFP procurement process sub-grants for awarding sub-grants and approved methods of procurement for contracts in the local area. Procurements are issued through and in accordance with Fulton County's Department of Purchasing and Contract Compliance standard operating procedures in compliance with the applicable procurement standards set forth in the Code of Federal Regulations. The Workforce program contracts for service delivery and One-Stop Operations adhere to a competitive request for proposal procurement in accordance with the Fulton County Purchasing SOP. Procurement SOP outlines the solicitation, evaluation of awards, and an appeals procedures that meet federal and local requirements. The procurement follows small purchase and large purchase established threshold requirements. SOP outlines procurement thresholds that are more restrictive than the state of GA DOAS procurement thresholds.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

The ACKNOWLEDGMENT OF THE EQUAL EMPLOYMENT OPPORTUNITY LAW form is distributed at all LWDB customer orientations. Career Center Planners have been trained to present and explain the form in these sessions and in their one-on-one contacts with customers to keep current with updates.



Local Boards and Plan Development

1. **Local Boards** – Provide a description of the local board that includes the components listed below.
 - a. Describe how local board members are identified and appointed. Include a description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))

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

NOMINATION PROCESS

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

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

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

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

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

With the passage of the WIOA, staff regularly update this informative tool to describe the changes in the legislation, including the focus on regional economies, the elimination of the required sequence of services for job seekers, the importance of



Fulton Workforce Development Area – WIOA Plan for 2020-2023

business services and outreach approaches, the identification and development of sector strategies and career pathways, the emphasis on Out-of-School youth activities, including work-based learning opportunities, and the new primary indicators of performance.

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

The LWDB plays an active role in the economic development activities carried out in Fulton County. Its staff assists in efforts to attract new businesses to the community, as well as to retain and expand existing ones through the administrative relationship with Select Fulton, the county's economic development arm.

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Specific Task Force descriptions are as follows:

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

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

BOARD VISIBILITY AND DEVELOPMENT TASK FORCE – Responsible for training and involving current members; identifying, recommending, recruiting and orienting new members; planning and recommending officer succession; defining and refining Task Forces and Task Force membership; developing Bylaws for Board approval.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Responsible for developing a comprehensive approach to meet the needs of employers within the market area, identifying key stakeholders and developing partnerships to foster long-term business alliances across industry lines.

AD HOC TASK FORCE. The Chairperson may appoint or authorize the appointment of such other Task Forces as may be deemed necessary and appropriate to carry out the purpose of the operation. Beginning in 2019, the LWDB is looking to add a Finance Committee to review budgetary matters and provide guidance on the direction of workforce resources.

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

- 3. Plan Development – Provide a description of the process by which the plan was developed including the participation of core partners, providers, board members and other community entities. Also describe the process used by the local board to provide a 30-day comment period prior to the submission of the plan including an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, representative of education and input into the development of the local plan.**

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

- LWDB conducts an annual customer, employer, and partner satisfaction survey to understand how to better serve the citizens of Fulton County. Responses are received and discussed during LWDB meetings, Task Forces meetings and management staff meetings.
- LWDB Staff members met to discuss new ideas and strategies for the 2020-2023 plan. These strategies were provided to the Performance and Accountability Committee for their feedback, review and development of the draft plan.
- Customer comment cards are placed in the One Stop Career Centers and



Fulton Workforce Development Area – WIOA Plan for 2020-2023

customers are encouraged to complete the cards and place them in a secured collection box. Management Information Systems (MIS) collects, analyzes, and tabulates the responses for reporting purposes on a quarterly basis. These reports are provided to appropriate LWDB Board Task Forces and staff leadership for planning purposes. In order to provide more immediate response to customer input, a computerized customer survey tool has been implemented which allows faster compilation of and response to customer feedback.

- LWDB staff interfaces with members of the Board through the Task Force structure and with One Stop Career Center partners on an ongoing basis to discuss and to help identify gaps in services and barrier resolution.
- LWDB staff and Board members consult and participate in Employer Forums with area Chambers of Commerce Presidents, and Metro Atlanta Area businesses; attend several conferences and trainings to obtain information about current labor market information and local workforce development trends.

The information from the activities above was submitted to the Performance and Accountability Committee for review and development of the draft plan. The draft plan was submitted to the LWDB for approval.

The Final Draft Plan was approved by the Board at their Executive Committee meeting on June 30, 2020 and put up for public comment for 30 days. No public comment was received. The Board approved the Plan at their meeting on August 18, 2020.

Two-Year Plan Modifications were reviewed and recommended by the Performance and Accountability Committee on July 29, 2022 and approved by the LWDB on August 17, 2022.



Service Delivery and Training

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

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

As a result of the COVID 19 pandemic, economic uncertainty remains a major concern for continued recovery in Fulton. While indicators such as unemployment rate, job openings, and wages may indicate a strong short term outlook, the focus on equitable recovery continues to stress that a significant portion of Fulton remains at substantial risk of remaining in, or falling into economic stress. Fulton already has the highest number of individuals in the State living in poverty. Households have seen the cost of Housing and Utilities rise sharply over the last two years, particularly compared to overall Consumption and Healthcare costs. Housing prices continue to rise in Atlanta, with median home prices exceeding \$420,000 and rents averaging \$1,710, families are continuing to spend a greater portion of their income on housing and creating more housing insecurity¹. Additionally, the Federal Reserve is expected to continue modest interest rate increases, undoing pandemic-generated cuts and cooling heavy lending activity.

In 2019, Fulton predicted that the Hospitality Industry would be significantly impacted by the COVID-19 pandemic. As a major employment sector in the region, Hospitality jobs were high on demand-occupation lists and a strong provider for training programs. It remains the slowest industry to recover from the pandemic, and although there is still a demand for the jobs, the Metro Atlanta workforce boards have removed hospitality training from eligible training provider lists because of the number of closures of firms and schools providing the necessary training. In essence, the entire hospitality sector has fallen from a targeted industry in Fulton as a result of the pandemic.

Fulton's LWDB has been noted for the recent focus on leveraging data and key performance indicators to shape service delivery and measure success. While the LWDB has placed a heavy emphasis on improving performance through a thorough examination of completion rates and placement outcomes, there has also been a focus on measuring the impact of workforce programs in serving the needs of Fulton residents and employers. Recognizing that annual budget reductions of 8-10% have resulted in a steady decline in enrollments, the LWDB has stressed even more the need for thoughtful program design. Because enrollments have been reduced in the last program year, and will continue to decline in PY22 and likely PY23, each exit carries a larger weight in overall performance targets. When coupled with the focus to make a greater impact in the region, WorkSource Fulton is targeting incremental and thoughtful performance improvement rather than significant increases to performance goals during times of economic uncertainty.

As previously discussed, the Metro Atlanta Region has prioritized advancing Economic Mobility for all residents. While some of this work has involved improving equitable

¹ National Association of Realtors <https://www.nar.realtor/research-and-statistics> & Atlanta Regional Commission <https://atlantaregional.org/whats-next-atl/articles/5-things-to-know-about-rising-rents-in-metro-atlanta/>



Fulton Workforce Development Area – WIOA Plan for 2020-2023

access to training, resources, and employment opportunities, it also means examining the characteristics of participants and reflecting on enrollments. The reduction in funds will also mean that priority of service will elevate veterans and low income households to the primary participant enrollments.

In October, Fulton will also begin the first SNAP E&T pilot in the State in partnership with Goodwill of North Georgia, the U.S. Department of Agriculture, and the Georgia Department of Human Services. The pilot will seek to co-enroll families eligible for both WIOA and SNAP E&T and track performance outcomes with a goal of creating a roadmap for other LWDBs to follow. Although we expect strong performance outcomes to result from the improved service delivery and reduction of silos, we are cautious in that the pilot will require an initial increase in focus and resources until the process can be worked out.

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

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

The LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help reduce dislocated workers transition more successfully. Additionally LWDB (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits.

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

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

3. Description of Rapid Response Services – Provide a description of how the



Fulton Workforce Development Area – WIOA Plan for 2020-2023

local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

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

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

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

The LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help dislocated workers transition more successfully into new or continuing employment. Additionally, LWDB (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits.

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Youth who are deemed eligible to receive services through the Workforce Innovation and Opportunity Act are assigned to a Youth Advisor, who facilitates services for the youth customer. Once assessed, goals are set and an Individual Service Plan is designed to outline a strategy for meeting the youth's goals.; The Youth Advisor is able to access information and resources that often augment service provision.

The LWDB develops and maintains Memoranda of Understandings with a number of agencies that provide services centered on the fourteen (14) local youth program elements described in the Workforce Innovation and Opportunity Act. The Youth Advisor adheres to a referral process established between the LWDB, Job Corps, YouthBuild and other service providers. The LWDB has also established a working relationship with the Fulton County middle and high school guidance counselors, the Office of Career Technology and the Fulton Institute of Technology. Challenges and trends within the school system are identified in an effort to alleviate barriers that prevent youth from receiving needed services. Continued endeavors with this group have led to more customized service provision, i.e. summer youth employment opportunities, in-school careers in healthcare programs, etc.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

employment assistance.

Guided by the LWDB and our third party provider, the Youth Advisor will guide youth program participants in exploring and earning valuable technical, career and business skills. The Career Pathways Program will:

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

Beginning in 2019, the LWDB will explore best practices in the State and around the country for youth entrepreneurship programs with the goal of creating an extra resource to serve program youth. . WorkSource Fulton is currently partnering with a Community Based Organization that supports Youth Entrepreneurship. WorkSource Fulton is excited about this collaboration and the added dimension in learning that will impact the youth positively.

As we work to increase the number of youth who are college and career ready, we must ensure that students with disabilities are not left behind. We can do this by equipping them with the knowledge and skills to fulfill their individual potential, compete with other workers, and lead full and independent lives.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Youth with Disabilities enrolled with WorkSource Fulton are part of the blended/braided program services as such not to feel or be served separately from youth who do not have disabilities. Our goal is to provide the necessary tools and services to ensure these youth have the ability to become successful and to accomplish their ISP goals successfully by providing the added necessary support while participating in program services with other youth program participants.

In serving youth with disability it is critical to have operational equipment and specific programs and services to meet their needs. Youth with disabilities are provided with program services and computerized software that addresses their specific disability barrier or barriers. Referrals for evaluation with vocation rehabilitation are provided and follow thru by the Career Advisor in an effort to create an effective Individual Service Plan (ISP) with supporting provisions. Youth with Disabilities are afforded the same program services as youth program participants without disabilities.

These services include: Assessments, Work Experience, Work Based Learning, Summer Youth Employment, Apprenticeships, participation in Career Pathways and Transition Planning. Special accommodations are provided for youth participation in activities to ensure successful outcomes for the youth.

Youth with Disabilities are provided specialized program service enhancements to meet their individual specific needs as it relates to their specific disability. Youth are eligible for program services as a family of one as in accordance with the WIOA final rule for youth with disabilities. Youth with Disabilities who are deemed eligible to receive services through the Workforce Innovation and Opportunity Act are assigned to a Youth Advisor, who facilitates Fulton Workforce services for the youth customer. Once assessed, goals are set and an Individual Service Plan is designed to outline a strategy for meeting the youth's goals. The Youth Advisor is able to access information and resources that often augment service provision.

By building and maintaining a continuous cohesive partnership with Vocational Rehabilitation, The Tommy Nobis Center, Youth disABILITY LINK, and GoodWill the expectation is to ensure youth complete the program with the necessary skills to maintain employment.

Note: While exploring and partnering with agencies that can develop programs such as Partners for Youth with Disabilities (PYD) out of Boston, who provide youth and young adults with disabilities with three key things: self-confidence, community, and purpose. As well as build disability pride, leadership skills, healthy relationship skills, community involvement, and ensure that youth are successful in school and in seeking employment. Additionally, their programs focus on mentoring, career readiness, theater arts, and leadership development.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Recognizing the importance of maintaining a continuum of services beyond high school and into adulthood, federal disability legislation requires the inclusion of transition planning in each child's Individualized Education Plan (IEP). By the time a student reaches the age of 16 (if not before), the IEP must include measurable postsecondary goals and identify appropriate transition services. WorkSource Fulton will participate in the transition planning of the youth and provide the necessary accommodations and tools to make this transition successful.

As noted one of the most important stages of transition planning is ensuring the youth participant with disabilities "learn to advocate" for his/her selves and the relative support required to understand their rights.

As youth with disabilities transition into employment or postsecondary education, they will need to be able to communicate their needs and should help identify where they can receive such support to make them successful. (e.g., assistive technology, CBO or other agency, employer support – WBL, Work Experience, Apprenticeship, OJT or other).

Any combination of a coordinated set of activities for a youth with a disability is designed to be a results-driven and oriented process that is focused on improving the academic and functional achievement of the youth with a disability. This process along with WorkSource Fulton should encompass facilitation of a Youth's movement from school to post-school activities, including postsecondary education, vocational education, integrated employment (including supported employment), continuing and adult education, adult services* moving from youth to adult services*, and if necessary or required participation in a community oriented project or engagement with a CBO.

Youth involvement can benefit organizations and their programs as well as the youth themselves. Programs that are developed in partnership with youth are more likely to be effective at engaging the population and, therefore, to have a greater impact. Involving youth as partners in making decisions that affect them increases the likelihood that the decisions will be accepted, adopted, and become part of their everyday lives. In addition, empowering youth to identify and respond to community needs helps them become empathetic, reflective individuals, setting them on a course to potentially continue this important work in their future. Meaningful youth engagement views youth as equal partners with adults in the decision-making process. Programs and activities are developed with youth, rather than for youth. In this kind of equal partnership, both adults and young people need to be fully engaged, open to change in how things are done, and share a unified vision for the partnership. (<https://youth.gov/youth-topics/involving-youth-positive-youth-development>)

By blending the myriad of braided services together for Youth with Disabilities including partner referrals as well as the continued expansion on current services WorkSource Fulton



Fulton Workforce Development Area – WIOA Plan for 2020-2023

expects the continued launch of a well-rounded program with services that provide positive outcomes for our Youth with Disabilities.

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

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

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

After reviewing the best practice models of these programs, WorkSource Fulton will review and implement appropriate work-based learning opportunities to benefit both job seekers and employers, especially in concert with the priority occupations within targeted sector industries.

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

The LWDB, in partnership with Gwinnett Technical College, is working to expand GED training offerings in the North Fulton area by adding classes at the North Fulton Career Center and perhaps in other locations in the area. In addition, plans are underway to strengthen and increase basic skills instruction opportunities in South Fulton.

Partnerships with industry organizations, employers, community partners and training providers have been established and ongoing in order to continue to enhance and to continue to create innovative programs and collaboratives. Every quarter, the LWDB reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow LWDB customers to have the latest information related to education and occupational skills training

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

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

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

Such partners include:

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

- ii. Target short-term training programs to assist LWDB customers in



Fulton Workforce Development Area – WIOA Plan for 2020-2023

increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce. Bootcamp-style and short-term Apprenticeships will be a major focus.

- iii. Partner with employers and training providers to ensure that training programs offered meet the needs of area employers. Utilize Customized Training and Fast Track Training as powerful tools to close skills gaps.

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

9. Description of Supportive Services – Provide a description of how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable. Please include the region/local area Supportive Service Policies.

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

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

A customer can be served in level II Career Services (case management, training accounts, and supportive services) one time within any 3-year period. The 3-year period begins the date that the customer completes his/her ITA and is exited from our system. So the date is 3 years from the date of exit. A customer can receive Core Services as often as requested. Case- by-case consideration will be given to those customers that become employed following training, are subsequently dislocated/laid



Fulton Workforce Development Area – WIOA Plan for 2020-2023

off, and their occupation or training field is no longer noted on the Demand Occupation List.

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

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

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

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

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

Incentives for working together:

1. WIOA provides universal access to all jobseekers through “basic career services,” and emphasizes providing targeted services to “individuals with barriers to employment,” which includes low-income individuals.
2. Participants in SNAP and TANF programs meet the requirements of WIOA's priority populations for employment and training services to public assistance recipients, other low-income individuals, and those with low basic skills.
3. Low-income individuals are given priority of service when it comes to receiving higher-intensity services like “individualized career services” or training from the WIOA Adult program supporting and assisting participants move toward economic self-sufficiency.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

4. A partnership would expand the availability of qualified work activities for TANF and SNAP participants.
5. Participation in a WIOA program is considered a qualifying activity for purposes of meeting SNAP and TANF compliance.
6. In order for participants to continue to receive SNAP or TANF benefits for more than 3 months in a 36 month period he/she must be enrolled in a training or employment activity.
7. Partnering with WIOA services would increase the capacity to serve more disadvantaged populations, and to build robust partnerships with community colleges, community-based organizations, and employers to improve outcomes.

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

Collaboration Approach and Design:

1. A designated point of contact for participants and staff.
2. A WIOA Staff person who manages TANF and SNAP participants on a specialty case load.
3. Bi-weekly staff presence at TANF and SNAP locations for recruitment.
4. Documented Client Referrals from TANF and SNAP case managers.
5. Monthly staffing's with TANF and SNAP Case Managers.
6. Career Center Orientations specifically tailored for TANF and SNAP participants twice per month.
7. Providing Basic, Individualized and Training Services to participants
 - a) Basic/Self Directed/Staff Assisted- career services include initial skill assessments, the matching of job seekers with employer-posted job openings, as well as information and referrals to programs and services.
 - b) Individualized Career Services provides participants with more personalized career services which include comprehensive assessments, individual employment plans, and other career planning.
 - c) Training services – provision of individual training account, pre-vocational training accounts, OJT, Work Experience and possibly Customized Training for the participant to achieve self-sufficiency.
 - a. Training and Employment in Demand Occupations
 - b. NOTE: skills gains, a high school diploma or a high school equivalency diploma and/or the National Career Readiness Credential may be first step of the journey for those who are basic skills deficient. We will support those participants who are compliant in making strides to self-sufficiency by paying for their GED and an ITA in a Demand Occupation.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

8. On-site hiring events specifically for TANF and SNAP participants.
9. Provision of supportive services when necessary, without duplication to what is being provided by DFACS.
10. Follow up services of 12 months after employment and successful completion.

DRAFT



Coordination with Core Partners

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

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

The LWDB has formal reciprocal referral agreements with:

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

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

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

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

GDOL is a partner in one LWDB s Career Center and provides core services to our customers. LWDB staff collaborates with the Rapid Response Unit to facilitate WIOA Informational Sessions for dislocated workers and/or workers who have been served with notice of separation.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

- 4. Coordination with Vocational Rehabilitation – Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the provision of services to individuals with disabilities and to other individuals, cross-train staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.**

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

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



Performance, ETPL and Use of Technology

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

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

Prior to the negotiation period, each local area will be required to submit proposed performance targets for PY22 and PY23 on the following measures:

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

The levels of performance to which the State and each local area will be accountable will be reached through negotiation – between USDOL and the State and between the State and each local area. Under Section 116 of WIOA, local levels of performance on each of the performance measures are to be "based on the State adjusted levels of performance," taking into account "the specific economic, demographic, and other characteristics of the populations to be served in the local area."



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

One Stop and Regional Service Delivery Assessment: As part of the One Stop Memorandum of Understanding, the LWDB provides the following services and assessment framework for the One Stop locations in Fulton County:

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

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

3. ETPL System – Describe the regional Eligible Training Provider System, including the elements listed below.

a. Provide a description of the public notification to prospective providers.

LWDB along with the Atlanta Regional Workforce Board, City of Atlanta, Cobb County, and DeKalb County Workforce Development utilize a regional approach for the ETPL system through the formation of a Regional Individual Training Account Committee



Fulton Workforce Development Area – WIOA Plan for 2020-2023

(Regional ITA Committee). Under a contractual arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website.

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

- b. Provide a description of how the board(s) evaluates providers and proposed training programs for initial eligibility, based on (at a minimum) criteria of proven effectiveness, local employer/industry demand, accreditation and customer accessibility.**

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

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

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

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

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

The LWDB then presents applications to its Performance and Accountability Committee which then makes recommendations to the LWDB for provider inclusion on the Fulton County Eligible Provider List. The LWDB may choose to use, restrict, or reject an eligible provider based on its local policies.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Or

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

The LWDB has contracted with the Atlanta Regional Commission to manage its Individual Training Account System which includes a formal process for providers to appeal unapproved training programs. (Please see attachment K to review entire contract).

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

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

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

- If inaccurate information regarding a program is intentionally supplied to the local WDB of state, a termination of eligibility will occur and will remain



Fulton Workforce Development Area – WIOA Plan for 2020-2023

in effect for one year.

- If the local WDB or state determines that an eligible provider has substantially violated any requirements of the Act, the providers must begin correction as appropriate.
- Failure to reapply under subsequent eligibility procedures
- Failure to meet minimum established local and state performance levels

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

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

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

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

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

Invoice payment procedure:

- Invoices are received/forwarded to Fiscal Officer
- The Fiscal Officer submits invoices to WDD Fiscal Manager.
- The WDD Finance Manager submits the invoices to the Career Center Supervisor for verification
- Supervisor verifies/denies invoice information
- The WDD Finance Manager prepares verified invoices for payment and processing
- Denied invoices are returned to the provider with an explanation as to why invoice is being returned

The Career Center maintains and updates a monthly Historical Report which



Fulton Workforce Development Area – WIOA Plan for 2020-2023

includes:

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

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

The Finance Team maintains a similar listing that includes:

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

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

The LWDB policies are consistent with the State's policies on maximum duration and financial limits for training. If the cost of training exceeds financial limitation guidelines, Career Advisors will assist in developing a plan that outlines methods to



Fulton Workforce Development Area – WIOA Plan for 2020-2023

identify potential funding sources. Trainees are not required to apply for or access student loans, or incur personal debt as a condition of program participation.

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Below are a few of the software products utilized.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Product/Program	General Information
	<ul style="list-style-type: none"> • It will help identify and prevent fraud more quickly and accurately and find unreported income. <p>Benefits to Workforce</p> <ul style="list-style-type: none"> • It's allows Workforce Centers to know where your customers secure employment and to easily track their growth. It helps gauge the success of training programs, comply with federal guidelines, and improve agency performance and reporting. Equifax Verification Services has the critical, and often missing, employment and income piece. • Agencies can access over millions of current and historical payroll records to confirm and track critical placement information. • Equifax verifications provide complete employment detail that allows agencies to confirm necessary employment information including job title, hours worked, rate of pay – each pay period. Our service rapidly verifies income information – online or in batch – which decreases phone calls to employers, reduces manual surveys and provides objective 3rd party documentation for reporting and reviews. In addition, Equifax Verification Services can set employment alerts that will proactively notify your agency of changes in employment to track client movement and program success. <p>Products:</p>



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Product/Program	General Information
	<p>Express Service – Instantly look up client with just an SSN.</p> <p>Batch Service – Run your entire caseload with ease.</p> <p>The Work Number Alert – Monitor your entire caseload on a monthly or quarterly basis, you set the timeframe.</p>
<p>Wonderlic Gain</p>	<p>The Wonderlic General Assessment of Instructional Needs (GAIN) ® is a powerful, all-in-one basic skills numeracy and literacy test that measures English, reading and math competencies in adults and youth.</p> <p>GAIN is the superior choice for Adult Basic Education (ABE) programs, literacy centers, Workforce Development programs, remedial training, GED programs and more.</p> <p>GAIN is approved by the U.S. Department of Education for OVAE-funded Adult Basic Education programs and the U.S. Department of Labor for WIOA Youth Workforce programs.</p> <p>Important Information:</p> <ul style="list-style-type: none"> • GAIN is comprised of a 45 minute literacy skills test and a 45 minute math skills test that can be administered separately or together. The math and English language proficiency tests, suitable for both youth and adult learners, were developed specifically to measure National Reporting System (NRS) Educational Functioning Levels (EFLs). • Shorter testing time – 90 total minutes – is less stressful for students. Programs are able to increase the number of students



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Product/Program	General Information
	<p>tested, reducing backlog, and teachers are able to spend more time teaching.</p> <ul style="list-style-type: none"> • The math and literacy skills tests measure all EFLs with just one form; no locator is required. This simple administration method eliminates the possibility of using the wrong level of test and getting “out of range” results. This saves time and money by decreasing the number of times a student must be tested. • Test administration is flexible; we offer both paper-and-pencil and online versions that can be used for pre, progress and post testing. • Certification and training for all test administrators are available at no charge.
<p>TABE Online</p>	<p>TABE Online is a system that lets you assess and report adult basic education skills at any time using the Internet. It provides you with reliable, skill-level data to screen and place students in training and employment programs or determine readiness for success as tested by the GED® Tests. TABE Online includes the Locator, Complete Battery, and Survey tests for TABE 9&10.</p> <p>With easy-to-read reports, you get immediate information to support important instructional and training decisions. You can view the results of any demographic group or gain a precise overview of results for a designated period of time.</p> <p>Subject Areas Basic Skills: Reading, Math, Language,</p>



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

The LWDB recently completed a Six Sigma exercise that targeted related analytics including information and technology needs. This and other considerations, including the Metro Atlanta Regional Plan, will be utilized to enhance and expand the use and



Fulton Workforce Development Area – WIOA Plan for 2020-2023

role of technology. This could include areas such as using social media & text messaging to better engage job seekers and business, increasing online access to information, and similar technology opportunities.

DRAFT



State Initiatives and Vision

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

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

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

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

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

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

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

Veterans under WIOA § 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4215 (2)). Veterans and eligible spouses of Veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services. TEGL 3-15 references TEGL 10-09 regarding order of priority for Veterans and eligible spouses. Priority must be provided in the following order:

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

members.

- Second, individuals who are not Veterans or eligible spouses who meet WIOA priority criteria.
- Third, to Veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to individuals outside the groups given priority under WIOA.

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

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

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

TRANSITIONING MILITARY SERVICE MEMBERS

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

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

Length of service to qualify an individual for such discharges or separations under WIOA guidance may be as few as one day of service. Qualified individuals can receive services up to 18 months prior to retirement or 12 months before normal separation. If a transitioning service member successfully reenlists into active military duty, then that



Fulton Workforce Development Area – WIOA Plan for 2020-2023

service member is no longer eligible for services

The following documents are appropriate for verifying covered person status:

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

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

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

Priority for adult services must be given to recipients of public assistance or other low income individuals, with added priority for individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

- A. Public assistance recipients and other low-income adults; and
- B. Individuals who are basic skills deficient.

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Target groups served in the area

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

Note: Veterans in each category will be given priority

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

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

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

LOW INCOME INDIVIDUALS

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

- Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance;
- Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- of Labor (USDOL) 70 percent Lower Living Standard Income Level;
- Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act;
- Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- Is a foster youth, on behalf of whom state or local government payments are made; or
- Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program?

BASIC SKILLS DEFICIENT

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

ADULT AND DISLOCATED WORKER ELIGIBILITY

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

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

Additional Eligibility Requirements for Adults

- Adults must be either unemployed or underemployed and meet the priority of service requirements.
- An underemployed person is a person who is working part time and desires but cannot obtain full time employment with current skills; or a person who is working in employment not commensurate with the individual's demonstrated level of educational attainment; or a person who is working full time but whose current annualized wage rate is not in excess of, "for a family of one", the percentage of the lower living standard income level set forth by LWDB policy.
- The individual is a displaced homemaker, as defined in WIOA § 3 (16). A displaced homemaker is an individual who has been providing unpaid services to family members in the home and who:
 1. is unemployed or underemployed and experiencing difficulty finding or



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- upgrading employment; and
- 2. has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member.
- The individual is a separating service member from the Armed Services with a discharge other than dishonorable, the separating service member qualifies for dislocated worker activities based on the following criteria:
 1. The separating service member has received a notice of separation (DD214) from the Department of Defense or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff eligibility criteria;
 2. The separating service member qualifies due to exhaustion of unemployment compensation; and
 3. As a separating service member, the individual meets the eligibility criteria that the individual is unlikely to return to a previous industry or occupation.
- The individual is the spouse of a member of the Armed Forces on active duty who:
 1. has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 2. is unemployed or underemployed and experiencing difficulty finding or upgrading employment.

SERVICE PRIORITY FOR INDIVIDUALIZED SERVICES AND TRAINING SERVICES

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Bala Ganesh	VP Engineering and Advanced Technology	UPS	Business
Sharon Russell	Community Development Manager	Georgia Power	Business
Sanya Moses		Grady Health System	Business
Alex Ruder	Sr. Advisor	Federal Reserve Bank of Atlanta	Business
David Seem	CFO	Miller Zell	Business
			Business
Tom Cook	COO & President	Flexible Technology Solutions LLC	Business
Sanquinetta Dover	President & CEO	Dover Staffing	Business
Rep. Kim Schofield	President	Kimler & Associate LLC	Business
Andy Macke	Sr Director Government Affairs	Comcast	Business
Kari McFarlane	Head of Market HR	Google Fiber	Business
Regynald Washington	President- Dining Division	Paradies Lagardere Travel Retail	Business
Kali Boatwright	President & CEO	Greater North Fulton Chamber of Commerce	Economic Development
Dr. Lanze Thompson	CFO	Clark Atlanta University	Education
Stephanie Rooks	Dean Adult Education	Gwinnett Tech	Education
Yulonda Darden-Beauford	VP Economic Development	Atlanta Tech	Education
Laura Gomez	Regional Coord. Reg.3	Georgia Dept. of Labor	Government
Yolanda Virden		Vocational Rehab.	Government
Humeta Embry	Executive Director	AFSCME	Workforce
Mike Bell	Asst. Business Manager	IBEW Local 613	Workforce
Juan Wences	Apprenticeship Manager	Local 387	Workforce
Brian Noyes	Chief Communications Officer	Fulton County Schools	Workforce
Amelia Nickerson	Executive Director	First Step Staffing	Workforce



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Note - WIOA Performance Measures were negotiated on July 19, 2022.

WIOA Performance Measure	PY22 Goal	PY23 Goal
Adult Q2 Entered Employment	74%	75.5%
Adult Q4 Entered Employment	73%	74%
Adult Median Earnings	\$5,860	\$5,860
Adult Credential Rate	61.0%	63.6%
Adult In-Program Skills Gain	39%	39%
DW Q2 Entered Employment	63%	64%
DW Q4 Entered Employment	76%	77%
DW Median Earnings	\$7,750	\$7,750
DW Credential Rate	74%	75%
DW In-Program Skills Gain	48%	48%
Youth Q2 Placement in Employment or Education	77%	77%
Youth Q4 Placement in Employment or Education	80%	80%
Youth Median Earnings	\$2,100	\$2,100
Youth Credential Rate	50%	50%
Youth In-Program Skills Gain	35%	35%
Employer Measure	TBD	TBD



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Attachment 3: Comments that Express Disagreement

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

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:



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

Name: Brett Lacy

Title: Workforce Division Manager

Entity Representing: Fulton County Workforce Development Division

Signature: _____

Name: Rob Pitts

Title: Chairman Fulton County Board of Commissioners

Entity Representing: Chief Local Elected Official

Signature: _____

Name: Andy Macke

Title: Chairman

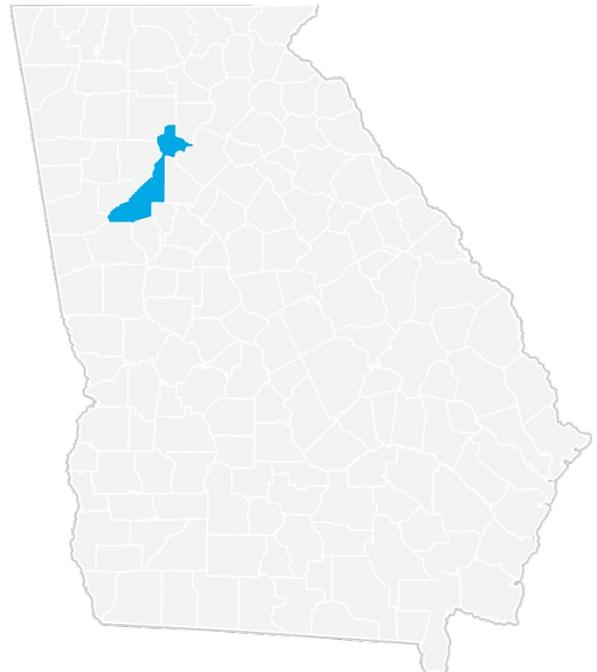
Entity Representing: Local Workforce Development Board

Signature: _____

Fulton County Workforce Plan

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

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



Fulton GA WIOA Plan Update

Page 1



Table of Contents

Strategic Elements, Governance and Structure.....3

Local Boards and Plan Development.....49

Service Delivery and Training.....54

Coordination with Core Partners.....67

Performance, ETPL, and Use of Technology.....69

State Initiatives and Vision.....82

Attachments.....90

ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
- 3 – Comments that Express Disagreement
- 4 – Signature Page



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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.**

The fiscal agent for Local Workforce Area 6, Fulton County, as designated by the Chief Elected Official is:

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

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

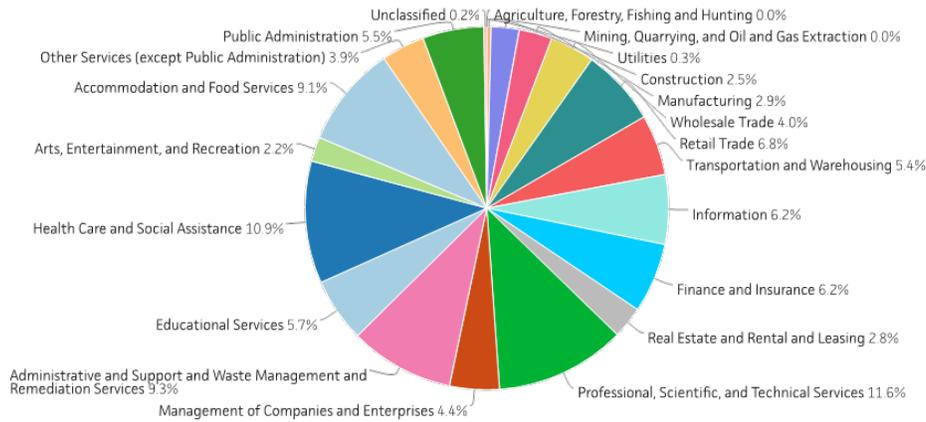
Fulton County Industry Analysis

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Total Workers for Fulton County, Georgia by Industry



Source: JobsEQ® Data as of 2019Q4

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: [JobsEQ®](#)

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

Regional Perspective

[Details provided in [worksource-metro-atlanta-regional-plan-draft-8-28-2020-1.pdf](#)]

Regional In-Demand Industries

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

- Healthcare
- Information Technology
- Transportation, Distribution, and Logistics.

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

The emerging industries selected are Advanced Manufacturing and Construction.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Healthcare Industry Overview, 6 Digit NAICS - WorkSource Metro Atlanta

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

Source: JobsEQ 2019Q3

Employment in the Healthcare industry continued to grow dramatically outpacing overall employment growth in the region. Since 2014, the industry has added over 40,000 jobs, expanding employment by 19%. This growth was led by the General Medical and Surgical Hospitals and Offices of Physicians (Except Mental Health Specialists) sectors, which both added over 14,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 19%, or over 2,000 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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

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

Source: JobsEQ 2019Q3

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta Region, accounting for over 77,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sectors in the Information Technology industry are Wired Telecommunications Carriers, which account for 22,384 jobs.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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

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

Source: JobsEQ 2019Q3

Growth in the Information Technology is expected to continue over the next 5 years. The industry is expected to add over 2,500 jobs, expanding employment by 3%. Growth in the industry is primarily by the Customer Computer Programming Services, Computer Systems Design Services, and Software Publishers sectors.

Annually, the industry is expected to have over 552 job openings. The employment demand will largely be driven by replacement demand, which accounts for 94% of annual employment.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Transportation, Distribution, & Logistics Industry

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

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

Source: JobsEQ 2019Q3

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Growth in the industry is projected to continue, but at a lower rate over the next 5 years. The Transportation, Distribution, and Logistics industry in the Metro Atlanta Region is expected to add 8,517 jobs, expanding employment by 9%. The sectors that demonstrated strong growth over the past 5 years are expected to continue on the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

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

Source: JobsEQ 2019Q3

Advanced Manufacturing

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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

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

Source: JobsEQ 2019Q3

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Construction

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

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

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Source: JobsEQ 2019Q3

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

Fulton County Occupational Analysis

Fulton County is home to nearly 948,000 jobs. Nearly 17% of those jobs are in Office and Administrative Support Occupations. Sales and Related Occupation comprise approximately 10% of the county’s workforce. These two occupational groups are broad and generally represented in most industry clusters. The county also has a significant number of jobs in the Management Occupations and Business and Financial Operation Occupations. These occupational groups are closely related to the PST Services industry. Relative to the nation, Fulton County is approximately 88% more concentrated Computer and Mathematical Occupations, which are closely related to the regional targeted industry of IT and the PST Services industry.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Bold designates the largest occupations by number of jobs in 2019
 Source: JobsEQ 2019Q3

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2014 and 2019 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 9% and 11%, respectively.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Annually, Fulton County is expected to have over 12,000 jobs annually. Approximately 89% of these openings will be created by replacement demand, while the remainder will be created by new demand. Office and Administrative Support Occupations are expected to have the most job openings, largely due to retirements and other turnover in that occupational groups. A slightly higher proportion of openings in the Computer and Mathematical Occupations and Healthcare Support Occupations will be due to new demand.

The following table presents projected employment trends and demand.

Projected Change in Employment Overview, 2 Digit SOC - WorkSource Fulton						
SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	5,712	8.41%	1142	17%	83%
13-0000	Business and Financial Operations Occupations	6,405	8.07%	1281	15%	85%
15-0000	Computer and Mathematical Occupations	5,645	10.77%	1129	23%	77%
17-0000	Architecture and Engineering Occupations	1,035	6.94%	207	16%	84%
19-0000	Life, Physical, and Social Science Occupations	541	7.93%	108	14%	86%
21-0000	Community and Social Service Occupations	1,263	10.45%	253	15%	85%
23-0000	Legal Occupations	1,156	8.00%	231	20%	80%
25-0000	Education, Training, and Library Occupations	2,711	7.47%	542	14%	86%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,657	6.10%	331	11%	89%
29-0000	Healthcare Practitioners and Technical Occupations	4,636	9.27%	927	25%	75%
31-0000	Healthcare Support Occupations	2,334	11.76%	467	16%	84%
33-0000	Protective Service Occupations	1,391	5.69%	278	9%	91%
35-0000	Food Preparation and Serving Related Occupations	7,066	9.15%	1413	9%	91%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,808	6.89%	362	9%	91%
39-0000	Personal Care and Service Occupations	3,187	10.43%	637	11%	89%
41-0000	Sales and Related Occupations	3,963	4.34%	793	6%	94%
43-0000	Office and Administrative Support Occupations	4,020	2.55%	804	4%	96%
45-0000	Farming, Fishing, and Forestry Occupations	45	4.67%	9	6%	94%
47-0000	Construction and Extraction Occupations	1,776	8.26%	355	13%	87%
49-0000	Installation, Maintenance, and Repair Occupations	1,906	5.69%	381	10%	90%
51-0000	Production Occupations	1,008	3.23%	202	5%	95%
53-0000	Transportation and Material Moving Occupations	5,013	6.98%	1003	10%	90%
Total - All Occupations		64,599	6.82%	12920	11%	89%

Source: JobsEQ 2019Q3

Regional Occupational Analysis

The Metro Atlanta Region accounts for nearly 2.4 million jobs. The largest occupations include Office and Administrative Support Occupations, Sales and Related Occupations, and Food Preparation and Serving Occupations. These three occupational groups also added the most jobs between 2014 and 2019 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Over the next 5 years, the Metro Atlanta Region is projected to add over 61,000 jobs. Nearly 90% of all openings are expected annually due to replacement demand (retirements and other turnover). The occupations with the highest projected annual employment demand are presented in the following table.

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

Source: JobsEQ 2019Q3

While the above occupations have a high demand for new workers, many offer low wages. The following table presents the occupations with the highest average annual employment demand and an average annual wage of at least \$50,897. This average annual wage is the living wage for a 1 adult, 1 child household in the Atlanta MSA, as determined by MIT’s living wage calculator. When controlling for wages, the occupations with the highest average annual demand that offer a living wage are generally management and supervisory positions in the office or manufacturing industry, healthcare related occupations, professional occupations, IT-related occupations, and skilled trades. The 10 occupations with the highest employment demand that offer a living wages are presented in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: JobsEQ 2019Q3

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

As presented in the following chart, jobs requiring a postgraduate degree are expected to grow the most rapidly over the next 10 years, increasing by 1.8% annually. Jobs requiring a Bachelor’s degree and those requiring an Associate’s degree or credential are also expected to have above average growth, increasing by around 1.6% annually.

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



Through an analysis of 2019 job postings data, the baseline skills most requested by employers can be identified. As presented in the following table, most skills relate to “soft skills,” such as Communication Skills, Problem Solving, and Teamwork. Several “hard



Fulton Workforce Development Area – WIOA Plan for 2020-2023

skills” are also frequently requested, including Microsoft Excel, Microsoft Office, and Project Management. The 15 skills most requested by employer in Fulton County are presented in following table.

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

Additionally, this assessment of 2019 job postings data reveals the credentials most frequently requested by Fulton County employers. The most requested credentials in the region largely reflect the three targeted industries in region: healthcare, information technology, and transportation and logistics and include certifications such as Registered Nurse, Certified Driver’s License, and CDL Class A. In the Region, many of the top certifications are related to the PST Services industry. The top 10 certifications requested by employers in the Region are summarized in the following table.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Source: Labor Insight Jobs (Burning Glass Technologies) - 01/01/2019 - 12/31/2019

- 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.

[Details provided in worksource-metro-atlanta-regional-plan-draft-8-28-2020-1.pdf]

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

Education & Training Analysis – Fulton County

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Education & Training Analysis – Regional Perspective

[Details provided in worksource-metro-atlanta-regional-plan-draft-8-28-2020-1.pdf]



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Appendix 2: Regional Industry Analysis

Fulton County Occupation Overview

Industry Overview, 2 Digit SOC - WorkSource Fulton

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

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Fulton County Projected Change in Employment

Projected Change in Employment Overview, 2 Digit SOC - WorkSource Fulton						
SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	5,712	8.41%	1142	17%	83%
13-0000	Business and Financial Operations Occupations	6,405	8.07%	1281	15%	85%
15-0000	Computer and Mathematical Occupations	5,645	10.77%	1129	23%	77%
17-0000	Architecture and Engineering Occupations	1,035	6.94%	207	16%	84%
19-0000	Life, Physical, and Social Science Occupations	541	7.93%	108	14%	86%
21-0000	Community and Social Service Occupations	1,263	10.45%	253	15%	85%
23-0000	Legal Occupations	1,156	8.00%	231	20%	80%
25-0000	Education, Training, and Library Occupations	2,711	7.47%	542	14%	86%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,657	6.10%	331	11%	89%
29-0000	Healthcare Practitioners and Technical Occupations	4,636	9.27%	927	25%	75%
31-0000	Healthcare Support Occupations	2,334	11.76%	467	16%	84%
33-0000	Protective Service Occupations	1,391	5.69%	278	9%	91%
35-0000	Food Preparation and Serving Related Occupations	7,066	9.15%	1413	9%	91%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,808	6.89%	362	9%	91%
39-0000	Personal Care and Service Occupations	3,187	10.43%	637	11%	89%
41-0000	Sales and Related Occupations	3,963	4.34%	793	6%	94%
43-0000	Office and Administrative Support Occupations	4,020	2.55%	804	4%	96%
45-0000	Farming, Fishing, and Forestry Occupations	45	4.67%	9	6%	94%
47-0000	Construction and Extraction Occupations	1,776	8.26%	355	13%	87%
49-0000	Installation, Maintenance, and Repair Occupations	1,906	5.69%	381	10%	90%
51-0000	Production Occupations	1,008	3.23%	202	5%	95%
53-0000	Transportation and Material Moving Occupations	5,013	6.98%	1003	10%	90%
Total - All Occupations		64,599	6.82%	12920	11%	89%

Source: JobsEQ 2019Q3



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

The Fulton County Local Workforce Development Board (LWDB) is integrally involved with the strategic priorities articulated in the Fulton County Strategic Plan 2016-2019. The Fulton County Board of Commissioners established the following six goals to accomplish their overall mission and work toward their vision:

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

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

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

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

This will be achieved through the following goals:



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- To enable individuals to achieve their highest potential.
- To ensure employers have the skilled workers they need to compete effectively in the global economy.
- To capitalize on the untapped potential of the unemployed, underemployed workers, discouraged workers, youth and other job seekers with special needs.
- To create an enterprise that eliminates fragmentation among the public sector and utilizes private sector leadership.

Guiding Principles

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- Comprehensive programs are continuously created, including early intervention and mentoring, to serve the needs of special populations, e.g. youth, females, and veterans
- f. **Taking into account the analyses described in sections “2. a-e” (above), provide a strategy to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals.**

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

- Engaging local businesses to determine their current and projected workforce needs
- Identifying new or emerging certifications that may be required by businesses or regulatory entities
- Working through education and training providers to develop and implement solutions that meet employer needs
- Work with education and training providers to strengthen connection with employers
- Creating appropriate training mechanisms, including structured internships and additional targeted apprenticeships work-based learning activities, to fill current and projected job openings
- Identifying career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
- Recruiting job seekers who are interested in careers in the targeted industries
- Developing a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
- Attracting new businesses to the local area by improving the skills and qualifications of the area’s labor force
- Helping existing businesses grow their operations by improving incumbent worker skills and productivity

While statewide employment witnessed major disruptions during the first waves of the



Fulton Workforce Development Area – WIOA Plan for 2020-2023

COVID-19 pandemic, the impacts were long-lasting and acutely felt in areas of Metro Atlanta that had less access to employment opportunities which could pivot to remote access. In Fulton, this can be witnessed in data showing the number of unemployment claims and the length an individual was on unemployment benefits. Areas of North Fulton, with a strong concentration of IT and Healthcare firms, experienced a quick return to pre-pandemic levels of employment and had relatively short periods of unemployment for job seekers. Conversely, areas south of I-20, which has a higher concentration of service industry and logistics firms which could not pivot to remote work, there was a higher volume of unemployment claims, and the periods of unemployment far exceeded the length of those north of I-20. These impacts are still being felt as unemployment and poverty levels in the southern communities of Fulton are higher than the State and County unemployment level and the 2.7% unemployment rate for Fulton is being supported by the strength of North Fulton firms.

This inequitable access to stable employment accelerated goals and service delivery of the Fulton Local Workforce Development Board (LWDB) to place economic mobility as a priority of service delivery. The Comprehensive One-Stop was moved from North Fulton to South Fulton and opened during the pandemic in March of 2021 to focus on providing better access to services to the communities making up most of the participant enrollments. WorkSource Fulton is also developing partnerships and outreach strategies aimed at enrolling more job seekers who are in the most need of services, such as those receiving SNAP E&T or long term unemployed. Those considerations are reflected in the proposed rates for PY22 and PY23.

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?

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

b. How will the area support a local workforce development system that meets



Fulton Workforce Development Area – WIOA Plan for 2020-2023

the needs of businesses in the local area? Discuss the area’s workforce services to businesses and how business and organized labor representatives on the Local Workforce Development Board (LWDB) contributed to the development of these strategies. Provide a listing of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.

The LWDB has become the partner of choice with many area businesses because of its ease of access, supply of qualified workers, reduced hiring time, and coordination of quality services. Employers have the ability to save on the recruitment and onboarding processes when working directly with the LWDB for their employment needs. Of the programs available to employers, the Work Experience Program and Direct Referral Program are two programs with proven results that employers find very favorable with proven results. These programs have been supported and developed with the support of the Fulton LWDB, which includes 17 members which are private business or organized labor and workforce representatives.

The Work Experience Program or “WEX” allows customers to become familiar and skilled within a specific career path and occupation at no cost to the employer. Comprehensive assessments of skills and interests, employment training plans, background checks, drug testing, counseling and on-the-job training are provided to customers. The program allows businesses an opportunity to utilize the services of qualified customers for a maximum of 90 days – 3 months at no cost to the employer, often leading to unsubsidized employment for the customer. During this training period the employer provides the necessary training and work experience and the WorkSource Fulton helps subsidize the customer’s wages.

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

The First Source Jobs Program minimizes employers’ recruitment cost for filling vacant job positions, as well as, provides employment opportunities to residents of Fulton County. Through this program, Prime Contractors awarded the contract, is expected to utilize the LWDB. This includes all contracts procured through the County’s Department of Purchasing and Contracted Compliance valued in excess of \$200,000.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

2. Collaboration with Business Partners

WorkSource Fulton Business Consultants provide networking, employment and training resources to:

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

c. How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies.

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

WorkSource Fulton also partners and collaborates closely with the Metro Atlanta Regional workforce areas in providing an ongoing link with economic development partners with emphasis on high priority industries within targeted sectors.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

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

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

Now, with the implementation of WIOA, they are seizing the opportunity to formalize these efforts so they can further expand and improve services. During the first two years of the planning period, the region indicated the following plan:

“They have already begun meeting to identify shared priorities, needs, and best practices. Moving forward, they will continue these sessions on a scheduled basis to explore the following strategies for regionalization, as well as the possibility of implementing cooperative service delivery agreements.

- Conducting regional business engagement activities, such as summits, forums, and roundtables for the targeted sectors
- Sharing information across the region about career pathways for the in-demand



Fulton Workforce Development Area – WIOA Plan for 2020-2023

targeted sectors

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

service delivery.

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

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

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

The Metro Atlanta Region has leveraged grant funds from Technical College System of Georgia (TCSG) Office of Workforce Development (OWD) to launch HDCI Metro targeting Healthcare, IT, and Transportation, Distribution, and Logistics (TDL). Each industry has a taskforce of industry champions, educators, and stakeholders working to address sector strategies and career pathways for demand occupations. The taskforces meet at least quarterly and work to also support hiring activities and develop training programs, including work based learning for employers in the industry. The HDCI Metro work is supported with match dollars and staff support from all five metro workforce boards.

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

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

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

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

f. Describe the coordination of services with regional economic development



Fulton Workforce Development Area – WIOA Plan for 2020-2023

services and providers.

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

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

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

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

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

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

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

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

The LWDB Sector Strategies sub-committee convened to focus efforts in the targeted sectors and, led by utility, labor union and logistics business partners, over the course of several meetings, the sub-committee identified common baseline skills relevant across the sectors for incoming aspirants. Team members then identified potential providers to



Fulton Workforce Development Area – WIOA Plan for 2020-2023

deliver the needed training and began the work of outlining how customers would then branch into different career pathways once “Basic Training” was completed. The first of several partner/provider mini summits were held beginning in the summer of 2016 and hosted employers from the Transportation, Construction and Logistics sector, providers of training serving this sector and job seekers interested in the sector. A survey of partners who have expressed an interest in collaborating to increase the talent pool in this sector is being developed to streamline services and craft an execution map to deepen the pool of available talent.

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

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

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

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

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

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

Initial meetings and discussions have taken place with the Logistics sector and LWDB anticipates additional regularly scheduled meetings and activities.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

i. Participating employers;

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

Healthcare

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

then advance further into higher-skilled occupations.

CHAMP has achieved the following results:

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

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

Logistics and Transportation

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

Led by LWDB Board member US Foods, the Logistics and Transportation sectors offers great current and future promise for entry level, advanced and career pathway related positions in both Metro Atlanta and Fulton County. US Foods will lead this initiative and convene the Business Advisory Board to oversee this work. Sector strategy meetings have already occurred on 10/21/15 and 1/28/16 to help organize and align the sectoral efforts. In addition to the specific skills to succeed in the sector, emphasis will also be placed on “soft skills” essential to the success in many jobs.

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

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

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

The Warehouse Distribution demonstration project will train another four cohorts of 10-15



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

Information Technology

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

pathway that is right for them and offered Internship and/or Apprenticeship opportunities in their area of study. LWDB is also working to State Apprenticeship staff and area employers to increase the number of Apprenticeships available in the IT sector.

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

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

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

Current EWA outcomes include:

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

In addition to the three regional sectors, LWDB is focusing on the emerging Film and Media sector to assist Fulton County citizens to connect to the many opportunities



Fulton Workforce Development Area – WIOA Plan for 2020-2023

presenting as this industry grows. Working with Unions, government agencies and private providers, training, employment, internship and exploration opportunities are being developed. FSWPES is leading a region-wide project to host the first Film and Technology Career Expo for Youth in the Fall of 2016. This expo will bring together employers, providers, industry professionals and workforce partners to expose youth to the industry.

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

ii. Target occupations;

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

Data and employer partners have indicated that there is a great need for skill-diverse forklift operators, truck drivers, and sheet metal and other construction workers, therefore, these occupations dominate efforts in the Logistics, Construction and Transportation sector.

iii. Training programs; and

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

Such partners include:

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

Some of the training programs include:

- L101 IT Bootcamp
- IT Apprenticeships
- Warehousing and Forklift Certifications
- CDL Certifications

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

iv. Target Populations.

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

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

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

services.

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

b. Provide a description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means.

The LWDB has established broad access to facilities throughout the Local Workforce Development Area to ensure all individuals have access to services.

Job Seeking Customers seeking core, intensive or training services may be referred to the One Stop Career Center, a satellite career center or a partner site. If a customer seeks services at the One Stop Career Center, services are made available to him or her without referral to another location (based on availability of services) through on-site consultation or technology. Partners, not physically located at the One Stop Career Center, are not required to route all of their customers through the One Stop Center. Customers may receive referrals to other appropriate services and programs on a sequential or concurrent basis. Partners participating in the LWDB agree to refer customers between agencies and programs in a manner that: 1) maximizes customers' easy access to services; and 2) minimizes inconvenience to the customer.

The LWDB provides multiple strategically located points of access for customers through the South Fulton Career Center and the North Fulton Career Center. As a matter of convenience, customers can access services at any one of the One-Stop Comprehensive Centers or Affiliate Centers as well as through referrals from partners such as Georgia Vocational Rehabilitation Agency.

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

c. Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology



Fulton Workforce Development Area – WIOA Plan for 2020-2023

and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.

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

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

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

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

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

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

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

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

The LWDB maintains a Memorandum of Understanding and infrastructure funding agreement (IFA) in order to align and share resources with the following Partners:

Georgia Department of Labor (DOL) will:

- Locate staff in the Center full-time to contribute to the delivery of shared services in the local One-Stop Center. The staff person or persons co-located at the Center will be trained in Wegner Peyser, Unemployment Insurance ("UI"), Veterans and Trade with alternate person or persons trained for back up. The Georgia Department of Labor (DOL) will not require an office and will utilize the Resource



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Room in order to work with clients that coming into the office.

- Provide trainings for all staff delivering services and for Business Services staff. This training will include a comprehensive orientation to Employ Georgia as well as instruction covering how to provide data mining for business partners. The staff will also be trained in the use of the resume creator tool.
- Provide access to and use of Tap Dance technology assessment software for use by all One-Stop customers. DOL will provide training in the use of Tap Dance for all partner staff.

Georgia Vocational Rehabilitation Agency (GVRA) will:

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

one-stop in addition to the program's locations. (i.e. Aztec) Distance education curricula will be made available to Adult Education participants.

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

- Outreach intake services – Adult Education grantees/providers are required as a part of their contract to have recruitment and retention plans.
- Initial assessment of skills – Adult Education grantees/providers use the TABE to assess literacy needs for most students, but they use either BEST Plus or BEST Literacy for English Language Learners.
- Comprehensive and specialized assessments of skills levels and service needs of adults and dislocated workers – As described above, Adult Education grantees/providers use TABE, BEST Literacy, BEST Plus. They also provide practice testing opportunities for individuals pursuing their GED credential. They may also offer some other career assessments, but those are not prescribed by our office.
- Group counseling and /or individual counseling or mentoring – Adult Education grantees/providers provide counseling and support related to basic education needs, postsecondary education opportunities and career pathways.
- Short-term prevocational services – Adult Education transition specialist and teachers provide soft skills training to students.
- Workforce Preparation Activities – is a required addition for Adult Education providers under WIOA.
- Financial literacy services – Adult Education programs have access to financial literacy curriculum materials.
- English language acquisition – Adult Education grantees/providers offer instruction for non-English speaking and limited-English proficient adults. Also, instruction and preparation for citizenship is provided.
- Skills upgrading and retraining – Adult Education grantees/providers offer basic educational skills training for individuals who lack their high school diploma and remediation of basic educational skills for individuals who have a high school diploma, but are seeking to enter employment or improve their employment.

Gwinnett Technical College will:

- Maintain direct linkage at the One-Stop when staff is not present through the installation of an additional, manned telephone line as real-time back up for customer care and support.
 - Conduct select education and training programming at One-Stop affiliates in its service delivery area.
 - Provide on-site staff presence for customer engagement



Fulton Workforce Development Area – WIOA Plan for 2020-2023

and assistance as scheduled.

- Monitor and promote career pathway education options for all One-Stop customers.
- Integrate dual degree programming for youth with youth programming activities.

Atlanta Technical College will:

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

Goodwill Industries of North Georgia, Inc. (Goodwill) will:

- Establish a direct phone line (some providers may provide access through Voice-over IP, etc.) for one-stop customers to learn more about the employment and training services provided under the HUD Section 4 Program and register for such services as determined eligible.
 - Train Partner staff on the HUD Section 4 Program in order to facilitate and increase referrals and service provision.
 - Provide information and referral assistance to individuals interested in Supplemental Nutrition Assistance Program – Employment and Training (“SNAP E & T”) services, named the Georgia “SNAP Works” program, in compliance with the Food and Nutrition Act of 2008 (PL 88-525).
 - Provide information and referral assistance to individuals interested in the Young Adult Reentry Partnership Project which aims to assist eligible, young adults.
- e. Identify the current One-Stop Operator in the local area(s) and describe how the region/local area is preparing for the competitive process for operator selection. Describe how market research, requests for information and conducting a cost and price analysis are being conducted as part of that preparation.**

The LWDB researched the market by requesting information from comparable local



Fulton Workforce Development Area – WIOA Plan for 2020-2023

areas about their One-Stop Operator and then developed a competitive procurement instrument that clearly identifies specific service needs. The Fulton County Purchasing Department published a revised Request for Proposal (RFP) August 3, 2017. A team of three evaluators rated the sole proposal as fully responsive. The LWDB approved the acceptance of the proposal on October 27, 2017. The fully executed contract was dated April 13, 2018. Following the March 30, 2022 selection of proposal to RFP the Fulton County Board of Commissioners approved the contract for the WorkSource Fulton One Stop Operator to be EQUUS Workforce Solutions effective July 1, 2022. The LWDB sourced for a one-stop operator through a competitive process in accordance with the Uniform Guidance 1, WIOA and its implementing regulations, and local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is published and may be viewed on the Fulton County website at:

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

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

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

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

The LWDB uses the non-federal entities competitive RFP procurement process sub-grants for awarding sub-grants and approved methods of procurement for contracts in the local area. Procurements are issued through and in accordance with Fulton County's Department of Purchasing and Contract Compliance standard operating procedures in compliance with the applicable procurement standards set forth in the Code of Federal Regulations. The Workforce program contracts for service delivery and One-Stop Operations adhere to a competitive request for proposal procurement in accordance with the Fulton County Purchasing SOP. Procurement SOP outlines the solicitation, evaluation of awards, and an appeals procedures that meet federal and local requirements. The procurement follows small purchase and large purchase established threshold requirements. SOP outlines procurement thresholds that are more restrictive than the state of GA DOAS procurement thresholds.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

The ACKNOWLEDGMENT OF THE EQUAL EMPLOYMENT OPPORTUNITY LAW form is distributed at all LWDB customer orientations. Career Center Planners have been trained to present and explain the form in these sessions and in their one-on-one contacts with customers to keep current with updates.



Local Boards and Plan Development

1. **Local Boards** – Provide a description of the local board that includes the components listed below.
 - a. Describe how local board members are identified and appointed. Include a description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))

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

NOMINATION PROCESS

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

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

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

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

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

With the passage of the WIOA, staff regularly update this informative tool to describe the changes in the legislation, including the focus on regional economies, the elimination of the required sequence of services for job seekers, the importance of



Fulton Workforce Development Area – WIOA Plan for 2020-2023

business services and outreach approaches, the identification and development of sector strategies and career pathways, the emphasis on Out-of-School youth activities, including work-based learning opportunities, and the new primary indicators of performance.

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

The LWDB plays an active role in the economic development activities carried out in Fulton County. Its staff assists in efforts to attract new businesses to the community, as well as to retain and expand existing ones through the administrative relationship with Select Fulton, the county's economic development arm.

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Specific Task Force descriptions are as follows:

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

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

BOARD VISIBILITY AND DEVELOPMENT TASK FORCE – Responsible for training and involving current members; identifying, recommending, recruiting and orienting new members; planning and recommending officer succession; defining and refining Task Forces and Task Force membership; developing Bylaws for Board approval.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Responsible for developing a comprehensive approach to meet the needs of employers within the market area, identifying key stakeholders and developing partnerships to foster long-term business alliances across industry lines.

AD HOC TASK FORCE. The Chairperson may appoint or authorize the appointment of such other Task Forces as may be deemed necessary and appropriate to carry out the purpose of the operation. Beginning in 2019, the LWDB is looking to add a Finance Committee to review budgetary matters and provide guidance on the direction of workforce resources.

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

3. Plan Development – Provide a description of the process by which the plan was developed including the participation of core partners, providers, board members and other community entities. Also describe the process used by the local board to provide a 30-day comment period prior to the submission of the plan including an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, representative of education and input into the development of the local plan.

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

- LWDB conducts an annual customer, employer, and partner satisfaction survey to understand how to better serve the citizens of Fulton County. Responses are received and discussed during LWDB meetings, Task Forces meetings and management staff meetings.
- LWDB Staff members met to discuss new ideas and strategies for the 2020-2023 plan. These strategies were provided to the Performance and Accountability Committee for their feedback, review and development of the draft plan.
- Customer comment cards are placed in the One Stop Career Centers and



Fulton Workforce Development Area – WIOA Plan for 2020-2023

customers are encouraged to complete the cards and place them in a secured collection box. Management Information Systems (MIS) collects, analyzes, and tabulates the responses for reporting purposes on a quarterly basis. These reports are provided to appropriate LWDB Board Task Forces and staff leadership for planning purposes. In order to provide more immediate response to customer input, a computerized customer survey tool has been implemented which allows faster compilation of and response to customer feedback.

- LWDB staff interfaces with members of the Board through the Task Force structure and with One Stop Career Center partners on an ongoing basis to discuss and to help identify gaps in services and barrier resolution.
- LWDB staff and Board members consult and participate in Employer Forums with area Chambers of Commerce Presidents, and Metro Atlanta Area businesses; attend several conferences and trainings to obtain information about current labor market information and local workforce development trends.

The information from the activities above was submitted to the Performance and Accountability Committee for review and development of the draft plan. The draft plan was submitted to the LWDB for approval.

The Final Draft Plan was approved by the Board at their Executive Committee meeting on June 30, 2020 and put up for public comment for 30 days. No public comment was received. The Board approved the Plan at their meeting on August 18, 2020.

Two-Year Plan Modifications were reviewed and recommended by the Performance and Accountability Committee on July 29, 2022 and approved by the LWDB on August 17, 2022.



Service Delivery and Training

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

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

As a result of the COVID 19 pandemic, economic uncertainty remains a major concern for continued recovery in Fulton. While indicators such as unemployment rate, job openings, and wages may indicate a strong short term outlook, the focus on equitable recovery continues to stress that a significant portion of Fulton remains at substantial risk of remaining in, or falling into economic stress. Fulton already has the highest number of individuals in the State living in poverty. Households have seen the cost of Housing and Utilities rise sharply over the last two years, particularly compared to overall Consumption and Healthcare costs. Housing prices continue to rise in Atlanta, with median home prices exceeding \$420,000 and rents averaging \$1,710, families are continuing to spend a greater portion of their income on housing and creating more housing insecurity¹. Additionally, the Federal Reserve is expected to continue modest interest rate increases, undoing pandemic-generated cuts and cooling heavy lending activity.

In 2019, Fulton predicted that the Hospitality Industry would be significantly impacted by the COVID-19 pandemic. As a major employment sector in the region, Hospitality jobs were high on demand-occupation lists and a strong provider for training programs. It remains the slowest industry to recover from the pandemic, and although there is still a demand for the jobs, the Metro Atlanta workforce boards have removed hospitality training from eligible training provider lists because of the number of closures of firms and schools providing the necessary training. In essence, the entire hospitality sector has fallen from a targeted industry in Fulton as a result of the pandemic.

Fulton's LWDB has been noted for the recent focus on leveraging data and key performance indicators to shape service delivery and measure success. While the LWDB has placed a heavy emphasis on improving performance through a thorough examination of completion rates and placement outcomes, there has also been a focus on measuring the impact of workforce programs in serving the needs of Fulton residents and employers. Recognizing that annual budget reductions of 8-10% have resulted in a steady decline in enrollments, the LWDB has stressed even more the need for thoughtful program design. Because enrollments have been reduced in the last program year, and will continue to decline in PY22 and likely PY23, each exit carries a larger weight in overall performance targets. When coupled with the focus to make a greater impact in the region, WorkSource Fulton is targeting incremental and thoughtful performance improvement rather than significant increases to performance goals during times of economic uncertainty.

As previously discussed, the Metro Atlanta Region has prioritized advancing Economic Mobility for all residents. While some of this work has involved improving equitable

¹ National Association of Realtors <https://www.nar.realtor/research-and-statistics> & Atlanta Regional Commission <https://atlantaregional.org/whats-next-atl/articles/5-things-to-know-about-rising-rents-in-metro-atlanta/>



Fulton Workforce Development Area – WIOA Plan for 2020-2023

access to training, resources, and employment opportunities, it also means examining the characteristics of participants and reflecting on enrollments. The reduction in funds will also mean that priority of service will elevate veterans and low income households to the primary participant enrollments.

In October, Fulton will also begin the first SNAP E&T pilot in the State in partnership with Goodwill of North Georgia, the U.S. Department of Agriculture, and the Georgia Department of Human Services. The pilot will seek to co-enroll families eligible for both WIOA and SNAP E&T and track performance outcomes with a goal of creating a roadmap for other LWDBs to follow. Although we expect strong performance outcomes to result from the improved service delivery and reduction of silos, we are cautious in that the pilot will require an initial increase in focus and resources until the process can be worked out.

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

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

The LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help reduce dislocated workers transition more successfully. Additionally LWDB (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits.

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

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

3. Description of Rapid Response Services – Provide a description of how the



Fulton Workforce Development Area – WIOA Plan for 2020-2023

local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

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

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

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

The LWDB provides focused service to dislocated workers. By seeking partnerships with companies planning reductions in force and working with them prior to implementation, the LWDB seeks to help dislocated workers transition more successfully into new or continuing employment. Additionally, LWDB (through the Rapid Response Unit) works collaboratively with GDOL to engage dislocated workers in training services expeditiously by ensuring that their training program dates closely coincide (where possible) with their UI benefits.

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Youth who are deemed eligible to receive services through the Workforce Innovation and Opportunity Act are assigned to a Youth Advisor, who facilitates services for the youth customer. Once assessed, goals are set and an Individual Service Plan is designed to outline a strategy for meeting the youth's goals.; The Youth Advisor is able to access information and resources that often augment service provision.

The LWDB develops and maintains Memoranda of Understandings with a number of agencies that provide services centered on the fourteen (14) local youth program elements described in the Workforce Innovation and Opportunity Act. The Youth Advisor adheres to a referral process established between the LWDB, Job Corps, YouthBuild and other service providers. The LWDB has also established a working relationship with the Fulton County middle and high school guidance counselors, the Office of Career Technology and the Fulton Institute of Technology. Challenges and trends within the school system are identified in an effort to alleviate barriers that prevent youth from receiving needed services. Continued endeavors with this group have led to more customized service provision, i.e. summer youth employment opportunities, in-school careers in healthcare programs, etc.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

employment assistance.

Guided by the LWDB and our third party provider, the Youth Advisor will guide youth program participants in exploring and earning valuable technical, career and business skills. The Career Pathways Program will:

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

Beginning in 2019, the LWDB will explore best practices in the State and around the country for youth entrepreneurship programs with the goal of creating an extra resource to serve program youth. . WorkSource Fulton is currently partnering with a Community Based Organization that supports Youth Entrepreneurship. WorkSource Fulton is excited about this collaboration and the added dimension in learning that will impact the youth positively.

As we work to increase the number of youth who are college and career ready, we must ensure that students with disabilities are not left behind. We can do this by equipping them with the knowledge and skills to fulfill their individual potential, compete with other workers, and lead full and independent lives.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Youth with Disabilities enrolled with WorkSource Fulton are part of the blended/braided program services as such not to feel or be served separately from youth who do not have disabilities. Our goal is to provide the necessary tools and services to ensure these youth have the ability to become successful and to accomplish their ISP goals successfully by providing the added necessary support while participating in program services with other youth program participants.

In serving youth with disability it is critical to have operational equipment and specific programs and services to meet their needs. Youth with disabilities are provided with program services and computerized software that addresses their specific disability barrier or barriers. Referrals for evaluation with vocation rehabilitation are provided and follow thru by the Career Advisor in an effort to create an effective Individual Service Plan (ISP) with supporting provisions. Youth with Disabilities are afforded the same program services as youth program participants without disabilities.

These services include: Assessments, Work Experience, Work Based Learning, Summer Youth Employment, Apprenticeships, participation in Career Pathways and Transition Planning. Special accommodations are provided for youth participation in activities to ensure successful outcomes for the youth.

Youth with Disabilities are provided specialized program service enhancements to meet their individual specific needs as it relates to their specific disability. Youth are eligible for program services as a family of one as in accordance with the WIOA final rule for youth with disabilities. Youth with Disabilities who are deemed eligible to receive services through the Workforce Innovation and Opportunity Act are assigned to a Youth Advisor, who facilitates Fulton Workforce services for the youth customer. Once assessed, goals are set and an Individual Service Plan is designed to outline a strategy for meeting the youth's goals. The Youth Advisor is able to access information and resources that often augment service provision.

By building and maintaining a continuous cohesive partnership with Vocational Rehabilitation, The Tommy Nobis Center, Youth disABILITY LINK, and GoodWill the expectation is to ensure youth complete the program with the necessary skills to maintain employment.

Note: While exploring and partnering with agencies that can develop programs such as Partners for Youth with Disabilities (PYD) out of Boston, who provide youth and young adults with disabilities with three key things: self-confidence, community, and purpose. As well as build disability pride, leadership skills, healthy relationship skills, community involvement, and ensure that youth are successful in school and in seeking employment. Additionally, their programs focus on mentoring, career readiness, theater arts, and leadership development.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Recognizing the importance of maintaining a continuum of services beyond high school and into adulthood, federal disability legislation requires the inclusion of transition planning in each child's Individualized Education Plan (IEP). By the time a student reaches the age of 16 (if not before), the IEP must include measurable postsecondary goals and identify appropriate transition services. WorkSource Fulton will participate in the transition planning of the youth and provide the necessary accommodations and tools to make this transition successful.

As noted one of the most important stages of transition planning is ensuring the youth participant with disabilities "learn to advocate" for his/her selves and the relative support required to understand their rights.

As youth with disabilities transition into employment or postsecondary education, they will need to be able to communicate their needs and should help identify where they can receive such support to make them successful. (e.g., assistive technology, CBO or other agency, employer support – WBL, Work Experience, Apprenticeship, OJT or other).

Any combination of a coordinated set of activities for a youth with a disability is designed to be a results-driven and oriented process that is focused on improving the academic and functional achievement of the youth with a disability. This process along with WorkSource Fulton should encompass facilitation of a Youth's movement from school to post-school activities, including postsecondary education, vocational education, integrated employment (including supported employment), continuing and adult education, adult services* moving from youth to adult services*, and if necessary or required participation in a community oriented project or engagement with a CBO.

Youth involvement can benefit organizations and their programs as well as the youth themselves. Programs that are developed in partnership with youth are more likely to be effective at engaging the population and, therefore, to have a greater impact. Involving youth as partners in making decisions that affect them increases the likelihood that the decisions will be accepted, adopted, and become part of their everyday lives. In addition, empowering youth to identify and respond to community needs helps them become empathetic, reflective individuals, setting them on a course to potentially continue this important work in their future. Meaningful youth engagement views youth as equal partners with adults in the decision-making process. Programs and activities are developed with youth, rather than for youth. In this kind of equal partnership, both adults and young people need to be fully engaged, open to change in how things are done, and share a unified vision for the partnership. (<https://youth.gov/youth-topics/involving-youth-positive-youth-development>)

By blending the myriad of braided services together for Youth with Disabilities including partner referrals as well as the continued expansion on current services WorkSource Fulton



Fulton Workforce Development Area – WIOA Plan for 2020-2023

expects the continued launch of a well-rounded program with services that provide positive outcomes for our Youth with Disabilities.

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

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

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

After reviewing the best practice models of these programs, WorkSource Fulton will review and implement appropriate work-based learning opportunities to benefit both job seekers and employers, especially in concert with the priority occupations within targeted sector industries.

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

The LWDB, in partnership with Gwinnett Technical College, is working to expand GED training offerings in the North Fulton area by adding classes at the North Fulton Career Center and perhaps in other locations in the area. In addition, plans are underway to strengthen and increase basic skills instruction opportunities in South Fulton.

Partnerships with industry organizations, employers, community partners and training providers have been established and ongoing in order to continue to enhance and to continue to create innovative programs and collaboratives. Every quarter, the LWDB reviews applications for new eligible training providers to ensure customers have access to new training programs in high-growth, high-demand fields. New providers, additional programs and program change requests are monitored and updated to allow LWDB customers to have the latest information related to education and occupational skills training

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

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

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

Such partners include:

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

- ii. Target short-term training programs to assist LWDB customers in



Fulton Workforce Development Area – WIOA Plan for 2020-2023

increasing their occupational skill sets and credentialing status in a relatively short time frame to allow for an expeditious return to the workforce. Bootcamp-style and short-term Apprenticeships will be a major focus.

- iii. Partner with employers and training providers to ensure that training programs offered meet the needs of area employers. Utilize Customized Training and Fast Track Training as powerful tools to close skills gaps.

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

9. Description of Supportive Services – Provide a description of how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable. Please include the region/local area Supportive Service Policies.

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

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

A customer can be served in level II Career Services (case management, training accounts, and supportive services) one time within any 3-year period. The 3-year period begins the date that the customer completes his/her ITA and is exited from our system. So the date is 3 years from the date of exit. A customer can receive Core Services as often as requested. Case- by-case consideration will be given to those customers that become employed following training, are subsequently dislocated/laid



Fulton Workforce Development Area – WIOA Plan for 2020-2023

off, and their occupation or training field is no longer noted on the Demand Occupation List.

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

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

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

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

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

Incentives for working together:

1. WIOA provides universal access to all jobseekers through “basic career services,” and emphasizes providing targeted services to “individuals with barriers to employment,” which includes low-income individuals.
2. Participants in SNAP and TANF programs meet the requirements of WIOA's priority populations for employment and training services to public assistance recipients, other low-income individuals, and those with low basic skills.
3. Low-income individuals are given priority of service when it comes to receiving higher-intensity services like “individualized career services” or training from the WIOA Adult program supporting and assisting participants move toward economic self-sufficiency.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

4. A partnership would expand the availability of qualified work activities for TANF and SNAP participants.
5. Participation in a WIOA program is considered a qualifying activity for purposes of meeting SNAP and TANF compliance.
6. In order for participants to continue to receive SNAP or TANF benefits for more than 3 months in a 36 month period he/she must be enrolled in a training or employment activity.
7. Partnering with WIOA services would increase the capacity to serve more disadvantaged populations, and to build robust partnerships with community colleges, community-based organizations, and employers to improve outcomes.

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

Collaboration Approach and Design:

1. A designated point of contact for participants and staff.
2. A WIOA Staff person who manages TANF and SNAP participants on a specialty case load.
3. Bi-weekly staff presence at TANF and SNAP locations for recruitment.
4. Documented Client Referrals from TANF and SNAP case managers.
5. Monthly staffing's with TANF and SNAP Case Managers.
6. Career Center Orientations specifically tailored for TANF and SNAP participants twice per month.
7. Providing Basic, Individualized and Training Services to participants
 - a) Basic/Self Directed/Staff Assisted- career services include initial skill assessments, the matching of job seekers with employer-posted job openings, as well as information and referrals to programs and services.
 - b) Individualized Career Services provides participants with more personalized career services which include comprehensive assessments, individual employment plans, and other career planning.
 - c) Training services – provision of individual training account, pre-vocational training accounts, OJT, Work Experience and possibly Customized Training for the participant to achieve self-sufficiency.
 - a. Training and Employment in Demand Occupations
 - b. NOTE: skills gains, a high school diploma or a high school equivalency diploma and/or the National Career Readiness Credential may be first step of the journey for those who are basic skills deficient. We will support those participants who are compliant in making strides to self-sufficiency by paying for their GED and an ITA in a Demand Occupation.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

8. On-site hiring events specifically for TANF and SNAP participants.
9. Provision of supportive services when necessary, without duplication to what is being provided by DFACS.
10. Follow up services of 12 months after employment and successful completion.

DRAFT



Coordination with Core Partners

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

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

The LWDB has formal reciprocal referral agreements with:

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

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

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

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

GDOL is a partner in one LWDB s Career Center and provides core services to our customers. LWDB staff collaborates with the Rapid Response Unit to facilitate WIOA Informational Sessions for dislocated workers and/or workers who have been served with notice of separation.



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

- 4. Coordination with Vocational Rehabilitation – Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the provision of services to individuals with disabilities and to other individuals, cross-train staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.**

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

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



Performance, ETPL and Use of Technology

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

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

Prior to the negotiation period, each local area will be required to submit proposed performance targets for PY22 and PY23 on the following measures:

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

The levels of performance to which the State and each local area will be accountable will be reached through negotiation – between USDOL and the State and between the State and each local area. Under Section 116 of WIOA, local levels of performance on each of the performance measures are to be "based on the State adjusted levels of performance," taking into account "the specific economic, demographic, and other characteristics of the populations to be served in the local area."



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

One Stop and Regional Service Delivery Assessment: As part of the One Stop Memorandum of Understanding, the LWDB provides the following services and assessment framework for the One Stop locations in Fulton County:

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

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

3. ETPL System – Describe the regional Eligible Training Provider System, including the elements listed below.

a. Provide a description of the public notification to prospective providers.

LWDB along with the Atlanta Regional Workforce Board, City of Atlanta, Cobb County, and DeKalb County Workforce Development utilize a regional approach for the ETPL system through the formation of a Regional Individual Training Account Committee



Fulton Workforce Development Area – WIOA Plan for 2020-2023

(Regional ITA Committee). Under a contractual arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website.

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

- b. Provide a description of how the board(s) evaluates providers and proposed training programs for initial eligibility, based on (at a minimum) criteria of proven effectiveness, local employer/industry demand, accreditation and customer accessibility.**

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

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

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

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

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

The LWDB then presents applications to its Performance and Accountability Committee which then makes recommendations to the LWDB for provider inclusion on the Fulton County Eligible Provider List. The LWDB may choose to use, restrict, or reject an eligible provider based on its local policies.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Or

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

The LWDB has contracted with the Atlanta Regional Commission to manage its Individual Training Account System which includes a formal process for providers to appeal unapproved training programs. (Please see attachment K to review entire contract).

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

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

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

- If inaccurate information regarding a program is intentionally supplied to the local WDB of state, a termination of eligibility will occur and will remain



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- in effect for one year.
- If the local WDB or state determines that an eligible provider has substantially violated any requirements of the Act, the providers must begin correction as appropriate.
- Failure to reapply under subsequent eligibility procedures
- Failure to meet minimum established local and state performance levels

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

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

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

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

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

Invoice payment procedure:

- Invoices are received/forwarded to Fiscal Officer
- The Fiscal Officer submits invoices to WDD Fiscal Manager.
- The WDD Finance Manager submits the invoices to the Career Center Supervisor for verification
- Supervisor verifies/denies invoice information
- The WDD Finance Manager prepares verified invoices for payment and processing
- Denied invoices are returned to the provider with an explanation as to why invoice is being returned

The Career Center maintains and updates a monthly Historical Report which



Fulton Workforce Development Area – WIOA Plan for 2020-2023

includes:

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

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

The Finance Team maintains a similar listing that includes:

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

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

The LWDB policies are consistent with the State's policies on maximum duration and financial limits for training. If the cost of training exceeds financial limitation guidelines, Career Advisors will assist in developing a plan that outlines methods to



Fulton Workforce Development Area – WIOA Plan for 2020-2023

identify potential funding sources. Trainees are not required to apply for or access student loans, or incur personal debt as a condition of program participation.

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

Below are a few of the software products utilized.

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Product/Program	General Information
	<ul style="list-style-type: none"> • It will help identify and prevent fraud more quickly and accurately and find unreported income. <p>Benefits to Workforce</p> <ul style="list-style-type: none"> • It's allows Workforce Centers to know where your customers secure employment and to easily track their growth. It helps gauge the success of training programs, comply with federal guidelines, and improve agency performance and reporting. Equifax Verification Services has the critical, and often missing, employment and income piece. • Agencies can access over millions of current and historical payroll records to confirm and track critical placement information. • Equifax verifications provide complete employment detail that allows agencies to confirm necessary employment information including job title, hours worked, rate of pay – each pay period. Our service rapidly verifies income information – online or in batch – which decreases phone calls to employers, reduces manual surveys and provides objective 3rd party documentation for reporting and reviews. In addition, Equifax Verification Services can set employment alerts that will proactively notify your agency of changes in employment to track client movement and program success. <p>Products:</p>



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Product/Program	General Information
	<p>Express Service – Instantly look up client with just an SSN.</p> <p>Batch Service – Run your entire caseload with ease.</p> <p>The Work Number Alert – Monitor your entire caseload on a monthly or quarterly basis, you set the timeframe.</p>
<p>Wonderlic Gain</p>	<p>The Wonderlic General Assessment of Instructional Needs (GAIN) ® is a powerful, all-in-one basic skills numeracy and literacy test that measures English, reading and math competencies in adults and youth.</p> <p>GAIN is the superior choice for Adult Basic Education (ABE) programs, literacy centers, Workforce Development programs, remedial training, GED programs and more.</p> <p>GAIN is approved by the U.S. Department of Education for OVAE-funded Adult Basic Education programs and the U.S. Department of Labor for WIOA Youth Workforce programs.</p> <p>Important Information:</p> <ul style="list-style-type: none"> • GAIN is comprised of a 45 minute literacy skills test and a 45 minute math skills test that can be administered separately or together. The math and English language proficiency tests, suitable for both youth and adult learners, were developed specifically to measure National Reporting System (NRS) Educational Functioning Levels (EFLs). • Shorter testing time – 90 total minutes – is less stressful for students. Programs are able to increase the number of students



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Product/Program	General Information
	<p>tested, reducing backlog, and teachers are able to spend more time teaching.</p> <ul style="list-style-type: none"> • The math and literacy skills tests measure all EFLs with just one form; no locator is required. This simple administration method eliminates the possibility of using the wrong level of test and getting “out of range” results. This saves time and money by decreasing the number of times a student must be tested. • Test administration is flexible; we offer both paper-and-pencil and online versions that can be used for pre, progress and post testing. • Certification and training for all test administrators are available at no charge.
<p>TABE Online</p>	<p>TABE Online is a system that lets you assess and report adult basic education skills at any time using the Internet. It provides you with reliable, skill-level data to screen and place students in training and employment programs or determine readiness for success as tested by the GED® Tests. TABE Online includes the Locator, Complete Battery, and Survey tests for TABE 9&10.</p> <p>With easy-to-read reports, you get immediate information to support important instructional and training decisions. You can view the results of any demographic group or gain a precise overview of results for a designated period of time.</p> <p>Subject Areas Basic Skills: Reading, Math, Language,</p>



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

The LWDB recently completed a Six Sigma exercise that targeted related analytics including information and technology needs. This and other considerations, including the Metro Atlanta Regional Plan, will be utilized to enhance and expand the use and



Fulton Workforce Development Area – WIOA Plan for 2020-2023

role of technology. This could include areas such as using social media & text messaging to better engage job seekers and business, increasing online access to information, and similar technology opportunities.

DRAFT



State Initiatives and Vision

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

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

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

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

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

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

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

Veterans under WIOA § 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4215 (2)). Veterans and eligible spouses of Veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services. TEGL 3-15 references TEGL 10-09 regarding order of priority for Veterans and eligible spouses. Priority must be provided in the following order:

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

members.

- Second, individuals who are not Veterans or eligible spouses who meet WIOA priority criteria.
- Third, to Veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to individuals outside the groups given priority under WIOA.

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

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

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

TRANSITIONING MILITARY SERVICE MEMBERS

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

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

Length of service to qualify an individual for such discharges or separations under WIOA guidance may be as few as one day of service. Qualified individuals can receive services up to 18 months prior to retirement or 12 months before normal separation. If a transitioning service member successfully reenlists into active military duty, then that



Fulton Workforce Development Area – WIOA Plan for 2020-2023

service member is no longer eligible for services

The following documents are appropriate for verifying covered person status:

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

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

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

Priority for adult services must be given to recipients of public assistance or other low income individuals, with added priority for individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

- A. Public assistance recipients and other low-income adults; and
- B. Individuals who are basic skills deficient.

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

Target groups served in the area

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

Note: Veterans in each category will be given priority

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

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

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

LOW INCOME INDIVIDUALS

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

- Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance;
- Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- of Labor (USDOL) 70 percent Lower Living Standard Income Level;
- Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act;
- Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- Is a foster youth, on behalf of whom state or local government payments are made; or
- Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program?

BASIC SKILLS DEFICIENT

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

ADULT AND DISLOCATED WORKER ELIGIBILITY

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

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

Additional Eligibility Requirements for Adults

- Adults must be either unemployed or underemployed and meet the priority of service requirements.
- An underemployed person is a person who is working part time and desires but cannot obtain full time employment with current skills; or a person who is working in employment not commensurate with the individual's demonstrated level of educational attainment; or a person who is working full time but whose current annualized wage rate is not in excess of, "for a family of one", the percentage of the lower living standard income level set forth by LWDB policy.
- The individual is a displaced homemaker, as defined in WIOA § 3 (16). A displaced homemaker is an individual who has been providing unpaid services to family members in the home and who:
 1. is unemployed or underemployed and experiencing difficulty finding or



Fulton Workforce Development Area – WIOA Plan for 2020-2023

- upgrading employment; and
- 2. has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member.
- The individual is a separating service member from the Armed Services with a discharge other than dishonorable, the separating service member qualifies for dislocated worker activities based on the following criteria:
 1. The separating service member has received a notice of separation (DD214) from the Department of Defense or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff eligibility criteria;
 2. The separating service member qualifies due to exhaustion of unemployment compensation; and
 3. As a separating service member, the individual meets the eligibility criteria that the individual is unlikely to return to a previous industry or occupation.
- The individual is the spouse of a member of the Armed Forces on active duty who:
 1. has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 2. is unemployed or underemployed and experiencing difficulty finding or upgrading employment.

SERVICE PRIORITY FOR INDIVIDUALIZED SERVICES AND TRAINING SERVICES

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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

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

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

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

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

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

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



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Bala Ganesh	VP Engineering and Advanced Technology	UPS	Business
Sharon Russell	Community Development Manager	Georgia Power	Business
Sanya Moses		Grady Health System	Business
Alex Ruder	Sr. Advisor	Federal Reserve Bank of Atlanta	Business
David Seem	CFO	Miller Zell	Business
			Business
Tom Cook	COO & President	Flexible Technology Solutions LLC	Business
Sanquinetta Dover	President & CEO	Dover Staffing	Business
Rep. Kim Schofield	President	Kimler & Associate LLC	Business
Andy Macke	Sr Director Government Affairs	Comcast	Business
Kari McFarlane	Head of Market HR	Google Fiber	Business
Regynald Washington	President- Dining Division	Paradies Lagardere Travel Retail	Business
Kali Boatwright	President & CEO	Greater North Fulton Chamber of Commerce	Economic Development
Dr. Lanze Thompson	CFO	Clark Atlanta University	Education
Stephanie Rooks	VP Adult Education	Gwinnett Tech	Education
Yulonda Darden-Beauford	VP Economic Development	Atlanta Tech	Education
Laura Gomez	Regional Coord. Reg.3	Georgia Dept. of Labor	Government
Yolanda Virden		Vocational Rehab.	Government
Humeta Embry	Executive Director	AFSCME	Workforce
Mike Bell	Asst. Business Manager	IBEW Local 613	Workforce
Juan Wences	Apprenticeship Manager	Local 387	Workforce
Brian Noyes	Chief Communications Officer	Fulton County Schools	Workforce
Amelia Nickerson	Executive Director	First Step Staffing	Workforce



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Note - WIOA Performance Measures were negotiated on July 19, 2022.

WIOA Performance Measure	PY22 Goal	PY23 Goal
Adult Q2 Entered Employment	74%	75.5%
Adult Q4 Entered Employment	73%	74%
Adult Median Earnings	\$5,860	\$5,860
Adult Credential Rate	61.0%	63.6%
Adult In-Program Skills Gain	39%	39%
DW Q2 Entered Employment	63%	64%
DW Q4 Entered Employment	76%	77%
DW Median Earnings	\$7,750	\$7,750
DW Credential Rate	74%	75%
DW In-Program Skills Gain	48%	48%
Youth Q2 Placement in Employment or Education	77%	77%
Youth Q4 Placement in Employment or Education	80%	80%
Youth Median Earnings	\$2,100	\$2,100
Youth Credential Rate	50%	50%
Youth In-Program Skills Gain	35%	35%
Employer Measure	TBD	TBD



Fulton Workforce Development Area – WIOA Plan for 2020-2023

Attachment 3: Comments that Express Disagreement

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

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:



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

Name: Brett Lacy

Title: Workforce Division Manager

Entity Representing: Fulton County Workforce Development Division

Signature: _____

Name: Rob Pitts

Title: Chairman Fulton County Board of Commissioners

Entity Representing: Chief Local Elected Official

Signature: _____

Name: Andy Macke

Title: Chairman

Entity Representing: Local Workforce Development Board

Signature: _____

<u>TCSG WIG</u>	<u>Found in 2020 Plan on page number</u>	<u>Update to 2020 Plan on page number</u>
a. Change in the Memorandum of Understanding for One-Stop Partners, including changes to the infrastructure funding agreement (IFA);	Page 44 through 47	Page 44 – add “and infrastructure funding agreement (IFA)”. Page 46 - Deleted “Fulton Atlanta Community Action Authority” and added “Goodwill Industries of North Georgia, Inc.”
b. Changes in Board structure, including a change in Board chairperson, adding members or removing members;	Page 90	Page 90 updated LWDB member list
c. Change in the strategies used to meet local performance goals, particularly as a result of the COVID-19 pandemic;	Page 55	Page 56 add “A. Expected Economic Conditions Economic uncertainty remains a major concern for continued recovery in Fulton. While indicators such as unemployment rate, job openings, and wages may indicate a strong short term outlook, the focus on equitable recovery continues to stress that a significant portion of Fulton remains at substantial risk of remaining in, or falling into economic stress. Fulton already has the highest number of individuals in the State living in poverty. Households have seen the cost of Housing and Utilities rise sharply over the last two years, particularly compared to overall Consumption and Healthcare costs. Housing prices continue to rise in Atlanta, with median home prices exceeding \$420,000 and rents averaging \$1,710, families are continuing to spend a greater portion of their income on housing and creating more housing insecurity . Additionally, the Federal Reserve is expected to continue modest interest rate increases, undoing pandemic-generated cuts and cooling heavy lending activity. In 2019, Fulton predicted that the Hospitality Industry would be significantly impacted by the COVID-19 pandemic. As a major employment sector in the region, Hospitality jobs were high on demand-occupation lists and a strong provider for training programs. It remains the slowest industry to recover from the pandemic, and although there is still a demand for the jobs, the Metro Atlanta workforce boards have removed hospitality training from eligible training provider lists because of the number of closures of firms and schools providing the necessary training. In essence, the entire hospitality sector has fallen from a targeted industry in Fulton as a result of the pandemic.

<u>TCSG WIG</u>	<u>Found in 2020 Plan on page number</u>	<u>Update to 2020 Plan on page number</u>
		<p>For these reasons, WorkSource Fulton does not forecast that employment opportunities for unemployed adults or youth will continue at an accelerated rate. For Adult programs, Fulton is proposing targets which are more in line with pre-pandemic levels while economic uncertainty remains. Similarly, Youth have felt the tail end of the labor crunch as employers are primarily seeking to fill full-time positions and have not had ability to offer as many temporary or seasonal positions to youth. The current Q2 Employment performance for PY21 of an estimated 74.6% is more in line with where we expect a realistic performance for PY22 and PY23.</p> <p>B. Expected Characteristics of Participants As noted, communities in South Fulton have greater challenges in achieving upwards economic mobility. As indicated in Attachment A, South Fulton zip codes have a higher concentration of individuals receiving public assistance like SNAP, a higher rate of unemployment and poverty, and a lower rate of educational attainment.</p> <p>The Fulton LWDB has placed a priority on making an impact in these communities but targeting outreach efforts on the zip codes with higher rates of individuals with barriers to employment. In PY21, among the Adult/DW participants, Fulton served 147 SNAP recipients, 15 homeless individuals, 11 individuals with disabilities, and 22 senior workers. As detailed below, Fulton will be incorporating additional program changes to increase these numbers.</p> <p>C. Program Implementation</p> <p>Fulton’s LWDB has been noted for the recent focus on leveraging data and key performance indicators to shape service delivery and measure success. While the LWDB has placed a heavy emphasis on improving performance through a thorough examination of completion rates and placement outcomes, there has also been a focus on measuring the impact of workforce programs in serving the needs of Fulton residents and employers. Recognizing that annual budget reductions of 8-10% have resulted in a steady decline in enrollments, the LWDB has stressed even more the need for thoughtful program design. Because enrollments have been reduced in the last program year, and will continue to decline in PY22 and likely PY23, each exit carries a larger weight in overall performance targets. When coupled with the focus to make a greater impact in the region, WorkSource Fulton is</p>

<u>TCSG WIG</u>	<u>Found in 2020 Plan on page number</u>	<u>Update to 2020 Plan on page number</u>
		<p>targeting incremental and thoughtful performance improvement rather than significant increases to performance goals during times of economic uncertainty.</p> <p>As previously discussed, the Metro Atlanta Region has prioritized advancing Economic Mobility for all residents. While some of this work has involved improving equitable access to training, resources, and employment opportunities, it also means examining the characteristics of participants and reflecting on enrollments. The reduction in funds will also mean that priority of service will elevate veterans and low income households to the primary participant enrollments.</p> <p>In October, Fulton will also begin the first SNAP E&T pilot in the State in partnership with Goodwill of North Georgia, the U.S. Department of Agriculture, and the Georgia Department of Human Services. The pilot will seek to co-enroll families eligible for both WIOA and SNAP E&T and track performance outcomes with a goal of creating a roadmap for other LWDA's to follow. Although we expect strong performance outcomes to result from the improved service delivery and reduction of silos, we are cautious in that the pilot will require an initial increase in focus and resources until the process can be worked out.”</p>
<p>d. Significant change in labor market and general economic conditions or local economic conditions, particularly as a result of the COVID-19 pandemic;</p>	<p>Page 3 through 27</p>	<p>Page 27 – added “While Statewide employment witnessed major disruptions during the first waves of the COVID-19 pandemic, the impacts were long-lasting and acutely felt in areas of Metro Atlanta that had less access to employment opportunities which could pivot to remote access. In Fulton, this can be witnessed in data showing the number of unemployment claims and the length an individual was on unemployment benefits. Areas of North Fulton, with a strong concentration of IT and Healthcare firms, experienced a quick return to pre-pandemic levels of employment and had relatively short periods of unemployment for job seekers. Conversely, areas south of I-20, which has a higher concentration of service industry and logistics firms which could not pivot to remote work, there was a higher volume of unemployment claims, and the periods of unemployment far exceeded the length of those north of I-20. These impacts are still being felt as unemployment and poverty levels in the southern communities of Fulton are higher than the State and County unemployment level and the 2.7% unemployment rate for Fulton is being supported by the strength of North Fulton firms.</p> <p>This inequitable access to stable employment accelerated goals and service delivery of the Fulton Local Workforce Development Board (LWDB) to place economic mobility as a priority of service delivery. The Comprehensive One-Stop was moved from North Fulton to South Fulton and opened</p>

Check list for TCSG WIG 2 year plan update 26Jul2022 DRAFT.docx

<u>TCSG WIG</u>	<u>Found in 2020 Plan on page number</u>	<u>Update to 2020 Plan on page number</u>
		during the pandemic in March of 2021 to focus on providing better access to services to the communities making up most of the participant enrollments. WorkSource Fulton is also developing partnerships and outreach strategies aimed at enrolling more job seekers who are in the most need of services, such as those receiving SNAP E&T or long term unemployed. Those considerations are reflected in the proposed rates for PY22 and PY23.”
e. Award of a contract to a new competitively selected One-Stop Operator or new service provider;	Page 47	Page 47 delete “In The Door” and add “Following the March 30, 2022 selection of proposal to RFP the Fulton County Board of Commissioners approved the contract for the WorkSource Fulton One Stop Operator to be EQUUS Workforce Solutions effective July 1, 2022.”
f. Any change to a facility’s operating name, street address, mailing address, or telephone number (i.e., the contact information provided to the public);	Page 75	No change
g. Change in Board staff support (i.e., change in the organization or entity providing the staffing, not individual staff members);	Page 51	No change
h. Changes to any of the policies in the required attachments; or	Page 93 through 95	No change
i. Any other change defined locally as a substantial deviation from the Local Plan, including changes in local criteria, service providers, or local	Page 42 Page 43 Page 44 Page 48 Page 54 Page 72 Page 93	Page 42 change “two” to “one” Affiliate Page 43 delete “Adamsville Career Center,” Page 44 add “infrastructure funding agreement (IFA)” Page 48 deleted “In The Door” and added “Following the March 30, 2022 selection of proposal to RFP the Fulton County Board of Commissioners approved the contract for the WorkSource Fulton One Stop Operator to be EQUUS Workforce Solutions effective July 1, 2022.”

Check list for TCSG WIG 2 year plan update 26Jul2022 DRAFT.docx

<u>TCSG WIG</u>	<u>Found in 2020 Plan on page number</u>	<u>Update to 2020 Plan on page number</u>
standards for service coordination.	Page 94	Page 54 add “Two-Year Plan Modifications were reviewed and recommended by the Performance and Accountability Committee on July 29, 2022 and approved by the LWDB on August 17, 2022.” Page 72 changed PY18 and PY19 to PY22 and PY23 Page 93 updated LWDB member list Page 94 updated “WIOA Performance Measures were negotiated on July 19, 2022”
j. LWDBs “should examine which population groups, particularly those identified in the LMI analysis as having higher unemployment and lower earnings than the overall population, experience inequities in access to and participation in public workforce programs that lead to quality jobs. [Local areas] can examine, where data are available, which communities and neighborhoods were particularly economically impacted during the pandemic in order to focus resources and referral networks for maximum impact.”	Page 3 through 27 Page 55	Updated: Page 27 Page 56

SELF SUFFICIENCY

- A. WorkSource Fulton defines Self Sufficiency as the ability of an individual or their family to sustain employment at a living wage for the metro Atlanta region. The living wage, as defined using the MIT Living Wage Calculator, is the wages needed to cover basic family expenses plus all relevant taxes.

When training is required for a job seeker to obtain or retain employment that leads to a living wage, documentation must be collected to demonstrate an individual or household lacks self-sufficiency at the time of enrollment. Acceptable documentation may include:

1. Alimony Agreement
 2. Veteran's Administration Award Letter/Veterans Disability
 3. Pay Stubs
 4. Pension/Annuity Statement
 5. Public Assistance Verification
 6. Social Security Benefits Letter
 7. Unemployment Insurance Documents
 8. Worker's Compensation
 9. Self- Attestation
 10. Social Security Disability Insurance
 11. Child Support payments
 12. Severance Pay
 13. Equifax Work Number/GDOL Wage Inquiry
- B. Self Sufficiency shall be determined by measuring wages documented at the time of application or determination of suitability against current MIT Living Wage Calculator values for the participant's household composition and county of residence.
- C. <https://livingwage.mit.edu/states/13/locations>

FULTON COUNTY GOVERNMENT

WIOA Title I Local Area 006 Program Year 2022 Budget Narrative

July 1, 2022 – June 30, 2023

A. INTRODUCTION

The Fulton County Workforce Division is aligned with the functions of economic development and workforce development as required by WIOA. This will enable Fulton County to more effectively connect recipients with new and growing employers in need of a trained and qualified workforce.

B. PROGRAM YEAR EXPENSES

WorkSource Fulton utilizes a sourced provider model to provide workforce services to Fulton’s job seekers. This model enables staff and the Fulton LWDB to focus on developing partnerships which deliver a more holistic approach to workforce development activities to ensure the highest and best use of workforce resources. The Program Year 2022, (PY 22) budget is prepared with a reduction of operation expenses in anticipation of budget cuts in PY 2022 allocations for each funding stream. As a result of the COVID-19 pandemic several planned activities were not completed in Program Year 2022, such as in-person job fairs, meetings, and training conferences. These activities have been budgeted at moderate levels to account for a modest return of such activities in the next program year.

a. SUB-AWARDS -CONTRACTUAL SERVICES

Providers – Professional Services	Budgeted Amount
Arbor, Employment & Training d/b/a Equus, Inc. – ADULT and DW	\$1,028,125.00
Arbor, Employment & Training d/b/a Equus, Inc. - YOUTH	\$600,000.00
Arbor, Employment & Training d/b/a Equus, Inc. – ONE-STOP OPERATOR	\$125,000.00
Atlanta Regional Commission (ARC) Regional Targeted Outreach	\$20,000.00
Metro Atlanta Workforce Exchange (MAX) Anchor Investment - (Adult, DW, and YOUTH	5,000.00
Atlanta Regional Commission (ARC) ITA Performance – WIOA Required	\$12,000.00
TOTAL CONTRACTUAL	\$1790,125.00

- 1) Equus is a sub-recipient that provides case management, referrals, and provide staff and customers access to resources and linkage with community agencies for Adult, Dislocated Worker, and Youth Services. Equus develops and maintains relationships with employers to connect job opportunities for enrolled participants and supports enrollment and placement activities under the WorkSource Fulton brand.
- 2) Equus is the new One-Stop Operator provider which manages the South Fulton Career Center for WorkSource Fulton. This includes managing referrals of mandated WIOA partners, providing linkage and engagement of business and community organizations, and helping job seekers access workforce services. Budget expenses includes personnel and equipment for services in both North and South Fulton Career Centers.
- 3) WorkSource Fulton is one of the five Metro Atlanta Region Boards that have an agreement with Atlanta Regional Commission (ARC) for the regional outreach and marketing of the WIOA program. Costs are shared across all five boards, who collectively direct the messaging and campaign strategy to target priority WIOA populations.
- 4) The Metro Atlanta Exchange for Workforce Solutions (MAX) is a collaborative of workforce development organizations and community partners seeking to increase economic competitiveness and economic mobility of the Metro Atlanta region. WorkSource Fulton is an anchor sponsor of MAX, supporting the efforts to align priorities and support economic mobility efforts in the region.
- 5) The Atlanta Regional Commission facilitates the approval and subsequent review of eligible training providers for inclusion on the Metro Atlanta Eligible Training Providers List. While each board supports and participates in the approval and annual monitoring of providers, ARC provides staff and administrative support to manage the process which is cost shared across the five metro boards.

b. SALARIES AND FRINGE

Salaries and fringe benefit costs are calculated for (11) essential personnel assigned to administrative and program activities including but not limited to compliance of sub-recipients. The benefits offered is a competitive average rate not exceed thirty-two percent (32%) of staff salaries and accounts for the full package of benefits that consists of (a) medical, dental, and vision coverage; (b) short-term and long-term disability insurance; (c) holiday and sick leave pay; life insurance; and (e) FICA and Unemployment Insurance. The County offers a match retirement benefit through 401-A and 457M Defined Contribution plans for all full time employees and performance annually based on department measures through Key Performance Indicators (KPI). Personnel are responsible for the sub-recipient monitoring, development, administration, financial reporting, data

validation and also attending meetings and conferences as necessary for the period of performance beginning on July 1, 2022 through June 30, 2023.

c. TRAVEL AND TRAINING

Travel: Estimates include eleven (11) personnel that are expected to travel for approved county and state administrative sites for program field work, to attend advisory committee meetings, community partner and stakeholder meetings, conferences, workshops, and/or other monitoring oversight purposes that are necessary to accomplish proposals objectives or disseminate its results. The cost of two (2) to four (4) Board members are budgeted for travel to represent WorkSource Fulton and attend meetings and conferences that are necessary to accomplish the local and regional state approved plan. Travel expenses include (M&E) per diem rate, lodging, transportation, meals, and fees. Rates are established by the Federal General Services Administration (GSA) and do not require substantiation of receipts. Location-specific information for M&E can be found at www.gsa.gov/perdiem. Mileage reimbursement to direct staff and Board members are based on costs for local and out of state travel to and from training sites, employer sites, partner sites and any out of town conferences and professional development training. The rate is based on the approved published Internal Revenue Service standard mileage rate for 2021 rate at 56 cents per mile/yr. <https://www.irs.gov/newsroom/irs-issues-standard-mileage-rates-for-2021>

d. TELEPHONE & TELEGRAPH EQUIPMENT – *Non-Capitalizable depreciation value under \$5,000*

Mobile phones and broadband hotspots are provided for eleven (11) personnel to communicate while conducting outreach, engagement, and meetings with regional partners and stakeholders. Supports staff performing administrative and programmatic functions that will work out of various satellite offices for required WIOA activities in accordance with the Uniform Grant Guidance outlined in Uniform Grant Guidance, 2 CFR 233. The purchase of new equipment is not budgeted for 2022 due to purchases for upgrades in the 2020.

e. SUPPLIES

Total direct charges to this cost category is reduced not to exceed \$2,00.00 includes consumable supplies for program staff and participants, binders, file folders, printer paper, toner, staples, and all other necessary office supplies. Purchases will be conducted in adherence to the Fulton County Government Procurement and Purchasing policies and procedures and the Uniform Grant Guidance, 2 CFR 200.94 and will only utilize the county/state approved office supply vendor rates. *Supplies are for general office functions for program staff and participants which includes postage and copier usage.*

f. EQUIPMENT

This cost is associated with computer equipment including but not limited to scanners, printers, accessories for remote and onsite workforce activities that support administrative and program activities. Activities are for, business services, residents, partners and stakeholders for monitoring, job fairs, resumes, workshops, conferences, and outreach activities for community engagement of Fulton County residents.

g. PHOTOCOPIER

This cost is associated with photocopies made by staff for day to day administrative functions of the program. Charges are based on quantity, and ink and are tabulated monthly by the County's Information Technology Department based on usage.

h. OTHER

- 1) Board Meeting, Program Training, and Workshops: Expenses incurred for local board meetings required to engage and participate in promoting the WIOA program objectives shall not to exceed \$1,000. It may include meals in accordance with federal guidelines in 2 CFR 200, including tickets, sponsorships, accommodation, and other amenities. The cost of Board engagement and meetings may be extended in an economical manner when it can facilitate government business and/or is considered desirable as a matter of courtesy or protocol when engaging in discussion of official public matters with or sponsoring formal conference, partner workshops/training for representatives from other governments, business and industry, people from national, international, non-profit or charitable organizations.
- 2) Subscriptions: Includes fees associated with customer online surveys information for performance reporting on customer satisfaction of program delivery; Database Software is the cost of Chmura, Jobs EQ Platform online system for Data Management Information Systems and Labor Market Information required for tracking and reporting in accordance with the WIOA regulations;
- 3) Publications: Includes the Federal Grant Management Handbook which is available in print, online and dual formats, Thompsons Grants' provides the Office of Management and Budget (OMB) guidance to stay in compliance with government funding. This resource is a resource for grant expenditures, documentation and reporting.

- 4) Memberships: Include fees associated with but not limited to, Chamber of Commerce sponsor memberships, industry associations, and industry specific literature. (*Georgia Workforce Leadership Association, Government Finance Officers Association, National Association of Workforce Boards, National Association of Workforce Development Professionals, and Southeastern Employment and Training Association*)
- 5) Fuel: This includes the cost of fuel for the WorkSource Fulton Mobile Bus. Costs are associated for local and regional workforce and community engagement activities year round.
- 6) Vehicle Maintenance & Repairs: The WorkSource Fulton Mobile Bus is budgeted for maintenance, repairs, and insurance costs billed monthly.

C. SPENDING PRIORITIES AND NEW SPENDING

a. Sub-Awards

Service Providers are awarded in contracts for services from Fulton County that begin on July 1, 2022 to expire on June 30, 2023 with the option for three renewals. Procurement was completed with solicitations to serve Adult, Dislocated Worker and Youth in two (2) contract awards. As a result of on-going reductions in program allocations ranging from 10 percent to 15 percent annually, we have budgeted \$1,753, 125.00 for sub-recipients. This will include specific performance metrics and milestones which are measured quarterly and annually. The intent is to continually earmark grant funds for a sourced provider annually as new grant awards become available.

Economic Mobility

One of the key components of the four year Regional Plan is the focus on economic mobility of the Metro Atlanta Region. Fulton’s efforts for PY 2022 will include examining data which might reveal disparity in access or opportunity for job seekers, as well as policy changes that may be implemented to help alleviate those barriers. One area of focus is the strategy on the provision of supportive services and the role they may play in helping achieve positive outcomes. Economic Mobility efforts also includes new strategies of outreach to target underrepresented areas, and emphasis on priority populations which may not readily access workforce services.

D. LWDB BUDGETING PROCESS

Staff has worked closely with the LWDB to develop a budgeting plan to earmark funds for a procured service providers, Arbor Employment & Training d/b/a Equus, Inc. as the One-Stop Operator. These funds will serve as the core budget of all programmatic efforts. The Finance Taskforce Committee reviews the proposed budget and makes recommendation and changes

before submitting the budget to the full LWDB for approval. The Finance Committee receives monthly budget updates and recommends adjustments to the LWDB as necessary to ensure full expenditure of grant funds.

E. PLANS TO SPEND

WorkSource Fulton obligates up to eighty percent (80%) of prior year funds (PY 2021 – FY 2022) and (PY 2022 – FY 2023) are committed for sub-awards to Arbor Employment & Training, d/b/a Equus, Inc., Atlanta Regional Commission performance of Individual Training Account for Eligible Training Providers, and a Regional Metro Area MOU for Outreach and marketing of program for clients.

Fulton leverages the source provider model to ensure adequate and timely expenditure of grant funds. Year One funds are utilized for County personnel and operating expenses, while

Year two funds are earmarked for sub-recipients. This ensures that each year, Fulton meets federal obligation requirements, as well as providing maximum opportunity to expend funds on participant activities. Fulton monitors invoices on a monthly basis and provides the Finance Committee with monthly status reports to determine spending forecasts and ability to completely exhaust all formula funds on an annual basis.

F. WORK EXPERIENCE

Sub-award to service provider Arbor d/b/a Equus, Inc. is budgeted with a minimum of twenty percent (20%) to enroll and serve eligible In-School and Out-of-School Youth clients in Work Experience. WorkSource Fulton staff conducts monthly reviews for compliance of wages paid and allowable cost reimbursable expenses. This is monitored closely for compliance by the Grants Administration Manager, Budget Analyst Specialist, Performance Compliance Unit, and via sub-recipient monitoring annually in accordance with WIOA federal requirements. Fulton has earmarked a portion of the sub-award to be dedicated to supporting work-based learning opportunities in Program Year 2022.

G. LARGE PURCHASE

WorkSource Fulton has no current plans for a large purchase for 2022 spending. Should the need for large purchase occur, WorkSource Fulton will notify TCSG OWD and submit a budget modification in addition to the large purchase request procedures.

H. PERSONNEL

WorkSource Fulton budget includes eleven (11) permanent full time personnel positions salary and fringe benefits costs estimates are included in the line item budget forecast for Program Year 2022.

Position Titles and Descriptions attached: Direct administrative funded positions include the following job titles; Workforce Division Manager, Grant Administration Manager, Budget

Analyst Specialist, and Facilities and Information Technology Coordinator (Admin Coordinator II).

Direct program funded positions include the following job titles; Workforce Division Manager, Programs Manager, Data and Information Manager (Program Manager, Compliance), Business Services Manager, Program Specialist (Social Services Coordinator II), Program Coordinator (Administrative Coordinator II), Data and Information Specialist (Senior Records Administrator), and two (2) Community Engagement Specialists.

I. COST ALLOCATION METHODOLOGY

Budgets and costs are allocated with the participant counts of eligible clients for expenditures and staff salary and fringe benefits. This is reviewed bi-annually for marginal adjustments to ensure the cost benefits the Adult, Dislocated Worker, Youth Program and Administrative Cost Pools.

TOTAL DIRECT CHARGES = \$3, 040, 614.00

Comprised of items **B – I**

J. COST ALLOCATION PLAN (INDIRECT CHARGES)

Fulton County has an approved Cost Allocation Plan approved via their Cognizant Agency, for all grant funded efforts that serve the citizens who reside in the county to carry out the vision, mission, goals of the Chief Elected Official, Board of Commissioners and County Manager. Indirect costs to program for Fulton County’s services to support the Select Fulton, Workforce Development Division including but not limited to financial, human resource, procurement, purchasing, information technology support, janitorial, maintenance, and lease at approved rate of 55.61% via the HHS cognizant agency based on the approved county Cost Allocation Plan 2018 and approved Indirect Cost Rate. Indirect costs are not currently funded.

K. WIOA BUDGET TOTALS: \$3,040,614.00

Fulton County Select Fulton, WorkSource Fulton	
WIOA Grant Program - Administrative, Adult, DW, and Youth	Amount
Subcontractors	\$1,784,125.00
Personnel	\$802,218.00

ATTACHMENT A

WIOA Title I Local Area 006 PY 2022 Budget

Fringe & Benefits FICA rate (0.0835%). Costs do not exceed (0.32%)	\$377,684.00
Travel (includes registration fees)	\$18,825.00
Board Travel (includes registration fees)	\$3,554.00
Telephone & Telegraph Equipment – Mobile phones (Capitalized (depreciated value under \$5,000.00))	\$12,000.00
Equipment	\$2,499.00
Supplies	\$2,000.00
Photocopier	\$ 8,150.00
Board Meetings and Engagement	\$1,000.00
Subscriptions, Directories, Publications	\$12,459.00
Memberships	7,100.00
Fuel – Mobile Bus	\$3,000.00
Vehicle Maintenance/Repair – Mobile Bus	\$5,000.00
Overhead: Office Facilities, Utilities, Vehicle Insurance (In-Kind Contribution/Leveraged Resources)	\$0.00
In-Kind Contribution/Leveraged Resources One-Stop Cost Sharing Infrastructure Agreement	\$0.00
Total Direct	\$3,040,614.00
Indirect Cost Rate @ 55.61%	\$0.00
Total Budgeted	\$3,040,614.00

LWDA Name
WIOA PY22/FY23 Budget
July 1, 2022 - June 30, 2023

A. Does the budget include any indirect costs?

No

B. Do you use a de minimis indirect cost rate?

No

If **yes** to A and **no** to B, attach your indirect cost plan.

Indirect Cost Rate (if applicable)

55%

REVENUE Summary	Current Year Award (PY22/FY23)	Carryover Balances (PY21/FY22)	Total
WIOA Adult	525,286.00	316,401.00	\$ 841,687.00
WIOA Dislocated Worker	1,330,138.00	1,068,752.00	\$ 2,398,890.00
WIOA Youth	611,914.00	266,168.00	\$ 878,082.00
TOTAL REVENUE			\$ 4,118,659.00

EXPENSES Summary	Current Year Award (PY22/FY23)	Carryover Balances (PY21/FY22)	Total
WIOA Adult	\$ 475,787	\$ 316,401	\$ 792,188.00
WIOA Dislocated Worker	-	337,437	\$ 337,437.00
WIOA Youth	377,332	266,168	\$ 643,500.00
TOTAL EXPENSES			\$ 1,773,125.00

INCOME OVER (UNDER) EXPENSES			
WIOA Adult	\$ 49,499	\$ -	\$ 49,499.00
WIOA Dislocated Worker	\$ 1,330,138	\$ 731,315	\$ 2,061,453.00
WIOA Youth	\$ 234,582	\$ -	\$ 234,582.00

Date

LWDB Chairperson

Date

Fiscal Agent Authority

Subrecipient Name	Contract Period	Contract Amount	Grant(s) to Fund Contract (i.e. A, DW, Y)
Equus, Inc. d/b/a Arbor E&T Adult & DW	07/01/2022 - 06/30/2023	1,028,125.00	AD, DW Program
Equus, Inc. d/b/a Arbor E&T - Youth	07/01/2022 - 06/30/2023	600,000.00	YOUTH Program
Equus, Inc. d/b/a Arbor E&T - One Stop	07/01/2022 - 06/30/2023	125,000.00	AD, DW, YOUTH Program
TOTAL Sub-recipient		1,773,125.00	
VENDORS			
Atlanta Regional Commission (ARC) ITA Performance MOU	07/01/2022 - 06/30/2023	12,000.00	AD DW, YOUTH - Administration
Metro Area Chamber of Commerce	01/01/2022 - 12/31/2023	5,000.00	AD, DW, YOUTH Program
Atlanta Regional Commission (ARC) Outreach Marketing Regional MOU	07/01/2022 - 06/30/2023	20,000.00	AD DW, YOUTH Program Operations
TOTAL Vendor		37,000.00	
		1,810,125.00	

**WIOA WORKSOURCE FULTON
GRANT SUMMARY REPORT
PY 2020 CLOSEOUT
Month Ending, June 30, 2022**

Funding	Program Year	Award	Expended	% Expended	*Commitment	% Commitment	*Balance after Commitment	% Balance	
ADMINISTRATION									
Ending June 2022	PY 2020	\$ 265,467.00	\$ 257,604.02	97%	\$ 7,862.98	3%	\$ 0.00	0%	● Admin. On Track to expense by June 30, 2022
	TOTAL	\$ 265,467.00	\$ 257,604.02		\$ 7,862.98		\$ 0.00		
ADULT									
Ending June 2022	PY 2020	\$ 1,227,348.00	\$ 1,109,136.88	90%	\$ 118,211.12	10%	\$ 0.00	0%	● On Track to expense by June 30, 2022
Ending June 2022	PY 2020 AFR	\$ 22,527.55	\$ -	0%	\$ 22,527.55	100%	\$ -	0%	● On Track to expense by June 30, 2022
	TOTAL	\$ 1,249,875.55	\$ 1,109,136.88		\$ 140,738.67		\$ -		
DISLOCATED WORKER									
Ending June 2022	PY 2020	\$ 513,950.00	\$ 366,524.46	71%	\$ 147,425.54	29%	\$ -	0%	● On track for 6/30/2021 (DW TRF to AD pending)
Ending June 2022	PY 2020 AFR	\$ 6,678.62	\$ -	0%	\$ 6,678.62	100%	\$ -	0%	● On track for 6/30/2021 (DW TRF to AD pending)
	TOTAL	\$ 520,628.62	\$ 366,524.46		\$ 154,104.16		\$ -		
YOUTH									
Ending June 2022	PY 2020	\$ 647,930.00	\$ 586,335.85	90%	\$ 61,594.15	10%	\$ -	0%	● On Track to expense by June 30, 2022
Ending June 2022	PY 2020 AFR	\$ 7,242.57	\$ -	0%	\$ 7,242.57	100%	\$ -	0%	● On Track to expense by June 30, 2022
	TOTAL	\$ 655,172.57	\$ 586,335.85	89%	\$ 68,836.72		\$ -		
		\$ 36,448.74							
	TOTAL	\$ 2,691,143.74	\$ 2,319,601.21	86%	\$ 371,542.53	14%	\$ 0.00	0%	

*Obligations are a minimum of 80% requirement criteria for Adult, DW, and Youth contract commitments by June 30th, Year 1 of awards. 100% Expense requirement by Year 2 of awards.

PY22 Obligations	Contract Budget	Contract Budget Modification +/-	New Contract Budget	Expended	% Expended	Contract Balance	YTD Pending Payments	% Pending Payment	Contract Remaining Balance after pending payments	% Remaining Balance
Equus, Inc.	\$ 1,741,227.00	\$ 261,287.84	\$ 2,002,514.84	\$ 1,717,380.23	86%	\$ 285,134.61	\$ 285,134.61	14%	\$ -	0%
In The Door, LLC.	\$ 127,169.49	\$ -	\$ 127,169.49	\$ 105,860.15	83%	\$ 21,309.34	\$ 21,309.34	17%	\$ -	0%
MAX	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	0%	\$ 5,000.00	\$ 5,000.00	100%	\$ -	0%
Atlanta Regional Commission Outreach	\$ 50,000.00	\$ -	\$ 50,000.00	\$ 27,475.00	55%	\$ 22,525.00	\$ 17,525.00	35%	\$ 5,000.00	10%
Chattahoochee Tech. College Incumbent Worker Training	\$ 20,520.00	\$ 41,129.00	\$ 61,649.00	\$ -	0%	\$ 61,649.00	\$ 61,649.00	100%	\$ -	0%
SubTotal Program Contracts	\$ 1,943,916.49	\$ 302,416.84	\$ 2,246,333.33	\$ 1,850,715.38	82%	\$ 395,617.95	\$ 390,617.95	17%	\$ 5,000.00	0%
Operating PO/Invoices Payments Due	\$ 7,862.98	\$ -	\$ -	\$ -	0%	\$ 7,862.98	\$ 7,862.98	100%	\$ -	0%
Total YTD Program Contracts	\$ 1,951,779.47	\$ 302,416.84	\$ 2,246,333.33	\$ 1,850,715.38	82%	\$ 403,480.93	\$ 398,480.93	18%	\$ 5,000.00	0%
Goodwill of NorthGA COVID-19 - Reboot Project	\$ 850,000.00	\$ -	\$ 850,000.00	\$ 153,000.00	18%	\$ 697,000.00	\$ 18,834.14	3%	\$ 678,165.86	80%
	\$ 1,868,396.49	\$ 261,287.84	\$ 2,129,684.33							
Total Operating & Contracts	\$ 2,801,779.47	\$ 302,416.84	\$ 3,096,333.33	\$ 2,003,715.38	65%	1,100,480.93	417,315.07	13%	\$ 683,165.86	22%

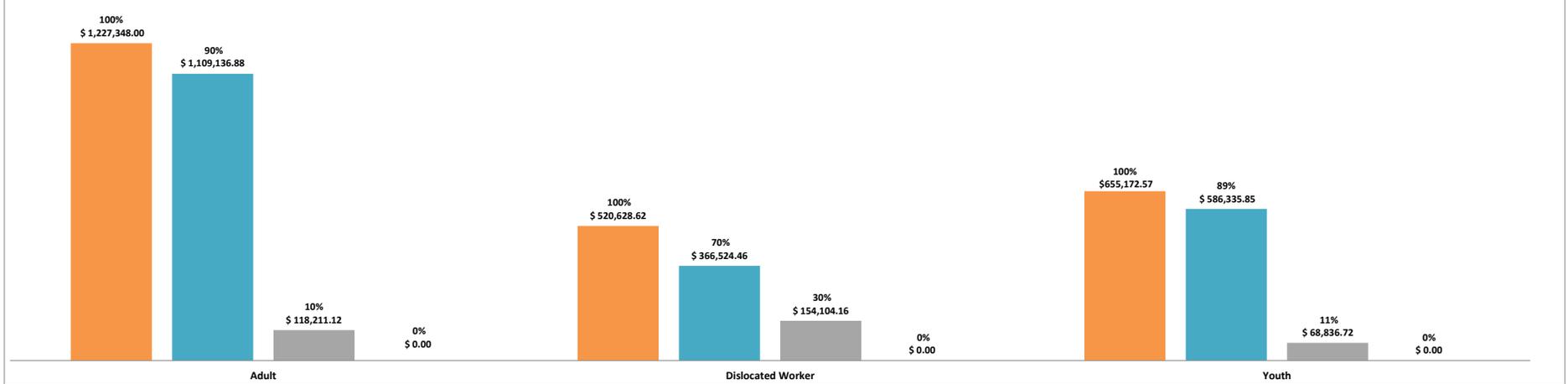
*Commitments are a minimum of 80% requirement criteria for Adult, DW, and Youth contract commitments by June 30th, Year 1 of awards. 100% Expense requirement by Year 2 of awards. (80% does not apply to Administration Total)

PY 2020 Closeout Grant Award
July 1, 2021 - June 30, 2023

80% of Award must be obligated by June 30, 2022

Month End, June 30, 2022

Award Expended Projected Commitment Projected Balance



Fund	PY 2020 Award	Expended	% Expended	Commitment	% Commitment	** Balance after Commitment	% Balance after Commitment
Administration	265,467.00	\$ 257,604.02	97%	7,862.98	3%	\$ 0.00	0%
Program	Award	Expended	% Expended	Projected Commitment	% Projected Commitment	Projected Balance	% Projected
Adult	\$ 1,227,348.00	\$ 1,109,136.88	90%	\$ 118,211.12	10%	\$ 0.00	0%
Dislocated Worker	\$ 520,628.62	\$ 366,524.46	70%	\$ 154,104.16	30%	\$ -	0%
Youth	\$ 655,172.57	\$ 586,335.85	89%	\$ 68,836.72	11%	\$ -	0%
Subtotal	\$ 2,403,149.19	\$ 2,061,997.19	86%	\$ 341,152.00	14%	\$ 0.00	0%
PY 2020	\$ 2,668,616.19	\$ 2,319,601.21	87%	\$ 349,014.98	13%	\$ 0.00	0%

*Projected commitment totals includes the 80% outsourced contract estimates by June 30, 2022.

**Balance after commitment is the amount remaining for operating expenses YTD.

Funding	Program Year	Award	Expended	% Expended	*Commitment	% Commitment	*Balance after Commitment	% Balance	
ADMINISTRATION									
Ending June 2023	PY 2021	\$ 268,170.00	\$ 260,949.71	97%	\$ 7,220.29	3%	\$ -	0%	● Admin. operation expense by 6/30/2023
Ending June 2024	PY 2022	\$ 230,558.00	\$ 21,155.69	9%		0%	\$ 209,402.31	91%	● Admin. operation expense by 6/30/2023
	TOTAL	\$ 498,728.00	\$ 282,105.40		\$ 7,220.29		\$ 209,402.31		
ADULT									
Ending June 2023	PY 2021	\$ 1,086,290.00	\$ 152,447.26	14%	\$ 863,987.50	80%	\$ 69,855.24	6%	● 80% obligated by 6/30/2022
Ending June 2024	PY 2022	\$ 86,446.00	\$ -	0%		0%	\$ 86,446.00	100%	● 80% obligated by 6/30/2022
	TOTAL	\$ 1,172,736.00	\$ 152,447.26		\$ 863,987.50		\$ 156,301.24		
DISLOCATED WORKER									
Ending June 2023	PY 2021	\$ 754,587.00	\$ 189,215.85	25%	\$ 415,022.85	55%	\$ 150,348.30	20%	● 80% obligated by 6/30/2022
Ending June 2024	PY 2022	\$ 240,735.00	\$ -	0%		0%	\$ 240,735.00	100%	● 80% obligated by 6/30/2022
Ending March 2022	PY 2019 NDWG-CV19	\$ 926,877.20	\$ 153,000.00	17%	\$ 697,000.00	75%	\$ 76,877.20	8%	● On track to expense by 3/31/2022
	TOTAL	\$ 1,922,199.20	\$ 342,215.85		\$ 1,112,022.85		\$ 467,960.50		
YOUTH									
Ending June 2023	PY 2021	\$ 572,130.00	\$ 261,971.01	46%	\$ 237,852.00	42%	\$ 72,306.99	13%	● On Track to expense by June 30, 2022
Ending June 2024	PY 2022	\$ 550,723.00	\$ -	0%	\$ 273,262.65	50%	\$ 277,460.35	50%	● 80% obligated by 6/30/2022
	TOTAL	\$ 1,122,853.00	\$ 261,971.01		\$ 511,114.65		\$ 349,767.34		
		\$ 4,716,516.20	\$ 1,038,739.52	22%	\$ 2,494,345.29	53%	\$ 1,183,431.39		

*Obligations are a minimum of 80% requirement criteria for Adult, DW, and Youth contract commitments by June 30th, Year 1 of awards. 100% Expense requirement by Year 2 of awards.

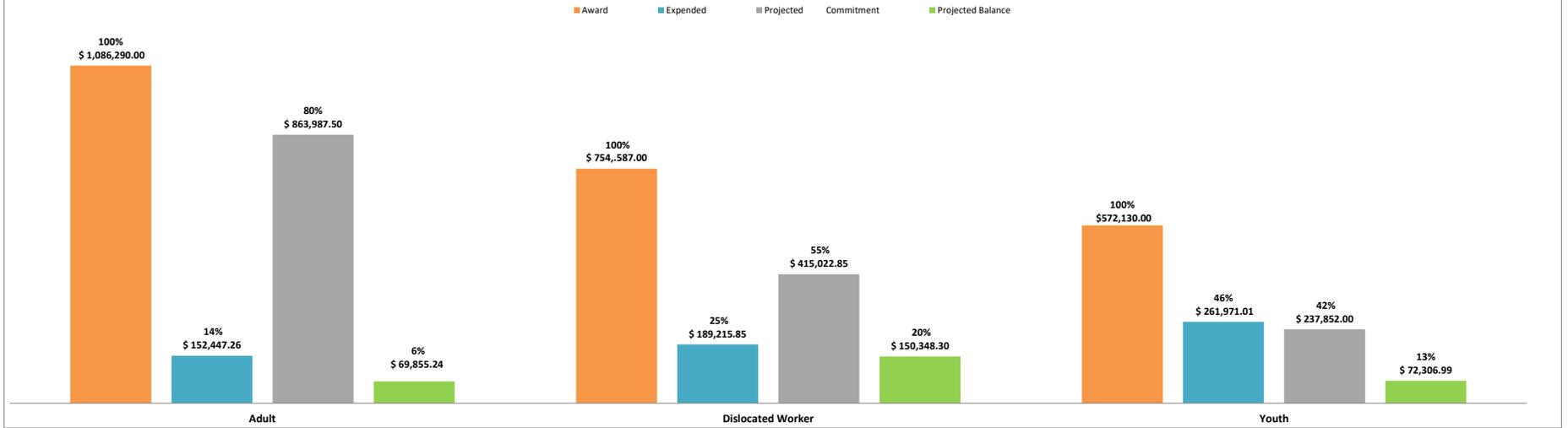
PY22 Obligations	Contract Budget	Contract Budget Modification +/-	New Contract Budget	Expended	% Expended	Contract Balance	YTD Pending Payments	% Pending Payment	Contract Remaining Balance after pending payments	% Remaining Balance
Equus, Inc.	\$ 1,628,125.00	\$ -	\$ 1,628,125.00	\$ -	0%	\$ 1,628,125.00	\$ -	0%	\$ 1,628,125.00	100%
In The Door, LLC.	\$ 125,000.00	\$ -	\$ 125,000.00	\$ -	0%	\$ 125,000.00	\$ -	0%	\$ 125,000.00	100%
MAX	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	0%	\$ 5,000.00	\$ -	0%	\$ 5,000.00	100%
Atlanta Regional Commission Outreach	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	0%	\$ 20,000.00	\$ -	0%	\$ 20,000.00	100%
Atlanta Regional Commission (ITA MOU PERF.)	\$ 12,000.00	\$ -	\$ 12,000.00	\$ -	0%	\$ 12,000.00	\$ -	0%	\$ 12,000.00	100%
SubTotal Program Contracts	\$ 1,778,125.00	\$ -	\$ 1,778,125.00	\$ -	0%	\$ 1,790,125.00	\$ -	0%	\$ 1,790,125.00	101%
Operating PO/Invoices Payments Due	\$ 7,220.29	\$ -	\$ -	\$ -	0%	\$ 7,220.29	\$ -	0%	\$ 7,220.29	100%
Total YTD Program Contracts	\$ 1,785,345.29	\$ -	\$ 1,778,125.00	\$ -	0%	\$ 1,797,345.29	\$ -	0%	\$ 1,797,345.29	101%
Goodwill of NorthGA COVID-19 - Reboot Project	\$ 850,000.00	\$ -	\$ 850,000.00	\$ 153,000.00	18%	\$ 697,000.00	\$ 18,834.14	3%	\$ 678,165.86	80%
Total Operating & Contracts	\$ 2,635,345.29	\$ -	\$ 2,628,125.00	\$ 153,000.00	6%	2,494,345.29	18,834.14	1%	\$ 2,475,511.15	94%

*Commitments are a minimum of 80% requirement criteria for Adult, DW, and Youth contract commitments by June 30th, Year 1 of awards. 100% Expense requirement by Year 2 of awards. (80% does not apply to Administration Total)

PY 2021 Grant Award
July 1, 2021 - June 30, 2023

80% of Award must be obligated by June 30, 2022

Month End, June 30, 2022

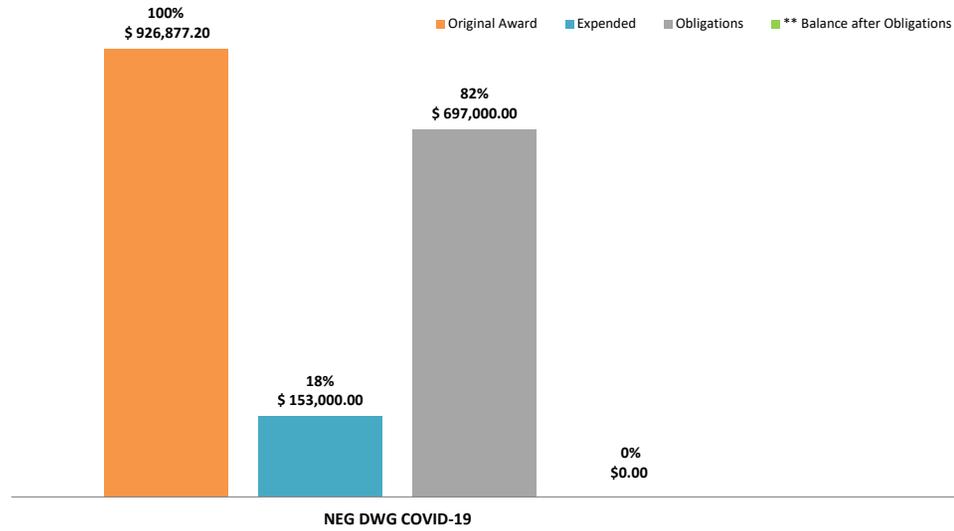


Fund	PY 2021 Award	Expended	% Expended	Commitment	% Commitment	** Balance after Commitment	% Balance after Commitment
Administration	268,170.00	\$ 260,949.71	97%	7,220.29	3%	\$ 0.00	0%
Program	Award	Expended	% Expended	Projected Commitment	% Projected Commitment	Projected Balance	% Projected
Adult	\$ 1,086,290.00	\$ 152,447.26	14%	\$ 863,987.50	80%	\$ 69,855.24	6%
Dislocated Worker	\$ 754,587.00	\$ 189,215.85	25%	\$ 415,022.85	55%	\$ 150,348.30	20%
Youth	\$ 572,130.00	\$ 261,971.01	46%	\$ 237,852.00	42%	\$ 72,306.99	13%
Subtotal	\$ 2,413,007.00	\$ 603,634.12	25%	\$ 1,516,862.35	63%	\$ 292,510.53	20%
PY 2020	\$ 2,681,177.00	\$ 864,583.83	32%	\$ 1,524,082.64	56.8%	\$ 292,510.53	11%

*Projected commitment totals includes the 80% outsourced contract estimates by June 30, 2022.

**Balance after commitment is the amount remaining for operating expenses YTD.

PY 2019 National Emergency Grant (COVID-19) Dislocated Worker
October 1, 2020 - March 31, 2023
100% of Award must be expended by March 31, 2023
Month Ending, June 30, 2022



Fund	PY 2019 Award	Expended	% Expended	*Commitment	% Commitment	**Balance after Commitment	% Balance after Commitment
Administration	76,877.20	\$ -	0%	-	0%	\$ 76,877.20	100%
Program	Original Award	Expended	% Expended	Obligations	% Commitment	** Balance after Obligations	% Projected
NEG DWG COVID-	\$ 850,000.00	\$ 153,000.00	18%	\$ 697,000.00	82%	\$ -	0%
Total PY 2019	\$ 926,877.20	\$ 153,000.00	17%	\$ 697,000.00	82%	\$ 76,877.20	8%

*Commitment column totals includes the 100% outsourced contracts to expense by March 31, 2023. USDOL, ETA approved extension from 2022 expiration of award.
 **Balance after commitment is the amount remaining for operating expenses YTD.