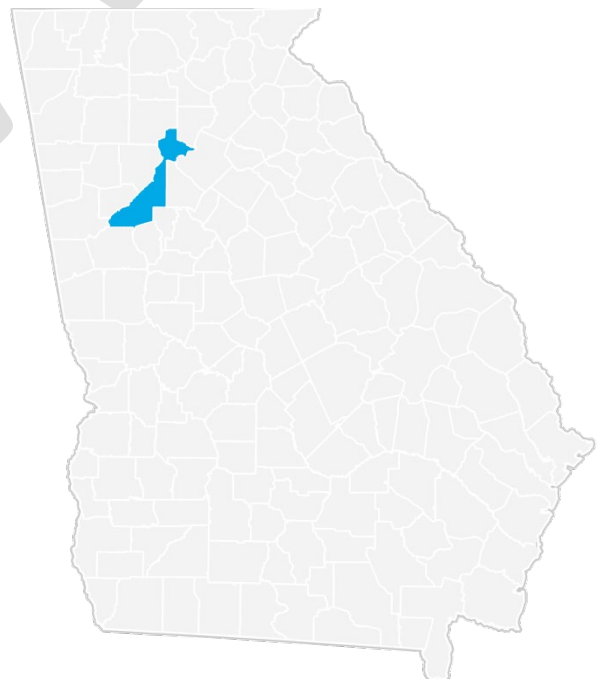


Fulton County Workforce Development Board Plan

Workforce Innovation and Opportunity Act
WIOA Local Plan for 2024 – 2027

DRAFT



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

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ATTACHMENTS:

- 1 – Local Workforce Development Board Member Listing
- 2 – Local Negotiated Performance
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Strategic Elements, Governance and Structure

- 1. Identification of the Fiscal Agent – Provide an identification of the entity responsible for the 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:

Fulton County Government
Sharon Whitmore, Chief Financial Officer
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

The largest sector in the Fulton County is Professional, Scientific, and Technical Services, employing 127,692 workers. The next-largest sectors in the region are Health Care and Social Assistance (126,765 workers) and Accommodation and Food Services (83,635). 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 = 3.07), Management of Companies and Enterprises (3.06), and Professional, Scientific, and Technical Services (1.71).

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Industry Overview, 2 Digit NAICS - WorkSource Fulton

NAICS	Industry	2025 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
11	Agriculture, Forestry, Fishing and Hunting	325	0.03%	0.03	\$48,581
21	Mining, Quarrying, and Oil and Gas Extraction	522	0.05%	0.15	\$126,482
22	Utilities	3,285	0.33%	0.63	\$170,880
23	Construction	27,838	2.79%	0.47	\$101,212
31	Manufacturing	28,034	2.81%	0.36	\$99,477
42	Wholesale Trade	36,884	3.70%	1.01	\$131,022
44	Retail Trade	58,545	5.87%	0.61	\$49,590
48	Transportation and Warehousing	63,482	6.37%	1.26	\$61,085
51	Information	54,734	5.49%	2.93	\$178,465
52	Finance and Insurance	64,884	6.51%	1.66	\$177,438
53	Real Estate and Rental and Leasing	29,291	2.94%	1.68	\$97,551
54	Professional, Scientific, and Technical Services	127,692	12.81%	1.78	\$141,706
55	Management of Companies and Enterprises Administrative and Support and Waste	47,208	4.74%	3.04	\$183,547
56	Management and Remediation Services	66,297	6.65%	1.11	\$75,842
61	Educational Services	57,885	5.81%	0.72	\$75,886
62	Health Care and Social Assistance	126,765	12.72%	0.82	\$83,511
71	Arts, Entertainment, and Recreation	21,721	2.18%	1.02	\$54,467
72	Accommodation and Food Services	83,635	8.39%	0.97	\$36,583
81	Other Services (except Public Administration)	38,684	3.88%	0.91	\$51,191
92	Public Administration	53,908	5.41%	1.15	\$96,291
99	Unclassified	4,966	0.50%	3.50	\$106,974
	Total - All Industries	996,585	100.00%	1.00	\$100,981

Bold designates the largest industries by number of jobs in 2025

Source: JobsEQ 2025Q4

Sectors in the Fulton County with the highest average wages per worker are Management of Companies and Enterprises (\$183,547), Information (\$178,465), and Finance and Insurance (\$177,438). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Management of Companies and Enterprises (+22,171 jobs), Professional, Scientific, and Technical Services (+17,198), and Transportation and Warehousing (+12,660).

Over the next 5 years, employment in the Fulton County is projected to expand by 56,869 jobs. The fastest growing sector in the region is expected to be Management of Companies and Enterprises with a +1.6% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Professional, Scientific, and Technical Services (+9,417 jobs), Health Care and Social Assistance (+8,323), and Transportation and Warehousing (+5,478)

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		5-Year Projections		Employment Demand		
NAICS	Industry	# Change	% Change	Avg. Annual Employment Demand	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	3	0.01%	1	3%	97%
21	Mining, Quarrying, and Oil and Gas Extraction	24	0.07%	5	27%	73%
22	Utilities	169	0.50%	34	30%	70%
23	Construction	1,104	3.24%	221	24%	76%
31	Manufacturing	473	1.39%	95	8%	92%
42	Wholesale Trade	1,195	3.51%	239	16%	84%
44	Retail Trade	422	1.24%	84	2%	98%
48	Transportation and Warehousing	1,941	5.70%	388	13%	87%
51	Information	2,941	8.63%	588	32%	68%
52	Finance and Insurance	2,164	6.35%	433	19%	81%
53	Real Estate and Rental and Leasing	953	2.80%	191	14%	86%
54	Professional, Scientific, and Technical Services	6,537	19.19%	1307	32%	68%
55	Management of Companies and Enterprises	1,760	5.17%	352	22%	78%
	Administrative and Support and Waste					
56	Management and Remediation Services	1,259	3.70%	252	8%	92%
61	Educational Services	347	1.02%	69	3%	97%
62	Health Care and Social Assistance	6,596	19.37%	1319	21%	79%
71	Arts, Entertainment, and Recreation	1,048	3.08%	210	15%	85%
72	Accommodation and Food Services	2,784	8.17%	557	9%	91%
81	Other Services (except Public Administration)	1,438	4.22%	288	15%	85%
92	Public Administration	614	1.80%	123	6%	94%
99	Unclassified	170	0.50%	34	14%	86%
	Total - All Industries	34,061	100.00%	6812	14%	86%

Bold designates the largest by number of jobs in 2025

Red designates industries that are projected to lose the most jobs

Green designates that are projected to add the most jobs

Source: JobsEQ 2025Q4

Fulton County Occupational Analysis

The largest major occupation group in the Fulton County is Business and Financial Operations Occupations, employing 112,915 workers. The next-largest occupation groups in the county are Management Occupations (88,134 workers) and Transportation and Material Moving Occupations (88,334). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Legal Occupations (LQ = 1.94), Computer and Mathematical Occupations (1.81), and Business and Financial Operations Occupations (1.72). Occupation groups in the Fulton County with the highest average wages per worker are Management Occupations (\$189,800), Legal Occupations (\$167,600), and Computer and Mathematical Occupations (\$126,500). The unemployment rate in the region varied among the major groups from 1.2% among Legal Occupations to 6.7% among Food Preparation and Serving Related Occupations.

Over the next 5 years, the fastest growing occupation group in the Fulton County is expected to be Computer and Mathematical Occupations with a +2.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Business and Financial Operations Occupations (+7,818 jobs) and Computer and Mathematical Occupations (+6,869). Over the same period, the highest separation demand (occupation demand due to retirements and

Fulton Workforce Development Area – WIOA Plan for 2024-2027

workers moving from one occupation to another) is expected in Office and Administrative Support Occupations (78,891 jobs) and Food Preparation and Serving Related Occupations (72,264).

Industry Overview, 2 Digit SOC – WorkSource Fulton

SOC	Occupation		% of Jobs	Location Quotient	Average Annual Wages
43-0000	Office and Administrative Support Occupations	131,786	13%	1.17	\$57,100
13-0000	Business and Financial Operations Occupations	112,915	11%	1.74	\$106,800
11-0000	Management Occupations	88,134	9%	1.13	\$169,800
53-0000	Transportation and Material Moving Occupations	84,334	8%	0.99	\$56,000
41-0000	Sales and Related Occupations	82,256	8%	0.96	\$73,100
35-0000	Food Preparation and Serving Related Occupations	74,838	8%	0.91	\$38,000
29-0000	Healthcare Practitioners and Technical Occupations	61,401	6%	1.02	\$127,400
15-0000	Computer and Mathematical Occupations	56,203	6%	1.78	\$126,500
25-0000	Educational Instruction and Library Occupations	40,691	4%	0.75	\$75,800
49-0000	Installation, Maintenance, and Repair Occupations	34,003	3%	0.89	\$73,100
31-0000	Healthcare Support Occupations	29,638	3%	0.60	\$46,300
51-0000	Production Occupations	28,459	3%	0.54	\$56,400
39-0000	Personal Care and Service Occupations	24,984	3%	0.97	\$43,800
33-0000	Protective Service Occupations	24,933	3%	1.13	\$59,600
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	23,075	2%	1.32	\$94,600
37-0000	Building and Grounds Cleaning and Maintenance Occupations	21,928	2%	0.67	\$44,000
47-0000	Construction and Extraction Occupations	21,459	2%	0.48	\$68,700
23-0000	Legal Occupations	17,185	2%	2.05	\$167,600
21-0000	Community and Social Service Occupations	15,315	2%	0.81	\$75,900
17-0000	Architecture and Engineering Occupations	14,166	1%	0.91	\$115,300
19-0000	Life, Physical, and Social Science Occupations	7,966	1%	0.87	\$102,900
45-0000	Farming, Fishing, and Forestry Occupations	915	0%	0.16	\$55,100
	Total - All Occupations	996,585	100%	1.00	\$85,600

Bold designates the largest by number of jobs in 2025

Source: JobsEQ 2025Q4

Growth is expected to continue, but at a lower rate. The occupational groups that added the most jobs between 2018 and 2023 are projected to continue to grow. Additionally, the occupational groups associated with the Healthcare industry, Healthcare Practitioners and Technical

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Occupations and Healthcare Support Occupations, are projected to expand the most rapidly, increasing employment by 7.1% and 9.5%, respectively.

Annually, Fulton County is expected to have over 11,000 jobs. Approximately 90% 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 group. 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 Projections		Employment Demand			
		# Change	% Change	Avg. Annual Demand	% New	% Replacement	
11-0000	Management Occupations	4,764	13.99%	953	12%	88%	
13-0000	Business and Financial Operations Occupations	5,305	15.57%	1061	11%	89%	
15-0000	Computer and Mathematical Occupations	4,251	12.48%	850	21%	79%	
17-0000	Architecture and Engineering Occupations	622	1.83%	124	12%	88%	
19-0000	Life, Physical, and Social Science Occupations	331	0.97%	66	9%	91%	
21-0000	Community and Social Service Occupations	879	2.58%	176	11%	89%	
23-0000	Legal Occupations	494	1.45%	99	9%	91%	
25-0000	Educational Instruction and Library Occupations Arts, Design, Entertainment, Sports, and Media Occupations	430	1.26%	86	2%	98%	
27-0000	Occupations	679	1.99%	136	6%	94%	
29-0000	Occupations	3,126	9.18%	625	16%	84%	
31-0000	Healthcare Support Occupations	1,912	5.61%	382	8%	92%	
33-0000	Protective Service Occupations Food Preparation and Serving Related Occupations	546	1.60%	109	4%	96%	
35-0000	Occupations	2,505	7.35%	501	3%	97%	
37-0000	Occupations	615	1.81%	123	4%	96%	
39-0000	Personal Care and Service Occupations	1,116	3.28%	223	5%	95%	
41-0000	Sales and Related Occupations	1,200	3.52%	240	2%	98%	
43-0000	Office and Administrative Support Occupations	-281	-0.82%	-56	0%	100%	
45-0000	Farming, Fishing, and Forestry Occupations	14	0.04%	3	2%	98%	
47-0000	Construction and Extraction Occupations Installation, Maintenance, and Repair Occupations	929	2.73%	186	9%	91%	
49-0000	Occupations	1,154	3.39%	231	7%	93%	
51-0000	Production Occupations	416	1.22%	83	3%	97%	
53-0000	Transportation and Material Moving Occupations	2,835	8.32%	567	5%	95%	
	Total - All Occupations	34,061	100.00%	6812	6%	94%	

Bold designates the largest by number of jobs in 2023

Red designates industries that are projected to lose the most jobs

Green designates that are projected to add the most jobs

Source: JobsEQ 2025Q4

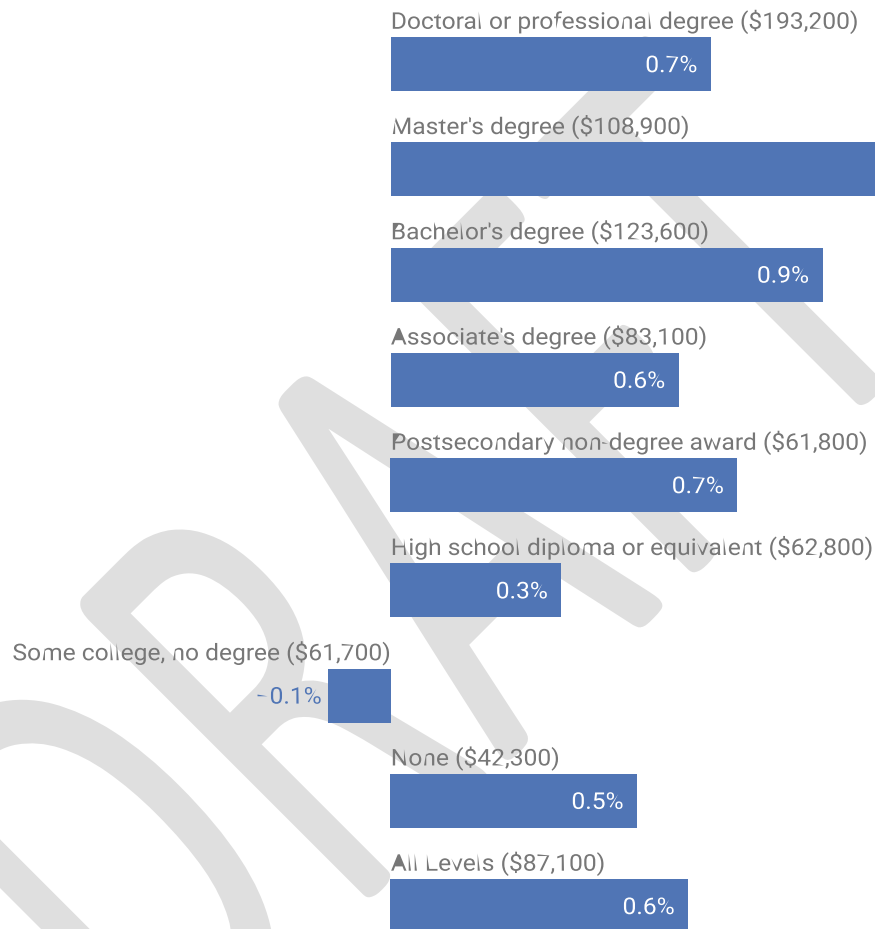
- b. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry**

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sectors and occupations.

As presented in the following chart, jobs requiring a Master’s degree are expected to grow the most rapidly over the next 10 years, increasing by 1.2% 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 0.9% and 0.6% annually.

Annual Average Projected Job Growth by Education Levels



Source: JobsEQ®
Data as of 2025Q4

Additionally, this assessment of 2025 job postings 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, transportation and logistics and include certifications such as Registered Nurse, Certified Driver’s License, and CDL Class A. The top 15 certifications requested by employers in the Region are summarized in the following table.

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Top Certifications by Job Postings in 2025 – WorkSourceFulton

Qualification	Job Postings
Valid Driver's License	26,660
Basic Life Support (BLS) Certification	15,308
Registered Nurse (RN)	15,147
Master Of Business Administration (MBA)	7,181
Cardiopulmonary Resuscitation (CPR) Certification	5,537
Advanced Cardiovascular Life Support (ACLS) Certification	5,345
Licensed Practical Nurse (LPN)	4,053
Project Management Professional Certification	3,951
Board Certified/Board Eligible	2,849
Certified Information Systems Security Professional	2,775
Certified Public Accountant	2,617
First Aid Certification	2,590
Commercial Driver's License (CDL)	2,170
Nurse Practitioner (APRN-CNP)	2,044
Bachelor Of Science in Nursing (BSN)	1,950

Source: Labor Insights

- 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.**

Regional Perspective

Regional In-Demand Industries

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

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

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

The emerging industries selected are Advanced Manufacturing and Construction.

The Healthcare industry, which represents a range of industry sectors, including offices of physicians, hospitals, home health services, and nursing homes, accounts for 190,000 jobs in the Metro Atlanta Region. General and Medical Surgical Hospitals account for over a third of industry employment, representing over 75,828 jobs in 2023. Offices of Physicians (except

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Mental Health Specialists) is also a major sector, accounting for over 58,000 jobs in the region.

Healthcare Industry Overview, 6 Digit NAICS – Metro Atlanta Region

NAICS	Industry	2025 Jobs	% of Jobs	LQ	Avg Ann Wages
622110	General Medical and Surgical Hospitals Offices of Physicians (except Mental Health Specialists)	93,806	27%	0.90	\$92,311
621111	Specialists)	65,106	19%	1.34	\$109,646
621610	Home Health Care Services	27,341	8%	0.87	\$38,785
624410	Child Care Services	22,537	7%	1.16	\$32,200
621210	Offices of Dentists	17,654	5%	1.03	\$71,972

Source: JobsEQ 2025Q4

Employment in the Healthcare industry continued to grow dramatically outpacing overall employment growth in the region. Since 2020, the industry has added over 72,000 jobs, expanding employment by 27%. This growth was led by Offices of Physicians (Except Mental Health Specialists) sectors, which added over 10,000 jobs. The Home Health Care Services grew rapidly over this period as well, expanding employment by 74%, or over 11,000 jobs. The Healthcare industry sectors that have added the most jobs over the past 5 years are summarized in the following table.

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

NAICS	Industry	5-Year Employment			
		2020 Jobs	2025 Jobs	# Change	% of Change
622110	General Medical and Surgical Hospitals Offices of Physicians (except Mental Health Specialists)	71,123	93,806	22,683	32%
621111	Specialists)	54,902	65,106	10,204	19%
621610	Home Health Care Services	15,705	27,341	11,636	74%
624410	Child Care Services	19,529	22,537	3,008	15%
621210	Offices of Dentists	14,539	17,654	3,115	21%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	10,640	12,821	2,181	20%
	Total Healthcare Industry	268,996	341,524	72,528	27%

Source: JobsEQ 2025Q4

Employment in the Healthcare industry is expected to continue to grow by expanding employment by 27%, or over 72,000 new jobs. Annually, the industry is expected to have 4,000 job openings in the region, due to both new demand and replacement demand. New demand (jobs created from employment growth) account for 10% of these openings. Offices of Physicians are projected to drive employment growth in the industry, adding over 18,000 jobs. The Healthcare industry sectors that are projected to add the most jobs over the next 5 years are summarized in the following table.

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Projected Change in Healthcare Industry, 6 Digit NAICS - Metro Atlanta Region

NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
622110	General Medical and Surgical Hospitals Offices of Physicians (except Mental Health Specialists)	2,949	3%	590	8%	92%
621111	Specialists)	3,247	5%	649	11%	89%
621610	Home Health Care Services	2,704	10%	541	14%	86%
624410	Child Care Services	226	1%	45	1%	99%
621210	Offices of Dentists	793	4%	159	9%	91%
621410	Family Planning Centers	42	11%	8	21%	79%
	Total Healthcare Industry	18,443	5%	3689	10%	90%

Source: JobsEQ 2025Q4

Information Technology

The Information Technology industry is also a major employer in the Metro Atlanta Region, accounting for over 65,000 jobs. The industry is composed of employers ranging from data centers to software designers and consultants. The largest sector in the Information Technology industry is Software Publishers, which accounts for 18,850 jobs.

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

NAICS	Industry	2025 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
513210	Software Publishers Computing Infrastructure Providers, Data	18,850	23%	1.81	\$180,958
518210	Processing, Web Hosting, and Related Services	17,740	21%	2.19	\$181,169
517111	Wired Telecommunications Carriers	12,712	15%	1.83	\$146,063
512110	Motion Picture and Video Production	7,710	9%	2.09	\$98,264
517810	All Other Telecommunications	4,852	6%	6.65	\$221,411
516120	Television Broadcasting Stations	3,191	4%	3.08	\$167,730

Source: JobsEQ 2025Q4

Between 2020 and 2025, the Information Technology industry lost over 5,000 jobs, contracting employment by 6%. This decay was driven by the Wired Telecommunications Carriers, Motion Picture and Video Production, Television Broadcasting Stations, which lost 12,046 jobs. The Information Technology 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 2024-2027

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

NAICS	Industry	2020 Jobs	2025 Jobs	5-Year Employment	
				Empl Change	% Changes
513210	Software Publishers Computing Infrastructure Providers, Data	16,403	18,850	2,447	15%
518210	Processing, Web Hosting, and Related Services	12,450	17,740	5,290	42%
517111	Wired Telecommunications Carriers	21,466	12,712	-8,754	-41%
512110	Motion Picture and Video Production	9,298	7,710	-1,588	-17%
517810	All Other Telecommunications	2,187	4,852	2,665	122%
516120	Television Broadcasting Stations	4,895	3,191	-1,704	-35%
513191	Greeting Card Publishers	2	1	-1	-50%
Total - Information Technology Industry		89,075	83,416	-5,659	-6%

Source: JobsEQ 2025Q4

Growth in the Information Technology is expected to continue over the next 5 years. The industry is expected to add over 3,000 jobs, expanding employment by 5%. 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 792 job openings. The employment demand will largely be driven by replacement demand, which accounts for 90% of annual employment.

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

NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
513210	Software Publishers Computing Infrastructure Providers, Data	1,992	11%	398	23%	77%
518210	Processing, Web Hosting, and Related Services	1,919	11%	384	22%	78%
517111	Wired Telecommunications Carriers	-394	-3%	-79	-8%	108%
512110	Motion Picture and Video Production	275	4%	55	8%	92%
517810	All Other Telecommunications	-128	-3%	-26	-7%	107%
Total - Information Technology Industry		3,960	5%	792	10%	90%

Source: JobsEQ 2025Q4

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 over 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.

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

NAICS	Industry	Empl	% of Jobs	Location Quotient	Avg Ann Wages
493110	General Warehousing and Storage	40,225	20%	1.42	\$53,392
481111	Scheduled Passenger Air Transportation	35,164	18%	4.41	\$136,562
492110	Couriers and Express Delivery Services	24,531	12%	1.43	\$49,075
484121	General Freight Trucking, Long-Distance, Truckload	13,712	7%	1.49	\$67,550
488510	Freight Transportation Arrangement	11,226	6%	2.61	\$80,235

Source: JobsEQ 2025Q4

The Transportation and Logistics industry has expanded employment over the past 5 years, adding over 40,000 jobs since 2020, expanding employment by 32%. This growth has been spread over a variety of sectors, including air transportation, trucking, and warehousing. The sectors that added the most jobs in the Transportation and Logistics industry are summarized in the following table.

Historic Change Transportation, Distribution , & Logistics , 6 Digit NAICS - Metro Atlanta Region

NAICS	Industry	5 Year Employment			
		2020 Jobs	2025 Jobs	Empl Change	% of Change
493110	General Warehousing and Storage	30,715	40,225	9,510	31%
481111	Scheduled Passenger Air Transportation	24,660	35,164	10,504	43%
492110	Couriers and Express Delivery Services	22,494	24,531	2,037	9%
484121	General Freight Trucking, Long-Distance, Truckload	12,501	13,712	1,211	10%
488510	Freight Transportation Arrangement	9,347	11,226	1,879	20%
Total - Transportation & Logistic Industry		164,689	197,273	32,584	20%

Source: JobsEQ 2025Q4

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 6,274 jobs, expanding employment by 3%. The sectors that demonstrated strong growth over the past 5 years are expected to continue the trajectory, while some sectors that provide local retail transportation services, such as Taxi and Limousine Services are expected to shed jobs. The sectors that are expected to add the most jobs over the next 5 years are summarized in the following table.

Fulton Workforce Development Area – WIOA Plan for 2024-2027

Projected Change Transportation & Logistics Industry, 6 Digit NAICS - Metro Atlanta Region

NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
493110	General Warehousing and Storage	1,418	4%	284	6%	94%
481111	Scheduled Passenger Air Transportation	724	2%	145	4%	96%
492110	Couriers and Express Delivery Services	914	4%	183	6%	94%
Total - Transportation & Logistics Industry		6,274	3%	1255	6%	94%

Source: JobsEQ 2025Q4

Advanced Manufacturing

In the Metro Area, Advanced Manufacturing totals over 121,000 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 four industries are displayed in the following table:

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

NAICS	Industry	2025 Job	% of Jobs	Location Quotient	Avg Ann Wages
336411	Aircraft Manufacturing	4,558	4%	1.10	\$144,314
323111	Commercial Printing (except Screen and Books)	4,212	3%	1.01	\$65,413
326199	All Other Plastics Product Manufacturing	3,603	3%	0.78	\$72,264
311812	Commercial Bakeries	3,259	3%	1.32	\$66,368
332322	Sheet Metal Work Manufacturing	2,834	2%	1.51	\$60,201
	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial				
333415	Refrigeration Equipment Manufacturing	2,691	2%	1.66	\$84,626

Source: JobsEQ 2025Q4

Historically, even with the loss of Aircraft Manufacturing jobs, Advanced Manufacturing has grown 2% in the past five years by over 2,000 to over 121,000 jobs in 2025. The following table shows the top five industries for employment.

Fulton Workforce Development Area – WIOA Plan for 2024-2027

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

NAICS	Industry	Employment		5 - Year History Empl	
		2020 Jobs	2025 Jobs	Change	% Change
336411	Aircraft Manufacturing	4,515	4,558	43	1%
323111	Commercial Printing (except Screen and Books)	5,029	4,212	-817	-16%
326199	All Other Plastics Product Manufacturing	3,927	3,603	-324	-8%
311812	Commercial Bakeries	2,368	3,259	891	38%
332322	Sheet Metal Work Manufacturing	2,024	2,834	810	40%
	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial				
333415	Refrigeration Equipment Manufacturing	2,071	2,691	620	30%
331314	Secondary Smelting and Alloying of Aluminum	15	0	-15	-100%
Total - Advanced Manufacturing Industry		113,872	121,798	7,926	7%

Source: JobsEQ 2025Q4

Of the over 3000 Advanced Manufacturing jobs forecast to be added over the next five years, 95% will be replacements and 5% new. The top seven industries are displayed in the following table:

Projected Change in Advanced Manufacturing Industry, 6 Digit NAICS, Metro Atlanta Region

NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
336411	Aircraft Manufacturing	172	4%	34	8%	92%
323111	Commercial Printing (except Screen and Books)	-234	-6%	-47	-12%	112%
326199	All Other Plastics Product Manufacturing	177	5%	35	9%	91%
311812	Commercial Bakeries	130	4%	26	6%	94%
332322	Sheet Metal Work Manufacturing	106	4%	21	7%	93%
	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial					
333415	Refrigeration Equipment Manufacturing	65	2%	13	5%	95%
Total - Advanced Manufacturing Industry		3,003	2%	601	5%	95%

Source: JobsEQ 2025Q4

Skilled Trades

Skilled Trades 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:

Fulton Workforce Development Area – WIOA Plan for 2024-2027

Skilled Trades Industry Overview , 6 Digit NAICS - Metro Atlanta Region

NAICS	Industry	2023 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
238212	Nonresidential electrical contractors Commercial and Institutional Building	16,095	11%	1.30	\$91,195
236220	Construction	15,675	10%	1.21	\$117,933
238222	Nonresidential plumbing and HVAC contractors	12,799	9%	1.25	\$98,379
236118	Residential Remodelers	11,074	7%	0.92	\$63,157
238221	Residential plumbing and HVAC contractors New Single-Family Housing Construction (except For-Sale Builders)	8,771	6%	0.72	\$67,217
236115	For-Sale Builders)	7,763	5%	0.98	\$97,373
237310	Highway, Street, and Bridge Construction	7,083	5%	0.79	\$82,833

Source: JobsEQ 2025Q4

Over the past five years, Skilled Trades industries have grown over 15,000 jobs at a 12% growth rate to a 2025 total of over 150,000. The top four industries that added employment from 2020 through 2025 include Residential Remodelers in the following table:

Historic Change in Skilled Trades Industry, 6 Digit NAICS - Metro Atlanta Region

NAICS	Industry	2020 Jobs	2025 Jobs	5 Year Employment	
				Empl Change	% of Change
238212	Nonresidential electrical contractors Commercial and Institutional Building	12,489	16,095	3,606	29%
236220	Construction	12,984	15,675	2,691	21%
238222	Nonresidential plumbing and HVAC contractors	10,172	12,799	2,627	26%
236118	Residential Remodelers	9,856	11,074	1,218	12%
238221	Residential plumbing and HVAC contractors	7,513	8,771	1,258	17%
Total - Skilled Trades Industry		134,142	150,110	15,968	12%

Source: JobsEQ 2025Q4

Over 6,000 jobs per year will open in the Construction sector over the next five years at an 4% growth rate. Of those jobs, 10% will be new and 90% will be replacement. The following table displays a sample of industries forecast.

Fulton Workforce Development Area – WIOA Plan for 2024-2027

Projected Change Skilled Trades Industry, 6 Digit NAICS - Metro Atlanta Region

NAICS	Industry	5-Year Projections		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
238212	Nonresidential electrical contractors Commercial and Institutional Building	730	5%	146	9%	91%
236220	Construction	647	4%	129	9%	91%
238222	Nonresidential plumbing and HVAC contractors	481	4%	96	8%	92%
236118	Residential Remodelers	554	5%	111	11%	89%
238221	Residential plumbing and HVAC contractors	426	5%	85	10%	90%
Total - Skilled Trades Industry		6,675	4%	1335	10%	90%

Source: JobsEQ 2025Q4

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 2018 and 2023 and are projected to continue to grow over the next 5 years. While these occupational groups are large, they generally offer average annual wages lower than the region's overall average.

Over the next 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.

Fulton Workforce Development Area – WIOA Plan for 2024-2027

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

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
15-1252	Software Developers	3,109	9%	622	26%	74%
35-3023	Fast Food and Counter Workers	2,704	4%	541	3%	97%
53-7065	Stockers and Order Fillers	2,576	6%	515	7%	93%
11-1021	General and Operations Managers	2,538	4%	508	9%	91%
31-1122	Personal Care Aides	2,434	9%	487	11%	89%
35-2014	Cooks, Restaurant	2,166	9%	433	10%	90%
29-1141	Registered Nurses	1,867	4%	373	13%	87%
	Laborers and Freight, Stock, and Material					
53-7062	Movers, Hand	1,670	3%	334	4%	96%
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,481	4%	296	7%	93%
13-1111	Management Analysts	1,468	6%	294	12%	88%
13-1199	Business Operations Specialists, All Other	1,445	4%	289	8%	92%
11-3031	Financial Managers	1,311	9%	262	20%	80%
11-9199	Managers, All Other	1,287	4%	257	10%	90%
47-2061	Construction Laborers	1,233	6%	247	12%	88%
41-2031	Retail Salespersons	1,186	2%	237	2%	98%
31-9092	Medical Assistants	1,150	8%	230	11%	89%
29-1171	Nurse Practitioners	1,127	20%	225	44%	56%
13-2011	Accountants and Auditors	1,123	4%	225	10%	90%
11-3021	Computer and Information Systems Managers	1,087	9%	217	21%	79%

Source: JobsEQ 2025Q4

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 16 occupations with the highest employment demand that offer a living wage are presented in the following table.

Fulton Workforce Development Area – WIOA Plan for 2024-2027

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

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% of New	% Replacement
15-1252	Software Developers	3,109	9%	622	26%	74%
35-3023	Fast Food and Counter Workers	2,704				
53-7065	Stockers and Order Fillers	2,576				
11-1021	General and Operations Managers	2,538	4%	508	9%	91%
29-1141	Registered Nurses	1,867	4%	373	13%	87%
	Laborers and Freight, Stock, and Material					
53-7062	Movers, Hand	1,670	3%	334	4%	96%
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,481	4%	296	7%	93%
13-1111	Management Analysts	1,468	6%	294	12%	88%
13-1199	Business Operations Specialists, All Other	1,445	4%	289	8%	92%
11-3031	Financial Managers	1,311	9%	262	20%	80%
11-9199	Managers, All Other	1,287	4%	257	10%	90%
31-9092	Medical Assistants	1,150	8%	230	11%	89%
29-1171	Nurse Practitioners	1,127	20%	225	44%	56%
13-2011	Accountants and Auditors	1,123	4%	225	10%	90%
11-3021	Computer and Information Systems Managers	1,087	9%	217	21%	79%
13-1071	Human Resources Specialists	908	5%	182	11%	89%
	Market Research Analysts and Marketing					
13-1161	Specialists	899	5%	180	10%	90%
15-2051	Data Scientists	839	18%	168	37%	63%
	Janitors and Cleaners, Except Maids and					
37-2011	Housekeeping Cleaners	827	3%	165	4%	96%
13-1082	Project Management Specialists	820	5%	164	12%	88%

Source: JobsEQ 2025Q4

- 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 87 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 266,287. For example, the top 5 institutions by Student Population are shown in the following table.

Fulton Workforce Development Area – WIOA Plan for 2024-2027

Name	Distance from ZIP	Type	Awards offered	Student population	Graduation Rate	Transfer-Out Rate	Cohort Year	Net Price
Georgia Institute of Technology-Main Campus	1.6 miles	4-year, Public	Bachelor's degree;Postbaccalaureate certificate;Master's degree;Doctor's degree - research/scholarship	45296	93%	4%	Fall 2016	\$17,402
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	43190	46%	27%	Fall 2016	\$18,079
Georgia State University	0.0 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;Doctor's degree - professional practice	36516	55%	21%	Fall 2016	\$17,589
Georgia State University-Perimeter College	0.0 miles	2-year, Public	Less than one year certificate;Associate's degree	15456	22%	18%	Fall 2019	\$9,022
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	14841	90%	NA	Fall 2016	\$26,680

Generated at: 4/23/2023 from

<https://nces.ed.gov/collegenavigator/?s=all&zc=30303&zd=50&of=3>

In the following table, among the colleges in the Technical College system of Georgia for total awards conferred in an academic year are Atlanta Tech and Gwinnett Tech with 3,286 and 4,197 awards in 2023 respectively.

Awards in Technical College System of Georgia				
	2020	2021	2022	2023
Albany	2,052	2,085	1,811	1,852
Athens	2,341	2,303	2,344	2,525
Atlanta	3,089	3,115	3,118	3,286
Augusta	2,112	1,788	1,325	1,723
Central Georgia	6,213	6,035	6,170	6,211
Chattahoochee	5,476	5,174	5,916	5,923
Coastal Pines	2,137	2,107	2,095	1,569
Columbus	2,259	2,736	2,020	2,131
Georgia Northwestern	4,093	4,517	4,689	4,743
Georgia Piedmont	1,833	2,387	1,698	1,334
Gwinnett	4,116	4,145	3,813	4,197
Lanier	2,428	2,463	2,043	2,744
North Georgia	1,242	1,386	1,517	1,747
Oconee Fall Line	1,255	1,638	1,288	1,242
Ogeechee	1,631	1,620	1,506	1,327
Savannah	3,252	2,886	2,910	2,655
South Georgia	2,049	1,988	1,791	2,016
Southeastern	892	940	1,075	1,160
Southern Crescent	3,838	4,545	4,890	4,557
Southern Regional	1,888	2,258	1,816	2,113
West Georgia	2,677	3,082	3,025	2,882
Wiregrass Georgia	2,362	2,572	2,652	2,703
TCSG	59,235	61,770	59,512	60,640
Total awards conferred in an academic year. Includes Technical Certificates of Credit (TCCs), Diplomas, and Degrees.				
Oct 11, 2023 9:44 AM	Information Technology and Data Resources, TCSG			

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The following excerpt of the University System of Georgia reports of the total number of awards, certificates, and degrees conferred for three institutions in Fulton County show that the percent change from FY2019 to FY2023 for the total of the three institutions was 24.81% compared to the percent change for University System of Georgia Total of 10.87%.

Institution	FY2019 Total Awards	FY2023 Total Awards	Change in Awards per Yers	Percent Change 2019 to 2023
Georgia State University Totals	10,096	10,570	474	4.69%
Georgia Institute of Technology Totals	7,472	11,418	3,946	52.81%
Atlanta Metropolitan State College Totals	281	289	8	2.85%
Total GSU+GT+ATLMetro	17,849	22,277	4,428	24.81%
University System of Georgia Totals:	67,854	75,228	7,374	10.87%
https://www.usg.edu/research/usgbythenumbers				

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Fulton Workforce Development Area – WIOA Plan for 2024-2027

Appendix 2: Regional Occupation Analysis

Atlanta Region

SOC Code	Occupation (SOC)	Job Postings
29-1141	Registered Nurses	187,051
15-1252	Software Developers	42,241
41-2031	Retail Salespersons	48,616
53-3032	Heavy and Tractor-Trailer Truck Drivers	38,166
15-1299	Computer Occupations, All Other	34,244
41-1011	First-Line Supervisors of Retail Sales Workers	34,203
	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	27,949
40-4012	Customer Service Representatives	29,258
13-1082	Project Management Specialists	23,096
11-1021	General and Operations Managers	22,945
49-9071	Maintenance and Repair Workers, General	21,908
29-2034	Radiologic Technologists and Technicians	27,281
11-2022	Sales Managers	18,635
11-9111	Medical and Health Services Managers	20,614
11-3011	Financial Managers	18,992

Source: Labor Insights

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Top Occupations by Number of Job Postings in 2025 – WorkSource Fulton

O*NET Code	Occupation (SOC)	Total Postings 2025	Unique Postings 2025
29-1141	Registered Nurses	72,338	16,896
15-1252	Software Developers	30,645	15,873
15-1299	Computer Occupations, All Other	22,916	9,996
	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	15,690	6,742
40-4012	Project Management Specialists	13,503	6,235
15-2051	Data Scientists	12,067	5,918
11-2021	Marketing Managers	11,972	5,625
11-1021	General and Operations Managers	12,153	5,242
41-2031	Retail Salespersons	16,705	5,207
11-2022	Sales Managers	11,038	5,189
11-3031	Financial Managers	11,382	5,077
53-3032	Heavy and Tractor-Trailer Truck Drivers	12,050	4,750
43-4051	Customer Service Representatives	12,979	4,744
13-2051	Financial and Investment Analysts	9,240	4,106
11-9111	Medical and Health Services Managers	9,784	4,006

Source: Labor Insights

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Top Skills by Job Postings in 2025 – WorkSource Fulton

Skills	Postings
Communication	156,815
Management	91,896
Customer Service	87,245
Leadership	81,294
Operations	72,210
Sales	63,176
Problem Solving	62,294
Detail Oriented	54,613
Writing	41,497
Planning	41,461
Microsoft Office	35,568
Microsoft Excel	35,319
Research	33,492
Coordinating	33,266
Interpersonal Communications	32,531

Source: Labor Insights

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

The Fulton County Local Workforce Development Board (LWDB) is integrally involved with the strategic priorities articulated in the Fulton County Strategic Plan 2021-2025. The Fulton County Board of Commissioners established the following priority areas to accomplish their overall mission to deliver efficient, high impact service to every resident and visitor of Fulton County:

- Justice and Safety
- Infrastructure and Economic Development
- Health and Human Services
- Open and Responsible Government
- Arts and Libraries

In detailing the priority area for Infrastructure and Economic Development, The Fulton County Strategic Plan aims for the County to serve “as a key connector between the business communities, education providers, job seekers, and the municipal governments that serve them.” The Fulton Local Workforce Development Board (LWDB) is poised to deliver upon this objective in creating a skilled workforce to meet the needs of the residents and employers in the metropolitan Atlanta region.

The Fulton LWDB will achieve this by focusing on the following goals:

- To support the growth of the Metro Atlanta region and its key strategic industries
- 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 a workforce ecosystem that supports partnership amongst public, private, and philanthropic groups in achieving a common goal
- To create equitable access to economic opportunity in Atlanta

To measure progress towards these objectives, the Fulton LWDB seeks to achieve not only primary indicated performance measures, but also Board established metrics. These metrics assist the Board in evaluating program design and impact on the communities served within Fulton County. For the plan beginning in Program Year 2024, the Fulton LWDB will focus

Fulton Workforce Development Area – WIOA Plan for 2024-2027

on impact in targeted zip codes to support economic opportunity, as well as the relationship between training programs and employment in high-demand industries.

- 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 detailed throughout the plan, the Fulton LWDB’s strategy to achieve economic mobility and provide the greatest impact to Fulton County centers on developing partnerships and leveraging data to deliver programming to Fulton employers and job seekers. Partnerships provide the workforce system not only with additional resources to achieve positive outcomes and expand service delivery, but also ensure that industry, educators, and community groups are coordinating rather than competing.

The LWDB will work with the Metro Atlanta Region to help convene these groups to obtain, analyze, and publish data on emerging trends and needs in the Atlanta labor market, work with educators to ensure students are obtaining the skills to compete in a 21st Century economy, identify opportunities to improve access to high-demand fields including promoting career exploration and work-based learning for youth and adults, and continually engage employers in identifying new opportunities or changes to their industry as a result of investment in infrastructure or the advancement of AI technologies, among others.

- 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 support a local workforce development system that meets the needs of businesses in the local area? Provide a listing of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.**

As a unit of Select Fulton, WorkSource Fulton is connected with economic development serving Fulton County. Select Fulton serves the region’s industries and employers, engaging in identifying trends and needs including workforce. The department also provides programs and connections for small business to succeed. Fulton also collaborates and partners as part of the Metro Atlanta region, coordinating with regional economic development entities, industry groups, and development organizations such as Community Improvement Districts. Finally, the Fulton LWDB is an anchor member of the Metro Atlanta Exchange for Workforce Solutions, a funder of Career Rise, and sponsor of the Aerotropolis Alliance; all providing regional collaboration to meet the needs of Atlanta’s employers. WorkSource Fulton provides OJT, IWT, Job Placement for New Workers, Workplace Fundamentals, Registered and Apprenticeship Training. WorkSource Fulton highlights the agency’s ability to provide salary reimbursements of 50% or more per participant for up to six months for OJT or 50% of training materials and costs for IWT.

- b. Describe how local employers play a central role in defining in-demand skills, validating training models, and identifying credentials of value. How does the LWDB**

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ensure training programs are designed around employer competency requirements rather than academic program availability?

WorkSource Fulton participates with the Business Services Advisory Work Group, Industry Partnership activities with CareerRise, and employer-informed curriculum development in target sectors (Healthcare, IT, Transportation/Logistics, Advanced Manufacturing, Skilled Trades). WorkSource Fulton has partnered with employers such as Coca Cola, Duracell, Grady Health System, and East Point city government. Business Services staff have been assisting in defining in-demand skills, validating training models, and identifying credentials of value for training for their incumbent workers since 2024. The board plans to ensure training programs are designed around employer competency requirements rather than academic program availability of employer training providers to retain workers in the Dislocated Worker funded Incumbent Worker services.

c. How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations? Provide examples of co-designed curricula, employer advisory roles, or industry-validated credentials.

The five Metro Atlanta WDB Directors and Business Services Managers identified the following actions as priorities for implementation:

- Standardize business services messaging and intake forms
- Develop a unified employer-facing website and regional contact point
- Expand soft skills and job readiness offerings
- Leverage local chambers and economic developers for outreach
- Align service policies and cost structures across WDBs

d. How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies. How will the area strengthen linkages between the one-stop delivery system and unemployment insurance programs?

As a unit of Select Fulton, WorkSource Fulton is connected with economic development serving Fulton County. Select Fulton serves the region's industries and employers, engaging in identifying trends and needs including workforce. The department also provides programs and connections for small business to succeed. Fulton also collaborates and partners as part of the Metro Atlanta region, coordinating with regional economic development entities, industry groups, and development organizations such as Community Improvement Districts. Finally, the Fulton LWDB is an anchor member of the Metro Atlanta Exchange for Workforce Solutions, a funder of Career Rise, and sponsor of the Aerotropolis Alliance; all providing regional collaboration to meet the needs of Atlanta's employers.

e. Describe how the local area helps job seekers identify, document, and communicate their existing skills – including through competency-based assessments, digital credentials, badges, or skills portfolios. How are One-Stop Center staff trained to use skills-based tools for career counseling and job matching? How are employers in the area engaged to recognize skills and prior experience in lieu of traditional degree requirements?

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WorkSource Fulton helps job seekers identify, document, and communicate their existing skills in the case management system at

<https://www.worksourcegaportal.com/vosnet/Registration/refcards/includes/pdf/individual.pdf>
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Identify an Occupation/Career to Pursue

Assess Your Skills and Preferences

1. From the Quick Menu group, select My Portfolio>Self Assessment Profile. Your self-assessment profile displays on the Job Skills tab.
2. Select each tab title link to enter or change information about your job skills, personal skills, work interests and values, and the tools and technology you have experience with.
3. To do all five assessments from one page, select the Multiple tab. You can find matching occupations from this tab based on your assessment results.

f. Describe how real-time, localized labor market data is being used to guide career counseling, individual employment plan development, and training investments. How do these tools help participants understand career options and take clear steps toward better-paying jobs?

WorkSource Fulton staff reassess economic and labor market information (LMI) and adjust strategies for what may now be a different set of growing and declining industries, occupations, and skills, thereby ensuring the Participant Individual Employment Plan reflects changes in the labor market and economic conditions.

LMI informs job seekers by offering data insights to keep up with a rapidly changing economic environment driven by AI, advanced industries, and new national priorities.

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).**
 - b. **Describe the plans for coordination of administrative cost arrangements including the pooling of funds for administrative costs (if applicable).**
 - c. **Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.**
 - d. **Describe the collection and analysis of regional labor market data.**
 - e. **Describe the coordination of transportation and other support services, as appropriate, for the region.**
 - f. **Describe the coordination of services with regional economic development services and providers.**

Fulton Workforce Development Area – WIOA Plan for 2024-2027

Details of Fulton’s regional service delivery strategy can be found in the Metro Atlanta Regional Plan.

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.**
- b. Describe the meetings that have taken place and the strategy by which partners will continue to be engaged.**
- c. Describe the research and the data that was used to identify the sector that was chosen for the sectors strategies training.**
- d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**
 - i. Participating employers;**
 - ii. Target occupations;**
 - iii. Training programs; and**
 - iv. Target Populations.**
- e. Describe the plans for future strategy development for future sectors. If applicable, discuss the next sectors to be targeted.**

Details of Fulton’s sector strategy development can be found in the Metro Atlanta Regional Plan.

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

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

The five metro workforce boards share many of the same training providers and are part of a single labor shed across the 11-county metro area. To better serve both employers and eligible providers, the five boards have aligned the process for evaluating eligible training providers for inclusion on the Eligible Training Provider List. The ITA Work Group meets quarterly to review new providers, changes to existing programs, and any other items relating to the use of individual training accounts. The ITA Work Group is comprised of LWDB Members and staff from each of the five workforce boards. Additionally, the five boards work collaboratively to conduct annual monitoring of providers for performance including on-site reviews of approved programs.

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- 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. Fulton also utilizes a mobile career center to provide pop-up access at locations such as county libraries, MARTA stations, city halls, or partner locations that are not local to one of the Career Centers.

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

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

All Fulton County Workforce Career Centers provide maximum accessibility in compliance with the Americans with Disabilities Act; including physical and programmatic access, technologies, and accommodations to support individuals. Facilities and equipment and designed and constructed with input and approval from the Fulton Department of Diversity and Civil Rights; which is responsible for compliance with Title III.

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Additionally, WorkSource Fulton coordinates with the Fulton County Department of Diversity and Civil Rights Compliance to conduct regular reviews of programs and facilities and training Fulton County staff to maintain compliance with provisions relating to ADA.

- a. **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:

- Install a direct phone line and equipment for one-stop customers to learn more about the Unemployment Insurance (UI) program and the Trade Adjustment Assistance Services (TAA).

Georgia Vocational Rehabilitation Agency (GVRA) will:

- Maintain direct linkage at the One-Stop when staff are 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) will:

Provide access to Wagner-Peyser and Veteran programs through staff physically located on-site to provide employment services, labor market information, and referrals to eligible programs.

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

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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 selected education and training programming at One-Stop affiliates in its service delivery area.
- Provide on-site staff presence for customer engagement and assistance as scheduled.
- Monitor and promote career pathway education options for all One-Stop customers.
- Integrate dual degree programming for youth with youth programming activities.

Atlanta Technical College will:

- Maintain direct linkage at the One-Stop when staff are 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

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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.

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

The LWDB researched the market by requesting information from comparable local areas about their One-Stop Operator and then developed a competitive procurement instrument that clearly identifies specific service needs. The Fulton County Purchasing Department published a Request for Proposal (RFP) in the spring of 2026 for evaluation, selection, ratification, and execution July 1, 2026 . A team of evaluators rated the three proposals and scored based upon approved evaluation criteria including responsiveness, program design, and cost. The Fulton County Board of Commissioners, as fiscal agent for the LWDB, approved the selection of the One Stop Operator on June 17, 2026. The LWDB approved the acceptance of the proposal on August 11, 2026. Based upon satisfactory performance, the contract for One-Stop services has been renewed annually. The final option for renewal will be for PY29, with an anticipated procurement to occur for a new contract beginning July 1, 2030.

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

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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 procedure 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.

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))**

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

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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.

New members are provided with an individual orientation with the Board Director. During this orientation, new members are introduced to key provisions of WIOA, how funding and compliance are monitored, and an introduction to sector strategies and regional cooperation. Finally, LWDB members review standing committees and the commitment of board membership. The LWDB Orientation packet includes a full board roster, board bylaws, meeting schedule, and committee descriptions.

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. Staff assist 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 reviews 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. Board members are invited to participate in activities such as job fairs, regional work groups like the Aerotropolis Workforce Collective and the Metro Atlanta Exchange for Workforce Solutions, and training opportunities such as the Southeastern Employment and Training Association conferences.

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

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includes several committees that work with board staff to develop plans, policies and procedures for different components of the system. Each committee 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.

Specific committee descriptions are as follows:

Executive Committee – The Executive Committee will exercise authority and manage the business of the LWDB during intervals between board meetings. The officers serve as members of the Executive Committee, except for the power to amend the policies and the Bylaws.

Finance and Performance Committee- The Finance and Performance Committee shall be responsible for ensuring that the efforts and programs of the Fulton County workforce system are operating at the highest and best use of available resources.. The Committee will regularly review the organization's revenues and expenditures, ensure that organizational funds are spent appropriately and approve the annual budget and submit it to the full Board for approval. The Committee will evaluate the effectiveness of grant funding through examining performance outcomes of programs and identifying opportunities for cost savings. The Committee will provide the Board with updates on available resources and program needs which require additional resources. The Committee shall prepare and update the Board's Local Action Plan; review the needs of the local labor market; develop strategic plans; review Adult and Dislocated Worker program performance; establish benchmark performance measures for the system; review on-site program contractor monitoring reports; and assist with the review and recommendations on Memorandums of Understanding and Request for Proposals. The Committee shall also develop and update policies and procedures; and monitor and update training provider certification and one-stop certification, where appropriate. The Committee shall be tasked with evaluating quantitative data of programs to ensure the greatest impact on achieving the goals of the Board.

Partnerships and Programs Committee – The Partnerships and Programs Committee shall be responsible for identifying strategic opportunities for the Board to engage and collaborate with organizations serving job seekers in Fulton County. The Committee will recommend programs and strategies for serving special populations and strategic communities in Fulton, including identifying resources and strategies, and evaluate areas where the workforce system can invest additional resources, pilot programs for strategic populations including youth, and incorporate regional initiatives into the Fulton service delivery model.

Ad Hoc Committee- The Chairperson may appoint or authorize the appointment of such other Committees as may be deemed necessary and appropriate to carry out the purpose of the operation.

- 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

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comment period prior to the submission of the plan including an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, representative of education and input into the development of the local plan.

The 2024-2027 Local Plan builds upon the strategies and success of the 2020-2023 Local Plan which emphasized a strategy of regional cooperation, access for eligible individuals, and building partnerships with employers and community partners. For the current plan, Fulton utilized similar methods to develop the vision, goals, and strategies consistent with the direction of the regional workforce system.

Fulton began with reviewing input from customers, employers, and partners collected from initiatives during the previous planning period. Based upon economic trends and needs of the local labor market, the Fulton LWDB identified key objectives and strategies to administer federal workforce funding and impact Fulton communities.

The plan was presented in detail to the Finance and Performance Committee and advanced for the full LWDB in the spring of 2026 for approval to post for public comment. **Final approval of the plan following the public comment period occurred at the Fulton LWDB Meeting on _____.**

Service Delivery and Training

1. Identify the populations in the local area who are most disconnected from the labor force (e.g., individuals not in education, employment, or training; long-term unemployed). Describe specific strategies the LWDB has in place — or plans to implement — to engage, serve, and connect these individuals to employment, educational, and/or training opportunities. How does the local plan address the structural and/or systemic barriers these populations face?

In the below chart, the largest disconnection from the workforce is Long-Term Unemployed at over 15% of the 16 to 64 age group.

Target Group	Total Enrolled	Total Fulton County Population	Fulton County population ages 16 and older	Fulton County population ages 16 through 64	Total Fulton County Households	Fulton County School enrollment
Total Active Individuals PY22	513	1,044,516	583,678	451,750	464,061	88,043
Total With Significant Barriers to Employment	494	486,982	486,982	NA	NA	NA
percent	96.30%	46.62%	83.43%	NA	NA	NA
Individuals with Disability	24	103,594	NA	NA	NA	NA
percent	4.68%	9.92%	NA	NA	NA	NA
Displaced Homemaker	2	746	746	746	746	NA
percent	0.39%	0.07%	0.13%	0.17%	0.16%	NA
Underemployed	57	NA	NA	NA	NA	NA

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Target Group	Total Enrolled	Total Fulton County Population	Fulton County population ages 16 and older	Fulton County population ages 16 through 64	Total Fulton County Households	Fulton County School enrollment
percent	11.11%					
Dislocation Event	0	NA	NA	NA	NA	NA
percent		NA	NA	NA	NA	NA
Within 2 Years of Exhausting TANF	0	595	595	595	595	NA
percent		0.06%	0.10%	0.13%	0.13%	NA
Hawaiian Native	0	452	452	452	452	NA
percent		0.04%	0.08%	0.10%	0.10%	NA
Single Parent	<u>4</u>	33,350	33,350	33,350	33,350	NA
percent	0.78%	3.19%	5.71%	7.38%	7.19%	NA
Facing Substantial Cultural Barriers	0	NA	NA	NA	NA	NA
		NA	NA	NA	NA	NA
Eligible Migrant and Seasonal Farmworker	0	800	800	800	800	NA
percent		0.08%	0.14%	0.18%	0.17%	NA
Meets Governors Special Barrier	NA	NA	NA	NA	NA	NA
	NA	NA	NA	NA	NA	NA
English Language Learner	<u>3</u>	23	23	23	23	NA
percent	0.58%	0.002%	0.004%	0.005%	0.005%	NA
Basic Skills Deficient	<u>153</u>	17,277	17,277	17,277	17,277	NA
percent	29.82%	1.65%	2.96%	3.82%	3.72%	NA
Offender	<u>20</u>	11,158	11,158	11,158	11,158	NA
percent	3.90%	1.07%	1.91%	2.47%	2.40%	NA
Homeless	<u>21</u>	22,961	22,961	22,961	22,961	NA
percent	4.09%	2.20%	3.93%	5.08%	4.95%	NA
Runaway Youth	<u>1</u>	NA	NA	NA	NA	1
percent	0.19%	NA	NA	NA	NA	0.0011%
Foster Care (All)	<u>5</u>	569	569	569	569	569
percent	0.97%	0.05%	0.10%	0.13%	0.12%	0.65%
In Foster Care	<u>5</u>	569	569	569	569	569
percent	0.97%	0.05%	0.10%	0.13%	0.12%	0.65%
Aged Out of Foster Care	0	NA	NA	NA	NA	NA
		NA	NA	NA	NA	NA
Pregnant or Parenting Youth	<u>21</u>	594	594	594	594	594
percent	4.09%	0.06%	0.10%	0.13%	0.13%	0.67%
Out of Home Placement	0	121	21	121	121	121
percent		0.01%	0.02%	0.03%	0.03%	0.14%
Eligible Under Section 477	0	NA	NA	NA	NA	NA

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Target Group	Total Enrolled	Total Fulton County Population	Fulton County population ages 16 and older	Fulton County population ages 16 through 64	Total Fulton County Households	Fulton County School enrollment
		NA	NA	NA	NA	NA
Youth Requires Additional Assistance	<u>120</u>	NA	NA	NA	NA	NA
percent	23.39%	NA	NA	NA	NA	NA
Long-Term Unemployed	<u>7</u>	67,965	67,965	67,965	67,965	NA
percent	1.36%	6.51%	11.64%	15.04%	14.65%	NA
TANF	<u>3</u>	2,200	2,200	2,200	2,200	NA
percent	0.58%	0.21%	0.38%	0.49%	0.47%	NA
SNAP	<u>279</u>	144,478	144,478	144,478	144,478	NA
percent	54.39%	13.83%	24.75%	31.98%	31.13%	NA
Social Security Disability Insurance (SSDI)	<u>9</u>	16,585	16,585	16,585	16,585	NA
percent	1.75%	1.59%	2.84%	3.67%	3.57%	NA
Supplemental Security Income (SSI)	<u>12</u>	NA	NA	NA	19,824	NA
percent	2.34%	NA	NA	NA	4.27%	NA
General Assistance	<u>10</u>	11,616	11,616	11,616	11,616	NA
percent	1.95%	1.11%	1.99%	2.57%	2.50%	NA
Living in the High Poverty Area	<u>102</u>	38,249	38,249	38,249	38,249	NA
percent	19.88%	3.66%	6.55%	8.47%	8.24%	NA
Free or Reduced Lunch	<u>21</u>	NA	NA	NA	NA	43,687
percent	4.09%	NA	NA	NA	NA	49.62%
Low Income	<u>479</u>	13,649	13,649	13,649	13,649	NA
percent	93.37%	1.31%	2.34%	3.02%	2.94%	NA
Sources:	WIOA Targeted Population Summary https://www.worksourcega.portal.com	Census Bureau and Georgia Department of Human Services	https://api.census.gov/data/2022/acs/acs1/subject	U.S. Census Bureau. "AGE AND SEX." American Community Survey, ACS 1-Year Estimates Subject Tables, Table S0101, 2021, https://data.census.gov/table/ACST1Y2021.S0101?g=050XX00US13121 . Accessed on December 1, 2023.	https://api.census.gov/data/2022/acs/acs1/profile	https://oraapp.doe.k12.ga.us/ows-bin/owa/fte_pack_enrollgrade.entry_form

For the plan beginning in Program Year 2024, the Fulton LWDB will focus on impact in targeted zip codes to support economic opportunity, as well as the relationship between training programs and employment in high-demand industries.

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2. 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 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.

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

In 2023, Fulton began 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 seeks 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. To date, the pilot has identified opportunities for system alignment and connection with new partners to refer individuals in need of employment services.

- **Describe how the board is expanding access to short-term, industry-recognized credentials and stackable training pathways that lead to self-sufficiency. How are credentials vetted for labor market value? How are pathways structured to allow participants to enter employment and continue advancing their skills over time?**

The current Metro Atlanta ITA Work Group continues the practice of working with training providers to build incremental credential attainment into program design. The ETPL evaluation criteria as the credential vetting mechanism and connects to sector pathway work in the five

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regional target industries.

3. 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 Adults and Dislocated workers at each of the LWDB One Stop Career Center. One-Stop staff and collaborative partners are in place to provide an efficient and coordinated approach to servicing persons who meet the criteria for Adults and Dislocated Workers.

Career Resource Centers provide services to adults and dislocated workers through the delivery system which include:

A. Basic Career Services

Basic Career Services include the initial outreach, intake, and eligibility determination in the Career Centers. It also includes the assessment of skills and aptitudes, referrals to other partners, and career and employment coaching.

B. Individualized Career Services

Individualized Career Services are available to participants who, after being assessed and determined, are in need of additional services to obtain self-sufficiency. These services may be provided in the Career Center or through partners of the LWDB and may include completing an Individual Employment Plan (IEP), short-term prevocational training, job readiness skills, and occupational skills training which leads to the obtainment of a degree or a credential.

C. Training Services

For eligible individuals who are unable to obtain or retain employment and after an assessment are in need of training to obtain self-sufficiency. Training may be provided through an approved provider in programs in high-demand industries. Career Centers will make the list of approved eligible training providers (ETPL) available to all individuals seeking training information. The ETPL includes eligible program descriptions and information identifying training providers. Performance and cost information relating to providers is also available.

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services. Each applicant is required to conduct program research on a minimum of three training providers, assessing the type of training, method of training, length of training, location, etc. A decision is made based on all these factors so that the customer will have more likelihood of training success.

Training Services may also include work-based learning with an employer through on-the-job training, incumbent worker training, or adult education and literacy in coordination with other services.

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

A customer determined eligible for WIOA training services may select a provider from the State-approved Eligible Training Provider Listing (ETPL) either during the application process or through consultation with a WIOA career advisor. Access to the ETPL is provided through the one-stop system, through TCSG-OWD's website and through WSF's website. Customers are encouraged to review on-line information as well as handouts including web addresses and on-line resources during Rapid Response sessions as well as during Orientation or visits to the Career Resource Centers.

At a minimum, the training plan should address issues that affect the individual's ability to attend/complete training such as: availability to attend classes offered (time and/or location of training); need and likelihood of part-time or interim employment while attending training; other financial support mechanisms (how is the individual going to live while in training?) such as unemployment benefits, public assistance, severance pay, employment income of another family member; and an indication that assessment results indicate a match between the individual's interests and aptitudes for the training area and training related occupations.

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

4. Description of Rapid Response Services – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

Upon receipt of notification of an event from TCSG OWD, staff immediately begins communicating with the Regional Rapid Response Coordinator on connecting with the employer and coordinating services.

During the employer meeting, WIOA employer and employee resources are provided, staff seek to schedule employee sessions to begin resettlement work with affected employees and, if possible, provide layoff aversion services to the employer. Following the meeting, staff follow 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

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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.

5. 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.

Youth programs in Fulton County are overseen by the Committee under the advisement of a Youth Roundtable. The Youth Roundtable recommends ways to leverage resources, partnerships and to coordinate services among schools, government/public programs, faith and community-based organizations serving Fulton County At Risk/Opportunity Youth. The Roundtable consists of over 20 Non-Profit and Community Based Organizations (CBO's).

The Partnerships and Programs Committee regularly reviews performance related to how youth are being served and make recommendations as to how the LWDB can incorporate the most effective youth strategies based on assessments and similarities of service needs. Additionally, the Youth Roundtable share opportunities for youth, including work experience and career exploration opportunities. The majority of services required by the fourteen (14) WIOA elements are provided through existing grantee partners of Fulton County and Community Based Organizations.

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. Challenges and trends within the school system are identified in an effort to alleviate barriers that prevent young people from receiving needed services. Continued endeavors with this group have led to more customized service provision, i.e. summer youth employment opportunities and a variety of in-school career exploration 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

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Housing Authority, Fulton County Community Libraries, Covenant House, Atlanta Technical College, Georgia Department of Labor, Georgia Department Labor-Vocational Rehabilitation Services, Genesis Prevention Coalition, Fulton County Department of Health and Wellness, Fulton County Schools Work-Based Learning Department, Urban League of Metro Atlanta, and YouthBuild. 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, the LWDB is able to provide skills upgrades, to include job readiness, GED preparation, remediation services, and employment assistance.

Some services may be available to youth through virtual platforms. These platforms provide social skills, work skills training and job readiness training to provide tools for Youth to explore their interests, skills, and opportunities for career pathways in the Metro Atlanta region.

Fulton has also partnered with Career Rise to offer the Career Compass Academy, a 5-week virtual program which introduces youth to the career opportunities in the high-demand industries in the region. The Career Compass Academy also provides youth with an opportunity to hear directly from and interact with industry experts, from entry level to executives. Youth gain a better understanding of the typical work environment, educational requirements, and advancement opportunities available to them.

The Fulton Youth Program provides services to Fulton County Youth which focuses on:

- Career Guidance and Counseling
- Individual Training Accounts ITA's for Out of School Youth
- Dual Enrollment in the Youth and Adult Programs
- GED Assistance
- Basic Skills Deficiencies
- Youth Incentives
- Work Experience
- Virtual Career Campus Academy
- Summer Youth Employment
- Supportive Services
- Job Placement and Retention Services
- Follow-up Assistance

In addition, the Young Adult Program provides services linked to serving the 14 youth elements while cohesively addressing the barriers the youth may face.

The Partnerships and Programs Committee has identified the top three barriers facing Fulton County At Risk/Opportunity Youth; General Poverty, Homelessness and Educational/Work Skill deficiencies. Working with the Youth Roundtable, the Partnerships and Programs Committee works on behalf of the Fulton LWDB to recommend policy direction for the design, development, and implementation of programs that benefit all youth.

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1. Recommend the design of a comprehensive community workforce development system to ensure a full range of services and opportunities for all youth, including disconnected youth.
2. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth.
3. Recommend ways to coordinate youth services and recommend eligible youth service providers.
4. Provide on-going leadership and support for continuous quality improvement for local youth programs.
5. Assist with planning, operational, and other issues relating to the provision of services to youth.

6. 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.

Fulton analyzes economic conditions and conversations with industry partners in designing appropriate strategies to meet the needs of employers. Although Fulton may be able to offer work-based learning strategies such as On-the-Job Training, Incumbent Worker Training, and Registered Apprenticeships, solutions are designed to meet the current needs of the employer and available resources.

Provision of work-based learning programs adheres to local policies, which prioritize programs for strategic industries, small businesses, and attempts to target investment into areas of Fulton County which provide greater opportunity.

The Metro Atlanta region is regularly in communication with opportunities to pursue regional work-based learning opportunities and the evolving needs of industry. Additionally, sector strategy work supports the regular review and development and career pathways in partnership with educational partners and industry experts.

- Describe the LWDB's current and planned investments to expand Registered Apprenticeships in the local area. Include priority occupations and industries for new or expanded apprenticeship programs; partnerships with employers, sponsors, industry intermediaries, and technical colleges to develop or adopt program standards; and how the LWDB is simplifying pathways for employers to launch or expand apprenticeship programs.

On the Help for Employers webpage, <https://www.fultoncountyga.gov/Inside-Fulton-County/Fulton-County-Departments/WorkSource-Fulton/Help-for-Employers>, the agency highlights OJT, IWT, Job Placement for New Workers, Workplace Fundamentals, Registered and Apprenticeship Training. WorkSource Fulton highlights the agency's ability to provide

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salary reimbursements of 50% or more per participant for up to six months for OJT or 50% of training materials and costs for IWT. The Contact Us link at the bottom of the page directs users to customer service within Fulton County. From there, businesses interested in OJT, IWT, workplace fundamentals, or registered apprenticeships may be directed to the right person at WorkSource Fulton for more information.

- Describe how the local workforce system is building career pathways that begin with pre-apprenticeship or early career exposure (including for in-school youth) and connect to Registered Apprenticeship or other work-based learning opportunities. How are these pathways coordinated with local school districts, CTE programs, and postsecondary institutions?

Fulton partners with TCSG, BOR, and independent providers to help host recruitment and resource events, engage youth in exploring career pathways, and community outreach events to promote opportunities to enter opportunities in targeted career pathways.

- Beyond Registered Apprenticeships, describe the full spectrum of work-based learning opportunities the board is investing in — including OJT, IWT, transitional jobs, and internships. How does the LWDB ensure these investments lead directly to employment or advancement in high-wage occupations? Describe any employer commitments (job guarantees, interview guarantees, etc.) associated with these investments.

The Fulton LWDB has launched a new Strategic Partnerships and Outreach Committee to explore opportunities for the Fulton Workforce System to engage with various partners and educational groups to serve strategic populations and opportunities for all Fulton residents. The Fulton LWDB is also exploring new opportunities for youth to engage in career exploration and work experience and is looking to partner with the Fulton County School System to partner and promote opportunities for all Fulton Youth, regardless of school status.

7. 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.

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.

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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 Campus of Gwinnett Technical College. 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

Fulton County WIOA staff will continue to be engaged in outreach and marketing efforts to publicize the services available through the WorkSource Fulton One-Stop Career Centers.

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

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

Such partners include:

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

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

8. 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:

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- 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.

Additionally, Select Fulton offers numerous programs and resources for small business and entrepreneurs, including partnership and connection to the Small Business Administration. Support of small business also extends to participation and support of partner programs helping to provide technical assistance to entrepreneurs such as Goodwill’s annual “Battle of the BIZ” pitch competition.

9. 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 is home to a number of secondary and post-secondary education providers including multiple four-year institutions, two technical college campuses, and countless profit and non-profit providers. Through relationships with leaders at these institutions, Fulton ensures that program offerings remain in-line with skills and occupations most in-demand by area employers.

Fulton partners with TCSG, BOR, and independent providers to help host recruitment and resource events, engage youth in exploring career pathways, and community outreach events to promote opportunities to enter opportunities in targeted career pathways.

Finally, support of Career Rise, the Metro Atlanta Exchange for Workforce Solutions, Aerotropolis Atlanta, and other regional conveners help to align efforts and support of programs rather than duplication of programs.

10. 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 offers a variety of supportive services including childcare subsidies, assistance

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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. If supportive services are paid by a partner agency LWDB will not issue supportive services of the same type to the participant. The assistance from a partner agency is documented in the electronic case file to avoid duplication of services.

The LWDB will consider on an individual basis when 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 for approval. The LWDB seeks to ensure barriers to training are identified and removed, particularly if the barrier is related to support for specific training material requirements. Removal of such barriers and support allow for the customer to successfully complete their program of study and to obtain a certificate or degree.

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.

The LWDB recently revised transportation supportive service options using human-centered design approach and principles to provide more flexibility for individuals in training. Participants can leverage supportive services for transportation in a manner that best meets their need including MARTA cards and transportation stipends for use on fuel, rideshare, or other methods to travel to and from their training provider.

11. 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.

WorkSource Fulton, TANF and SNAP continue to foster a strong relationship supporting efforts to support job seekers in Fulton County. The Fulton LWDB is currently piloting a program with SNAP Works, the state SNAP Employment and Training Program (SNAP E&T). SNAP Works can help SNAP recipients gain skills, training, and/or work experience to increase their ability to attain employment and decrease their dependency on public assistance leading to economic self-sufficiency. The program offers job training, job skills, education and support services to all SNAP Works participants.

Through this partnership, WorkSource Fulton will serve all SNAP E&T Eligible Participants who have been identified through their outreach efforts or referred to by DFCS. SNAP Works participants include able-bodied adults, single parents, families, refugees, senior citizens and individuals with disabilities. SNAP Works is a voluntary program for all SNAP recipients. Only participants that are ABAWDs (Able Bodied Adults Without Dependents) residing in time limited counties are subject to meet ABAWD work requirements.

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WorkSource Fulton serves all SNAP E&T Eligible Participants who meet the following criteria:

- Receives SNAP Assistance
- Has voluntarily enrolled in the SNAP Works Program
- At least 18 years old*
- Not receiving TANF or other federal assistance
- Can be an ABAWD
- Can be pregnant
- Can have minor children in the household

*Services may be rendered for individuals as young as 16 years of age if they meet the eligibility criteria.

Services provided by WIOA are in-kind services as both programs receive federal funding. WIOA staff have access to the SNAP Provider Portal to verify a participant's SNAP status, to update a status, contact their Case Manager, create, review and update IEPs, as well review and request support services. This access has been crucial in ensuring there are no duplicate funding or supportive service request. As WIOA funding is available on a first come first serve basis access to the provider portal can allow a WIOA Career Advisor to request supportive service payments directly from SNAP for the SNAP recipient.

As part of the collaborative effort, the pilot is pushing systems change which can impact the statewide delivery of employment and training services to priority populations. The current partnership model provides a designated point of contact for each program, coordinated recruitment efforts, communication between case managers, and improved access to training and support services for co-enrolled individuals.

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.).

- **What formal partnerships or MOUs are in place? How are shared goals, referral protocols, and co-enrollment processes established? Describe specific examples where cross-system alignment has improved outcomes for job seekers or employers. What challenges currently limit implementing such alignment?**

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

The LWDB has formal reciprocal referral agreements with:

(b) Fulton County Board of Commissioners, through its Chief Elected Official (CLEO);

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- (c) Georgia Department of Labor (GDOL);
- (d) Gwinnett Technical College Perkins grantee (GTC);
- (e) Gwinnett Technical College Adult Education Department (GTC-AED);
- (f) Georgia Vocational Rehabilitation Agency (GVRA);
- (g) Atlanta Technical College Perkins grantee (ATC);
- (h) Atlanta Technical College Adult Education Department (ATC-AED)
- (i) Goodwill of North Georgia, Inc. (Goodwill)

The One Stop Operator meets quarterly with the One Stop Partners to share goals, referral protocols, and co-enrollment processes.

- **Describe how the LWDB is leveraging multiple funding streams – including WIOA Title I, Wagner-Peyser, Perkins V CTE, and other federal and state resources – in a coordinated or braided manner to maximize service delivery. What barriers currently limit funding integration, and what steps are being taken to address them?**

In 2023, Fulton began 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 seeks 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 LWDBAs to follow. To date, the pilot has identified opportunities for system alignment and connection with new partners to refer individuals in need of employment services.

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 Technical College System of Georgia with regard to continued services at the LWDB One Stop Career Centers.

The LWDB, in cooperation with TCSG, 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.

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

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separation.

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

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

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

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

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

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

Performance, ETPL and Use of Technology

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

The levels of performance to which the State and each local area will be accountable will be

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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." Negotiated Performance Levels for Program Year 2026 and 2027 can be found in Attachment 2.

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

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.

In accordance with WIOA, the Fulton LWDB assesses and certifies all One-Stops within Fulton County on a biennially. The assessment includes the accessibility of one-stops, the programming provided within the one-stops, and the inclusion of all partners. Additionally, the services provided by the partners located within the one-stop system is reviewed during quarterly meetings of partners included in the MOU.

Fulton also monitors the effectiveness of the one-stop by reviewing the flow of participants through services. As part of the Metro Atlanta Region's focus on economic mobility, the region tracks the progress of participants from application through eligibility and suitability determination. The region has set benchmarks for how quickly applicants should be advancing through intake services to enter into training or employment services.

a. What feedback mechanisms are in place between employers, training providers, partner programs, and the LWDB to enable continuous improvement? How has the LWDB demonstrated agility in responding to significant economic disruptions or emerging opportunities in the past two years?

WorkSource Fulton has received feedback from employers such as Coca Cola, Duracell, Grady Health System, and East Point city government. Business Services staff have led the board to adapt to the changing economic conditions of these and other employers in developing training for their incumbent workers since 2024. The board plans to continue to improve performance of employer training providers to retain workers in the Dislocated Worker funded Incumbent Worker services.

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

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

The LWDB along with the Atlanta Regional Workforce Board, City of Atlanta, Cobb County,

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and DeKalb County Workforce Development utilize a regional approach for the ETPL system through the formation of a Regional Individual Training Account Committee (Regional ITA Committee). Under a contractual arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, the LWDB also provides notification of the application process via the LWDB's public notification process. Additionally, the LWDB conducts bi-annual 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, 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. Providers are responsible for securing a signed ITA agreement with each local board upon placement on the ETPL.

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

Participants or providers 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:

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

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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.

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

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

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

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

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

The LWDB has 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. As part of the regional collaboration efforts, each of the five metro workforce boards utilize a common ITA provider agreement outlining performance standards, compliance, invoicing procedures, and grievance and appeals processes.

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

WorkSource Fulton coordinates with the five metro workforce boards for a regional ITA Work Group to review additions and changes to the ETPL. As part of the regional ITA Work Group, ARC is responsible for preparing summary reports on evaluation of training provider applications for completeness and ensuring criteria and performance are met. Upon approval by the ITA Work Group, providers are required to complete an ITA agreement with each board.

Providers are evaluated annually by the five metro workforce boards based on meeting or exceeding the established performance measures and the completion of an on-site review.

The Fulton LWDB regularly reviews the progress of providers as part of their commitment to

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evaluating the impact of workforce programs in the County. The Performance and Accountability Committee examines participant outcome data to review not only the attainment of credentials and employment, but also the industry and occupations that participants are entering. This provides valuable feedback to confirm that individuals are utilizing proven opportunities for economic advancement by entering into high-demand fields rather than jobs that may not lead to self-sufficiency. The LWDB notes providers and programs who are not meeting completion or employment goals and look for opportunities for technical assistance.

- 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 region's aligned cap on the cost of ITA's. If the cost of training exceeds financial limitation guidelines, Career Advisors will assist in developing a plan that outlines methods to identify potential funding sources including coordination with federal and state grants including Pell, HOPE, and HDCI opportunities. 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 to be eligible for 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 with 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

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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.

The five metro workforce boards recently launched a unified landing page to serve employers and job seekers in the Metro Atlanta region. ATLWorks.org provides an online presence for the workforce system and provides details on employment services and resources available, highlights career pathways in demand occupations and provides job seekers the contact information and location of their career center based on their home address. The website also hosts video testimonials of participants and connections for employers to access the business services teams.

Additionally, WorkSource Metro Atlanta leverages webinar platforms like Zoom to facilitate an online orientation for metro Atlanta participants. These online orientations include a pre-recorded explanation of WIOA programs and eligibility and give an overview of the application process so that customers understand the next steps. Leveraging the webinar provides a consistent experience for job seekers.

Finally, Fulton leverages the mobile career center to provide access to employment services throughout the county, including in targeted zip codes and areas that may not have reliable transportation to visit the career centers.

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State Initiatives and Vision

- 1. State Branding – Provide a description for how the area has adopted and will continue to utilize the state brand.**

WorkSource Fulton proudly displays the state brand within the North and South Career Centers, as well as the wrapping of the mobile career unit. All flyers and forms, from job fairs to application documents, contain the WorkSource Georgia logo and direct job seekers towards the ATLworks.org landing page.

The board will continue to use the statewide branding in promotion of board activities, including display on materials and resources used to interact with the public.

- 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 of service is provided to veteran and low-income populations throughout the continuum of service for all three funding populations. The Fulton LWDB provides priority to residents of Fulton County who reside outside Atlanta city limits but may provide services to residents of other workforce regions during periods of funding availability. Priority of service for veterans is consistent with local, state, and federal policy identifying the highest priority of service for those customers.

Where funds are determined to be limited, priority will also 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:

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

- 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. Develop a streamlined and regionally integrated workforce system that delivers efficient services to both businesses and individuals.**

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Details on sector partnerships and a regionally integrated workforce system can be found in the Metro Atlanta Regional Plan.

c. Capitalize on the workforce systems' strengths to create opportunities for all Georgia communities to prosper.

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.

d. Continuously align workforce and education system objectives to current and future occupational skill requirements.

WorkSource Fulton includes representatives from the Fulton County School System, both Technical College System of Georgia campuses, and an HBCU on the Fulton Workforce Development Board. The Fulton LWDB has launched a new Strategic Partnerships and Outreach Committee to explore opportunities for the Fulton Workforce System to engage with various partners and educational groups to serve strategic populations and opportunities for all Fulton residents. The Fulton LWDB is also exploring new opportunities for young people 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. Through this work, the Fulton LWDB is regularly engaged with needs of employers and facilitates conversation with educational partners to ensure graduates are equipped with the necessary skills to compete in the job market.

e. Expand the pool of available employees by increasing the participation of WIOA Strategic Populations in the workforce system.

The Fulton Workforce Board's Partnerships and Programs Committee explores 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. The committee has been responsible for growing programs such as support for Ticket to Work and a SNAP E&T Pilot to provide pathways to self-sufficiency.

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Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Abernathy, Sylvia	Economic Development Director	City of Fairburn	Government
Allen, Diane	Regional Operations Manager/ Region 5	TCSG (Wagner Peyser)	Government
Barnes, Bryson	Principal	Bryson Constructors	Business
Butler, David	Rehab. Supervisor	Georgia Vocational Rehabilitation	Government
Colvin, Matt	Regional Economic Development Manager	Georgia Power	Business
Darden Beauford, Yulonda	VP Economic Development	Atlanta Technical College	Education
Dodson, Lauren	VP, Economic Development	Gwinnett Technical College	Education
Dover, Sanquinetta	President & CEO	DoverStaffing	Business
Fischer, Stephanie	President & CEO	Georgia Restaurant Association	Business
Johnson, Rich	Executive Director	North Fulton Economic Alliance	Business
Macke, James "Andy"	Market Development Director	Lumos Fiber	Business
Moyet, Jezlan	President	Georgia Entertainment	Business
Nickerson, Amelia	VP of Development & Community	First Step Staffing	Workforce
Noyes, Brian	Chief Communications Officer	Fulton County Schools	Workforce
Raj, Sk	VP, Business Development	Forar Tech, LLC	Business
Ruder, Alex	Assistant Vice President	Federal Reserve Bank of Atlanta	Business
Schofield, Kim	President	Kimler & Associate LLC	Business
Seem, David	Retired	Miller Zell	Business
Taggart Jr, Marshall	Associate Vice President	Clark Atlanta University	Education
Wimberly, Yolanda	Chief Health Equity Officer	Grady Health Systems	Business

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Note - WIOA Performance Measures will be included following negotiations with the State for PY26 and PY27.

WIOA Performance Measure	PY26 Goal	PY27 Goal
Adult Q2 Entered Employment	76.5%	77.0%
Adult Q4 Entered Employment	76.6%	77.1%
Adult Median Earnings	\$8,180	\$8,230
Adult Credential Rate	66.8%	67.2%
Adult In-Program Skills Gain	61.0%	61.0%
DW Q2 Entered Employment	75.0%	75.5%
DW Q4 Entered Employment	87.8%	88.3%
DW Median Earnings	\$11,783	\$11,783
DW Credential Rate	75.1%	75.1%
DW In-Program Skills Gain	60.0%	60.4%
Youth Q2 Placement in Employment or Education	74.7%	75.2%
Youth Q4 Placement in Employment or Education	73.1%	73.5%
Youth Median Earnings	\$3,317	\$3,317
Youth Credential Rate	55.0%	55.5%
Youth In-Program Skills Gain	55.5%	55.5%

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:

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

Name: Samir Abdullahi

Title: Director

Entity Representing: Select Fulton

Signature: _____

Name: Robert L. 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: _____