



DeKalb County Workforce Plan

Workforce Innovation and Opportunity Act | 2024 to 2027

The DeKalb County Local Workforce Area (Local Area 5) is comprised of DeKalb County, GA

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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.**

Local Workforce Development Area 5 is comprised of a single service area, DeKalb County. In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Chief Local Elected Official has named the WorkSource DeKalb Board as the local Board for the area. IN THE DOOR, LLC. is the One-Stop Operator and as designated in the Chief Local Elected Official-Fiscal Agent Agreement, the Fiscal Agent is as follows:

DeKalb County Government Finance/Budget Department
1300 Commerce Drive, 4th Floor
Decatur, GA 30030

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.**

Regional Economic Analysis I

As of Quarter 4 2025, the 10-county WorkSource Metro Atlanta Region supported approximately **2.46 million covered jobs** across more than **200,000 establishments**. This total reflects employment covered by unemployment insurance and federal unemployment compensation programs and provides a county-based measure of the regional employment base.

The region's largest employment centers were Fulton County, with approximately **954,482 jobs**; Gwinnett County, with approximately **392,195 jobs**; Cobb County, with approximately **384,966 jobs**; and DeKalb County, with approximately **314,091 jobs**. Together, these four counties accounted for more than 83 percent of covered employment within the 10-county region.

Employment performance across the region was mixed during Quarter 4 2025. Cobb County experienced the largest year-over-year employment increase among the region's larger counties, growing by 0.6 percent, followed by Fulton County at 0.4 percent and Clayton County at 0.2 percent. At the same time, DeKalb County experienced a 0.2 percent decline, Gwinnett County declined by 0.8 percent, and Henry County declined by

1.6 percent. These results reinforce the importance of maintaining a regional workforce strategy that is responsive to changing employer demand across the 10-county area.

The region also continues to demonstrate variation in wages across counties and occupations. During Quarter 4 2025, average weekly wages in Fulton County (\$1,995), DeKalb County (\$1,601), and Cobb County (\$1,589) exceeded the national average weekly wage of \$1,569. However, wages in other counties within the region were lower, underscoring the need to connect residents to career pathways that lead to family-sustaining wages, credentials, advancement opportunities, and long-term economic mobility.

The previously cited projection of nearly 192,000 additional jobs over the next five years is not retained in this update because it was based on an earlier labor-market forecast and does not align with the current Quarter 4 2025 county-based employment measure. Moving forward, the region will continue to review current labor-market information, employer demand, occupational openings, replacement needs, wage data, and industry forecasts to guide workforce investments and regional strategies.

Regional In-Demand Industries

The five priority industries for the WorkSource Metro Atlanta Region remain:

- Healthcare
- Information Technology
- Transportation, Distribution, and Logistics
- Advanced Manufacturing
- Skilled Trades

These industries were selected because of their regional employment base, projected growth, employer demand, skills gaps, relevance across multiple counties, quality of available jobs, and accessibility to workers with varying education and experience levels. The regional plan also recognizes the importance of preparing workers for changes associated with technology, automation, infrastructure investment, supply-chain activity, and evolving employer needs.

Healthcare

.1Healthcare remains a priority industry for the WorkSource Metro Atlanta Region because it offers a broad range of career opportunities across hospitals, physician offices, outpatient and ambulatory care settings, home health agencies, long-term care facilities, behavioral health providers, dental offices, and community-based health organizations.

The region will continue to prioritize career pathways that prepare residents for in-demand healthcare occupations, including nursing and allied health occupations; medical assisting; emergency medical services; community health workers; behavioral health

support; direct-care occupations; medical office administration; dental assisting; and healthcare information technology. These strategies will be supported through partnerships with healthcare employers, hospitals, technical colleges, training providers, community-based organizations, and One-Stop partners.

Healthcare workforce investments will continue to emphasize industry-recognized credentials, work-based learning, clinical experience, supportive services, career navigation, and direct connections to employers. These approaches are intended to help residents access quality healthcare careers while assisting employers in addressing recruitment, retention, and skills-gap challenges.

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	93,806	27%	0.90	\$92,311
621111	Offices of Physicians (except Mental Health 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
<i>Source: JobsEQ 2025Q4</i>					

Between 2023 and 2027, the Healthcare industry in the Metro Atlanta Region is projected to add 33,084 jobs, representing 12 percent employment growth. This growth is expected to be led by Offices of Physicians (except Mental Health Specialists), which are projected to add 13,141 jobs, an increase of 29 percent over the five-year period.

Historic Change in Healthcare Industry Employment, 6 Digit NAICS - Metro Atlanta Region					
NAICS	Industry	2020 Jobs	5-Year Employment		
			2025 Jobs	# Change	% of Change
622110	General Medical and Surgical Hospitals	71,123	93,806	22,683	32%
621111	Offices of Physicians (except Mental Health 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%
<i>Source: JobsEQ 2025Q4</i>					

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	2,949	3%	590	8%	92%
621111	Offices of Physicians (except Mental Health 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%
<i>Source: JobsEQ 2025Q4</i>						

Information Technology

As of Quarter 4, 2025, Information Technology remains a major in-demand industry within the legacy 10-county Metro Atlanta workforce region. The region's broad and diverse employment base—approximately 2.46 million covered jobs—continues to support demand for technology talent across corporate, healthcare, financial services, logistics, government, education, media, and emerging data-center operations.

For regional workforce-planning purposes, Information Technology should be viewed as a cross-industry talent cluster rather than as employment limited solely to the formal Information sector. The regional technology ecosystem includes software publishing; computing infrastructure, data processing, web hosting, and related services; telecommunications; cybersecurity; digital media and content production; and computer systems design, custom programming, systems integration, and information technology consulting. Federal industry classifications place many computer systems design, custom programming, and IT consulting businesses within Professional, Scientific, and Technical Services, demonstrating that the full technology workforce extends beyond the traditional Information sector.

Metro Atlanta's technology sector is supported by the region's concentration of corporate headquarters, telecommunications firms, software and digital-service companies, film and media production activity, and continued investment in cloud-computing and data-center infrastructure. These assets create opportunities for residents at multiple skill levels, including entry-level technical support and help-desk roles, as well as network administration, cybersecurity, cloud and data-center operations, software development, data analytics, systems administration, and information security.

The workforce system will continue to prioritize accessible technology career pathways that connect residents to industry-recognized credentials, work-based learning, internships, apprenticeships, employer-led training, and employment opportunities. Regional strategies will emphasize both short-term credential pathways for entry-level technology occupations and advanced training that prepares individuals for higher-wage careers in cybersecurity, cloud computing, software development, network administration, data analytics, and information systems management.

Information Technology Industry Overview, 6 Digit NAICS - Metro Atlanta Region					
NAICS	Industry	2025 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
513210	Software Publishers	18,850	23%	1.81	\$180,958
518210	Computing Infrastructure Providers, Data 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 2018 and 2023, the Information Technology industry added over 12,000 jobs, expanding employment by 15%. This growth was driven by the Motion Picture and Video Production sub-industry, which added over 10,000 jobs.

Historic Change in Information Technology Industry Employment, 6 Digit NAICS - Metro Atlanta Region					
NAICS	Industry	2020 Jobs	5-Year Employment		
			2025 Jobs	Empl Change	% Changes
513210	Software Publishers	16,403	18,850	2,447	15%
518210	Computing Infrastructure Providers, Data 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 industry is expected to continue through 2027. Within the Metro Atlanta Region, the Information sector is projected to add approximately 6,400 jobs between 2023 and 2027, representing projected employment growth of nearly 7 percent. The sector is expected to generate approximately 1,283 annual employment openings during the projection period.

Much of this demand will be driven by replacement needs, including retirements, career transitions, and other workforce separations. Replacement demand is projected to account for approximately 87 percent of annual employment demand within the Information sector.

Continued growth is expected to be supported by demand for software publishing; computing infrastructure, data processing, web hosting, and related services; telecommunications; cybersecurity; cloud-based services; and digital media. The region will also continue to experience demand for technology occupations within the Professional, Scientific, and Technical Services sector, including computer systems design, custom programming, information technology consulting, and systems integration.

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	1,992	11%	398	23%	77%
518210	Computing Infrastructure Providers, Data 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 and Logistics

Transportation, Distribution, and Logistics remains a major in-demand industry within the Metro Atlanta Region. The industry includes a broad range of activities, including truck freight, passenger and cargo air transportation, warehousing and storage, courier and express delivery services, freight transportation arrangement, and related supply-chain operations.

The regional Transportation, Distribution, and Logistics industry profile represents approximately 203,000 jobs. The largest sub-industries include General Warehousing and Storage, Scheduled Passenger Air Transportation, Couriers and Express Delivery Services, General Freight Trucking, Long-Distance, Truckload, and Freight Transportation Arrangement.

General Warehousing and Storage represents the largest component of the industry, with approximately 47,928 jobs, followed by Scheduled Passenger Air Transportation with approximately 34,555 jobs and Couriers and Express Delivery Services with approximately 22,415 jobs. General Freight Trucking, Long-Distance, Truckload, and Freight Transportation Arrangement each account for more than 12,000 jobs within the regional industry cluster.

The strength of the Transportation, Distribution, and Logistics industry reflects Metro Atlanta's role as a major transportation and supply-chain hub. The region's interstate highway network, airport activity, warehousing and distribution facilities, corporate headquarters, and proximity to major freight corridors continue to create employment opportunities across trucking, logistics coordination, warehouse operations, aviation, delivery services, inventory control, and supply-chain management.

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					

Transportation, Distribution and Logistics has expanded over the past five years, adding nearly 40,000 jobs, expanding employment by 25%. The largest sub-industries 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 Transportation, Distribution, and Logistics industry is projected to continue between 2023 and 2027, although at a slower pace than the industry's prior five-year growth period. The industry is projected to add 14,692 jobs in the Metro Atlanta Region, representing employment growth of 7.23 percent.

The industry is expected to generate approximately 2,938 annual employment openings during the projection period. New job growth is expected to account for 11 percent of annual employment demand, while replacement needs—including retirements, career transitions, and other workforce separations—are expected to account for 89 percent.

The sub-industries projected to add the most jobs over the five-year period include General Warehousing and Storage, Couriers and Express Delivery Services, and Scheduled Passenger Air Transportation. These projected gains reflect continued demand for warehousing, freight movement, distribution, aviation, delivery services, and supply-chain operations throughout the Metro Atlanta Region. The sub-industries expected to add the most jobs over the next five years are summarized in the following table.

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						

Construction and Skilled Trades

The Construction and Skilled Trades industry includes a broad range of sub-industries, including Nonresidential Electrical Contractors and Other Wiring Installation Contractors; Commercial and Institutional Building Construction; Residential Remodelers; and Nonresidential Plumbing, Heating, and Air-Conditioning Contractors.

In 2023, the Construction and Skilled Trades industry supported approximately 145,736 jobs in the Metro Atlanta Region. The largest sub-industries included Commercial and Institutional Building Construction, with 14,242 jobs; Nonresidential Electrical Contractors, with 13,229 jobs; Residential Remodelers, with 11,113 jobs; and Nonresidential Plumbing and HVAC Contractors, with 10,764 jobs.

Between 2023 and 2027, the Construction industry is projected to add 6,567 jobs in the Metro Atlanta Region, representing employment growth of approximately 4.51 percent. The industry is expected to generate approximately 1,313 annual employment openings, with replacement needs accounting for 91 percent of annual employment demand.

The largest sub-industries are summarized in the table below.

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	16,095	11%	1.30	\$91,195
236220	Commercial and Institutional Building 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	8,771	6%	0.72	\$67,217
236115	New Single-Family Housing Construction (except 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					

Between 2023 and 2027, the Construction and Skilled Trades industry is projected to add 6,567 jobs in the Metro Atlanta Region, representing employment growth of approximately 4.51 percent. The industry is expected to generate approximately 1,313 annual employment openings during the projection period, with replacement needs accounting for 91 percent of annual demand.

Projected growth is expected to be led by Commercial and Institutional Building Construction, which is projected to add 4,965 jobs. Additional growth is expected in Nonresidential Electrical Contractors and Other Wiring Installation Contractors; Residential Remodelers; Nonresidential Plumbing, Heating, and Air-Conditioning Contractors; and Residential Plumbing, Heating, and Air-Conditioning Contractors.

The Construction sub-industries projected to add the most jobs between 2023 and 2027 are summarized in the following table.

Historic Change in Skilled Trades Industry, 6 Digit NAICS - Metro Atlanta Region					
		5 Year Employment			
NAICS	Industry	2020 Jobs	2025 Jobs	Empl Change	% of Change
238212	Nonresidential electrical contractors	12,489	16,095	3,606	29%
236220	Commercial and Institutional Building 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%
<i>Source: JobsEQ 2025Q4</i>					

Growth in the Construction and Skilled Trades industry is projected to continue between 2023 and 2027. The industry is projected to add 15,968 jobs in the Metro Atlanta Region, increasing employment from 134,142 jobs to 150,110 jobs, or 12 percent growth.

Projected growth is expected to be driven primarily by Nonresidential Electrical Contractors and Other Wiring Installation Contractors, which are projected to add 3,606 jobs; Commercial and Institutional Building Construction, which is projected to add 2,691 jobs; and Nonresidential Plumbing and HVAC Contractors, which are projected to add 2,627 jobs.

Additional growth is anticipated among Residential Remodelers, which are projected to add 1,218 jobs, and Residential Plumbing and HVAC Contractors, which are projected to add 1,258 jobs. The Construction and Skilled Trades sub-industries projected to add the most jobs between 2023 and 2027 are summarized in the following table.

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	730	5%	146	9%	91%
236220	Commercial and Institutional Building 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%
<i>Source: JobsEQ 2025Q4</i>						

Advanced Manufacturing

Advanced Manufacturing is a priority industry within the Metro Atlanta Region and includes a broad range of production-related sub-industries, including aircraft manufacturing, commercial printing, plastics product manufacturing, commercial bakeries, sheet metal work manufacturing, and heating, ventilation, air-conditioning, and refrigeration equipment manufacturing.

Based on JobsEQ 2025Q4 data, the region's largest Advanced Manufacturing sub-industries include Aircraft Manufacturing, with 4,558 jobs; Commercial Printing (except Screen and Books), with 4,212 jobs; All Other Plastics Product Manufacturing, with 3,603 jobs; and Commercial Bakeries, with 3,259 jobs.

The industry also includes several specialized manufacturing subsectors with strong regional concentration. Sheet Metal Work Manufacturing has a location quotient of 1.51, while Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing has a location quotient of 1.66. These location quotients indicate that Metro Atlanta has a greater concentration of employment in these industries than the national average.

Advanced Manufacturing provides opportunities for residents to access skilled, technical, and higher-wage careers. Average annual wages among the region's largest subsectors range from approximately \$60,201 in Sheet Metal Work Manufacturing to \$144,314 in Aircraft Manufacturing. Aircraft Manufacturing, HVAC and refrigeration equipment manufacturing, and related technical production industries offer particularly strong wage opportunities for workers with industry-recognized credentials, technical training, and specialized skills.

The largest Advanced Manufacturing sub-industries in the Metro Atlanta Region are summarized in the following table.

Source: JobsEQ 2025Q4

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
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	2,691	2%	1.66	\$84,626
<i>Source: JobsEQ 2025Q4</i>					

Between 2023 and 2027, the Advanced Manufacturing industry is projected to add 4,608 jobs in the Metro Atlanta Region, representing employment growth of approximately 3.77 percent. The industry is projected to generate approximately 922 annual employment openings during the five-year period.

Workforce demand within Advanced Manufacturing will be driven primarily by replacement needs, including retirements, career transitions, and other workforce separations. Replacement demand is projected to account for approximately 93 percent of annual employment demand.

Projected opportunities are expected across a range of manufacturing subsectors, including aircraft manufacturing, plastics product manufacturing, commercial bakeries, food and beverage manufacturing, heating and refrigeration equipment manufacturing, and perishable prepared food manufacturing. The Advanced Manufacturing sub-industries projected to add the most jobs between 2023 and 2027 are summarized in the following table.

Historic Change in Advanced Manufacturing Industry, 6 Digit NAICS, Metro Atlanta Region					
NAICS	Industry	Employment		5 - Year History	
		2020 Jobs	2025 Jobs	Empl Change	% Change
336411	Aircraft Manufacturing	4,515	4,558	43	1%
323111	Commercial Printing (except Screen and	5,029	4,212	-817	-16%

	Books)				
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%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial 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%
<i>Source: JobsEQ 2025Q4</i>					

Significant growth in the Advanced Manufacturing industry is not expected between 2023 and 2027. The industry is projected to add 4,608 jobs in the Metro Atlanta Region, representing employment growth of approximately 3.77 percent.

Workforce demand will be driven primarily by replacement needs, including retirements, career transitions, and other workforce separations. Replacement demand is projected to account for approximately 93 percent of annual employment demand.

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%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	65	2%	13	5%	95%
Total - Advanced Manufacturing Industry		3,003	2%	601	5%	95%
<i>Source: JobsEQ 2025Q4</i>						

Occupational Analysis.

The WorkSource Metro Atlanta Region includes the City of Atlanta and the counties of Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale. In 2023, the region supported approximately 2.4 million jobs and remained one of the largest and most diverse employment centers in the Southeast.

Between 2018 and 2023, employment growth in the Metro Atlanta Region outpaced the national rate, increasing by 6.6 percent compared with 3.6 percent nationally. The regional economy is supported by large employment concentrations in Health Care and Social Assistance; Professional, Scientific, and Technical Services; Transportation and Warehousing; Retail Trade; and Administrative and Support and Waste Management and Remediation Services.

While these sectors provide substantial employment opportunities, wages and career advancement opportunities vary significantly by occupation. Retail, food service, administrative support, and certain logistics occupations generally offer lower wages than many professional, healthcare, technology, management, and skilled-trades occupations. Workforce strategies must therefore focus not only on job placement, but also on helping residents access industry-recognized credentials, career pathways, work-based learning, and occupations that offer family-sustaining wages and opportunities for advancement.

Between 2023 and 2027, the Metro Atlanta Region is projected to add approximately 139,467 jobs across all industries. The industries projected to add the largest number of jobs include Health Care and Social Assistance; Professional, Scientific, and Technical Services; Transportation and Warehousing; Accommodation and Food Services; and Administrative and Support and Waste Management and Remediation Services.

Although job growth will create new employment opportunities, workforce demand will continue to be driven largely by replacement needs, including retirements, career transitions, turnover, relocation, and other workforce separations. Across the region's major growth industries, replacement needs are projected to account for approximately 85 percent to 97 percent of annual employment demand.

The occupations projected to experience the greatest annual employment demand between 2023 and 2027 include Software Developers; Fast Food and Counter Workers; Stockers and Order Fillers; General and Operations Managers; Personal Care Aides; Cooks; Registered Nurses; Laborers and Freight, Stock, and Material Movers; Heavy and Tractor-Trailer Truck Drivers; and Management Analysts.

Software Developers are projected to add 3,109 jobs, representing 9 percent employment growth and an average annual demand of 622 jobs. Other occupations with strong projected growth include Personal Care Aides, Registered Nurses, Medical Assistants, Nurse Practitioners, Construction Laborers, Management Analysts, Financial Managers, and Computer and Information Systems Managers. The occupational data demonstrate the importance of maintaining workforce strategies that respond to demand across

multiple skill levels. The region must continue to support short-term training and credential pathways for occupations in healthcare, logistics, customer service, food service, and skilled trades, while also expanding access to higher-wage career pathways in information technology, healthcare, management, finance, professional services, and construction.

Employer demand should also be monitored through online job-posting data, which provides a point-in-time indicator of employer recruitment activity. The following table summarizes the occupations with the highest volume of projected annual employment demand in the Metro Atlanta Region between 2023 and 2027.

Source: JobsEQ 2025Q4

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%
53-7062	Laborers and Freight, Stock, and Material 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						

Employer demand for key occupations can also be assessed through analysis of online job postings. While projected employment data identifies anticipated job growth and replacement needs between 2023 and 2027, online job-posting data provides a current, point-in-time indicator of employer recruitment activity across the Metro Atlanta Region.

In 2025, Registered Nurses had the highest volume of online job postings in the region, with 187,051 postings. Other occupations with substantial employer demand included Retail Salespersons, with 48,616 postings; Software Developers, with 42,241 postings; Heavy and Tractor-Trailer Truck Drivers, with 38,166 postings; and Computer Occupations, All Other, with 34,244 postings.

The top job-posting occupations reflect continued regional demand across healthcare, information technology, retail, transportation and logistics, sales, customer service, project management, maintenance and repair, and management occupations. The strong volume of postings for Registered Nurses, Radiologic Technologists and Technicians, and Medical and Health Services Managers also reinforces the continued importance of healthcare as a priority industry for the Metro Atlanta Region.

The top 15 occupations by number of online job postings in 2025 are presented in the following table.

Source: Labor Insights

Top Occupations by Number of Job Postings in 2025 - Metro 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
40-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	27,949
43-4051	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

Industry Employment Overview

The following table presents the 2025 employment profile by major industry sector. In 2025, the region supported a total of 345,015 jobs across all industries, with an average annual wage of \$75,349.

Health Care and Social Assistance was the region's largest industry, employing 59,902 workers, or 17.4 percent of total employment. Educational Services was the second-largest industry, with 40,970 jobs, followed by Retail Trade with 33,676 jobs; Professional, Scientific, and Technical Services with 26,076 jobs; Accommodation and Food Services with 25,088 jobs; and Administrative and Support and Waste Management and Remediation Services with 23,039 jobs.

Several industries demonstrated a higher concentration of employment in the region than the national average, as reflected by location quotients above 1.00. Educational Services had a location quotient of 1.46; Information had a location quotient of 1.36; Finance and Insurance had a location quotient of 1.28; Public Administration had a location quotient of 1.26; and Health Care and Social Assistance had a location quotient of 1.12. These concentrations reflect regional strengths and opportunities for workforce development, employer engagement, and career-pathway investments.

The table also demonstrates meaningful differences in wage opportunities across industries. Management of Companies and Enterprises had the highest average annual wage at \$178,102, followed by Utilities at \$143,393, Information at \$133,019, Professional, Scientific, and Technical Services at \$101,304, and Wholesale Trade at \$99,840. In contrast, Accommodation and Food Services, Arts, Entertainment, and Recreation, Retail Trade, and Other Services generally offered lower average annual wages.

The largest industry sectors by employment in 2025 are summarized in the following table.

Source: JobsEQ 2025Q4

DeKalb Overview

DeKalb County, Georgia had an estimated population of 774,394 as of July 1, 2025.

According to the U.S. Census Bureau's 2020–2024 American Community Survey estimates, DeKalb County had a civilian labor-force participation rate of 68.2 percent among residents age 16 and older. The County also has a highly educated workforce: 47.4 percent of residents age 25 and older held a bachelor's degree or higher, compared with 35.7 percent nationally.

The median household income in DeKalb County was \$80,644, expressed in 2024 inflation-adjusted dollars. The median value of owner-occupied housing units was \$357,800. These indicators reflect DeKalb County's position as a diverse, highly skilled, and economically significant community within the Metro Atlanta region.

Source: U.S. Census Bureau, QuickFacts; 2020–2024 American Community Survey and July 1, 2025 Population Estimates

Industry Overview, 2 Digit NAICS – WorkSource Dekalb					
NAICS	Industry	2025 Jobs	% of Jobs	Location Quotient	Avg Ann Wages
11	Agriculture, Forestry, Fishing and Hunting	272	0.1%	0.07	\$103,751
21	Mining, Quarrying, and Oil and Gas Extraction	76	0.0%	0.06	\$81,178
22	Utilities	1,334	0.4%	0.74	\$143,393
23	Construction	13,207	3.8%	0.64	\$76,941
31	Manufacturing	13,050	3.8%	0.49	\$74,067
42	Wholesale Trade	11,460	3.3%	0.90	\$99,840
44	Retail Trade	33,676	9.8%	1.02	\$46,889
48	Transportation and Warehousing	16,176	4.7%	0.93	\$62,642
51	Information	8,834	2.6%	1.36	\$133,019
52	Finance and Insurance	17,348	5.0%	1.28	\$91,433
53	Real Estate and Rental and Leasing	6,538	1.9%	1.09	\$73,445
54	Professional, Scientific, and Technical Services	26,076	7.6%	1.05	\$101,304
55	Management of Companies and Enterprises	4,353	1.3%	0.81	\$178,102
56	Administrative and Support and Waste Management and Remediation Services	23,039	6.7%	1.12	\$68,388
61	Educational Services	40,970	11.9%	1.46	\$98,236
62	Health Care and Social Assistance	59,902	17.4%	1.12	\$74,194
71	Arts, Entertainment, and Recreation	5,692	1.6%	0.77	\$33,125
72	Accommodation and Food Services	25,088	7.3%	0.84	\$29,406
81	Other Services (except Public Administration)	16,558	4.8%	1.13	\$44,165
92	Public Administration	20,475	5.9%	1.26	\$79,110
99	Unclassified	889	0.3%	1.81	\$82,063
Total - All Industries		345,015	100.0%	1.00	\$75,349
<i>Bold designates the largest industry by number of jobs in 2025</i>					
<i>Source: JobsEQ 2025Q4</i>					

Employment Trends & Industry Snapshot

As of 2025Q4, total employment for DeKalb County, Georgia was 345,015 (based on a four-quarter moving average). Over the year ending 2025Q4, employment increased 0.2% in the region.

The largest sector in DeKalb County, Georgia is Health Care and Social Assistance, employing 59,902 workers. The next-largest sectors in the region are Educational Services (40,970 workers) and Retail Trade (33,676). 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 Educational Services (LQ = 1.46), Information (1.36), and Finance and Insurance (1.28).

Projected Change in Employment, 2 Digit NAICS - WorkSource DeKalb						
		5-Year Projections		Employment Demand		
NAICS	Industry	Empl Growth	% Change	Avg. Annual Employment Demand	% New	% Replacement
11	Agriculture, Forestry, Fishing and Hunting	-3	-0.40%	-1	-4%	104%
21	Mining, Quarrying, and Oil and Gas Extraction	1	0.13%	0	8%	92%
22	Utilities	1	0.13%	0	0%	100%
23	Construction	152	20.11%	30	7%	93%
31	Manufacturing	-41	-5.42%	-8	-2%	102%
42	Wholesale Trade	21	2.78%	4	1%	99%
44	Retail Trade	-704	-93.12%	-141	-7%	107%
48	Transportation and Warehousing	93	12.30%	19	2%	98%
51	Information	29	3.84%	6	2%	98%
52	Finance and Insurance	54	7.14%	11	2%	98%
53	Real Estate and Rental and Leasing	17	2.25%	3	1%	99%
54	Professional, Scientific, and Technical Services	623	82.41%	125	15%	85%
55	Management of Companies and Enterprises	39	5.16%	8	5%	95%
56	Administrative and Support and Waste Management and Remediation Services	-250	-33.07%	-50	-5%	105%
61	Educational Services	-630	-83.33%	-126	-7%	107%
62	Health Care and Social Assistance	1,397	184.79%	279	9%	91%
71	Arts, Entertainment, and Recreation	98	12.96%	20	6%	94%
72	Accommodation and Food Services	100	13.23%	20	1%	99%
81	Other Services (except Public Administration)	77	10.19%	15	2%	98%

92	Public Administration	-361	-47.75%	-72	-9%	109%
99	Unclassified	2	0.26%	0	1%	99%
Total - All Industries		756	100.00%	151	1%	99%
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						
<i>Source: JobsEQ 2025Q4</i>						

Sectors in DeKalb County, Georgia with the highest average wages per worker are Management of Companies and Enterprises (\$178,102), Utilities (\$143,393), and Information (\$133,019). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+9,069 jobs), Professional, Scientific, and Technical Services (+4,633), and Accommodation and Food Services (+4,213).

Over the next 5 years, employment in DeKalb County, Georgia is projected to expand by 756 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +0.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+1,397 jobs), Professional, Scientific, and Technical Services (+623), and Construction (+152).

Top Skills by Job Postings in 2025 – WorkSource DeKalb	
Skills	Postings
Communication	48,054
Management	28,740
Customer Service	27,942
Leadership	25,153
Operations	22,495
Sales	19,733
Problem Solving	18,167
Detail Oriented	16,246
Planning	12,709
Writing	12,417
Microsoft Office	10,767
Interpersonal Communications	10,486
Microsoft Excel	10,171
Research	10,139
Coordinating	9,912
<i>Source: Labor Insights</i>	

The most requested credentials in the Atlanta region largely reflect the five (5) targeted industries: Healthcare, Information Technology, Transportation and Logistics, Advanced Manufacturing, and Skilled Trades. They include certifications such as Registered Nurse, CDL Class A, and Certified Driver's License. The top 10 certifications requested by employers in the region is summarized in the table below.

Top Certifications by Job Posting in 2025 – WorkSource DeKalb

Qualification	Job Postings
Valid Driver's License	10,261
Registered Nurse (RN)	7,411
Basic Life Support (BLS) Certification	6,358
Cardiopulmonary Resuscitation (CPR) Certification	2,546
Advanced Cardiovascular Life Support (ACLS) Certification	2,447
Licensed Practical Nurse (LPN)	2,062
Master Of Business Administration (MBA)	1,922
Board Certified/Board Eligible	1,313
Project Management Professional Certification	1,113
Commercial Driver's License (CDL)	982
First Aid Certification	967
Nurse Practitioner (APRN-CNP)	931
Bachelor Of Science in Nursing (BSN)	863
Certified Nursing Assistant (CNA)	842
Certified Public Accountant	828
Source: Labor Insights	

Workforce Analysis

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

Expected growth rates for occupations vary by the education and training required. While all employment in DeKalb County, Georgia is projected to grow 0.0% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.2% per year, those requiring a bachelor's degree are forecast to grow 0.2% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.2% per year.

Education Level	Average Annual Wage	Annual Projected Job Growth
Doctoral or Professional Degree	\$161,300	0.2%
Master's Degree	\$98,400	0.7%
Bachelor's Degree	\$107,700	0.2%
Associate's degree	\$74,700	0.2%
Postsecondary Non-Degree Award	\$56,400	0.2%
High School Diploma or Equivalent	\$56,400	-0.1%
Some College, No Degree	\$51,200	-0.6%
None	\$37,700	-0.1%
All Levels	\$72,300	0.0%

Employment by occupation data are estimates as of 2025Q4. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

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

According to the Georgia Department of Labor as of July 2025 Area Profile, DeKalb County had an unemployment rate of 3.7% at the end of June 2025. There were 403,559 people in the labor force, 14,389 unemployed and 389,210 people employed which comprises the unemployment rate during this time period.

The education level of individuals in the labor force varies between age groups. A large percentage of individuals obtain their high diploma at 20.1%. The remaining individuals are spread across some college (16.2%), college graduates (25.8%) and post graduate degrees (20.9%).

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

According to the Georgia Department of Labor Area Profile, in the metro area, there are 13 public institutions, 60 for-profit institutions and 17 non-profits institutions that provide workforce development services. WorkSource DeKalb has engaged with over 60 eligible training providers to provide workforce development services. These services are centered on in-demand occupations selected by the workforce board. The in-demand occupations include but are not limited to Business, Construction, Advanced Technology, Healthcare and Transportation and Logistics.

The strength of DeKalb County is it encompasses a higher percentage of working age residents than the State and the US in most categories. This would be a direct indication that there are residents available to fulfill workforce needs of the county. A weakness to this analysis is if these same working age individuals possess the skills and knowledge to be successful in the industries mentioned.

WorkSource DeKalb Population by Age	
	DeKalb County, Georgia
Employment	
16 to 19 years	10,349
20 to 24 years	29,209

25 to 34 years	106,910
35 to 44 years	92,680
45 to 54 years	79,901
55 to 64 years	64,039
65 years and over	23,261
<i>Source: JobsEQ 2025Q4</i>	

Relative to the State of Georgia, a higher portion of DeKalb County and Metro Atlanta Region residents aged 25 to 64 have an advanced degree (bachelor's or higher). In DeKalb County, this group represents approximately 41% of working aged residents.

An overview of the education levels is provided in the table that follows:

WorkSource DeKalb Population by Education Level	
	DeKalb County, Georgia
Employment	
< High School	27,069
High School	80,234
Some College	47,666
Two-Year	35,795
Four-Year	124,766
Master's	64,169
PhD	26,649
<i>Source: JobsEQ 2025Q4</i>	
Data for Total - All Occupations, DeKalb County, Georgia, Source: JobsEQ®. Data as of 2025Q4.	

Strategic Vision, Mission, Goals, and Strategies

- 4. 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), and 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 Board has developed a strategic vision and mission, identified its core values, guiding principles, and goals for the local workforce system.

Vision. To be the leader in innovative and employer-driven workforce solutions for the State of Georgia.

Mission. To promote and supporting a workforce system that creates value and offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

Core Values

- Customer Focused: Meeting job seekers where they are by creating a knowledge-based economy through broad public-private partnerships and optimizing technology.
- Industry Driven: Talent development investments are based on the specific skill needs of key industry sectors.
- Accountable and Transparent: Enhance performance metrics and processes that increase the accountability of our employment and training services and help improve customer service to job seekers and employers alike.

Guiding Principles

- Our customers include job seekers, businesses, and all community partners seeking workforce information and/or services;
- Our customers will define quality service through their feedback;
- Our staff will provide quality services in a timely and positive manner;
- The System will include many connected access points utilizing common methods and shared resources with services tailored to meet the needs of individual communities, including a Mobile Career Lab and web-based electronic registration system;
- To provide services and information to all customers based upon their informed choice and need;
- To be customer friendly, culturally competent, and to embrace the International and Limited English-Speaking Community sufficiently; be flexible to foster immediate and long-term skills development for jobseekers and businesses requiring assistance

Goals

- To provide the delivery of training in a way that is accountable and accessible for job-seekers and businesses;
- To utilize information about quality, occupational trends, business needs and needed skill attainment in our decision-making;
- To advance the Business Services Division to become the focal point for our services and be the primary means of obtaining and providing information from/to the business community.
- To partner with the other Local Workforce Development Boards within the Metro Atlanta area to launch cutting edge initiatives that focus on high-demand sector strategies that assist in the obtainment of education, professional certifications and employment.
- To use the recently conducted comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable time frame in high demand industries such Professional and Business Services, Life Sciences, Tourism, Logistics, Construction and Support Trades, and Advanced Manufacturing, and other emerging industries.

5. 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.

- Engaging local businesses to determine their current and projected workforce needs
- Identifying new or emerging certifications that may be required by businesses or regulatory entities
- Creating appropriate training mechanisms, including work-based learning activities, to fill current and projected job openings
- Identifying career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
- Recruiting job seekers who are interested in careers in the targeted industries
- Developing a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
- Attracting new businesses to the local area by improving the skills and qualifications of the area’s labor force
- Helping existing businesses grow their operations by improving incumbent worker skills and productivity
- Develop regional strategies with the Metro LWDA that are suitable and sustainable.

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

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

The WSD Board realizes that employer engagement is an important strategy to help job seekers connect with employment opportunities. The Board has engaged small business employees by participating in small business summits hosted by WSD. This partnership allows small employers and in-demand industry sectors to retain employees, receive resources such as IWT training options, and interact with jobseekers as direct hires.

Using the information gleaned from these ongoing employer engagement efforts, the Board develops sector-based training programs which prepare qualified workers for careers in the targeted industries. Additionally, working with business partners, the Board creates registered apprenticeship models which provide apprentices, a combination of classroom-based training, and paid training at the worksite leading to permanent employment.

As a part of the regional efforts, the five (5) local Boards are exploring ways to coordinate

options for individual activities to be more efficient and effective. A regional business engagement approach to seamless processes and procedures that lessen the impact to employers is one area the five (5) LWDA are working towards.

b. How will the area support a local workforce development system that meets the needs of businesses in the local area? Discuss the area's workforce services with businesses and how business and organized labor representatives on the Local Workforce Development Board (LWDB) contributed to the development of these strategies. Provide a list of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.

The full Board, including its business members and labor representatives, have implemented a service delivery strategy for the local area that includes a dedicated Business Services Team. As part of its outreach efforts, this team actively attends and participates in local business groups such as the local chamber of commerce, economic development organizations, and industry associations to cultivate job leads as well as inform potential customers about workforce services. The Business Service Team actively targets employers in the region's high-growth industries to inform and educate potential business and job seeking customers about the variety of workforce services offered through the One- Stop system.

The Business Services Team members are in contact with employers daily, finding out about their workforce needs, helping them fill job openings, recruiting workers, providing job matching assistance, screening applicants, referring qualified candidates, and identifying training opportunities. At the employer's request, the team may provide pre-interviewing, testing, and/or assessment services to help determine candidates' qualifications for job openings. With respect to workforce planning, the Business Services Team works with businesses to determine their current and future training needs, including the identification of career pathways. As emerging skill requirements are identified, they provide this information to the Board for its consideration in identifying and/or creating new training programs.

Additionally, the Business Services Team is responsible for on-the-job training customized training, incumbent worker training, and other employer-based training opportunities. They negotiate and establish the training curriculum, reimbursable costs, length of training, and other terms to be included on the employer-based training agreement. Additionally, they ensure the training appropriately prepares the customer to function in the identified occupation.

Business Services Team members travel throughout the area, meeting with businesses. Furthermore, they also coordinate their activities with Georgia Department of Labor (GDOL) personnel as well as with other local Boards in the Metro Atlanta Region to ensure services are not duplicated.

c. How will the area better coordinate workforce development

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

The WSD Board has well-established working relationships with its local economic development partners that include DeKalb Chamber of Commerce, Development Authority of DeKalb County (DADC), and Decide DeKalb. The Board relies on these partnerships to help develop workforce strategies and to identify the education and training programs needed to meet the current and emerging workforce needs in the area. The Board and its economic development partners share information, develop forecasts, communicate projections, promote lifelong learning, develop qualified workers, and identify occupational trends.

The WSD Board is an integral part of the economic development efforts to attract new, as well as retain existing businesses in the local area. It provides data on key workforce indicators as well as labor market information. It also promotes the services of the One-Stop system, including recruitment, job matching, screening, and placement services. As needed, it prepares project proposals outlining the specific services it can provide to a new business interested in moving into the area or to an existing one which is expanding.

For example, it is involved with the Aerotropolis Workforce Collective which envisions creating an integrated workforce development plan to better prepare residents for career opportunities in and around the Hartsfield-Jackson Atlanta International Airport. As the world's most travelled airport, it is a key economic driver that brings opportunities to an area that is struggling financially. The Aerotropolis Workforce Collective will help ensure that local talent is prepared to fill local jobs.

The Georgia Department of Labor is co-located in the One-Stop Center. Therefore, individuals who are at the facility conducting job search activities can conveniently meet with UI staff; eliminating the need to travel to another location.

Additionally, the WSD Board is interested in working with GDOL to identify those individuals who are likely to exhaust their UI benefits and attending RESEA orientation by requiring them to utilize the One-Stop partners for job search and

training assistance. They would be provided with an orientation of services and given an initial assessment to determine specific needs. Based on their particular circumstances, they may refer to additional services and resources, including job search workshops, staff-assisted job search activities, partner programs, and/or training services. This change may help unemployed individuals get back to work before their benefits are exhausted.

- d. 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 ensure training programs**

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

The WorkSource DeKalb Local Workforce Development Board (LWDB) ensures that training investments are guided by the workforce needs of DeKalb County employers and regional industry demand—not solely by the availability of academic programs or training providers. Employers play a central role in identifying the technical competencies, employability skills, industry-recognized credentials, and work-based learning experiences needed for individuals to successfully enter an advance in high-demand occupations.

Through its Business Services function, employer outreach, industry partnerships, hiring events, sector-focused meetings, and direct engagement with businesses, WorkSource DeKalb gathers ongoing feedback regarding current vacancies, anticipated hiring needs, required certifications, wage expectations, and skill gaps. This employer input is used alongside labor-market information, job-posting trends, regional economic-development priorities, and Workforce Innovation and Opportunity Act (WIOA) performance data to identify priority occupations and career pathways.

Training models are then developed or procured around employer-defined competencies. Before investing in a training program, WorkSource DeKalb evaluates whether the proposed curriculum leads to employment in an in-demand occupation; includes credentials recognized and valued by employers; reflects current industry equipment, technology, and standards; and provides a clear connection to available job opportunities. Employers and industry partners are encouraged to validate curriculum content, identify preferred credentials, participate in mock interviews and career-readiness activities, offer work-based learning opportunities, and consider qualified completers for employment.

WorkSource DeKalb's strategies, including healthcare, information technology and data-center occupations, skilled trades, entrepreneurship, and other emerging industry sectors—are designed to respond to employer demand in the local and regional economy. For example, partnerships with healthcare providers, training institutions, apprenticeship programs, trade organizations, and employers help ensure that training in areas such as EMS/EMT, community health work, medical assisting, dental assisting, HVAC, welding, sheet metal, and technology aligns with actual competency requirements and hiring pathways.

The LWDB also uses employer participation to determine which credentials have labor-market value. Priority is placed on industry-recognized certifications, occupational licenses, registered apprenticeship-related credentials, and credentials that are portable and connected to jobs offering sustainable wages and advancement opportunities. Programs that cannot demonstrate employer demand, credential value, or a viable placement pathway are reviewed carefully before WIOA funding is committed.

To maintain accountability, WorkSource DeKalb monitors training-provider performance, including completion rates, credential attainment, employment outcomes, wage outcomes, employer satisfaction, and participant retention. Feedback from employers and hiring partners is used to refine curriculum, adjust recruitment strategies, strengthen career-readiness instruction, and determine whether training investments should be continued, modified, or discontinued.

Through this approach, WorkSource DeKalb ensures that training programs are employer-informed, labor-market responsive, credential-focused, and directly connected to employment

opportunities for DeKalb County residents.

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

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

To ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and job seekers, the Board has established performance goals that each provider is required to meet or exceed. More information on monitoring of service providers is found in the response to **Performance, ETPL, and Use of Technology 3.d. below.**

Additionally, the Board connects employers, training providers, job seekers, and other stakeholders through its sector-focused summits and symposiums. Using the information gathered from these events, providers can modify their existing programs and/or create new ones as needed to meet business and job seeker needs.

- b. 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?**

WorkSource DeKalb recognizes that the county's overall unemployment rate does not fully reflect the number of residents who are disconnected from the labor force because they are not actively seeking work, are underemployed, have exhausted unemployment benefits, face multiple barriers to participation, or are disconnected from education and training. The Local Workforce Development Board (LWDB) will use labor market information, WIOA participant data, community-partner referrals, unemployment insurance trends, employer feedback, and neighborhood-level service information to identify and prioritize residents with the greatest barriers to employment and economic mobility.

Priority populations include:

- Out-of-school youth and young adults ages 16–24 who are not in education, employment, or training;
- Long-term unemployed individuals, discouraged workers, and individuals who have experienced multiple job losses or extended periods outside the labor force;
- Dislocated workers affected by layoffs, business closures, industry changes, and

- job displacement;
- Low-income individuals, public-assistance recipients, and residents experiencing housing instability or homelessness;
 - Individuals without a high school diploma, GED, postsecondary credential, digital access, or foundational literacy skills;
 - Returning citizens and justice-involved individuals who face barriers related to criminal-background policies, limited work history, and restricted access to occupational licenses;
 - Individuals with disabilities, including individuals who require reasonable accommodation, assistive technology, or coordinated vocational rehabilitation services;
 - Veterans and military spouses transitioning to civilian employment;
 - Older workers and career changers who need support translating prior work experience into current labor-market opportunities;
 - Immigrants, refugees, English-language learners, and individuals with limited English proficiency;
 - Residents in historically underserved communities experience limited access to transportation, childcare, broadband, employment networks, and high-quality career opportunities.

The LWDB will use a targeted outreach strategy to engage individuals who may not independently seek services through a traditional workforce center. WorkSource DeKalb will strengthen referrals and co-enrollment opportunities with DeKalb County Human Services, the Office of Youth Services, the Department of Family and Children Services, Georgia Department of Labor, technical colleges, adult education providers, public housing and housing-stability partners, community-based organizations, faith-based organizations, reentry partners, veteran-serving organizations, disability-service providers, libraries, and other trusted community institutions.

WorkSource DeKalb will expand the use of community-based and mobile delivery service to meet residents where they are. The Mobile Career Center, community libraries, community centers, housing sites, partner locations, job fairs, rapid-response events, and the DeKalb County Day Center initiative will be used to provide career information, digital access, résumé support, eligibility screening, basic skills assessments, job-search assistance, training referrals, and connections to supportive services. This approach is intended to reduce transportation barriers, increase awareness of available services, and create multiple entry points into the workforce system.

For disconnected youth and young adults, the LWDB will prioritize re-engagement strategies that combine education, career exploration, paid work experience, occupational training, mentoring, supportive services, and placement assistance. Youth services will focus on reconnecting young people to a high school diploma or GED, postsecondary education, industry-recognized credentials, pre-apprenticeship and registered apprenticeship opportunities, internships, work experience, and career pathways tied to local demand. Outreach will be coordinated with schools, alternative education providers, juvenile-justice and reentry partners, youth-serving organizations,

and the Office of Youth Services.

For long-term unemployed and discouraged workers, WorkSource DeKalb will provide individualized assessments and career plans that identify transferable skills, prior work experience, immediate barriers, wage needs, and realistic career goals. Participants will receive intensive career counseling, job-readiness instruction, skills-based résumé development, interview preparation, digital-literacy support, labor-market information, and direct referrals to employers. When an individual's prior occupation is no longer viable or does not provide sufficient wages, the Individual Employment Plan will identify a step-by-step transition to an in-demand career pathway through short-term training, work-based learning, credential attainment, apprenticeship, or targeted upskilling.

For individuals facing significant barriers to employment, the LWDB will integrate supportive services into career planning rather than treating those barriers as separate from employment services. Participants may be connected to transportation assistance, child-care resources, work clothing and tools, technology access, housing-stability resources, food assistance, behavioral-health and substance-use recovery services, legal aid, record-restriction resources, disability accommodations, and financial-literacy supports, as appropriate and allowable. Case managers will use warm referrals and follow-up practices to help ensure that participants are able to access the services needed to begin and complete training and retain employment.

The LWDB will also address systemic barriers by promoting equitable access to employer-connected career pathways. Business Services staff will engage employers to identify entry-level and advancement opportunities that emphasize demonstrated skills, credentials, work experience, and readiness rather than unnecessary degree requirements. Employers will be encouraged to consider qualified candidates with non-traditional work histories, prior justice involvement, employment gaps, disabilities, and credentials earned through short-term training, work experience, or apprenticeship. WorkSource DeKalb will use its employer partnerships, hiring events, workforce registry, and First Source activities to connect priority populations to employers willing to participate in inclusive hiring practices.

Training investments will be aligned with occupations that provide family-sustaining wages, advancement potential, and documented employer demand. Career pathways will be designed to allow individuals to enter employment quickly while continuing to build credentials and advance over time. This includes short-term occupational training, adult education and GED completion, digital-skills instruction, work experience, on-the-job training, apprenticeships, and stackable industry-recognized credentials in high-demand sectors.

To ensure accountability, WorkSource DeKalb will monitor outreach, enrollment, training completion, credential attainment, employment, retention, and wage outcomes by priority population. The LWDB will review whether participants from historically underserved populations are accessing services at equitable rates and whether barriers such as transportation, childcare, digital access, language, disability accommodation, criminal-background restrictions, or housing instability are affecting completion and employment

outcomes. Findings will be used to improve referral processes, adjust service-delivery locations and hours, strengthen partner agreements, refine supportive-service strategies, and expand employer engagement efforts.

Through these strategies, WorkSource DeKalb will create a more accessible, coordinated, and equity-focused workforce system that reconnects individuals to education, training, employment, and long-term economic mobility

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

The Board established a physical One-Stop facility located at 4572 Memorial Drive, Suite 100 in Decatur. It is on the public transportation route and has ample parking so that customers can easily access services. The hours of operation are Monday through Friday from 8:30AM until 5PM.

Additionally, the Board has a Mobile Career Lab that is stationed at local libraries, upon request, to help and access to career services throughout the county. The Mobile Career Center will begin engaging youth in areas of high concentration of youth population throughout DeKalb. It has computers with Internet access, along with printers, scanners, and copy services so that customers can conduct job search activities. A fully accessible ADA workstation with movable table and auxiliary equipment is available adjacent to the Wheelchair Lift.

Upon request from Internal DeKalb County Government departments, community partners and private sector, the Mobile Career Lab is utilized within the community for various workforce activities including but not limited to: WIOA resources, employer recruitment activities, and school career exploration activities.

The Board also provides a very good overview of its services, including a calendar of workshops and events as well as the Mobile Career Lab's schedule, on the website located at <https://www.dekalbcountyga.gov/workforce-center/welcome-workforce-development>

d. 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 programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training/support and addressing the needs of individuals with disabilities.

Serving individuals with disabilities is a part of the Board's service delivery design. Its One-Stop and Disability Committee meets bi-monthly to address accessibility and other related issues. Both the physical One-Stop and the Mobile Career Lab are compliant with the Americans with Disabilities Act of 1990.

The Board has designated staff members who serve as advocates for customers and act as liaisons with partner agencies, including the Georgia Vocational Rehabilitation Agency (GVRA). We assist individuals with disabilities as follows:

- Conducts ongoing training of staff members and partner personnel regarding services to individuals with disabilities.
- Provides outreach to agencies within the local area that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing services needed.
- Advocates for individuals with disabilities by advising and informing them about resources available within the WorkSource Georgia locations and throughout the local area and coach them on how to apply for needed resources.
- Implemented a Limited English Proficiency policy, including the use of I-Speak international language card and GDOL's Multilingual Directory to assist customers with language barriers.
- Provides assistive technology items for people with disabilities, such as adaptive keyboards and adjustable workstations.
- Coordinates staff training on assistive technology and equipment to ensure that staff are fully trained in usage and application.
- Maintain required Federal and State notices and postings.

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

The chart that is found on the following page provides a description of the programs/roles and services/contributions of each of the One-Stop partners.

Partner	Programs/Roles	Services/Contributions
WSD	WIOA	Provides WIOA Adult, Dislocated Worker, Youth, and Business Services.
GDOL	Wagner Peyser TAA Veterans Services	Provides a universal public labor exchange services, Trade Adjustment Act (TAA) activities, and employment assistance to Veterans.
Division of Family and Children Services (DFCS)	TANF SNAP	Serves as a resource for individuals applying for and receiving Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Program (SNAP).
Georgia Piedmont Technical College (GPTC)	AEL Carl D. Perkins Act Community College Training Programs	Provides Adult Education and Literacy services, and on-site General Equivalency Diploma (GED) preparation classes. Offers employers innovative, high-value training and business services focused on increasing the professional and technical skills of the area's workforce.

GVRA	Vocational Rehabilitation Act	Assists individuals with disabilities in finding and securing employment. Provides access to adaptive technologies.
AARP	Title V Older Workers	Provides employment assistance, including work experience, for mature workers.
DeKalb Housing Authority	Housing and Urban Development	Provides housing solutions and deliver programs to help clients achieve self-sufficiency and economic independence.
Job Corps	Job Corps Program	Offers training and placement services for eligible Out-of-School youth.
Decide DeKalb Development Authority	Economic Development	Delivers business recruitment, retention and expansion services.
DeKalb Chamber of Commerce	Business Services	Serves as "the voice of business in DeKalb County".
Urban League of Greater Atlanta	Supportive Services	Provides a variety of wrap around services in conjunction with the One-Stop's workforce services.
MARTA	Transportation	Provides attractive alternatives to the automobile for all residents and visitors to the area.

f. 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.

IN THE DOOR, LLC, serves as the One-Stop Operator. Moving forward, the Board will carefully consider all options for One-Stop Operator procurement as outlined in the LWDA Customized Guidance provided by the Technical College System of Georgia, Office of Workforce Development.

The Board may choose to take a regional approach, including working with the other Boards in the region to cooperatively interview potential vendors for market research prior to the release of a competitive RFP and/or sharing a common RFP and evaluation tool.

5. 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 Title I.

The Board uses a competitive RFP procurement process to award sub-grants and contracts in the local area. Invitations to bid are issued through the DeKalb County Purchasing and Contracting Department and in compliance with the applicable procurement standards set forth in the Code of Federal Regulations. The Board complies with the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers; their contractors and subcontractors to verify newly hired employees' work eligibility.

A complete copy of the Procurement Policy for Contracts and Subcontracts is provided in Appendix A.

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

The Board has processes that comply with federal and state regulation and policies for handling complaints and Equal Employment Opportunity (EEO) issues. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution.

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Equal Opportunity Officer WorkSource DeKalb
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Decatur, Georgia 30032
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Phone: (404) 371- 6354

Upon entry into the process, customers are provided with materials detailing the processes. Customers are requested to convey concerns in writing to provide clear documentation of the issue. However, a customer's failure to communicate in writing does not prevent him/her from having his/her complaint reviewed.

As a part of its positive customer service strategy, the Board strives to informally resolve most complaints. Typically, it has been the Board's experience that a front-line Manager and/or the One-Stop Manager are able to resolve most customer concerns.

However, if a complaint is unable to be resolved informally, then the customer will be required to file a written report to initiate the formal process. The WIOA Equal Opportunity Officer will research the complaint to determine an appropriate resolution. This process may include interviewing the customer and key personnel, reviewing written materials, and/or holding a hearing.

If the customer remains dissatisfied with the local determination, then he/she may choose to file a request for review by the WFD. Once all formal local and state procedures have been exhausted, a customer may also request to have his/her complaint investigated by the US Department of Labor.

Copies of the Grievance Policy and its related Grievance Form are provided as **Appendices B and C.**

Local Boards and Plan Development

- 1. Local Boards – Provide a description of the local Board which includes the components listed below.**

- a. Describe how local Board members are identified and appointed. Include description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))

The Board has adopted a set of By-Laws to define and govern its activities. Upon appointment, each Board Member signs and dates the By-Laws and the Conflict-of-Interest provision which is submitted to WFD. A copy is also retained by the Board.

The DeKalb Local Workforce Board currently consists of 22 Board members: Twelve (12) Business Representatives, Five (5) Workforce Representatives, Two (2) Education and Training Representatives and Three (3) Government and Economic Development Representatives. See attachment 1 for a complete listing of the Board's membership.

Article IV, Section 1 of the By-Laws relates to the composition and appointment of Board members.

Article IV Board Membership

Section 1 – Board Composition

(A) BUSINESS REPRESENTATIVES - A majority [51%] of the members of each local Board shall be representatives of business in the local area, who—(i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations. **MINIMUM number of business representatives: Ten (10).**

(B) WORKFORCE REPRESENTATIVES - (Labor, Community Based Organization and Youth Serving Organizations) - Not less than 20 percent of the members of each local Board shall be representatives of the workforce within the local area, who-(i) shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees; (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists; (iii) may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and (iv) may include representatives of organizations that have demonstrated experience and expertise in

addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth. **MINIMUM number of workforce representatives: Four (4).**

(C) EDUCATION AND TRAINING REPRESENTATIVES - Each local Board shall include representatives of entities administering education and training activities in the local area, who— (i) shall include a representative of eligible providers administering adult education and literacy activities under title II; (ii) shall include a representative of institutions of higher education providing Workforce Innovation activities (including community colleges); (iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

If there are multiple eligible providers serving the local area by administering adult education and literacy activities under Title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local Board described in clause (i) or (ii) of paragraph (2)(C), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively. Representatives of adult education and higher education institutions shall make recommendations to the Board chair; through this recommendation the CLEO appoints to the Board. In that DeKalb County has one (1) adult education and literacy institution, which is Georgia Piedmont Technical College (GPTC), a required WIOA partner, the president of GPTC makes recommendation to the Board chair and through this recommendation the CLEO appoints to the Board. **MINIMUM number of education and training representatives: Two (2).**

(D) GOVERNMENT AND ECONOMIC DEVELOPMENT REPRESENTATIVES – Each local Board shall include representatives of governmental and economic and community development entities serving the local area, who—(i) shall include a representative of economic and community development entities; (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area; (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and (v) may include representatives of philanthropic organizations serving the local area. **MINIMUM number of government and economic development representatives: Three (3).**

OTHER MEMBERS - Each local Board may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate.

- 1. Describe the area's new member orientation process for Board members.** The Board created and utilized a very detailed PowerPoint presentation to educate and orient new members about WIOA. Key provisions include:

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

It describes the focus on regional economies, the elimination of the previously required sequence of services for job seekers, the importance of business services and outreach approaches, the identification and development of sector strategies and career pathways, the emphasis on Out-of-School youth activities, including work-based learning opportunities, and the new primary indicators of performance.

2. 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 Board plays an active role in the economic development activities carried out in DeKalb County. The Board's staff assists in efforts to attract new businesses to the community, as well as the retention of existing businesses.

More specifically, the Board assists business customers by providing recruiting, candidate assessment, job matching, training, and placement services. The Business Services Unit actively targets employers in the County's key sectors of Professional and

Business Services; Life Sciences; Tourism; Logistics; Construction and Support Trades; and Advanced Manufacturing. The Board is engaged with the Dekalb Chamber and Decide DeKalb to focus on local economic development initiatives. Additionally, the Board actively participates in economic development initiatives and has established partnerships and collaboration with the other four local workforce Boards. Their efforts provide a coordinated and seamless system of services to businesses and industries that are located throughout the Metro Atlanta Workforce Region.

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

Board members are kept engaged and informed through regularly scheduled Board meetings. Agendas, meeting minutes, and meeting calendars are available on the website: <https://dekalbcountyga.gov/departments/worksource-dekalb/board-of-directors>

Typical meetings topics include:

Possible changes to legislation and/or regulations that may impact service strategies
Program reports that highlight the types of services being provided and the related outcomes achieved

Financial reports that identify how monies are being obligated and spent

Economic reports that demonstrate the current and emerging workforce needs of area employers

Success stories to show how services have helped businesses and job seekers in the area

Best practices from other workforce areas to consider replicating in the region

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

Article VI, Sections 1-10 of the By-Laws relate to the Board Committees, their appointments, their composition, and their meeting schedules

Standing Committees

The Board or the Executive Committee may designate standing committees in addition to the standing committees specified, as it deems necessary to effectively conduct the business of the Board. All reports and actions taken by the Standing Committees shall be approved by the Board. The term of any Standing Committee will expire at the conclusion of the year in which it is appointed.

The Committees for the One-Stop and Individuals with Disabilities may combine as long as two (2) representatives with a vested interest in persons with disabilities who are active and present at meetings. Standing committees must be chaired by a member of the Local Board, may include other members of the Local Board, and must include other individuals appointed by the Local Board who are not members of the Local Board and who have demonstrated experience and expertise. No Local Board members will serve only on the Youth and or One-Stop/Disabilities subcommittee.

Section 2 - Executive Committee

The Board shall have an Executive Committee which shall be composed of the Chairperson, Vice-Chairperson, and the Chairs of Standing Committees.

The Executive Committee shall be responsible for coordinating and overseeing the activities of the Board and its other Committees to ensure the satisfactory performance of functions stipulated by the Governor, these bylaws, and all pertinent statutes and regulations. The Executive Committee shall also monitor and guide the administrative management of the Board.

The Executive Committee shall have general supervision of the affairs of the Board in the intervals between Board meetings. The Executive Committee may meet as often as it is necessary. The Executive Committee shall act on behalf of the Board when quorums are not established at a Board meeting. When the Executive Committee acts on behalf of the Board in the absence of a Board quorum, the acts of the Executive Committee shall be the acts of the Board unless rejected by the Board at the next meeting.

Section 3 - Youth Committee

The Board shall have a Youth Committee which shall be composed of members with special interest or expertise in youth policy. The committee will provide information, assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth

Section 4 – Performance, Accountability and Finance Committee

The WSDB shall have a Performance and Accountability Committee to provide information and assist with operational and other issues relating to the one-stop delivery system and services to individuals with disabilities, inclusive of issues related to applicable provisions of the Americans with Disabilities Act of 1990. This will include programmatic and physical access to services and activities of the one stop delivery system. Committee members may be one-stop partner representatives. This committee will also be responsible for reviewing and providing guidance for the organization's financial matters. The Committee will regularly review the organization's revenues and expenditure, ensure that organizational funds are spent appropriately and approve the annual budget and submit it to the full Board for approval.

Section 7 - Ad Hoc Committees

The Chairperson of the Board or the Executive Committee may create Ad Hoc Committees of the Board as deemed necessary to effectively conduct the business of the Board. A simple majority of the Board acting together may create an Ad Hoc Committee for a specified purpose. All reports and actions taken by Ad Hoc Committees shall be approved by the Board. The term of any Ad Hoc Committee shall expire upon the completion of the task for which it was created.

Section 8 - Appointment of Committee Chairpersons

The Chairpersons of Standing Committees and Ad Hoc Committees shall be appointed by the Chairperson of the Board.

Section 9 - Committee Composition

The Chairperson of the Board shall appoint and may remove members of Standing and Ad Hoc Committees.

Section 10 - Committee Meetings

Standing and Ad Hoc Committees shall meet at the direction of the Chairperson of the Board or on the call of the Committee Chairperson.

Plan Development – Provide a description of the process by which the plan was

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

The Board and its core partners, providers, and other community entities participated in a series of workforce planning meetings and regional strategy sessions. Input received from these meetings was included in the Draft Local WIOA Plan that was released for public comment.

The updated Draft was published on the Board's website at was also directly distributed via email to representatives of businesses, labor organizations, and educational institutions to gather their feedback.
<https://dekalbcountyga.gov/departments/worksource-dekalb/regional-and-local-plans>

As indicated on **Attachment 3** of this document, no public comments were received.

- 4. Plan Development – Provide a description of the process by which the plan was developed to include the participation of core partners, providers, board members, and other community entities. Also describe the process by which the local board provided a 30-day public comment period prior to the submission of the plan to solicit input the development of the plan, including comments by representatives of business representatives of labor organizations and representative of education.**

The Workforce Innovation and Opportunity Act (WIOA) provide for a new local planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The Local Workforce Development Board and its partners have a unique opportunity to engage in local planning to meet the goals of both WIOA and the demand for talent development. The Local Workforce Development Board Chairman, Chief Local Elected Official, and representatives from all required partners met on two occasions to discuss agenda items to include One Stop Operator procurement, workforce system design and local planning.

The One Stop Operator area meetings and healthcare sector strategy meetings serve as a platform to engage partners, businesses and inquire about needs. The Board's ongoing strategy of engaging local area businesses in dialog regarding their needs provided industry and economic development feedback. These employer focus town hall style meetings are held in partnership with local Economic Development Authorities, Chambers of Commerce, Education,

Vocational Rehabilitation and other community stakeholders.

The Local Workforce Development Board views this Local Plan as a strategic instrument that will be revisited as WIOA implementation progresses and local systems, agencies, stakeholders and designs adapt to those changes. Therefore, every two years modifications will be made to this plan to remain relevant to the local demands and the intent of WIOA.

The plan will be presented to the Executive Committee for Board approval at a special call meeting on August 12th, 2026. And the Local Workforce Development Board will vote to approve the actions taken on August 12th, 2026, at the Q3 September 23, 2026, Board Meeting. The draft plan will be submitted to the Office of Workforce Development on June 30, 2026. The plan will be advertised in the local regional newspapers and posted to the website at: for the 30-day public comment period (July 6, 2026 -August 6, 2026) as required by WIOA. If there are no significant changes after the 30-day public comment period, the plan will be signed and submitted to the Office of Workforce Development.

Service Delivery and Training

- 1. 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?**

WorkSource DeKalb is expanding access to short-term, industry-recognized credentials that provide residents with a practical entry point into employment while creating opportunities for continued education, wage progression, and career advancement. The Local Workforce Development Board (LWDB) prioritizes training that can be completed within a reasonable timeframe, leads to a credential recognized by employers, and connects directly to occupations with documented local or regional demand.

The LWDB's strategy emphasizes career pathways in high-demand sectors, including healthcare, information technology and data-center occupations, skilled trades, logistics, business development, and other emerging industries identified through employer engagement and labor market analysis. Training may include short-term occupational certificates, licenses, certifications, pre-apprenticeship programs, registered apprenticeship-related instruction, work-based learning, adult education, digital-skills training, and employability-skills preparation. These options allow participants to begin building skills and earning credentials without requiring immediate enrollment in a lengthy degree program.

Credentials are vetted before WorkSource DeKalb commits WIOA or other workforce funding. The LWDB evaluates whether the credential is industry-recognized; requested or preferred by local and regional employers; tied to a specific in-demand occupation; portable across employers; connected to a wage level that supports economic mobility;

and offered by an eligible, high-performing training provider. The review process incorporates current job-posting trends, occupational projections, wage data, employer feedback, hiring requirements, industry-sector partnerships, and prior provider performance related to completion, credential attainment, employment, retention, and wage outcomes.

Employer engagement is a central component of credential validation. Business Services staff and sector partners gather input from employers regarding the certifications, licenses, technical competencies, safety requirements, and work-readiness skills needed for entry-level and advancing workers. Employers are also engaged to identify whether a credential alone is sufficient for employment or whether it should be paired with work experience, an apprenticeship, additional training, or a higher-level certification. This feedback helps ensure that participants are not referred to training that produces credentials with limited labor market value.

WorkSource DeKalb structures career pathways so that participants can enter employment at multiple points and continue advancing over time. A participant may begin with foundational services such as digital literacy, GED preparation, English-language instruction, career readiness, or an entry-level occupational credential. The participant may then move into employment, paid work experience, an apprenticeship, on-the-job training, or a higher-level technical credential while continuing to receive career counseling and job-retention support.

For example, a participant may complete a short-term healthcare credential and enter an entry-level position while developing a plan to advance into a higher-wage clinical or allied-health occupation. Similarly, an individual entering the skilled trades may begin with basic safety training, pre-apprenticeship instruction, or an entry-level industry credential, progress into employment or registered apprenticeship, and later pursue specialized certifications that increase wages and responsibilities. Technology pathways may begin with foundational digital-skills training or an entry-level information technology credential and lead to more advanced certifications, specialized technical roles, or post-secondary education.

Individual Employment Plans are used to document each participant's starting point, skill gaps, credential goals, employment objective, wage target, and next advancement step. Career advisors help participants understand how short-term credentials fit within a broader pathway and identify when additional training is necessary to reach a higher-wage occupation. This approach allows participants to earn while they learn, reduce time away from the labor force, and build credentials incrementally based on their career goals and employer demand.

To promote self-sufficiency, WorkSource DeKalb will continue to prioritize credentials and training pathways that lead to employment with sustainable wages, benefits, opportunities for retention, and advancement potential. The LWDB will monitor outcomes by credential and training provider, including completion rates, credential attainment, placement rates, wages, retention, employer satisfaction, and participant advancement. Credentials or

training models that do not demonstrate employer demand, meaningful employment outcomes, or a viable pathway to economic mobility will be reviewed and adjusted as appropriate.

Through this approach, WorkSource DeKalb is building a workforce system that gives residents accessible entry points into high-demand careers while supporting lifelong learning, credential progression, and movement toward long-term self-sufficiency.

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 the Board continues with its implementation of WIOA, it plans to expand access to employment, training, education, and supportive services for customers by better coordinating workforce partner services and resources. Basic agreements with partners are in place; however, the desired outcome is to increase their participation in the workforce system and increase their on-site presence at the One-Stop facility. The Board wants to solicit partnership understanding as they share the common goal of helping individuals seek, secure and maintain worthwhile jobs in the local community.

The Board will host quarterly or bi-annual meetings with its partners to begin to identify and develop coordinated outreach approaches, processes for cross-training personnel, and methods for referral and co-enrollment of customers. Their objective will focus on improving services for customers, eliminating duplicative partner efforts, and better leveraging funding and other resources in the community. Additionally, the Board plans to begin developing sector-strategy initiatives, including the identification of career pathways in County's targeted industries of Professional and Business Services; Life Sciences; Tourism; Logistics; Construction and Support Trades; and Advanced Manufacturing.

The Board will engage key public and private stakeholders, including One-Stop partners and local business organizations, to gather input and provide feedback. The Board will begin to identify and develop career pathways that lead to better jobs. They will identify any skills gaps for the identified careers. They will work with training provider partners to develop appropriate programs and curricula to fill these gaps. Additionally, they will work one-on-one with partners via the Passport Referral Mechanism to share information about common customers. Finally, the Board will continue to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the DeKalb area.

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.

The Board provides career services through its physical One-Stop location and its Mobile Career Lab. Upon entry, an individual is directly referred to the specific service(s) that best meets his/her needs. Such referrals may include partner organizations within the WorkSource DeKalb system as well as alternative resources available in the local community.

Adult and Dislocated Worker workforce activities are provided under the broad categories of Basic Career Services, Individualized Career Services, and Training Services. Basic

Career Services are available to any customer, while Individualized Career Services and

Training Services are reserved for individuals who meet WIOA eligibility requirements.²

Basic Career Services

- a. Information about services available through the One-Stop System
- b. Eligibility Determinations
- c. Referral to appropriate services
- d. Initial Skills Assessments
- e. Self-directed or staff-assisted job search
- f. Workshops, including resume writing, interviewing skills, and job search
- g. Information
 - i. Labor market
 - ii. Training provider
 - iii. Supportive service
 - iv. Unemployment
 - v. Financial aid
 - vi. Relocation assistance

Individualized Career Services

- h. Comprehensive assessment
- i. Individual Employment Plan (IEP) defining the customer's specific goals and pathway for achievement
- j. Career counseling and planning
- k. Short-term prevocational services
- l. Internships and work experience
- m. Workforce preparation activities
- n. Financial literacy services
- o. English language programs
- p. Work Experience Occupational skills training using an Individual Training Account (ITA)
- q. On-the-job training (OJT)
- r. Customized training
- s. Job readiness training

- t. Workplace training/co-op programs
- u. Skills upgrading and retraining
- v. Entrepreneurial training
- w. Pre-apprenticeship / Apprenticeship
- x. Transitional jobs
- y. Incumbent worker training

Follow-Up Services

Follow-up services are required for adult and dislocated workers who are placed unsubsidized employment for 12 months after the first day of employment.

²Complete WIOA eligibility guidelines for Adult, Dislocated Worker, and Youth customers, including required documentation for personal identification, family size, income, priority of services, training needs, and other related factors is found in the Georgia Workforce Policies and Procedures file located at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf>.

With the implementation of WIOA, the Board eliminated the sequence of services that was previously required under the Workforce Investment Act (core-intensive-training). Therefore, an individual who is determined eligible and suitable for Adult or Dislocated Worker services does not have to participate in any type of career service activity prior to being enrolled into training services.

Regarding training eligibility, the person must meet programmatic eligibility requirements as described above and (1) must be a resident of DeKalb County, (2) must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, (3) need training to obtain or retain self-sufficient employment or higher wages, and (4) has the skills and qualifications to participate in training (i.e., suitability for training).

Training must be directly linked to an in-demand industry sector or occupation, or a sector that has a high potential for sustained demand or growth. Such training may be delivered via an ITA training contract, or a combination of both. The Board ensures they will use all alternative funding sources, including Pell and HOPE grants, prior to utilizing WIOA funds.

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.

Overview. Rapid Response activities begin with the Georgia Department of Labor (GDOL) as the State's Rapid Response administrator. This team is responsible for receiving all WARN notifications and distributing them to other partners as necessary. GDOL serves as the convener of these partners and helps coordinate the response activities for all separation events. Additionally, GDOL records the separation details in the on-line case management system so that dislocated workers can be identified by their specific separation event and tracked as they receive workforce services. This allows the State to quickly identify opportunities for employers looking for specific skill sets or

occupations by referencing previous events with individuals who have transferable skills.

While GDOL is responsible for convening the appropriate partners for each event, the Board plays a pivotal role in responding quickly and effectively. Regardless of how the notice arrives to the state Rapid Response Team, once it has been entered into the case management system, the notice is forwarded to the local Rapid Response representative, and the response activities begin.

The state and local coordinators will contact the employer and schedule a time to explain all available workforce services. The state Rapid Response Coordinator will then help convene partners to meet with the employer and create a plan of services to meet both the employers' and separating employees' needs. Through discussion with the employer, the State may offer strategies which include:

- z. Shared work/short-term compensation
 - aa. Assistance with filing Unemployment Compensation
 - bb. Assistance with filing Trade petitions, if applicable
 - cc. Information on retraining/upskilling opportunities
 - dd. Job search workshops
 - ee. Financial literacy and planning workshops

The team of partners work with the employer throughout the process and provide follow-up at the conclusion to determine if any further intervention is necessary. Most of these services made available to employers are in response to an immediate separation event. Additional opportunities may be discussed with employers when there is adequate time and opportunity for layoff aversion efforts.

The foundation of layoff aversion strategies are activities which gather information and build partnerships. The State focuses on exploring and sharing labor market information which may predict opportunities for intervention in the workforce system. It then utilizes this information to engage in outreach through multiple partners, such as GDOL's Business Services Unit and OWD, to engage businesses in workforce discussions. These conversations reveal opportunities for the State and the Board to intervene in offering strategies such as incumbent worker training to help businesses upskill workers to become more productive or to learn on new technologies. The State has also had success leveraging upcoming separation events as a talent base to fill job openings with other businesses seeking skilled talent by hosting job fairs and recruitment events in coordination with the employer of separation.

Rapid Response: Responding to Disasters. While growing successful partnerships are at the center of Rapid Response's layoff aversion strategy, these same relationships and connections provide the foundation for a successful response when disaster strikes. Unforeseen and unpredictable, natural disasters can become extraordinarily damaging in the long run if there is no plan in place to respond to the loss of jobs or industry in the affected region. Partnerships and planning are vital to identify how the workforce system can continue to function and provide key resources to the recovery of an affected region.

In the event of natural disasters, the Rapid Response team leverages its flexibility and mobility to assist in recovery efforts. The State prepares for natural disasters by following the direction and warnings of the State's emergency management officials. The primary threats to Georgia include the potential for hurricanes along the coast, tornadoes and flooding throughout the state, and temporary closures due to adverse winter weather in Georgia's mountain region.

The Board has operating plans in place to continue activities in the event of natural disasters, including operational plans to function without the use of technology. State partners have similar contingency plans in place to resume normal services as quickly as possible, such as the filing and processing of unemployment compensation. WFD has established relationships with the Regional US Department of Labor (USDOL) office and serves as the designated signatory to complete and file National Dislocated Worker Grants if additional assistance would be required to serve a significant number of dislocated individuals. Finally, WFD can leverage mobile units from other regions of the State to set up temporary offices in the DeKalb local area to provide improved access and services to individuals whose employment has been impacted by natural disasters.

Rapid Response: Trade Adjustment Assistance. GDOL works closely with WFD when layoffs and business closings occur, including those with a foreign trade impact, for which Trade petitions are submitted to USDOL. GDOL TAA staff promote a seamless array of activities from the initial phase of a Trade-certified layoff through ongoing services provided to Trade customers. All Trade customers are entitled to Rapid Response and employment services, which are provided consistently with the process for all layoff notifications.

Based on the nature of the layoff, early-intervention services provided by Rapid Response may include discussions with employers about TAA before a petition is filed. Once it is filed, TAA staff notify partners, including the Board and its One-Stop Operator that the petition has been filed. If USDOL certifies the petition, TAA secures an affected worker list from the employer and notifies the workers and partners who provide services to dislocated workers.

TAA coordinates and facilitates worker orientations to inform the workers about the benefits and services they may receive as well as the eligibility requirements associated with each benefit. The worker orientations often include local One-Stop Operator representatives to provide guidance on demand occupations and available training in the local area. GDOL staff assist workers with TAA registration and filing UI claims.

If the number of affected workers is small, or if there are workers who are unable to attend the group orientation, they can visit a nearby DOL Career Center to be served. All participants are offered Trade Case Management Services and Information to access to the full array of Trade services including:

Training, including remediation, occupational, OJT, customized and apprenticeships:

- Income Support

- Wage supplements
- Health Coverage Tax Credit (to help pay health insurance premiums)
- Job search assistance
- Relocation allowances
- Comprehensive and specialized skills assessments
- Individual service plans to set employment goals and strategies
- Career Counseling
- Labor market and financial aid information
- Other services customized for harder-to-serve dislocated workers

Participants register in the GDOL on-line registration system, which provides them the opportunity to develop a resume and access thousands of job opportunities listed by employers. Trade services are tracked by GDOL and reported quarterly to USDOL.

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

The Board's One-Stop Operator, WSD, delivers the majority of Youth Services using the model approved by the Youth Committee and full WSD Board. Additionally, some youth activities are administered through competitively procured service provider contracts.

WIOA provides year-round services to eligible youth ages 14-24. Overall, the Board allocates at least 20% of funds for work-based elements, such as paid and unpaid work experiences, internships, summer jobs, and permanent employment.

WSD Youth work closely with the Georgia Vocational Rehabilitation Agency to ensure individuals and most specifically youth are served. WSD accepts referrals from the agency as well as coordinates with Warren Technical High School to serve in-school youth with disabilities. Warren Technical School is a unique school that provides students with special needs instruction in career, job readiness and life skills from grades 10-12 and ages 16-22.

In-School Services. With respect to In-School Youth, the Board primarily targets individuals aged 14-21 who are at risk of dropping out of school. Services include intense tutorial services, peer-to-peer mentorship programs, and close tracking of academic progress. The Board calls upon the public-school systems located within the local area to help provide services to In-School Youth. Typically, programming elements are available as part of the regular school services, or as extra-curricular offerings. The Board also uses the existing non-profit and faith-based organizations to provide additional on- going services to Youth and their families. Additionally, the Board may include a year-round work experience component, but such activities will be in conjunction with services occurring during the school year.

Out-of-School Services. The Board allows WSD to enroll Out-of-School Youth aged 16-24 into WIOA Adult programs, (including training using ITAs) concurrently or sequentially with their Youth services, as appropriate for the individual. Under the new WIOA provisions, the Board will ensure that at least 75% of funds are expended on Out-of-School activities.

Additionally, because most Out-of-School Youth require assistance with obtaining a GED, the Board has established a partnership with GPTC to enroll youth into GED. Additionally, the Board also provides job readiness and employability classes at this same location.

Youth Services Model. Under DeKalb's model, Youth are exposed to various career exploration and leadership development activities. They are provided with tools and information to make informed decisions about their future. Examples include presentations on highway/driving safety, email and texting etiquette, dressing for success, and various job readiness activities.

The Youth service provider(s) is(are) responsible for ensuring that their team remains in ongoing communication with enrolled participants, moving them forward in meeting their individual employment and training goals. Additionally, the provider(s) avoid(s) duplication of services by maintaining contact with any other organizations providing concurrent services that are external to the workforce system.

The Board utilizes the WIOA Youth Elements as follows:

a. Tutoring, Study Skills, Instruction, Dropout Prevention/Recovery

The DeKalb County Schools and City of Decatur Schools are the primary providers of tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention. These program elements are available for In-School Youth at the appropriate school.

b. Alternative Secondary School Services or Dropout Recovery

Alternative Schools provide a valuable opportunity for youth who have had difficulty or setbacks with traditional educational settings, a structured opportunity to complete their secondary education. The Board uses Destiny Academy of Excellence, Elizabeth Andrews High School and the Gateway Academy, a charter school offering a second chance for youth that have dropped out of high school. WIOA Youth enrolled in these schools, work with provider staff to access services that aid youth in attaining their career goals.

c. Paid and Unpaid Work Experiences that Include Academic and Occupational Education

Through vocational education opportunities available in the local schools and other

worksites, youth can participate in paid and unpaid work experience, including internships and job shadowing. The Board's Out-of-School Youth program offers internships, "train-for-hire," and employment opportunities. And, as the budget allows, it may provide summer employment opportunities for In-School Youth that link both academic and occupational learning components. It may also provide funding for summer school tuition to eligible youth in need.

d. Occupational Skills Training

Occupational skill training is available through local public technical schools and colleges, as well as private institutions that offer training in a variety of in-demand industries. Customers may select programs of interest from Georgia's Eligible Providers, easily accessible via the internet. The Board may allow ITA to Out-of-School Youth, by categorizing the youth as adults. The accounts may be used to pay for occupational training and qualified related expenses.

e. Leadership Development

Youth hone their oratory, presentation and leadership skills through weekly one-hour workshops. By developing and maturing these skills, youth are better prepared to meet the demands and challenges of today's world. The project focuses on promoting self-sufficiency through business development skills, providing practical exposure to small business management, building youth leadership capacity, and self-esteem.

f. Supportive Services

All youth programs provide linkages to supportive services, such as community services, transportation assistance, childcare; medical services; job attire; and work tools, including eyeglasses, and protective eye gear.

g. Adult Mentoring

The Board collaborates with established mentoring agencies such as Junior Achievement and Big Brothers and Big Sisters of Atlanta to provide training and support to youth mentees.

h. Follow Up Services

The Board requires follow-up services for at least 12 months to all WIOA participants who have completed program requirements.

i. Guidance and Counseling

Coaching, helping, and problem-solving are also provided through relationships with business professionals and other community partners.

j. Transition to Postsecondary Education and Training

WSD staff members help prepare youth for higher education programs and/or occupational skills training. Services include job readiness workshops, career exploration activities, and career counseling.

k. Workforce Preparation Activities for a Specific Occupation or Cluster

WSD develops or procures workshops and other services that prepare youth for careers in the region's in-demand and/or emerging occupations.

l. Financial Literacy Education

Youth services include instruction and education on how to manage a checking account and how to be wise with money, including maintaining a positive credit rating and avoiding the pitfalls of debt.

m. Entrepreneurial Skills Training

The entrepreneurial skills component includes information about the risks and rewards of self-employment or business ownership. WSD calls upon business community leaders and decision makers to assist it in delivering these services.

n. Labor Market and Employment Information, Including Career Exploration

WSD provides data about in-demand and emerging occupations in the region, along with related education and training requirements. This important component enables each youth to truly learn about occupations and industries they may be interested in pursuing.

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

The Board will increase its focus on providing work-based learning opportunities, including incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways initiatives, and utilization of effective business intermediaries to meet the needs of the employers in the local area. Strategies that will be considered include:

- **Registered Apprenticeship Expansion - 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.

WorkSource DeKalb recognizes Registered Apprenticeship as a critical workforce strategy for connecting residents to paid employment, industry-recognized credentials, progressive wage growth, and long-term career advancement. The Local Workforce Development Board (LWDB) is expanding its investment in work-based learning by increasing employer participation in Registered Apprenticeships, pre-apprenticeships, on-the-job training, internships, paid work experience, and other earn-and-learn models that respond directly to local and regional workforce needs.

Current and planned apprenticeship investments are focused on high-demand industries that offer sustainable wages, advancement opportunities, and documented employer need. Priority sectors include skilled trades, healthcare, information technology, data-center operations, logistics, manufacturing, construction, and business services. Within these sectors, WorkSource DeKalb will prioritize occupations such as HVAC technicians, industrial welders, sheet metal workers, testing, adjusting and balancing technicians, electricians, construction trades workers, information technology support specialists, software developers, data-center technicians, healthcare support occupations, community health workers, medical assistants, dental assistants, emergency medical technicians, and other occupations identified through employer engagement and labor market information.

WorkSource DeKalb has already begun building employer and training-provider relationships that can support expanded apprenticeship pathways. The LWDB will continue to work with employers, registered apprenticeship sponsors, labor-management partners, industry associations, technical colleges, training providers, workforce intermediaries, and economic-development partners to develop or expand apprenticeship opportunities. Partnerships with organizations such as Georgia Sheet Metal Training Center Local 85, technical college partners, healthcare providers, information technology training partners, and other sector-based employers will support the development of apprenticeship-aligned training, employer recruitment, participant preparation, and placement opportunities.

The LWDB's role is to help employers understand the value of Registered Apprenticeship and reduce the administrative burden associated with launching or expanding a program. WorkSource DeKalb will serve as a workforce intermediary by helping employers identify eligible occupations, define job competencies, establish wage progression, identify related technical instruction providers, recruit and screen candidates, connect with apprenticeship sponsors, and access available workforce resources. Employers will receive support in determining whether they should become an apprenticeship sponsor, participate under an existing sponsor, develop a group-sponsored model, or adopt established apprenticeship standards for an occupation already recognized by the U.S. Department of Labor or an approved state apprenticeship agency.

To simplify employer participation, WorkSource DeKalb will provide employers with a clear pathway for launching apprenticeships. This process will include an initial employer consultation; identification of workforce needs and priority occupations; review of existing apprenticeship standards; referral to an appropriate sponsor, intermediary, or technical college; development of a recruitment and candidate-selection plan; coordination of related technical instruction; and identification of available funding or supportive-service resources. The LWDB will also assist employers with connecting apprentices to WIOA-funded supportive services, work-readiness preparation, occupational training, and other resources that improve retention and completion.

WorkSource DeKalb will use pre-apprenticeship programs as a bridge for residents who need foundational skills, career exposure, safety credentials, digital literacy, employability training, or industry-specific preparation before entering a Registered Apprenticeship. Pre-apprenticeship participants may receive career readiness instruction, basic occupational training, industry safety certifications, hands-on learning, job-shadowing opportunities, work experience, and direct connections to apprenticeship sponsors and employers. This approach will help create more equitable access to apprenticeship opportunities for youth, out-of-school youth, unemployed individuals, justice-involved individuals, low-income residents, career changers, and other populations facing barriers to employment.

The LWDB will also integrate Registered Apprenticeship into its broader career pathway strategy. Participants may begin with career exploration, GED preparation, digital-skills instruction, short-term occupational training, or pre-apprenticeship services; transition into paid apprenticeship employment; earn industry-recognized credentials; and continue advancing into journey-level, supervisory, specialized technical, or postsecondary education opportunities. Individual Employment Plans will identify the participant's employment goal, required competencies, credential milestones, supportive-service needs, and next advancement step.

Employer input will remain central to the development and expansion of apprenticeship programs. Business Services staff will engage employers to identify current vacancies, future workforce needs, technical competencies, wage expectations, and opportunities for incumbent-worker advancement. This information will be used to determine which apprenticeship occupations should be prioritized, whether existing standards can be adopted, and what related technical instruction or supportive services are necessary for successful implementation.

WorkSource DeKalb will monitor apprenticeship and work-based learning outcomes, including employer participation, participant enrollment, completion, credential attainment, wage progression, employment retention, and advancement into higher-skilled positions. These results will be used to strengthen partnerships, improve program design, identify emerging occupations for apprenticeship development, and ensure that work-based learning investments create meaningful pathways to self-sufficiency for DeKalb County residents.

- **Pre-Apprenticeship and Youth Pathways - Describe how the local workforce system is building career pathways that begin with pre-apprenticeship or early career exposure (including 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?**

WorkSource DeKalb is building coordinated career pathways that introduce young people and adults to high-demand careers early, provide structured opportunities to explore industries and develop foundational skills, and create clear transitions into pre-apprenticeship, Registered Apprenticeship, internships, paid work experience, on-the-job training, post-secondary education, and employment. The Local Workforce Development Board (LWDB) views early career exposure as an essential component of an equitable workforce system because it helps participants understand career options before they make training or education decisions.

For in-school youth, WorkSource DeKalb will work with local school districts, career technical and agricultural education (CTE) programs, counselors, teachers, and youth-serving organizations to increase awareness of high-demand occupations and career pathways. Students will be introduced to career options through career exploration activities, employer presentations, industry tours, job-shadowing, career fairs, workplace visits, mentoring, internships, summer employment, and work-based learning experiences. These activities will help students connect classroom learning to real workplace expectations and identify the education, credentials, and skills required for careers in healthcare, information technology, data-center operations, skilled trades, construction, logistics, manufacturing, business services, and other priority industries.

The LWDB will encourage alignment between CTE coursework, industry-recognized credentials, dual-enrollment opportunities, and employer-defined competencies. Through coordination with school districts and CTE partners, WorkSource DeKalb will support pathways that enable students to earn foundational credentials while still in high school, such as workplace safety certifications, digital literacy credentials, employability-skills certificates, and other entry-level industry credentials relevant to their selected occupational area. These early credentials can help students transition more smoothly into postsecondary training, pre-apprenticeship, apprenticeship, or entry-level employment after graduation.

Pre-apprenticeship will serve as a structured bridge between career exposure and Registered Apprenticeship. Participants who need additional preparation will be connected to programs that provide career readiness, work habits, basic technical instruction, safety training, digital skills, hands-on learning, financial literacy, job-search preparation, and exposure to employer expectations. Pre-apprenticeship programs will be designed to prepare participants for direct entry into Registered Apprenticeship, employment, or additional occupational training and will include, whenever possible, connections to apprenticeship sponsors and employer partners.

WorkSource DeKalb will coordinate with technical colleges, adult education providers, training providers, apprenticeship sponsors, labor-management partners, and post-secondary institutions to ensure that pre-apprenticeship and work-based learning experiences lead to recognized next steps. Post-secondary partners will support related technical instruction, short-term certificates, dual-enrollment opportunities, industry certifications, and stackable credentials that can be applied toward more advanced training or degree programs. This coordination helps participants avoid duplicative training and provides a clear sequence from foundational skills to technical instruction, paid employment, and advancement.

The LWDB will also work with employers and apprenticeship sponsors to identify occupations suitable for youth and early-career pathways. Employers will help define entry-level competencies, workplace-readiness expectations, safety requirements, credential preferences, and available work-based learning opportunities. Business Services staff will use this input to connect students and participants to employers for job shadowing, internships, paid work experience, pre-apprenticeship, and Registered Apprenticeship opportunities. Employers will also be encouraged to participate in curriculum review, mock interviews, career panels, mentoring, and hiring events that strengthen the connection between education and employment.

For out-of-school youth, young adults, and adults with barriers to employment, WorkSource DeKalb will provide individualized career planning and supportive services to ensure that work-based learning pathways are accessible. Participants may begin with GED preparation, adult education, digital literacy, career readiness, short-term occupational training, or pre-apprenticeship and then progress into paid work experience, on-the-job training, Registered Apprenticeship, or unsubsidized employment. Individual Employment Plans will identify the participant's selected career pathway, current skills, required credentials, employment objective, supportive-service needs, and next advancement milestone.

WorkSource DeKalb will use partnerships with the Office of Youth Services, local schools, CTE programs, technical colleges, training providers, employers, and apprenticeship intermediaries to establish shared referral processes and coordinated recruitment strategies. The LWDB will seek to create clear handoffs between school-based career exposure, youth workforce services, post-secondary training, and employer-connected opportunities so participants do not lose momentum as they transition from one stage of the pathway to the next.

The LWDB will monitor participation and outcomes across the pathway, including career-exposure participation, pre-apprenticeship enrollment, credential attainment, transition to postsecondary education or Registered Apprenticeship, work-based learning completion, employment, retention, and wage progression. This data will be used to improve pathway design, strengthen partner coordination, expand employer participation, and ensure that young people and adults have multiple accessible routes to high-demand careers and long-term economic self-sufficiency.

- **Full WDBL Spectrum and Employer Commitments - 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) associated with these investments.**

Beyond Registered Apprenticeships, WorkSource DeKalb is investing in a full continuum of work-based learning strategies designed to help residents gain relevant work experience, build industry-recognized skills, earn wages, and transition into unsubsidized employment or advancement in high-demand, higher-wage occupations. The Local Workforce Development Board (LWDB) recognizes that many job seekers need more than classroom-based training to compete successfully in the labor market. Work-based learning provides participants with direct exposure to employer expectations, current workplace technology, occupational competencies, and professional networks while helping employers develop a qualified talent pipeline.

WorkSource DeKalb's work-based learning strategy includes on-the-job training (OJT), incumbent worker training (IWT), transitional jobs, paid internships, work experience, job shadowing, pre-apprenticeship, Registered Apprenticeship, customized training, and other employer-connected learning opportunities. These investments are aligned with priority sectors such as healthcare, skilled trades, construction, information technology, data-center operations, logistics, manufacturing, business services, and other industries identified through employer engagement and localized labor market information.

On-the-job training is used to connect eligible participants directly to employers that are willing to hire and train individuals in occupations requiring occupation-specific skills. Under OJT, the employer provides structured workplace training while the participant earns wages and gains practical experience. WorkSource DeKalb will prioritize OJT opportunities that lead to permanent, unsubsidized employment and provide a clear opportunity for wage progression. OJT agreements will identify the occupation, training duration, required competencies, wage rate, supervision plan, and expected employment outcome. Employers participating in OJT are expected to demonstrate a genuine hiring need and a reasonable expectation that the participant will be retained after successful completion of training.

Incumbent worker training will be used to help local businesses respond to changing technology, new equipment, industry requirements, expansion opportunities, and skill shortages affecting current employees. IWT investments will prioritize employers that can demonstrate a need to upgrade the skills of existing workers and provide opportunities for wage increases, advancement, job retention, or movement into higher-skilled positions. The LWDB will encourage participating employers to identify the specific credentials, competencies, and promotional opportunities associated with the training. This approach supports both business competitiveness and worker advancement while

helping employers retain experienced employees.

Transitional jobs will be used, when appropriate, to provide time-limited, wage-paid work experiences for individuals with significant barriers to employment who need an immediate connection to the labor force. These opportunities may serve individuals who have experienced long-term unemployment, homelessness, justice involvement, limited work history, disability-related barriers, or other challenges that make direct placement into unsubsidized employment more difficult. Transitional jobs will include structured supervision, work-readiness coaching, case management, supportive services, and a documented plan for transition into unsubsidized employment, occupational training, OJT, apprenticeship, or another advancement pathway.

Paid internships and work-experience opportunities will be used to provide youth, young adults, and adults with exposure to workplace expectations and high-demand industries. Internships may include employer-based projects, mentoring, job shadowing, industry tours, career exploration, summer employment, and supervised work assignments that build transferable and occupational skills. For in-school youth, these opportunities will help connect classroom learning, Career Technical Education programs, and postsecondary options to real employment opportunities. For out-of-school youth and adults, internships and work experience may serve as a bridge to unsubsidized employment, occupational training, pre-apprenticeship, or Registered Apprenticeship.

All work-based learning investments will be guided by employer demand and career pathway value. Before approving an OJT, IWT, transitional job, internship, or other work-based learning activity, WorkSource DeKalb will assess whether the opportunity is connected to an in-demand occupation; offers wages and advancement potential; provides meaningful skill development; includes employer supervision and structured learning; and supports a transition to unsubsidized employment, promotion, credential attainment, or a higher-level training opportunity. The LWDB will use labor market information, employer hiring data, wage information, business-services input, and participant career plans to ensure that work-based learning is not limited to short-term placement but supports long-term economic mobility.

Individual Employment Plans will identify the participant's career goal, existing skills, skill gaps, desired occupation, wage target, required credentials, supportive-service needs, and next advancement step. Career advisors and business-services staff will work jointly to match participants to work-based learning opportunities that align with their interests, abilities, and employment goals. Participants may begin with career readiness, digital literacy, adult education, short-term occupational training, or pre-apprenticeship; transition into an internship, transitional job, OJT, or apprenticeship; and continue toward permanent employment, advanced credentials, wage progression, supervisory responsibilities, or postsecondary education.

Employer commitments will be documented whenever work-based learning funds are used. Depending on the type of activity, commitments may include a guaranteed interview for qualified participants, a defined number of interview slots, a commitment to consider

successful participants for available positions, a commitment to hire participants upon successful completion of agreed-upon competencies, or a commitment to retain OJT participants in unsubsidized employment when performance standards are met. WorkSource DeKalb will not characterize a work-based learning activity as having a job guarantee unless the employer has formally documented that commitment in an agreement, memorandum of understanding, OJT contract, customized-training agreement, or another written instrument.

For OJT and other employer-connected training models, employer agreements will clearly identify the anticipated employment outcome, including the target occupation, wage rate, expected hours, duration of training, required competencies, supervision, retention expectations, and whether the employer has committed to an interview, conditional offer, permanent hire, promotion, or wage increase. This documentation will help ensure that public workforce investments are tied to meaningful employer demand and measurable participant outcomes.

The LWDB will monitor the effectiveness of work-based learning investments through participant enrollment, completion, credential attainment, employer satisfaction, interview rates, hires, retention, wages, promotions, and advancement into higher-skilled occupations. Data will be reviewed by industry, employer, occupation, and participant population to identify which models most effectively lead to quality employment and economic self-sufficiency. Work-based learning arrangements that do not produce meaningful employment, retention, wage progression, or advancement outcomes will be reviewed and adjusted.

Through this comprehensive approach, WorkSource DeKalb will use work-based learning not simply as a temporary service, but as a strategic pathway that connects residents to employers, builds workforce skills, responds to business needs, and leads to long-term employment and advancement in high-wage, high-demand careers.

Additionally, the Board will include work-based learning as part of its agendas and topics of discussion during the business forums and summits that it holds throughout each program year. It will use these events as opportunities to gather information from businesses. At the same time, it will educate them about training activities.

WSD will support the Board's efforts by having its Business Services Unit actively promoting work-based learning as key service for local businesses.

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

The Board may enroll individuals who are determined eligible and suitable for training

services into occupational skills training programs utilizing an ITA.³ It has adopted the following policies for the provision of ITAs.

- Training must be in an occupation identified as a growth occupation or within a targeted sector.
- Training must result in an employment wage sufficient to attain self-sufficiency without the aid of public assistance.
- Training must be at least 12 hours per week to accommodate existing Unemployment Insurance requirements. Exceptions to this policy may be approved, in writing, on a case-by-case basis.
- Programs should not exceed 104 weeks (two years). Exceptions to this policy may be approved on a case-by-case basis and requests should include evidence that financial support is available during extended training periods.
- In general, all training programs must be within a reasonable commute of the WIOA local area that may include out-of-the-area and out-of-state training institutions. Out-of-the-area training programs that are not within commuting distance to the WIOA local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States.
- All applicants must apply for the Pell Grant and/or HOPE Scholarship program, if eligible. Depending on the need and availability of WIOA funding, Pell funds may be combined with WIOA funds to cover total expenses.

³ ⁵ As discussed in the response to **Service Delivery and Training, 2 above**, the person must meet programmatic eligibility requirements and (1) must be a resident of DeKalb County, (2) must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, (3) need training to obtain or retain self-sufficient employment or higher wages, and (4) has the skills and qualifications to participate in training (i.e., suitability for training).

- On a case-by-case basis, WIOA funding may be provided for college level and post baccalaureate instruction. The following conditions must be met:
 - The customer must be accepted into a certificate or diploma program, and the course of study must be occupation-specific (i.e., radiologic technician, accounting, teacher certification). No funds shall be provided for general academic programs (i.e. General Studies, Bachelor of Business Administration, Bachelor of Art, etc.).
 - Total course of study will take no longer than 104 weeks (2 years) to complete and be a certificate or degree program.
 - The customer must demonstrate that he/she has the financial resources to attend long-term training.

- Continuing Education and other similar courses will be approved if the following conditions apply:
 - The customer must have a specific occupational goal
 - The customer must have a work history or educational background that relates to the occupational goal.
 - The customer must present evidence describing how the proposed training will increase his/her employment marketability.
 - ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, supplies, tools, uniform pants and shoes, certification, licensing, testing fees, background checks, drug testing for entrance into training, medical requirements for training entrance, etc.
 - Customers accepted on a provisional basis receive assistance on a case-by-case basis.
 - ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as well as other fines or penalties.
 - ITA-funded training may be completed in conjunction with alternative training activities, included on-the-job training, customized training, and internships. Such coordination will be clearly identified in the customer's IEP.
 - Funding is limited to \$7,000 for a single year with an additional \$3,000 for the second year equaling \$10,000 total per participant for ITAs.
 - Customers may choose the training provider that best meets their specific needs from any of the organizations included on the Eligible Training Provider List (ETPL). Data and information for each provider are provided to help the customer make an informed choice.
- 7. Entrepreneurial Skills Training and Microenterprise Services – Provide a description of how the area will coordinate and promote entrepreneurial skills training and micro enterprise services.**

The Board believes entrepreneurial skills training and micro-Enterprise 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:

- 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.
- The Board's approaches to providing entrepreneurial skills training and micro-enterprise services include, but are not limited to, the following:
- Entrepreneurship education introduces the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may also include simulations of business start-up and operation.

- Enterprise development which provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operations and by providing more individualized attention to assist in the development of viable business ideas.
- 8. Coordination with Education Programs – Provide a description of how the local Board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.**

As outlined in the response to **Service Delivery and Training, 4. above**, the Board's youth services are organized to coordinate strategies, enhance services, and avoid duplicative efforts with the secondary and postsecondary education programs.

WSD takes primary responsibility for providing customers with relevant information and opportunities for career exploration and research. The LWDA staff assist students with gaining entrance into postsecondary education and training opportunities as well as preparing financial aid applications.

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

WSD has strong representation from the secondary and post-secondary institution on the youth committee. As well as WSD is active member on the education committee of the DeKalb County chamber, where the focus is education, jobs, and careers for both Youth and their parents. Curriculums are designed from feedback from these interactions. Purpose of this committee is to bring workforce, education and businesses together to plan for today's workforce needs.

Additionally, WSD partners with the DeKalb Chamber of Commerce, DeKalb County

School District, and Georgia Piedmont Technical College to provide DeKalb County School District youth and parents the opportunity to improve their employment seeking skills through various soft skill workshops, subsidized work-based learning projects and career pathway development.

More specifically, these projects include, but are not limited to, The Hank Stewart Foundation Career Expo, Go Build Georgia, Go Digitize DeKalb. All of which focus on employment opportunities in high demand careers. As it relates to professional development, WSD hosts various workshops that highlight dress for success, post-secondary transitioning, and budgeting essentials through our Job Readiness Training.

9. Description of Supportive Services – Provide a description of how the local

Board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable.

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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 Board defines supportive services as those services such as transportation,

childcare, dependent care, housing and need-related payments, that are necessary to enable an individual to participate in WIOA services. Mirroring the State's Policy https://www.tcsq.edu/wp-content/uploads/2025/12/SWDB_Policy_Update_10.27.25.pdf (Dislocated Worker and Youth) per program year. POLICY MANUAL, Section 3.4.4 Supportive Services, the Board limits the total funding for supportive services to no more than 35% per grant funding stream (Adult, currently, the Metro Atlanta Workforce Region has not adopted a Regional Supportive Services Policy.

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

Coordination with Core Partners

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

The DeKalb workforce system goes beyond the career services provided by WSD at the One-Stop and the Mobile Career Lab. It includes a robust network of partners at locations throughout the community that provide a myriad of workforce development services and activities for job seekers and businesses alike.

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

The system also provides individuals with access to a variety of job search services and assistance, including completion of employment applications, preparation for interviews, and referrals to job openings. At the same time, it provides direct access and referral for supportive services, including assistance with transportation, childcare, clothing, housing, and health services.

The workforce system partners include organizations that specifically target special populations, such as those who are veterans, low-income, dislocated workers, youth, limited English proficiency, individuals with disabilities, older workers, ex-offenders, and/or migrant and seasonal farmworkers, so that they obtain and retain good jobs.

- **Formal Partnerships, MOUS, and Cross-System Alignment - 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?

WorkSource DeKalb recognizes that no single workforce program can fully address the employment, education, training, and supportive-service needs of DeKalb County residents. The Local Workforce Development Board (LWDB) uses formal agreements, operational partnerships, and coordinated referral relationships to connect job seekers and employers to a broader system of services.

A key formal partnership is the Memorandum of Understanding with the DeKalb County Office of Youth Services. This partnership supports coordinated outreach and service delivery for young people and young adults, including referrals to WIOA services, access to work experience and Individual Training Accounts for eligible participants, co-enrollment opportunities, targeted youth hiring events, apprenticeship recruitment, and joint outreach activities. The partnership also creates a structure for the Office of Youth Services to refer participants who may benefit from career counseling, occupational training, employment services, credential attainment, and work-based learning opportunities.

WorkSource DeKalb also coordinates service delivery through its One-Stop Operator arrangement with In The Door. The One-Stop Operator supports the integration of partner services, customer flow, resource sharing, referral coordination, and communication among workforce-system partners. The purpose of this arrangement is to help ensure that job seekers entering the One-Stop system receive timely access to the appropriate services, regardless of their initial point of entry.

In addition, WorkSource DeKalb works through contracts, provider agreements, data-sharing agreements, and operating relationships with organizations that support occupational training, adult education, employment services, apprenticeship, and supportive services. These partnerships include coordination with the Technical College System of Georgia Office of Workforce Development, the Georgia Department of Labor, local technical colleges, training providers, healthcare partners, skilled-trades organizations, information technology training providers, community-based organizations, and employers. Formal agreements and operating procedures are used, when appropriate, to define the roles of each partner, referral expectations, allowable data sharing, service responsibilities, performance expectations, and participant outcomes.

Shared goals are established through local workforce planning, partner meetings, Business Services Work Group discussions, performance reviews, employer feedback, and the development of work plans or scopes of work. Common goals include increasing access to high-demand career pathways; improving credential attainment, employment, retention, and wage outcomes; expanding work-based learning; reducing duplication of

services; strengthening referrals; and ensuring that residents with barriers to employment can access supportive services alongside workforce services.

Referral protocols are designed to provide clear and timely handoffs between partners. When a participant is identified as needing services beyond those immediately available through WorkSource DeKalb, staff will make a documented referral to the appropriate partner and, where possible, provide a warm handoff rather than simply directing the participant to contact another agency independently. Referrals may include adult education and GED services, English-language instruction, unemployment insurance or RESEA services, vocational rehabilitation, veteran services, housing and homelessness resources, behavioral-health supports, child-care resources, transportation assistance, reentry supports, financial assistance, and specialized training opportunities.

Co-enrollment is used when a participant is eligible for and would benefit from services provided by more than one program. Co-enrollment allows partners to coordinate funding, reduce duplication, strengthen case management, and provide more comprehensive support. For example, a young adult referred to through the Office of Youth Services may be co-enrolled in WIOA youth services and connected to work experience, occupational skills training, supportive services, career coaching, and apprenticeship recruitment. Similarly, an adult receiving employment services may be connected to adult education, technical training, or supportive-service partners when foundational skills, credential attainment, or stabilization needs affect the participant's ability to obtain or retain employment.

Cross-system alignment has improved outcomes by creating more direct connections between residents and workforce services. The partnership with the Office of Youth Services creates an additional entry point for youth who may not otherwise seek services at the One-Stop Center and supports coordinated recruitment for work experience, training, WIOA enrollment, and apprenticeship opportunities. Coordination with the Georgia Department of Labor supports outreach to unemployment insurance claimants, RESEA participants, and dislocated workers who may be eligible for career services, retraining, and employment assistance. Partnerships with training providers, employers, and apprenticeship organizations help connect participants to occupational pathways that include recognized credentials, work-based learning, and direct hiring opportunities.

For employers, cross-system alignment improves access to a more coordinated talent pipeline. Business Services staff can work with employers to identify hiring needs and connect them to qualified job seekers, training providers, apprenticeship sponsors, on-the-job training resources, incumbent worker training, hiring events, and other workforce solutions. Employer feedback is then shared with career coaches, training providers, and partners so that recruitment, training, and job-matching efforts remain aligned with current workforce demand.

The LWDB also recognizes that challenges can limit full alignment across systems. These challenges include differences in partner eligibility requirements, funding restrictions, performance measures, data systems, confidentiality requirements, staffing capacity,

referral follow-up practices, transportation barriers, limited supportive-service resources, and the need for more consistent real-time communication among partners. In some cases, partners may serve the same individuals but operate under different timelines, documentation requirements, service models, or definitions of successful outcomes.

To address these challenges, WorkSource DeKalb will continue strengthening written referral procedures, data-sharing practices, cross-training, partner meetings, co-enrollment protocols, shared performance reviews, and communication expectations. The LWDB will also work to establish clearer referral tracking, confirm whether referred participants successfully connect to services, identify gaps in available resources, and use partner feedback to improve service coordination. Through these efforts, WorkSource DeKalb will continue building a more integrated local workforce system that helps job seekers move more effectively from outreach and enrollment to education, training, employment, retention, and advancement.

The DeKalb County Summer Youth Employment Program also serves as an important workforce-development entry point for young people and a direct connection to WorkSource DeKalb programming. Through the Summer Youth Employment Program, participating youth receive early exposure to workplace expectations, career exploration, employability-skills development, mentoring, and paid work experiences. The program allows WorkSource DeKalb and its partners to identify youth who may benefit from continued career services, education support, occupational training, industry-recognized credentials, and long-term workforce development opportunities.

WorkSource DeKalb will use the Summer Youth Employment Program as a transition pathway for youth who need additional support after their summer work experience. Eligible participants may be referred to WorkSource DeKalb for WIOA enrollment, career counseling, Individual Service Strategy development, work experience, occupational skills training, supportive services, pre-apprenticeship, Registered Apprenticeship recruitment, and job-placement assistance. Emphasis will be placed on connecting out-of-school youth to WIOA-funded services and training opportunities that can lead to recognized credentials, unsubsidized employment, and advancement in high-demand career pathways.

This alignment strengthens continuity of service by ensuring that summer employment is not treated as a stand-alone activity. Instead, the Summer Youth Employment Program provides a structured bridge from initial work exposure to year-round workforce programming, allowing youth to build on their work experience, clarify career goals, address education or skill gaps, and transition into employment, training, post-secondary education, or other work-based learning opportunities.

- **Braided and Coordinated Funding - 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?**

WorkSource DeKalb uses formal One-Stop partner agreements, including the One-Stop Memorandum of Understanding, applicable infrastructure-funding agreements, and partner-specific operating procedures, to coordinate services among core workforce-system partners. These agreements establish the roles, services, referral expectations, accessibility responsibilities, resource contributions, and methods for communicating and serving shared customers.

The LWDB's formal One-Stop partnership structure includes coordination with the Georgia Department of Labor for Wagner-Peyser Employment Services; Georgia Piedmont Technical College for Title II Adult Education and Literacy services and technical education programming; and the Georgia Vocational Rehabilitation Agency for services to individuals with disabilities. The LWDB also coordinates with additional partners that provide supportive services, public-assistance services, veteran services, youth services, housing resources, employment and training services, and employer engagement.

Through the Wagner-Peyser partnership, job seekers have access to universal employment services, job-search assistance, labor exchange services, job referrals, résumé assistance, unemployment insurance information, Rapid Response, Trade Adjustment Assistance, and veteran employment services. GDOL staff support coordinated service delivery at the One-Stop Center, allowing customers to access Wagner-Peyser and WIOA Title I services through a more connected customer flow rather than navigating separate systems independently.

Through the partnership with Georgia Piedmont Technical College, WorkSource DeKalb coordinates referrals for adult education, literacy instruction, English-language learning, GED preparation, digital literacy, occupational training, and career pathway services. Title II Adult Education services can address foundational academic and language barriers, while WIOA Title I services can provide career counseling, occupational training, work-based learning, supportive services, and employment assistance for eligible participants. This coordination is especially important for individuals who need to improve basic skills or obtain a GED before entering occupational training or employment.

Through coordination with the Georgia Vocational Rehabilitation Agency, WorkSource DeKalb connects individuals with disabilities to vocational rehabilitation counseling, accessibility supports, assistive technology, job-readiness services, training, and employment supports. The One-Stop Center and Mobile Career Lab are designed to improve access for individuals with disabilities, and staff make referrals to GVRA when participants need specialized assessments, accommodation, or services beyond the scope of WIOA Title I. The LWDB will continue strengthening cross-training and referral protocols so that staff understand the full range of services available through GVRA and can make timely, appropriate referrals.

Shared goals and operating expectations are established through the One-Stop MOU process, partner meetings, joint planning sessions, local workforce planning, performance reviews, employer feedback, and work plans. Common goals include

increasing access to career services, reducing duplication, improving credential attainment and employment outcomes, expanding work-based learning, addressing barriers to participation, and connecting employers to a coordinated talent pipeline.

The LWDB will continue to strengthen written referral and co-enrollment procedures. Referrals will include a documented warm-up whenever possible, confirmation that the participant has been connected to the receiving partner, and follow-up between staff when consent and confidentiality requirements are allowed. Co-enrollment will be used when a participant is eligible for and would benefit from services supported by more than one funding source. For example, an individual may receive Title II adult education services while participating in WIOA career planning and occupational training; receive Wagner-Peyser employment services while receiving WIOA individualized career services; or receive vocational rehabilitation services and WIOA employment or training services concurrently.

The LWDB will continue to update partner procedures to clarify the referral point of contact, documentation required, consent and confidentiality requirements, service timelines, follow-up responsibilities, and method for tracking whether referred customers successfully access services. This structure will support a more seamless system in which customers receive the appropriate combination of education, workforce, rehabilitation, supportive, and employment services needed to achieve long-term self-sufficiency.

WorkSource DeKalb leverages multiple workforce, education, employment, and supportive-service funding streams in a coordinated manner to maximize services for residents and employers. The LWDB's approach is to braid resources around the needs of the participant or business while ensuring that each funding source pays only for allowable costs, duplication is avoided, and all fiscal and programmatic requirements are met. Funding is coordinated, not commingled.

WIOA Title I Adult, Dislocated Worker, and Youth funds serve as a central source for individualized career services, assessments, Individual Employment Plans or Individual Service Strategies, occupational skills training, Individual Training Accounts, supportive services, work experience, internships, on-the-job training, transitional jobs, pre-apprenticeship, Registered Apprenticeship support, job-placement assistance, and follow-up services. WIOA Title I resources are used to help eligible residents enter and advance along career pathways leading to self-sufficient employment.

Wagner-Peyser resources, delivered through the Georgia Department of Labor, complement WIOA Title I by providing universal labor exchange services, job-search assistance, job referrals, résumé support, employer job listings, labor-market information, Rapid Response, Trade Adjustment Assistance coordination, and veteran employment services. The coordination of Wagner-Peyser and WIOA Title I enable participants to access basic employment services quickly and move into more intensive career, training, and supportive services when appropriate.

Title II Adult Education and Literacy services, provided through Georgia Piedmont Technical College, are coordinated with WIOA Title I to support individuals who need literacy instruction, English-language learning, GED preparation, digital-skills development, or other foundational education before or while pursuing occupational training and employment. This allows WIOA funds to focus on allowable career, training, work-based learning, and supportive-service costs while Title II resources address the academic and foundational skills necessary for long-term success.

The LWDB also aligns with Perkins V Career, Technical, and Agricultural Education programming through local CTAE programs, Georgia Piedmont Technical College, and other secondary and postsecondary partners. This alignment supports early career exposure, career exploration, industry-recognized credentials, dual-enrollment opportunities, work-based learning, technical training, and transitions from high school to postsecondary education, pre-apprenticeship, Registered Apprenticeship, and employment. WorkSource DeKalb will continue working with local school districts, CTE educators, technical college partners, and employers to align high-demand occupational pathways with employer-defined competency needs and local labor-market demand.

Additional leveraged resources may include SNAP Employment and Training, TANF-related services, vocational rehabilitation services, Pell Grants, HOPE Scholarships, Trade Adjustment Assistance, veteran services, Title V Older Worker services, county-funded initiatives, employer contributions, apprenticeship-related instruction, community-based supportive services, and training-provider resources. For example, WIOA participants are encouraged to access Pell Grants, HOPE Scholarships, and other available financial aid before WIOA funds are used for training costs. Workforce services may then be combined with education funding, supportive-service assistance, employer-based training, and work-based learning to create a more complete pathway to employment.

The LWDB recognizes that funding integration is limited by several structural and operational barriers. These include differing eligibility requirements, allowable-cost rules, enrollment processes, performance measures, reporting timelines, fiscal requirements, documentation standards, and participant definitions across programs. Other barriers include separate data-management systems, confidentiality and data-sharing requirements, limited interoperability between systems, inconsistent referral follow-up, staffing capacity, changes in partner staffing, and limited flexible funding for transportation, childcare, housing, technology, and other supportive-service needs.

To address these barriers, WorkSource DeKalb will continue strengthening the One-Stop MOU process, partner operating procedures, co-enrollment protocols, referral tracking, cross-training, and regular partner meetings. The LWDB will develop or update a local resource map that identifies each partner's eligibility requirements, services, referral contacts, funding limitations, and available supportive-service resources. Staff will be trained to identify when co-enrollment is appropriate, document referrals, obtain required participant consent, and coordinate services without duplicating payments or services.

The LWDB will also strengthen coordinated case management by establishing clearer communication expectations among partners, using common referral forms or referral-tracking tools where permitted, reviewing shared customer outcomes, and identifying service gaps that require joint problem-solving. Fiscal and program staff will continue reviewing funding decisions to ensure compliance with cost-allocation requirements, avoid duplication, and maximize the use of available federal, state, local, employer, and partner resources.

Through these braided and coordinated funding strategies, WorkSource DeKalb will create a more integrated workforce system that helps residents access education, training, supportive services, work-based learning, and employment opportunities needed to achieve sustainable wages and long-term economic mobility.

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.

Wagner-Peyser services in DeKalb County are delivered through the GDOL. Services include a universal public labor exchange system (i.e., employment services) for all job seekers who are legally entitled to work in the United States as well as for employers who are attempting to fill job openings.

Currently, GDOL Wagner-Peyser services are offered at WSD One-Stop Center. GDOL Wagner-Peyser staff is co-located with WSD, and both teams work to ensure all services are coordinated.

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 the review of local applications submitted under Title II, consistent with the subparagraphs (A) and (B)(i) of section 107 (d)(11) and section 232 of WIOA.

The Board's provider of AEL activities is GPTC. Its comprehensive program provides basic skills instruction in reading, math, and language; English as a Second Language (ESL) classes; GED test preparation classes; literacy tutors; and leveled classes in math and writing. It also provides individualized study plans, group instruction, one-on-one instruction, technology/computer usage and distance learning instruction to help students make literacy skills progress. It provides GED preparation classes at Clarkston and South DeKalb locations.

As may be required by WIOA, it is planned that the technical college will provide the Board

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

- 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 Board includes representation from the GVRA. The organization's primary goal is to help people with disabilities to become fully productive members of society by achieving independence and meaningful employment. It works cooperatively and collaboratively to align its employment and training services along with GVRA to enhance and improve work opportunities for individuals with disabilities.

As discussed in the response to **Coordination with Core Partners, 1. above**, the One-Stop location and Mobile Career Lab are both well-equipped so that individuals with disabilities can easily conduct self-service job search activities. Additionally, as needed, the Board refers customers to the GVRA offices when they have more comprehensive or unique needs that are outside of the WIOA area of expertise. GVRA staff members also travel to the One-Stop location to provide on-site assistance to individuals with disabilities.

Moving forward with WIOA implementation, the Board will explore having GVRA personnel co-located at the One-Stop on a more frequent basis, with a long-term goal of staff co-location. The Board will also require cross-training plans to ensure that WSD and GVRA personnel are knowledgeable about the services provided by each organization.

Coordination with SNAP and TANF

Supplemental Nutritional Assistance Program and Temporary Aid for Needy Families services are provided in DeKalb County by the Department of Family and Children Services (DFCS). The WSD Staff (Adult, Dislocated Worker and Youth) works with DFCS staff to ensure coordination of referrals between the two agencies and not to duplicate services. The mobile unit also parks at the local DFCS office for visibility and accessibility of our services to their customers. A member of the DFCS serves on the youth sub-committee and provides updates and makes recommendations to services in the county.

Performance, ETPL and Use of Technology

- 1. Description of Performance Measures – Provide a description of the local levels of performance negotiated with the Governor and chief elected official**

pursuant to WIOA § 116©, to be used to measure the performance of the local area and to be used by the local board for measuring the performance in the local area of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system.

The WSD performance chart is listed below with all negotiated performance measures For PY2024, PY2025, PY2026, and PY2027.

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.

WSD's One-Stop system will be assessed based on pending negotiated performance levels, the customer satisfaction survey available in the WorkSource Georgia Portal (www.worksourcegaportal.com), and employer surveys that will be distributed by the business service representatives. These results will be correlated and evaluated by the Performance and Accountability sub-committee, which provides oversight to the development and implementation of the One-Stop delivery system.

a. Feedback Mechanisms and Agility - 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 DeKalb uses structured feedback mechanisms to support continuous improvement across the One-Stop system and to ensure that services remain responsive to employer needs, participant outcomes, training-provider performance, and changing economic conditions. The Local Workforce Development Board (LWDB) gathers and reviews information through Business Services Work Group meetings, employer outreach and consultations, employer surveys, hiring events, training-provider coordination meetings, One-Stop partner meetings, participant feedback, workforce-system performance reviews, and regular analysis of WIOA performance data.

The Business Services Work Group serves as a primary mechanism for gathering real-time input from employers, workforce partners, training providers, and staff. Through these discussions, employers identify current and anticipated hiring needs, skill gaps, credential preferences, wage expectations, recruitment challenges, and opportunities for work-based learning, apprenticeships, customized training, and industry partnerships. Information gathered through employer engagement is shared with career-services staff, training providers, and One-Stop partners to improve recruitment strategies, job matching, curriculum alignment, and participant preparation.

WorkSource DeKalb also uses employer surveys, post-hiring-event feedback, direct business consultations, and follow-up communication to assess employer satisfaction with candidate referrals, training quality, hiring-event participation, and workforce services. Employers are encouraged to provide feedback regarding the technical skills, work-readiness competencies, credentials, and experience they expect from applicants. This information is used to refine training investments, update career-readiness activities, strengthen résumé and interview preparation, and better align participant skills with employer requirements.

Training-provider performance is reviewed through participant completion, credential attainment, employment, retention, wage, and customer-service outcomes. Provider meetings and contract-management activities allow WorkSource DeKalb to identify concerns related to participant attendance, training progression, credential completion, instructional quality, barriers to completion, employer connections, and placement outcomes. When performance data or participant feedback identifies a concern, the LWDB and staff can work with the provider to strengthen recruitment, improve case management, adjust supportive-service strategies, increase employer engagement, or reconsider future training investments.

The LWDB also uses regular WIOA performance-data reviews to assess outcomes related to employment in the second and fourth quarters after exit, median earnings, credential attainment, measurable skill gains, enrollment, exits, and participant progress. These reviews help the Board and staff identify populations, programs, providers, and service strategies requiring additional attention. Performance findings are used to guide corrective action, staff training, case-file review, roster clean-up, participant follow-up, employer-engagement strategies, and improvements in documentation and data quality.

WorkSource DeKalb has demonstrated agility during the current planning period by responding to both economic disruption and emerging workforce opportunities. In response to layoffs and business closures affecting local workers, WorkSource DeKalb participated in Rapid Response activities and coordinated with the Georgia Department of Labor and workforce partners to connect impacted workers to unemployment-related resources, reemployment services, career counseling, retraining, and Dislocated Worker services. For example, WorkSource DeKalb responded to the Americold Logistics WARN notice in 2025, which affected approximately 110 workers, by participating in outreach and coordinating services for impacted individuals.

The LWDB also responded to increased need among dislocated workers by pursuing and implementing additional Dislocated Worker funding. WorkSource DeKalb received an additional \$100,000 award for the period beginning December 1, 2025, through December 31, 2026, to expand services for dislocated workers. The local strategy included coordination with the Georgia Department of Labor to connect with Unemployment Insurance claimants and RESEA participants, outreach to individuals with lack-of-work separations, and coordination with state and local partners to identify

workers who could benefit from retraining, career services, and employment assistance.

In response to emerging industry opportunities, WorkSource DeKalb has expanded its focus on sector-based career pathways in healthcare, information technology and data-center operations, skilled trades, entrepreneurship, and other high-demand occupations. The LWDB has strengthened relationships with healthcare providers, technology-training partners, skilled-trades organizations, apprenticeship partners, and employers to develop training and work-based learning opportunities aligned with current labor-market demand. These efforts include planning and partnership development related to EMS/EMT, community health work, medical assisting, dental assisting, HVAC, industrial welding, sheet metal, software development, data-center technician pathways, and other employer-informed occupations.

The LWDB has also adopted its service-delivery approach to respond to community needs and barriers to employment. WorkSource DeKalb has used community-based outreach, the Mobile Career Center, youth employment initiatives, hiring events, and coordination with the DeKalb County Day Center initiative to create additional entry points for residents who may not otherwise access the One-Stop system. These strategies allow staff to connect individuals to career-readiness services, job search support, WIOA eligibility screening, training referrals, work experience, supportive services, and employment opportunities.

Going forward, WorkSource DeKalb will continue using feedback from employers, participants, training providers, community partners, and performance data to identify emerging needs, address service gaps, and adjust local strategies. The LWDB will strengthen referral tracking, employer-feedback practices, provider-performance reviews, participant follow-up, and partner communication to ensure that continuous improvement remains an ongoing part of One-Stop system operations.

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 WorkSource DeKalb Board, along with local workforce Boards for Atlanta Regional and Fulton County, utilize a regional approach for the ETPL system. The five LWDBs utilize a regional approach for the ETPL system. Under a contractual arrangement, the Atlanta Regional Commission (ARC) solicits bids through a public invitation process for the five LWDBs by posting a training provider application on its website.

Further, to expand the industry offering among service providers and in response to the local economy, DeKalb County and Fulton County also provide notification of the application process via local media and by issuing public announcements. Additionally,

they distribute letters of notice to any agency that has previously requested to be on their individual Potential Bidders' Lists.

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

As discussed in the response to **Performance, ETPL, and Use of Technology, 3.a. above**, the Board 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, regional goals, and Metro Atlanta Workforce Region goals against provider performance outcomes. In doing so, ARC may use UI Wage Reports to verify employment, employment dates, and wages. Upon completion of the evaluation, ARC prepares summary reports for the Regional ITA Committee's consideration.

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

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

The Board may choose to use, restrict, or reject an eligible provider based on its local policies.

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

ITA customers from DeKalb County are required to follow the procedures described the response to Strategic Elements, Governance, and Structure, 8. above.

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

As described in Section 4.4 of State Workforce Policies and Procedures located at https://www.tcsg.edu/wp-content/uploads/2020/11/SWDB-Approved-PM_08.18.22.pdf, the provider must make the state-level appeal in writing and submit it within 45 days of the local decision. It must be signed by an authorized individual from the training provider and should include:

1. Name of the training provider
2. Address and phone number of the training provider
3. The specific program which was denied (if applicable)

4. A copy of the Local Board's decision
5. An explanation of why an appeal is being filed, and
6. If applicable, documentation of any specific factor (e.g., conflict of interest, nepotism, procedural non-adherence, etc.) which put the aggrieved training provider at a competitive disadvantage.

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

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

As part of its regional approach, the Board has established performance goals that each provider is required to meet or exceed. If the goals are met, the training provider agreement continues without interruption. However, if the required levels are not met, then the provider is given a 30 -day pending "Hold" status. During this time, the provider must develop a corrective action plan and submit verifiable information regarding performance. Additionally, a "Limited Slot" requirement is instituted for new providers not meeting performance requirements. Under this restriction, a limited number of job seekers are allowed to attend the provider's training; however, once the number has been reached, no other job seekers may attend training until a review of performance is conducted. Depending on the results of the review, the limited slots requirement may be lifted, or it may continue until performance requirements are met.

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

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

The Board also conducts its own local monitoring that is independent of ARC performance activities. It includes a review of ITA-enrolled customers. Performance outcomes as compared against local requirements are also tracked.

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

As outlined in the response to **Service Delivery and Training, 6. above**, the Board has established local policies and procedures related to ITAs. Due to the cooperative efforts of the local Boards in the Metro Atlanta Workforce Region, most of the local ITA policies within the region are the same for tuition and support.

Additionally, to further promote regionalization and provide economies of scale, the LWDA's contract with ARC to carry out the eligible training provider processes related to application and evaluation, reference and performance checks, and monitoring and reporting services. The Board's One-Stop Operator, WSD, shares in the monitoring process.

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

- f. Provide a description of the process to track and manage all ITA activity. The Board uses Geographic Solutions to track programmatic and fiscal activities related to ITAs. Specifically, the system tracks customer enrollments and performance outcomes as well as financial obligations and cost expenditures. Geographic Solutions reports are run each month to determine enrollment levels and performance results.**

Additionally, independent of Geographic Solutions tracking, the Board also monitors ITA fiscal activity using detailed ITA expense tracking spreadsheets that are organized by case managers. The finance team reconciles these spreadsheets against actual expenditures monthly. At the same time, ITA case management activity is tracked and managed through the case management system.

- 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 Board has several policies related to the use of eligible training providers:

Financial and Duration Limits. Training services may not exceed two years for a training, certificate, or degree program. The total cost shall not exceed \$10,000 for a training program with a duration of one year or less, or \$7,000 for more than one year.

Out-of-Area Customers. Priority for WIOA training and support services is given to residents of DeKalb County. Additionally, services are provided to dislocated workers whose place of employment is/was within DeKalb County. The LWDA's coordinate to discuss individuals that are seeking services out-of-area to ensure duplication has not occurred and funds are not available in their immediate area of residence.

Providers Not On ETPL. On a limited, case-by-case basis, the Board may approve funding for an individual to participate in a training program that is offered by a provider that is not on the ETPL.

Demand Occupations – Customers are encouraged to choose training programs that lead to employment in a demand occupation.

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

Registered apprenticeship applications are coordinated by the TCSG, OWD. Once the Board receives notification from the OWD regarding a newly approved registered apprenticeship program, it adds this information into the ETPL

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 Board uses the following technologies to enhance customer experience:

- **Social Media-** The Board views social media as an important way to connect with its existing customers, as well as to outreach to potential new customers. Using tools such as LinkedIn, Twitter, and Facebook, its Operator, WSD, keeps job seekers and businesses up to date about workshops, hiring events, success stories, “hot jobs”, and labor market trends. Posts are designed to keep customers informed and engaged; encouraging them to participate and succeed.
- **Text Messaging.** WSD actively uses text messaging to connect with customers. For example, it is used to inform groups about scheduled activities such as training, workshops, job clubs, and hiring events. It has found texting is an especially effective
- **Mobile Career Lab.** The Board’s state-of-the art Mobile Career Lab enables its career services to be taken directly to customers. Businesses may use it for recruiting, pre-employment screening, interviewing and training. Individuals can access various job search/career development activities, such as on-line job search, resume and cover letter development, on-line tutorials and individual assessments, and exploration of training eligibility and options. The Mobile Career Lab operates under generator driven power or through a shoreline connection with Internet connection via satellite. Printer, scanner, and copy services are available, and DVD and Blu-Ray units are attached to a large screen Plasma TV that is used for training as well as the smaller TV that is located within the private interview area.
- **On-line Access.** Moving forward, the Board will explore using an on-line orientation that will detail the eligibility requirements and documentation needed for WIOA enrollment so that job seekers are better prepared for their first on-site visit. Additionally, to improve services to businesses, the Board will specifically include the contact information for the Business Services Unit so that employers can easily connect with them.

State Initiatives and Vision

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

Currently, The Board is utilizing the “WorkSource” brand unveiled by the OWD which will be known locally as WorkSource DeKalb.

WSD has updated its resources, such as the Board website, facility signage, Mobile Career Lab, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in messaging and outreach. Additionally, the Board’s Operator, IN THE DOOR, LLC., will educate and train One-Stop Center personnel on the proper usage of the new brand, including when answering the telephone and emailing customers.

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

The Board complies with the State’s Policy for priority of services that is found on the website at https://www.tcsq.edu/wp-content/uploads/2025/12/SWDB_Policy_Update_10.27.25.pdf, under Section 3.2.5.

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

A. Public assistance recipients and other low-income adults;⁶ and Individuals who are basic skills deficient.⁷

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

1. Veterans and eligible spouses who are also recipients of public assistance, are low-income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members.
2. Individuals who are not veterans or eligible spouses who meet WIOA priority criteria.
3. Veterans and eligible spouses who are not included in WIOA’s priority groups.
4. Individuals outside the groups given priority under WIOA.

While Veterans receive priority through WIOA services, the Board and its service providers will refer and direct Veterans with Significant Barriers to Employment to the Disabled Veterans Outreach Program to ensure the most effect provision of services. Additionally, in the spirit of reflecting the special needs of DeKalb County, the Board has determined that there is a sizeable group of individuals in the local area that are commonly referred to as the "working poor". They earn just enough to be above the federal poverty

guidelines and public assistance requirements; however, they do not earn enough to achieve economic self-sufficiency.

As a result, the Board has established an additional service priority to any WIOA-eligible

Adult who is a member of a family with an income level between 100% - 200% of the lower living standard income level (LLSIL) for the past six months.

Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance:

- A. Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department of Labor (USDOL) 70 percent Lower Living Standard Income Level;
- B. Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act;
- C. Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- D. Is a foster youth, on behalf of whom state or local government payments are made; or
- E. Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program?
- F. An individual who is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient requirement for WIOA adult services. In assessing basic skills, Boards must use assessment instruments that are valid and appropriate for the target population and must provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities.

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.
- b. Further develop regional integration to ensure streamlined services to both businesses and individuals.
- c. Utilize the workforce system to increase statewide prosperity for rural and urban communities.
- d. Align the workforce system with the education systems at all levels.
- e. Alleviate a tightened labor market by increasing the participation of strategic populations in the workforce system.

WSD has partnered with the other local five (5) workforce boards to develop a

comprehensive regional approach to the plans outlined in the State Unified Plan. On the local level, WSD will utilize the regional strategy to implement its local plan as well. The goal is for all five (5) local areas to utilize the same service strategy to assist common customers throughout the region. WSD will adjust any local needs based on customer needs.

Attachment 1: WorkSource Dekalb Board

Member Name	Title	Entity	Category
Alan Still	Training Director	Georgia Sheet Metal JATC	Workforce/Labor
Barry Booth	Senior Project Manager	CERM	Business Representative
Erica-Antoinette Slaton – Vice Chair	Sr. IT Project Manager	Erica Antoinette Management	Business Representatives
Frankie Atwater - Chair	President & CEO	DeKalb Chamber of Commerce	Business Representatives/ Government and Economic Development Representatives
Kristi Cox	Director of Enterprise Accounts	Manpower	Business Representative
Naushad Alli	Director, Support Services	RICOH USA. Inc.	Business Representatives
Denise Townsend	Regional Director	United Way of Greater Atlanta	Other
Doryiane Gunter	Career Technical and Agricultural Education (CTAE) Director	Career, Technical, and Agricultural Education Dekalb County Schools	Education and Training Representatives
Monica Cucalon	VP Of Economic Empowerment	Latin American Association	Business Representative
Derrick Westry	Professional High School Counselor	Georgia Cyber Academy	Education and Training Representatives
Chassidy Parks	Program Coordinator	Georgia Piedmont Technical College	Education and Training Representatives
Sergio Galeano	Advisor – Center for Workforce and Economic Development	Federal Reserve Bank of Atlanta	Government/Economic Development
Katrina Young	Business Retention and Expansion Manager	Decide DeKalb Development Authority	Government/Economic Development
Theo Anderson	Assistant Vice President	Mercer University	Education and Training Representatives

Attachment 2: Local Negotiated Performance

WIOA Performance Measure	PY24 Goal	PY25 Goal
Adult		
Adult Q2 Entered Employment	74%	74.5%
Adult Q4 Entered Employment	70%	70.5%
Adult Median Earnings	\$9,000	\$9,150
Adult Credential Rate	70%	70.5%
Adult Measurable Skills Gain	45%	45.5%
Dislocated Worker		
DW Q2 Entered Employment	78%	81%
DW Q4 Entered Employment	76%	77%
DW Median Earnings	\$10,132	\$10,257
DW Credential Rate	60%	60.5%
DW Measurable Skills Gain	50%	50.5%
Youth		
Youth Q2 Employment or Education	71.4%	71.9%
Youth Q4 Employment or Education	77.5%	78%
Median Earnings	\$4,286	\$4,411
Youth Credential Rate	65.3%	65.8%
Youth Measurable Skills Gain	40%	40.5%

Performance Measures	PY 2026	PY 2027
WIOA Title I Adult		
Employment (2nd Quarter After Exit)	72.0%	73.0%
Employment (4th Quarter After Exit)	68.0%	69.0%
Median Earnings	\$8,500	\$8,750
Credential Attainment	58.0%	60.0%
Measurable Skill Gains	55.0%	57.0%
WIOA Title, I Dislocated Worker		
Employment (2nd Quarter After Exit)	74.0%	75.0%
Employment (4th Quarter After Exit)	70.0%	72.0%

Median Earnings	\$10,500	\$10,750
Credential Attainment	50.0%	52.0%
Measurable Skill Gains	60.0%	62.0%
WIOA Title I Youth		
Employment (2nd Quarter After Exit)	72.0%	73.0%
Employment (4th Quarter After Exit)	76.0%	77.0%
Median Earnings	\$4,250	\$4,500
Credential Attainment	50.0%	53.0%
Measurable Skill Gains	40.0%	45.0%

Attachment 3: Comment Form

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:
Comment:

Attachment 4: Signature Page

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

Name: Lorne C. Green

Title: Local Workforce Area Director

Entity Representing: WORKSOURCE DEKALB

Signature: Lorne C. Green

Name: Lorraine Cochran-Johnson

Title: Chief Local Elected Official

Entity Representing: DEKALB COUNTY GOVERNMENT

Signature: Lorraine Cochran-Johnson

Name: Frankie Atwater

Title: Local Workforce Development Board

Entity Representing: WORKSOURCE DEKALB

Signature: Frankie Atwater

Appendix A: Procurement of Contracts and Subcontracts

PROCUREMENT OF CONTRACTS AND SUB-CONTRACTS Overview

SECTION I AUTHORITY AND RESPONSIBILITY OF PURCHASING AND CONTRACTING DEPARTMENT AND THE DIRECTOR

The Purchasing and Contracting Department shall serve DeKalb County Government by obtaining required commodities and services in accordance with Georgia law and this Policy. The Director shall, except as otherwise specified herein, be responsible for the administration of all transactions governed by the provisions of this Policy and shall serve as the principal procurement officer of the County. Unless otherwise provided, any duties and powers of the Director may be delegated by him/her to subordinate purchasing staff members and other employees. The Director shall be subject to the authority and supervision of the Executive Assistant/Chief Operating Officer and/or the Chief Executive Officer.

SECTION II PROCUREMENT PROCEDURES

The Director is authorized to establish, implement and enforce written operational procedures relating to acquisitions and dispositions subject to this Policy. Such procedures shall, to the extent consistent with applicable law and this Policy, be based upon generally accepted public purchasing principles and practices and shall become effective upon approval by the Chief Executive Officer. Additionally, these procedures may be revised, as necessary, through the same process used for their initial approval.

SECTION III DISCLAIMER OF RESPONSIBILITY FOR IMPROPER PURCHASING

The Governing Authority may disclaim responsibility and liability for any purchase, expenditure, or agreement for expenditures arising from procurements made in its name, or in the name of any governmental body under its authority, by an unauthorized person or any person acting outside this Policy or the authorization or delegation as provided in this Policy. The expense of any such disclaimed transaction may become the personal liability of the individual who acted improperly.

SECTION IV PURCHASING ADVISORY COMMITTEE (PAC)

A Purchasing Advisory Committee shall be established and comprised of members (selected from user departments by the County's Chief



3. Whether a fixed price or cost type contract is more advantageous.
4. Whether the marketplace will respond better to a solicitation permitting not only a range of alternate proposals, but evaluation and discussion of them before making the award.
5. Cost of equipment, services or project is in excess of \$50,000.00, and/or
6. Revenue is in excess of \$100,000.00.

Unless otherwise provided herein, formal sealed proposals must be obtained for any item or service which is expected to cost or generate revenue in excess of \$50,000.00 or \$100,000 respectively and for which the competitive sealed bid process is either not applicable or is determined by the Director not to be in the best interest of the County as outlined herein. Should the DeKalb County Organizational Act be hereafter amended to increase this bidding threshold so shall the amount in this Policy be changed.

C. INFORMAL PURCHASE

The Director is authorized to establish the methods and procedures to be used in handling informal purchases not exceeding \$50,000.00. Unless otherwise specifically provided, such purchases will be obtained competitively through telephone quotations or informal written solicitations. In most instances, this may be accomplished through a Purchase Order and does not require a formal, written agreement; however, the Director may, in his discretion, require that certain purchases be accomplished through formal, written agreement.

D. SOLE SOURCE PURCHASE

A sole source procurement may be used when only one supplier is able to fill requirements for the intended use. Sole source may be used for compatibility with equipment for repair purposes, or for compatibility with existing systems. Standardization may require a sole source procurement, depending upon the intended use.



Standardization, which is either established as a result of past procurement(s) or by approval of the Purchasing Advisory Committee, can be a satisfactory justification for a sole source.

All sole source purchases must be authorized by the Director. Prior to authorization, written justification must be signed by the Department Director and submitted to Purchasing and Contracting for evaluation.

E. EMERGENCY PURCHASE

An emergency exists when there is an imminent threat to the health, welfare or safety of people or property, or when there is a material loss of essential government services. The competitive process should be followed whenever possible in an emergency as long as the ability to respond to the emergency is not seriously impaired. The Director decides if a competitive process is required in any given emergency.

All emergency purchases must be authorized by the Director. Emergency purchases of \$100,000.00 or greater must be ratified by official action of the Governing Authority at a future Board of Commissioners' meeting and the reason for the emergency must be contained in the minutes of the meeting.

F. COOPERATIVE PURCHASE

The County may participate in a cooperative purchase for the acquisition of commodities, supplies and services through an authorized contract of any other governmental entity or agency whether federal, state or local, provided a competitive procurement process has been followed and the cooperative purchase is determined by the Director to be in the best interest of the County.

G. STATE OF GEORGIA AND FEDERAL CONTRACTS

Purchases exceeding \$50,000.00 may be made without formal sealed solicitations provided the supplier at the time of purchase has an existing contract or schedule with the State of Georgia or federal government and such purchase is determined by the Director to be in the best interest of the County. The purchase must be made pursuant to the price, terms, and conditions of said contract and the County must receive all the benefits of such contract.

Appendix: B Grievance Form

Appendix B: Grievance Form

WorkSource DeKalb Workforce Innovation and Opportunity Act Grievance/Complaint Procedures and Equal Opportunity Policy

General Policy

Whenever any person, organization or agency believes that the Governor, or the Governor's designee, Workforce Innovation and Opportunity Act (WIOA) grant recipient, or other sub recipients (e.g. service providers, contractors) has engaged in conduct that violates the Workforce Innovation and Opportunity Act and has a concern regarding this violation, the problem should first be discussed informally between those involved before a grievance or complaint is filed.

The grievance or complaint process is intended to allow for a resolution of the violation at the most local level. Applicants and participants for WIOA related services through the Workforce Innovation and Opportunity Act (WIOA) Title I will be treated fairly by WorkSource DeKalb (WSD) and Georgia Department of Economic Development, Workforce Division or any of its sub recipients for funds entrusted to the agency and no applicant, participant, employee, service provider or training provider will be intimidated, threatened, coerced or discriminated against because they have made a complaint, testified, assisted or participated in any manner of an investigation, proceeding or hearing.

Equal Opportunity Complaint Policy

WorkSource DeKalb adheres to the following United States Law: **"Equal Opportunity Is the Law"**.

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

The recipient (WorkSource DeKalb) must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

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

COMPLAINTS OF DISCRIMINATION: *What To Do If You Believe You Have Experienced Discrimination*

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

- **LOCAL:** The recipient's Equal Opportunity Officer: Lorne C. Green, Director/EO Officer, WorkSource DeKalb, 4572 Memorial Drive, Suite 100, Decatur, GA 30032, Office: 404-371-6354, Mobile: 470-877-6782, Email: lgreen@dekalbcountyga.gov. Use the attached complaint form or download from www.worksourcedekalb.org, or
- **STATE:** State EO Officer: Britney Singer, TCSG OWD Compliance Director, Address: 1800 Century Place N.E., Suite 150, Atlanta, GA 30345-4304, Phone: 404-679-1371, Email: wioacompliance@tcsd.edu.
- **FEDERAL:** The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Web site at www.dol.gov/crc. Furthermore, a complainant may file directly with the Director, Civil Rights Center at the address listed above. Or at the website: <http://www.dol.gov/oasam/programs/crc/external-enforce-complaints.htm>.
- If you file your complaint with the recipient, you must wait either until the recipient issues a written notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center.
- If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90 day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).
- If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.
- **Definition:** A complaint is an allegation of discrimination on the grounds a person, or any specific class of individuals, has been or is being discriminated against on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69. An allegation of retaliation, intimidation or reprisal for taking action or participating in any action to secure rights protected under WIOA will be processed as a complaint.

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

Opportunity Provisions 29 CFR Part 38 and Section 188 of the Workforce Innovation and Opportunity Act (WIOA).

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

Complaint Processing Procedure

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

- Acknowledgement of complaint received including date received; notice that the complainant has the right to be represented in the complaint process; notice of rights contained in §38.35; and notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.
- A written statement of issue(s) which includes a list of the issues raised in the complaint; for each issue, a statement of whether or not the issue is accepted for investigation or rejected and the reasons for each rejection after performing a period of fact finding.
- Notice that the complainant may resolve the issue Alternative Dispute Resolution (ADR) any time after the complaint has been filed, but before a Notice of Final Action has been issued.
- If the complaint does not fall within the Workforce Innovation and Opportunity Act jurisdiction for processing complaints alleging discrimination under Section 188 or Equal Opportunity and Nondiscrimination provisions at 29 CFR Part 38.74, the complainant will be notified in writing within five (5) business days of making such determination. The notification shall include the basis of the determination as well as a statement of the complainant's right to file with the Civil Rights Center (CRC) within thirty (30) days of the determination.
- Upon determination that the complaint has merit and is within the Workforce Innovation and Opportunity Act jurisdiction and period of fact finding or investigation of the circumstances underlying the complaint.

Complaint Processing Time Frame

A complaint will be processed and Notice of Final Action issued within ninety (90) days of receipt of the complaint pursuant to 29 CFR 38.72. Complainant may elect to file his or her equal opportunity complaint with the TCSG OWD's address and information is as follows: Attention: TCSG OWD Compliance Director, 1800 Century Place N.E., Suite 150, Atlanta, GA 30345-4304, 404-679-1371, WIOAcompliance@tcsgeu.edu; use form at: <https://tcsgeu.edu/worksource/resources-for-practitioners/eo-and-grievance-procedure-information/>

Opportunity Provisions 29 CFR Part 38 and Section 188 of the Workforce Innovation and Opportunity Act (WIOA).

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

Complaint Processing Procedure

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

- Acknowledgement of complaint received including date received; notice that the complainant has the right to be represented in the complaint process; notice of rights contained in §38.35; and notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.
- A written statement of issue(s) which includes a list of the issues raised in the complaint; for each issue, a statement of whether or not the issue is accepted for investigation or rejected and the reasons for each rejection after performing a period of fact finding.
- Notice that the complainant may resolve the issue Alternative Dispute Resolution (ADR) any time after the complaint has been filed, but before a Notice of Final Action has been issued.
- If the complaint does not fall within the Workforce Innovation and Opportunity Act jurisdiction for processing complaints alleging discrimination under Section 188 or Equal Opportunity and Nondiscrimination provisions at 29 CFR Part 38.74, the complainant will be notified in writing within five (5) business days of making such determination. The notification shall include the basis of the determination as well as a statement of the complainant's right to file with the Civil Rights Center (CRC) within thirty (30) days of the determination.
- Upon determination that the complaint has merit and is within the Workforce Innovation and Opportunity Act jurisdiction and period of fact finding or investigation of the circumstances underlying the complaint.

Complaint Processing Time Frame

A complaint will be processed and Notice of Final Action issued within ninety (90) days of receipt of the complaint pursuant to 29 CFR 38.72. Complainant may elect to file his or her equal opportunity complaint with the TCSG OWD's address and information is as follows: Attention: TCSG OWD Compliance Director, 1800 Century Place N.E., Suite 150, Atlanta, GA 30345-4304, 404-679-1371, WIOAcompliance@tcsgeu.edu; use form at: <https://tcsgeu.edu/worksource/resources-for-practitioners/eo-and-grievance-procedure-information/>

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

OR

Complaints may be initially filed or appealed to the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N4123, Washington, DC 20210 or electronically as directed on the CRC website at www.dol.gov/crc within thirty (30) days of complainant's receipt of either WorkSource DeKalb Notice of Final Action or TCSG OWD Notice of Final Action. In other words, within one hundred eighty (180) days Complainant may file his or her appeal.

Resolution Process

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

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

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

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

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

Breach of Agreement: Any party to any agreement reached under ADR may file a complaint in the event the agreement is breached State EO Officer: Britney Singer, TCSG OWD Compliance Director Address: 1800 Century Place N.E., Suite 150, Atlanta GA 30345-4304 Phone: 404-679-1371, Email: wioacompliance@tcsgeu.edu or Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210.

The non-breaching party may file a complaint within thirty (30) days of the date that party learns of the alleged breach (29 CFR 38.72).

GENERAL, NON-DISCRIMINATORY COMPLAINTS

Definition: General Complaint – A Complaint involving a general, non-discriminatory WIOA violation. A grievance is a complaint about customer service, working conditions, wages, work assignment, etc., arising in connection with WIOA Title I funded programs operated by WIOA recipients including service providers, eligible training providers, one-stop partners and other contractors. A grievance is a more formalized complaint.

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

Filing a General Grievance/Complaint (violations of the act or regulations not alleging discrimination)

Who May File: Any person, including WIOA program participants, applicants, staff, employers, board members or any other interested parties who believes they have received unfair treatment in a WIOA Title I funded program.

Any person may attempt to resolve all issues of unfair treatment by working with the appropriate manager and/or supervisor and staff member, service provider, or one-stop partner involved informally prior to a written grievance being filed. All complaints as described in the previous definition may be filed within one hundred eighty (180) days after the act in question by first completing and submitting the General Grievance Form to:

Robert Gordon
One-Stop Operator

WorkSource DeKalb, 4572 Memorial Drive, Suite 100, Decatur, GA 30032
Email: rgordon1@dekalbcountyga.gov, Phone: (404) 371-3721

Grievance Processing Procedure

A complaint may be filed by completion and submission of the Complaint Form located at www.worksourcedekalb.org. WorkSource DeKalb will issue a written resolution within sixty (60) days of the date the complaint was filed. Pursuant to Section 181 of the Workforce Innovation and Opportunity Act, WorkSource DeKalb shall provide the grievant with an opportunity for a hearing within sixty (60) days of the complaint's filing, if requested in writing by the grievant. In the event a hearing is not requested, WorkSource DeKalb shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act were violated. In the event the grievant is dissatisfied with WorkSource DeKalb's decision, he or she may appeal the decision to the State EO Officer: Britney Singer, TCSG OWD Compliance Director Address: 1800 Century Place N.E., Suite 150, Atlanta GA 30345-4304 Phone: 404-679-1371, Email: wioacompliance@tcsgeu within sixty (60) days of the date of the decision. If such an appeal

is made, the TCSG-OWD shall issue a final determination within sixty (60) days of the receipt of the appeal.

In the event WorkSource DeKalb does issue a written resolution within the sixty (60) days of the complaint's filing as required, the grievant has the automatic right to file his or her complaint with State EO Officer: Britney Singer, TCSG OWD Compliance Director Address: 1800 Century Place N.E., Suite 150, Atlanta GA 30345-4304 Phone: 404-679-1371 Email: wioacompliance@tcsd.edu

Hearing Process

Respond in writing acknowledging the request to the grievant; and (2) notify the grievant and respondent of a hearing date. The notice shall include, but not limited to: (1) date of issuance; (2) name of grievant; (3) name of respondent against whom the complaint has been filed; (4) a statement reiterating that both parties may be represented by legal counsel at the hearing;

(5) the date, time, place of the hearing, and the name of the hearing officer; (6) a statement of the alleged violation(s) of WIOA ; (7) copy of any policies and procedures for the hearing or identification of where such policies may be found; and (8) name, address, and telephone number of the contact person issuing the notice.

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

The hearing officer, considering the evidence presented by the grievant and respondent, shall issue a written decision which shall serve as WorkSource DeKalb's official resolution of the complaint. The decision shall include the following information: (1) the date, time, and place of hearing; (2) a recitation of the issues alleged in the complaint; (3) a summary of any evidence and witnesses presented by the grievant and respondent; (4) an analysis of the issues as related to the facts; and (5) a decision addressing each issue alleged in the complaint.

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

Appeal Process

An appeal may be requested by contacting State EO Officer: Britney Singer, TCSG OWD Compliance Director Address: 1800 Century Place N.E., Suite 150, Atlanta GA 30345-4304 Phone: 404-679-1371, Email: wioacompliance@tcsd.edu

COMPLAINANTS OF FRAUD, ABUSE or OTHER ALLEGED CRIMINAL ACTIVITY

In case of suspected fraud, abuse or other alleged criminal activity, you should direct your

concerns to the Office of Inspector General, U.S. Department of Labor at 1-866-435-7644 or email at inspector.general@oig.ga.gov. There is no charge for this call. Complaint Form: <http://oig.georgia.gov/file-Complaint>. This document can be translated using www.microsofttranslator.com

Additionally, as part of DeKalb County Government's commitment to "Zero Tolerance" of unethical conduct in the workplace, DeKalb has implemented an EthicsPoint Hotline that is hosted/managed by a third-party provider. This service provides anonymous and confidential reporting of unethical conduct in DeKalb County. Access to the system is available 24/7 via telephone at 855-224-8216 or online at www.co.dekalb.ethicspoint.com. Each report will automatically generate a unique 10-digit Report Key to allow the tracking status of reports submitted. All reports are sent electronically to the County's Internal Auditor for review and investigation. For more information, see DeKalb County Ethics Policy.

COMPLAINTS AGAINST PUBLIC SCHOOLS

If the complaint is not resolved informally and it involves public schools of the State of Georgia, the grievance procedure will comply with WIOA and OCGA 202-1160.

I certify that I have received a copy of this policy and procedures and understand the information provided within this document.

Signature: _____ **Date:** _____

Appendix: B Grievance Contacts

Appendix B: Grievance Contacts

If the complainant is dissatisfied with the resolution of his/her complaint by WorkSource DeKalb or WFD, the complainant may file a new complaint with CRC within thirty (30) days of the date on which the complainant receives the Notice of Final Action. If the State or WorkSource DeKalb fails to issue the Notice within ninety (90) days of the date on which the complaint was filed, the complainant may file a new complaint with CRC within thirty (30) days of the expiration of the ninety (90) day period (in other words, within one hundred and twenty (120) days of the date on which the original complaint was filed). Additional information regarding grievance and complaint filing, hearing process and timeline are outlined in WorkSource DeKalb's Policy Manual that can be requested from WorkSource DeKalb's EEO Officer listed below.

Contact Local Area – **WorkSource DeKalb** for inquiry to resolution of alleged grievance or complaint

Lorne C. Green
Director/EO Officer
WorkSource DeKalb
4572 Memorial Drive, Suite 100
Decatur, Georgia 30032
Email: lcgreen@dekalbcountyga.gov
Office: 404-371-6354:

Contact **State WIOA EO Officer**

Title I Equal Opportunity Officer
Technical College System of Georgia Office of Workforce Development
1800 Century Place NE
Atlanta, GA 30345
404-679-1370 (voice)
wioacompliance@tcsg.edu

If resolution is not sufficient, contact
Civil Rights Center (CRC),
U.S. Department of Labor
200 Constitution Ave. NW Room – N4123
DC 20210

And Regional Administrator
USDOL/Employment and Training Administration
Atlanta Federal Center, Room 6M112
61 Forsyth Street, SW
Atlanta, GA 30303

A complainant may file directly with the Director, Civil Rights Center at the address listed above. Or at the website: <http://www.dol.gov/oasam/programs/crc/external-enforcement-complaints.htm>.

In case of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Georgia Office of Inspector General, 1-866-435-7644 or email at inspector.general@oig.ga.gov. There is no charge for this call. Complaint Form: <http://oig.georgia.gov/file-Complaint>. This document can be translated using www.microsofttranslator.com

Additionally, as part of DeKalb County Government's commitment to a "Zero Tolerance" of unethical conduct in the workplace, DeKalb has implemented an Ethics Point Hotline that is hosted/managed by a third-party provider. This service provides anonymous and confidential reporting of unethical conduct in DeKalb County. Access to the system is available 24/7 via telephone at 855-224-8216 or online at <http://www.dekalbcountyethics.org/file-a-complaint/>

Each report will automatically generate a unique 10-digit Report Key to allow the tracking status of reports submitted. All reports are sent electronically to the County's Internal Auditor for review and investigation. For more information, see DeKalb County Ethics Policy.

I certify that I have received a copy of this policy and procedures.

Applicant Name (signature): _____ Date _____

Revised March 30, 2020

WSD is an EEO/M/F/D/V employer/program. Auxiliary aids/services are available upon request to individuals with disabilities. Persons with hearing impairments may call 1-800-255-0135 or 711 (TTY) for assistance. WSD is fully funded by the U. S. Department of Labor and is a proud partner of the American Job Center Network.

Appendix C: Complaint Instructions Form

WorkSource DeKalb

Workforce Innovation and Opportunity Act Grievance and Complaint Information Form

INSTRUCTIONS: Please fill out Questions 1-5 for a general complaint. If you feel you have been discriminated against, please complete Questions 6-11. This form should be completed and submitted within one hundred twenty (120) days of the date of the alleged discriminatory act. Once you have completed the appropriate questions, please sign and date at the end of this form.

Pursuant to section 181 of the Workforce Innovation and Opportunity Act (WIOA), WorkSource DeKalb (WSD) shall provide the complainant with an opportunity for a hearing within sixty (60) days of the complainant's filing, if expressly requested in writing by the complainant, or in the event is not requested, WSD shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act (WIOA) were violated. In the event the complainant is dissatisfied with WSD's decision, he or she may appeal WSD's decision to the Georgia Department of Economic Development, Workforce Division.

WorkSource DeKalb (WSD)

ATTN: Lorne C Green Director/EO Officer

4572 Memorial Drive, Suite 100

Decatur, GA 30032

Office: 404-371-6354

Submissions should be sent to: lcgreen@dekalbcountyga.gov

Complainant Information:

First Name _____ MI _____ Last Name _____ Home Number _____

Address _____ Work Number _____

City, State, and Zip _____ Email _____

Are you a WSD Employee? Yes No (circle one)

1) Respondent Information (Agency, Employee, or Employer you are making the complaint against):

Name _____ Telephone _____

Address _____ City _____ State _____ Zip _____

2) What is the most convenient time and place for us to contact you about this complaint? _____

3) Briefly describe, as clearly as possible, your complaint. Attach additional sheets if necessary. Also, attach any written materials pertaining to your complaint.

a. Please explain the basis of the complaint. _____

b. Who was involved? Include witnesses, fellow employees, supervisors, or other. Provide names, addresses and telephone numbers if known. _____

c. Please list the location and date. _____

WSD is an EEO/M/F/D/V employer/program. Auxiliary aids/services are available upon request to individuals with disabilities. Persons with hearing impairments may call 1-800-255-0135 or 711 (TTY) for assistance. WSD is fully funded by the U. S. Department of Labor and is a proud partner of the American Job Center Network.

4) Were you offered services? (If applicable) Yes, No NA (circle one)

This is all that is required for a general complaint, please sign and date at the end of this form.

FOR GRIEVANCES/ DISCRIMINATION ONLY – COMPLETE 6 THROUGH 11

Pursuant to 29 C.F.R 38.72, a discriminatory complaint must be filed within one hundred twenty (120) days of the alleged discriminatory act. If (1) the complainant is dissatisfied with WSD's decision, may file a complainant with the Technical College System of Georgia (TCSG), Office of Workforce Development (OWD). Upon receiving a notice of final action from TCSG, OW, should the complainant still not satisfied, may file a complaint with the Director of the United States Department of Labor's Civil Rights Center within thirty (30) days of receiving the Written Notice of Final Action. (38.79 and 38.80)

5) Do you feel you have been discriminated against? Yes No (Circle one)

6) On what date (s) did the alleged discriminatory action occur? _____

7) Check all grounds of discrimination that apply and specify the characteristic

8)

☐ Race	☐ Color
☐ Religion	☐ National Origin
☐ Sex [] Male [] Female	☐ Age
☐ Disability	☐ Sexual Harassment
☐ Citizenship	☐ Political Affiliation
☐ Reprisal/Retaliation	☐ Other

9) Explain briefly how you were treated differently. Attach any written material pertaining to your case.

10) attorney or other representative for this complaint? Do you have an
Yes No (Circle
one) If yes, please provide name, address and phone:
Attorney Name _____ Address _____ Telephone _____

11) If you have filed a case or complaint with any other
government agency or non-federal entity, please list below: Agency
Date Filed _____
Case or Docket Number _____ Date of Trial or Hearing _____
Location of agency or court _____ Name of Investigator _____
Status of Case _____ Comments _____

I certify that the information furnished above is true and accurately stated to the best of my knowledge. I authorize the disclosure of this information to enforcement agencies for the proper investigation of my complaint. I understand that my identity will be kept confidential to the maximum extent possible consistent with applicable law and a fair determination of my complaint.

Complainant Signature _____ Date _____

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Revised March 30, 2020

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