



REGION 7 WORKFORCE DEVELOPMENT PLAN

State Service Delivery Region 7

Local Workforce Areas 12 & 13

Planning Period

PY 2016-2020

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1.0 Introduction.....	6
Plan Approval.....	6
2.0 Strategic Elements, Governance and Structure	7
Identification of the Fiscal Agent.....	7
Description of Strategic Planning Elements.....	7
Analysis of Economic Conditions.....	7
Development of In-Demand Industry List	10
Strategic Vision and Goals	19
Mission	19
Vision.....	19
Guiding Principles.....	19
Customers.....	19
Goals.....	19
3.0 Description of Strategies and Services	22
Regional Coordination of Economic and Workforce Development.....	24
CSRA Unified Development Authority.....	24
Augusta Regional Development Alliance	24
Region 7 Recruitment and Retention Team	24
Linkage Between One-Stop Delivery System and Unemployment Insurance Program	24
Regional Service Delivery.....	25
Sector Strategy Development.....	26
Description of One-Stop System	26
One-Stop Career Centers.....	28
Continuous Improvement.....	29
One-Stop Access.....	29
ADA.....	29
Partner Roles and Responsibilities	30
One-Stop Operators.....	30
Awarding Sub-grants and Contracts	30
EEO Grievance Procedures.....	31
Local Boards and Plan Development.....	31

Local Boards.....	31
Membership.....	31
Orientation.....	32
Regional Collaboration.....	32
Local Board Engagement.....	32
Board Committees.....	32
Plan Development.....	33
Region-wide Service Delivery and Training.....	33
Expanding Service to Eligible Individuals.....	33
Rural Access.....	34
Veterans Program.....	34
DEI Grant.....	35
Career Pathways.....	36
Improved Access to Credentials.....	36
Description of Services to Adults and Dislocated Workers.....	37
Description of Rapid Response Services.....	39
Description of Youth Services.....	39
Services and Activities.....	40
Coordination with Core Partners.....	44
Performance, ETPL and Use of Technology.....	47
State Initiatives and Vision.....	52
4.0 Appendices.....	55
Contents.....	55
A. CSRA Comprehensive Regional Plan.....	56
B. High/In Demand Career Lists.....	57
C. Local Board Rosters.....	62
D. Negotiated Performance.....	64
E. Policies.....	66
Purpose:.....	89
Overview.....	89
Types of Allowable Assistance.....	90
COORDINATION OF SUPPORTIVE SERVICE.....	91
DOCUMENTATION OF SERVICES.....	91

Process for Payments.....	92
Unallowable Supportive Services.....	92
X. Supportive Services Limits	92
XI. Transition	93
XII. Funding Limits	93
F. Policies-Worksource East central georgia	97
General Policy.....	99
Subsection 1.....	99
Subsection 2.....	100
Assistance	100
Hearing Procedures- East Central Consortium.....	101
Subsection 3.....	103
G. RC New Provider Review Tool.....	117
Attachments	118
H. Area 12 – One Stop Partners By Locations.....	119
I. Survey Tools.....	120
J. Comments Received During Public Review	124
K. Signature Page	Error! Bookmark not defined.

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The Central Savannah River Area (CSRA) encompasses an area nearly 6,500 square miles — the largest political region in the state. WorkSource Georgia Region 7 is comprised of two local workforce areas:

- CSRA, Area 12
- East Central Georgia Consortium, Area 13

Located in east-central Georgia, along the Savannah River, Region 7 includes 13 counties: Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Taliaferro, Warren, Washington, and Wilkes. The largest city in Region 7 is consolidated Augusta-Richmond County.



PLAN APPROVAL

The purpose of this document is for local workforce areas in State Service Delivery 7 to engage in a regional planning process that results in a comprehensive regional workforce development plan, the development and implementation of sector initiatives for in-demand industries, the development of strategies to support career pathways and the development and expansion of strategies for meeting the needs of employers, workers and job-seekers through industry or sector partnerships.

The plan includes both joint initiatives and approaches, as well as the individual local area's endeavors to achieve the outlined goals. A draft of the local plan shall be available for review and comment as instructed by the Georgia Department of Economic Development Workforce Division. Through this process the plan shall be approved by local boards and distributed for a 30-day public comment period. The plan shall be made available to the public through electronic and other means such as open, public hearings and local news media.

Neither local area had deficiencies identified through state or local audits. The local plan is in alignment with the State Plan, including the core programs to support the strategy identified in the State Plan in accordance with WIOA Section 102(b)(1)(E).

IDENTIFICATION OF THE FISCAL AGENT

This Regional Plan covers Local Workforce Areas 12 and 13. The Fiscal Agent for each of the entities responsible for the disbursement of grant funds as determined by the chief elected official are listed below.

Name of Fiscal Agent	CSRA Regional Commission	Lincoln County Board of Commissioners
Name of Programmatic Agency	CSRA Regional Commission	East Central Georgia Consortium
Counties Covered	Burke, Jefferson, Jenkins, and Richmond	Columbia, Glascock, Hancock, Lincoln, McDuffie, Taliaferro, Warren, Washington, and Wilkes

DESCRIPTION OF STRATEGIC PLANNING ELEMENTS

The CSRA Regional Commission develops and updates a comprehensive plan for the area referenced in this document as State Service Delivery Region 7. The counties in both Area 12 and 13, are included in the development and implementation of the Regional Comprehensive Plan. A copy of that plan is attached.

ANALYSIS OF ECONOMIC CONDITIONS

The development of the Regional Workforce Plan relies heavily on the analysis that occurred during the preparation of the CSRA Regional Plan. For example, the existing plan directly addresses workforce and economic development including regional development patterns, and growth analysis. The data, participation techniques and stakeholder engagement utilized to develop this plan is included in the attached document. This foundational analysis was critical in the identification of potential growth sectors, as well as identifying local areas of job growth.

REGIONAL SNAPSHOT

Region 7 encompasses an area nearly 6,500 square miles — the largest political region in the state. Located in the east-central Georgia, along the Savannah River, the CSRA includes 13 counties: Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Taliaferro, Warren, Washington, and Wilkes. The largest city in the Region is Augusta — the economic core of the region. Region 7 is home to Fort Gordon the United States Army Signal Corps and Signal Center.

POPULATION

Region 7 is home to approximately 480,000 residents with an annual growth rate estimated to be .90%. The median age of residents is 37 compared to the national median age of 38. The household count in this area has changed from 170,745 in 2010 to 180,253 in the current year, a change of 0.87% annually. The five-year projection of households is 187,560, a change of 0.80% annually from the current year total. The average household size is

currently 2.58, compared to 2.57 in the year 2010. The number of families in the current year is 123,592 in the specified area.¹

HOUSEHOLD INCOME

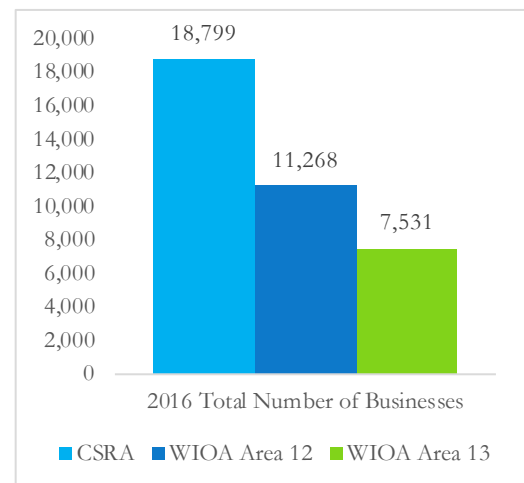
Current median household income is \$43,266 in the area, compared to \$54,149 for all U.S. households. Median household income is projected to be \$50,295 in five years, compared to \$59,476 for all U.S. households. Current average household income is \$60,972 in this area, compared to \$77,008 for all U.S. households. Average household income is projected to be \$67,502 in five years, compared to \$84,021 for all U.S. households. Current per capita income is \$23,624 in the area, compared to the U.S. per capita income of \$29,472. The per capita income is projected to be \$25,992 in five years, compared to \$32,025 for all U.S. households.²

Housing

Currently, 53.6% of the 208,156 housing units in the area are owner occupied; 33.0%, renter occupied; and 13.4% are vacant. Currently, in the U.S., 55.4% of the housing units in the area are owner occupied; 32.9% are renter occupied; and 11.7% are vacant. In 2010, there were 195,530 housing units in the area - 57.0% owner occupied, 30.3% renter occupied, and 12.7% vacant. The annual rate of change in housing units since 2010 is 2.82%. Median home value in the area is \$119,828, compared to a median home value of \$198,891 for the U.S. In five years, median value is projected to change by 4.94% annually to \$152,503.³

Local Workforce Areas

The region is served by two local workforce areas. Area 12 serves Augusta-Richmond County, Burke, Jefferson and Jenkins Counties. Area 13 serves Columbia, Glascock, Hancock, Lincoln, McDuffie, Taliaferro, Warren, Washington and Wilkes counties. The following section provides a snapshot of the demographic makeup and employment drivers in the region. Employment and business data was extracted using ESRI's Business Analyst Online tool⁴.



Source 1: ESRI Business Analyst Online

The industries that employ the highest number of Region 7 residents are consistent with the common perceptions of the area. The region is home to Ft. Gordon, the US Army Center for Cyber Command and the Dwight D. Eisenhower Army Medical Center. Numerous public administration civilian jobs complement the military presence at the installation. Healthcare and social services jobs are also abundant. In addition to the military hospital, two

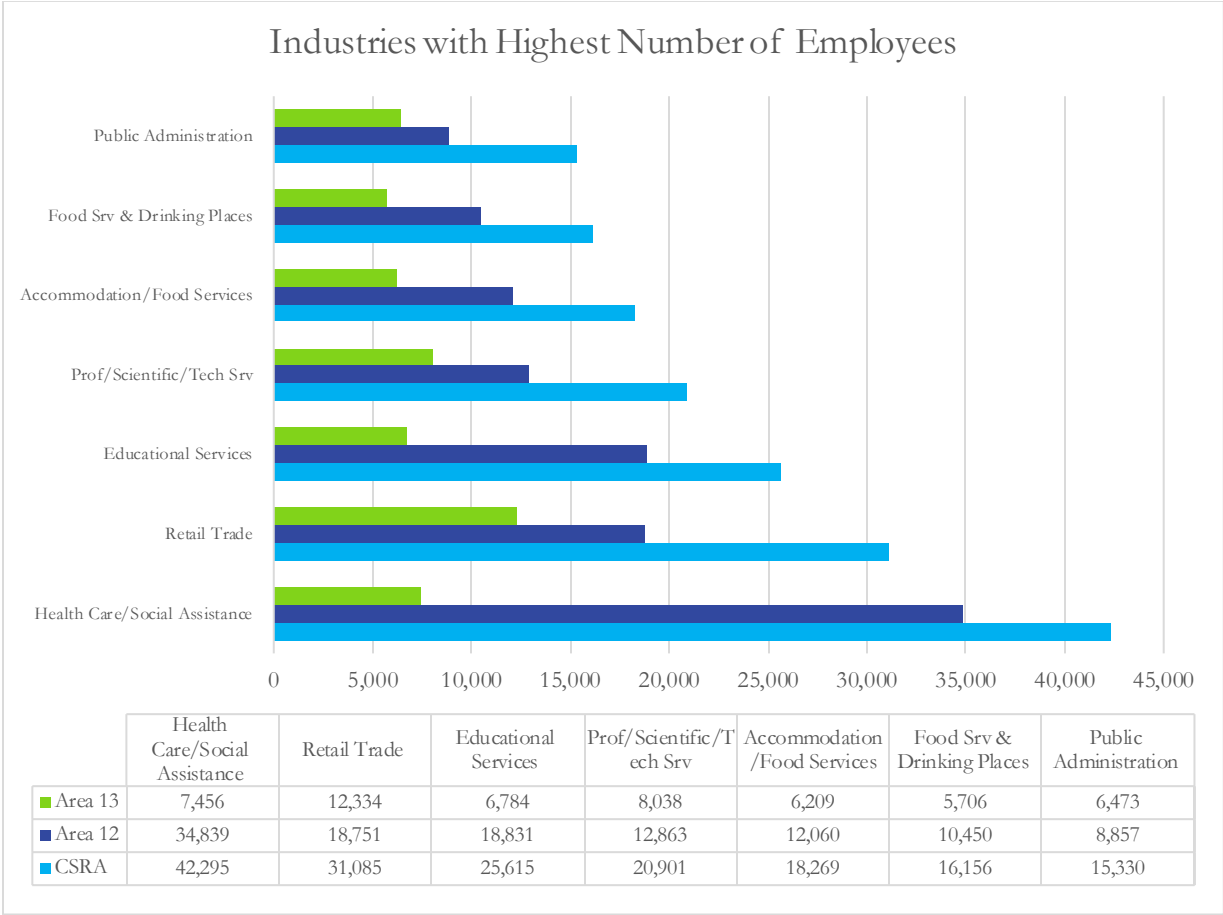
¹ ESRI Business Analyst Online. 2016. *ESRI Business Analyst Online*. August 17. <https://bao.arcgis.com/esriBAO>.

² IBID

³ IBID

⁴ (ESRI Business Analyst Online 2016)

Veterans Administration facilities are located in the region. Over 20 hospitals and similar industries command a high concentration of health care and social service positions.



Source 2: ESRI Business Analyst Online

As illustrated in the chart above⁵, the region’s sector that encompasses the largest number of businesses is healthcare and social assistance. The area is home to over 25 hospitals and numerous clinics and other related businesses. As expected, the Region 7 location quotient for this sector is steadily increasing. The location quotient in this field was 1.35 in 2010 and is expected to reach 1.57 by 2020⁶.

⁵ ESRI Business Analyst Online. 2016. *ESRI Business Analyst Online*. August 17. <https://bao.arcgis.com/esriBAO>.

⁶ 2016 Burning Glass Report. Provided by GDEcD



Source 3: ESRI Business Analyst Online

The number of individual businesses⁷ in each sector is similar, but not identical to the sectors that have the highest number of employees. The local areas tend to mirror the trends of the region, however, greater concentrations of industry clusters may exist in individual service areas. Therefore, the two local areas are collaborating on addressing workforce development in the healthcare sector. Each area has also selected other key areas to address individually.

DEVELOPMENT OF IN-DEMAND INDUSTRY LIST

In addition to the information gathered from the Comprehensive Planning process, the local areas utilized data from the Georgia Department of Labor, the Bureau of Labor Statistics and ESRI to identify existing and emerging in-demand industry sectors. The data analysis was coupled with interviews of local development authority directors, chamber leadership, workforce development professionals and local technical colleges to develop a comprehensive list of In-demand Occupations. The areas use the terms “in-demand” and “high demand” interchangeably.

⁷ ESRI Business Analyst Online. US Census 2010 Summary File. ESRI forecasts for 2016 and 2021.

Specifically, the areas with the largest growth rate, as well as actual growth projections were included. Additionally, areas that maintain significant numbers of annual openings and areas that are targeted for industrial recruitment efforts were also considered to be a high demand occupation.

An analysis of economic conditions of existing and emerging in-demand industries and occupations demonstrate that Healthcare followed closely by the emerging Advanced Manufacturing sector are our top sectors. Transportation/Logistics also demonstrates potential for growth. Opportunities for meaningful careers are readily available in these sectors and career pathways are established for each sector.

A copy of each local area's In-Demand Occupations list is included in the Appendix.

SKILLS, KNOWLEDGE AND BARRIERS

The areas of concern identified through Governor Deal's HDCI initiative mirrors the challenges often lamented by local industry leaders. The following are consistently named as areas of frustration and/or concern.

1) Greying of the Workforce

- Many employers anticipate that a large percentage of their employees to retire in the next few years (baby boomer effect). This phenomenon may create skills gaps throughout some of our industries. As older age workers retire, leaving employers with needs in their particular industries, younger workers will need the appropriate skills training to adequately replace the older retiring workers who right now are not ready to take over these positions.

1) Soft skills

- Employers routinely discuss the importance of soft skills such as effective communication, teamwork, problem solving, intellectual curiosity, critical thinking and work ethics.

1) Drug Testing

- Employers have increasing difficulty in recruiting employees that can pass background screenings and drug tests.

1) Basic Skills

- Employers lament that they are experiencing difficulty finding individuals with basic skills such as proficiency in reading, mathematics, statistics and writing. Consequently, there is a compelling need to introduce science, technology, engineering, mathematics (STEM) courses to students at a much younger age. Employers report that stem career fields need to be made a key part of the curriculum.

1) Skilled Trades

- Industries also report difficulty in recruiting employees that are proficient in skilled trades including, but not limited to, welding, plumbing, machine operators, carpentry, technicians, pipefitter and related areas.

To

Both areas assist in solving these and other related problems employers expressed the need for more On-the-Job (OJT) and incumbent worker programs. Employers that currently use OJT and incumbent worker programs find that they are most valuable in identifying, assessing, and training future and current employees. Employers also emphasize the importance of OJT in the employee development process. These programs help to assist them fill positions that require years of specialized experience in addition to relevant training or educational background requirements.

Locally, there are gaps between supply and demand. The largest gaps in the labor force result from a deficiency in the development of employees acquiring skills. Educational attainment is an issue both nationally as well as in Georgia. Georgia's high school graduation rate/GED of 33.5% and only 9.95% of the population having completed two or more years of college. The LWDA will continue to develop strategies for increasing its high school graduation rate, as well as connecting out-of-school and older youth with programs to complete degree equivalency programs and technical education programs.



The barriers to long term employment mirror many of the concerns expressed above. Often, individuals are not equipped to compete for the available jobs. Additionally, the traditional barriers to employment such as transportation, childcare and criminal background continue to impact the community.

The occupational profile of Region 7 reflects the work performed by the region's residents, whether they work in Region 7 or another region.

The workforce remains diversified with Management/Professional occupations (32.6%) accounting for the highest share of employment, followed by Sales, Office & Administrative Support (24.9%) and Service Workers (19.3%). This reflects strong employment orientation in service and government sectors. The smallest shares of occupations are found in Farming, Fishing & Forestry and Construction, Extraction & Maintenance (combined 9.3%), reflecting the decline of agricultural and natural resource-based industries.

Industry employment trends reflect the region's occupational profile. Services (48.2%) account for the highest share of employment among Region 7 residents. Other important sectors include Retail Trade (12.2%) and Manufacturing (11.5%). In 2015, the area has an estimated employed population ages 16 and over of 178,688 people. Services grew since 2013 adding 52 jobs, as did Agriculture (321 jobs), Manufacturing (386 jobs), and Finance/Insurance/Real Estate (256 jobs), while residents working in other sectors experienced a decline.

Sector and industry trends reflect the work within the region, including out-of-region residents.

Region 7's employment base is largely a mix of small businesses across a variety of sectors. In 2012, there were 19,394 businesses in the region, employing 233,991 people. Estimates for 2015, indicate there are 19,523 businesses employing 223,405 people. The majority of businesses continue to employ ten or fewer people. The small business sector of the economy is supplemented by major employers such as manufacturers, education institutions, and government agencies.

The majority of jobs in the region are in service-producing industries, which has increased by over 10% from 2000 to 2012, and continued to show an increase in 2015. Sixty-three percent (63%) of the jobs in the region are in this sector, followed by Government (23%) and Goods Producing (14%). These data highlight the shift from manufacturing to service industries that has occurred in the past twenty years. A key component of economic

development is understanding the needs of existing businesses. Existing businesses may need training or access to capital in order to finance an expansion. They may require assistance finding skilled employees or in resolving land use issues. They may require knowledge of how to tap into new markets for their products. Institutional capacity measures the extent to which area agencies have the knowledge and skills to provide these and other services to businesses.

In the economic development process, government plays several roles: policy maker, financial partner, and regulator. Local government policy makers are called upon by citizens to balance sometimes competing and conflicting community values and objectives. Sustained long-run economic growth requires technological transformation and structural change. The leading technology regions are investing heavily in programs to enable the workforce to learn and relearn competencies and skills required in that dynamic economic world. In addition, an unprecedented requirement for adult retraining and continuous adult learning to keep pace with the changing needs of business and industry is now present. Low and semi-skilled workers can no longer command the wages they once did as a result of global competition and labor cost pressures. Given the number of manufacturing jobs lost in the last decade, workforce training is a necessary element to assist with worker transitions as well as offering a diverse labor pool for businesses.

Goal: Build upon the existing education and workforce training that focuses on targeted sectors.

Action 1: Support cooperative efforts to coordinate education and job training programs among the school boards, technical and comprehensive colleges, and state workforce programs.

Action 2: Encourage linkages between area colleges and employers that feature quality employment opportunities to retain skilled graduates.

Action 3: Conduct a survey of employers to determine what targeted sector and industry certification and programs they would support.

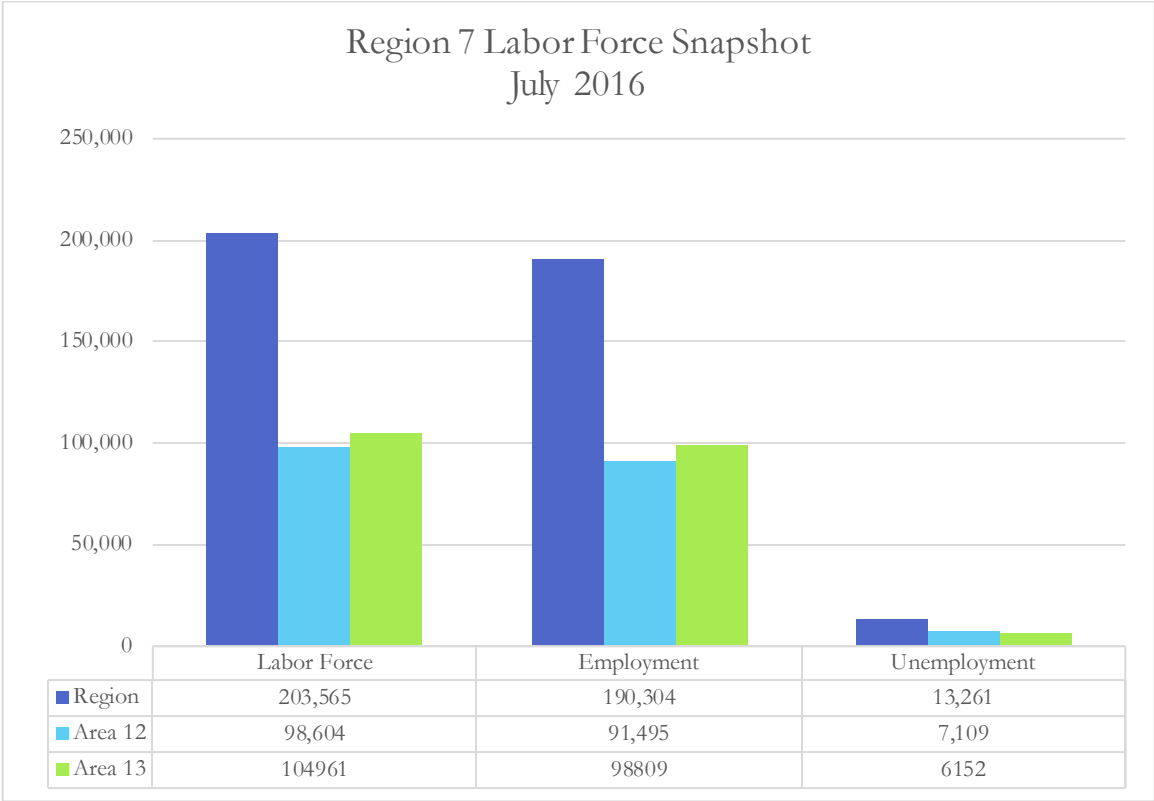
Action 4: Work with area business schools to enhance entrepreneurial curriculum.

Action 5: Periodically evaluate programs to be responsive to the changing job market.

WORKFORCE ANALYSIS

CURRENT LABOR FORCE EMPLOYMENT

The total civilian labor force (not seasonally adjusted) for the Region in July, 2016 was 203,565 of which 190,304 were employed and 13,261 were unemployed. The unemployment rate was 6.5% percent. ⁸



Source: U.S. Bureau of Labor Statistics. 2016. Local Area Unemployment Statistics. September 2017.

⁸ GA Dept. of Labor, Workforce Statistics & Economic Research, Local Area Unemployment Statistics Unit 2016

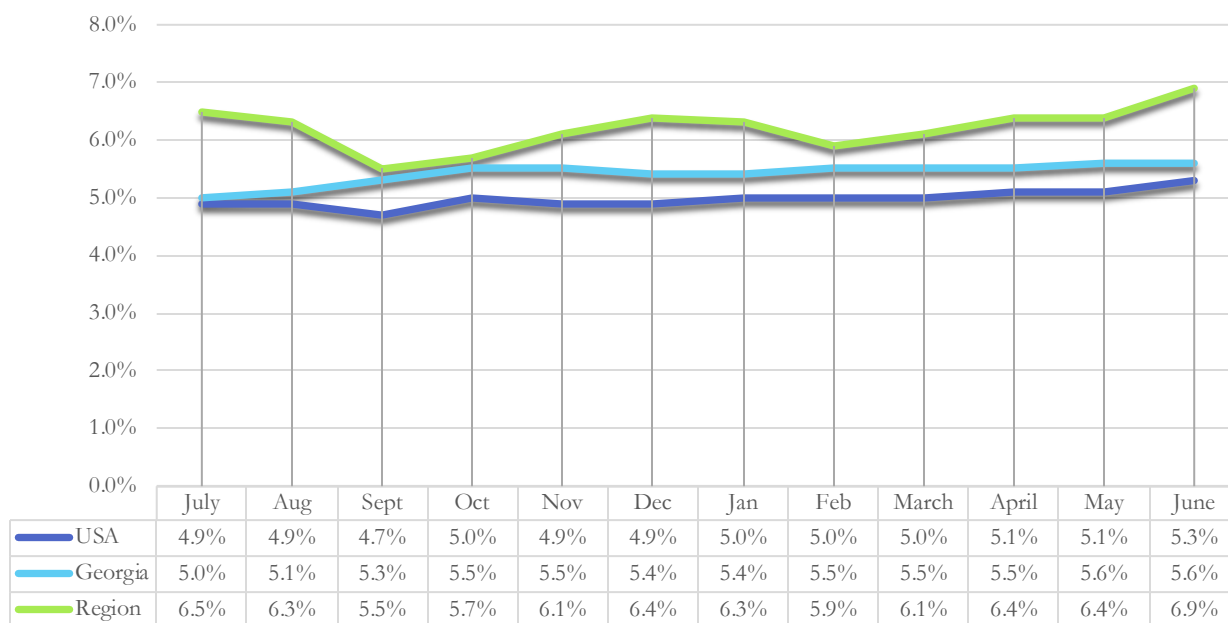
LABOR MARKET TRENDS

2016 AVERAGE UNEMPLOYMENT RATE COMPARISON



Source 4: Statistics, U.S. Bureau of Labor. 2016. Local Area Unemployment Statistics. September 2017.

FY16 Monthly Unemployment Rate



Source 5: U.S. Bureau of Labor Statistics

EDUCATIONAL AND SKILLS LEVELS

2016 Educational Attainment

Variables	Region 7 All Counties	Area 12	Area 13
Less than 9th Grade	16,768	9,528	7,240
9-12th Grade/No Diploma	33,103	18,840	14,263
GED/Alternative Credential	17,990	9,522	8,468
High School Diploma	83,788	44,803	38,985
Some College/No Degree	68,186	37,230	30,956
Associate's Degree	26,202	12,809	13,393
Bachelor's Degree	44,927	19,677	25,250
Graduate/Professional Degree	28,616	11,621	16,995

Source 6: US Census Bureau, Census 2010 Summary File 1. ESRI Forecasts for 2016 and 2021.

WORKFORCE DEVELOPMENT ACTIVITIES

Region 7's Workforce Development Board and staff will continue to evaluate policies and programs to assure effective stewardship of federal and state and local funding to the workforce system. In Region 7 the Workforce Development Boards provides workforce services to businesses and job seekers in the region; home to Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Taliaferro, Warren, Washington, and Wilkes. Please refer to the regional snapshot to include the workforce and education/skills analysis above.

Region 7 strengths include providing career pathway opportunities to our citizens giving them the opportunity to make a sustainable wage to provide for their families. Through these career pathways they are presented with the opportunity to grow personally, through education and finding a successful career/job. Another important strength is the identification of the regions sector strategies; Healthcare, IT and Advanced Manufacturing. Through HDCI we are focused on building these sectors and leveraging resources to continue the strong growth in these areas.

Area 12 has identified the following strengths, weaknesses, opportunities and concerns.

A. Strengths

- Fiscal Capacity:** The CSRA RC has over 50 years of experience administering state and federal grants. Our finance department has received countless awards for its excellence. This strength provides a solid foundation for the implementation of WIOA.
- Rural Relevance:** The RC is committed to serving rural communities. Through this commitment the RC maintains an active presence in small towns through participation in local civic clubs and routine interaction with local officials. Additionally, the local elected officials serve on the RC Council.

B. Weaknesses

- Staffing Tenure:** Due to changes in the way the RC elected to administer the WIOA program, many of the staff are new to the agency. Over 150 individuals applied for 10 positions. The staff hired were the best applicants available. Each brings a depth of relevant knowledge especially in the area of case management. However, it may take some time for communities and industries to recognize the new staff.
- Speed:** As a government agency, the RC must follow policies and procedures that often do not make sense to participants that are eager to receive supportive services. The RC is developing a process to speed up these payments and plans to implement this process in Fall 2016.

C. Opportunities

- a. Out-of-School Youth: The RC is a planning affiliate of YouthBuild USA and is piloting a building and GED program for out-of-school youth. Through this program, high school dropouts work toward a construction credential and GED. The pilot has been very successful and the RC plans to expand the program to neighboring counties.
- b. Regional Collaboration: As noted throughout this document, Area 12 and Area 13 have developed mechanisms to collaborate. This is especially relevant in areas such as Rapid Response and Business Services. This collaboration minimizes confusion for the end user and strengthens both areas.

STRATEGIC VISION AND GOALS

The two local areas have developed common strategic vision and goals as described below.

MISSION

To ensure that the region has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity. In short, the region's mission is to connect today's workforce with tomorrow's education and labor opportunities.

VISION

To support economic vitality by strengthening the region's workforce and connecting employers to high quality employees.

GUIDING PRINCIPLES

- Ease of Access
- Self-Sufficiency Promotion
- Effectiveness and efficiency in service delivery
- Encourage quality innovation and creativity in service provision

CUSTOMERS

The workforce development program primarily serves unemployed or underemployed residents who are in need of training and/or assistance to secure permanent employment. Additionally, the workforce development system serves businesses in the area that are expanding or that need assistance with workforce training. Finally, the system serves the community by equipping residents for employment and by helping businesses connect with qualified employees.

GOALS

MISSION: Leading today's workforce into tomorrow's educational and labor opportunities.

VISION: To provide seamless program resources and alternatives for the skill development of our regional workforce.

GOALS:

- Expend all regional resources to produce a better served, better skilled workforce
- Create and explore alternative solutions to the traditional training programs
- Increase the overall private sector investment in developing the skills of the regional workforce to include youth, those with barriers and the offender population
- Develop a campaign to promote workforce investment services availability
- Focus on needs as outlined in our Region Competitiveness Initiative with emphasis on encouraging employment for youth and adults within the skilled trades.

The WorkSource East Central Georgia seeks to align its services, Economic Development with specifically identified regional industries to ensure that employers have the specialized skill talent that they desire, and so that perspective employees are prepared for meaningful employment that leads to self-sufficient wages. Our board is committed to our mission statement of *leading today's workforce into tomorrow's educational and labor opportunities*. More specifically, the board has fully adopted the role of convener as it seeks to align and further develop relationships with existing stakeholders while reaching out and developing new relationships. The aforementioned alignment will be accomplished by utilizing governmental and nongovernmental entities involved with workforce development, education, and economic development. Additionally, due diligence will be applied as we begin the process of altering board members that are more unique to the specialized skill set that better reflects our sector strategies. In other words, our board and/or subcommittees will be more representative of the sector strategies we are developing.

WorkSource East Central Georgia has enjoyed very good performance measures over the last few years. We are certain that as relationships grow and strengthen with employers, they will tell us even more concerning their (employers) needs and the training necessary to meet those needs will be developed there by producing employer – employee satisfaction creating a win-win scenario.

WorkSource East Central Georgia has long enjoyed very positive relationships with state agencies and the nonprofit providers as well. The board will also ensure that program offerings and service delivery strategies are in place to serve individuals with barriers to employment. These positive relationships should form powerful alliances as we work together (collaborate) to serve those with barriers and provide assistance to offenders seeking self-sufficiency. Partners such as Goodwill, Vocational Rehabilitation, Technical Schools, Re-Entry and Family Connections will be utilized to develop care plans and career pathways as needed. Youth clients will be served with a similar strategy to individuals with barriers to employment. We aim to prepare our youth to enter the workforce, postsecondary education, or the military with the skills and experience necessary to be self-sufficient and on a career path rather than just simply getting a job.

- **Business and Industry**
 - Meet the workforce needs of the regional economy and high demand industry sectors with the best potential for new jobs
 - Increase private sector investment in developing the skills of the regional workforce.
- **Skilled Trades**
 - Increase the number of participants in apprenticeships and skilled trades related programs
- **Youth.**
 - Increase the number of high school dropouts who receive a credential and are ready for a career, and/or post-secondary education
 - Create and explore alternative solutions to traditional training programs
- **System Alignment**
 - Support system alignment, service integration and continuous improvement through shared data, common participant tracking and evidence-based policy making.

Region 7 will coordinate core programs and resources using a three-step process to achieve the vision and mission articulated above. The board strongly believes that it can only accomplish its work by building effective partnerships with employers, governments, chambers of commerce, economic development organizations, and nonprofit partners.

1. The first step will be to define the issue and identify the needs
2. Identify Workforce Innovation and Opportunity Act (WIOA) and partner resources that can be used to address the issue
3. Develop and execute a plan to resolve the need.

This three-step process can be applied to workforce needs and issues identified in the above questions or any issues that arise during the plan period. The strategies and plans that come out of this process will enable the local area to achieve its vision, goals, performance metrics, and ultimately better serve employees and employers.

Both local areas offer similar strategies and services for addressing employer engagement, business services, regional collaboration and interaction with GDOL and Wagoner-Peyser. Any differences in approach are noted below.

EMPLOYER ENGAGEMENT

To realize the Governor's vision and goals for the region's One-Stop workforce system, local area partners have elevated Business Services to the forefront of workforce strategies. While many partners have created independent Business Services units, these partners coordinate with one another to present a unified array of services to businesses.

Each core partner brings unique programs and strategies to employers which can be leveraged in partnership with one or more of the other regional partners. For example, GDOL's BSU routinely partners with the LWDA to work with employers seeking to quickly fill demand positions. GDOL may provide Customized Recruitment to identify the unique skills and experience required for the positions. Working with the LWDA's Rapid Response Team during employer layoffs, GDOL can identify UI claimants to quickly create a pool of qualified candidates. If the employer is looking for training to train these new hires in place, the LWDA can also funnel selected applicants through work-based learning such as Incumbent Worker, Customized Training or On the Job Training.

Partners at the Comprehensive One Stop include: Department of Labor, Department of Vocational Rehabilitation, Adult Education & Literacy (referral), DFCS (TANF), Augusta Warrior Project, Child Support Enforcement, and Job Corps. Additional partners provide services from the One-Stop based on needs and special projects available for career development and self-sufficiency.

Examples of the high-quality services provided to employers by each of the core partners are provided below.

BUSINESS SERVICES

The Business Services team works with local and state economic developers, GDOL Business Services Unit as well as the UGA Small Business Development team to ensure that the needs of the region/local area are met. All of these partnerships reflect a new direction and emphasis on employer-driven service delivery, and access to market driven information with staff dedicated to fulfilling the needs of Georgia employers. This realignment is focused on a commitment to the business community and to provide a venue for a more proactive and employer friendly partnership.

- Partnerships with economic developers, locally, regionally and statewide ensure prompt turn-around on data and customized solutions to regional and local workforce issues.
- The partnerships with economic developers, locally, regionally and statewide also allow the Business Services Team to host speaking engagements on a variety of topics including but not limited to WIOA.
- The Business Services Recruiters devote their efforts towards developing and maintaining relationships with employers regionally.
- Regional and local Career Fairs/Expos can be tailored to targeted industries, job seekers, and skill requirements.
- Georgia Department of Labor's Customized Recruitment (CR) is a specialized resource offered to eligible businesses (new to Georgia).

- GeorgiaBEST for Employers will assist employers with their existing workforce issues relative to soft-skills deficiencies.
- GeorgiaBEST for Students is incorporated in middle, high school and technical colleges preparing students with soft skills for their future careers.
- The Employer Committee provides a critical connection between GDOL and WIOA to the business community. The committees provide input and guidance in the development of policy and legislation by the Department of Labor as it impacts Georgia employers and employees.
- Regional Summits are designed to help business owners, managers, hiring professionals, and others better understand and conquer compliance challenges in the workplace. This program has been approved for 3.75 recertification credits through the Human Resources Certification Institute (HRCI).

PROGRAM IMPLEMENTATION

The local areas take advantage of programs offered through WFD, which are designed to connect with and provide, workforce solutions to employers. State initiatives such as Go Build Georgia, Georgia WorkSmart, HDCL, and Operation: Workforce are designed to connect with said employers, engage them in a dialogue concerning their future workforce needs, and deliver solutions appropriate to those specific needs.

The local area also connects with employers through the LWDA's Rapid Response Team, local job and resource fairs, through participation in regional employer meetings, and being involved in the Augusta Regional Development Alliance (ARDA.)

The LWDA provides a variety of customized services to employers in various formats. For example, labor market information can be self-accessed by employers or acquired with varying levels of staff assistance. The One-Stop/information center locations are utilized by employers in a variety of ways, such as in a self-service mode for recruitment and interviewing, or with staff-assisted screening and testing or potential employees.

The LWDA will have at least one Comprehensive One-Stop Center, and these information centers will be available in the nine county area to provide access to all employers. In addition to hosting local events in each county, the area will use technology based systems, such as webinars and video conferencing to meet the needs of customers throughout this large geographic region. The Comprehensive One-Stop Center also offers WorkKeys testing for employers as needed to the local area and region.

The LWDB has business and organized labor representatives which provide input at regularly scheduled meeting. In addition, those members participated in the development of this plan.

REGIONAL COORDINATION OF ECONOMIC AND WORKFORCE DEVELOPMENT

The region boasts a strong alignment of economic and workforce development services. The CSRA Regional Commission is the federally-designated Economic Development District for all of the counties in the region. As such, the RC provides a full time staff member to assist jurisdictions with a wide range of economic development activities, including the staffing of the Augusta Regional Development Alliance and the CSRA Unified Development Authority. Both local areas have staff and Workforce Development Board members who are active in both organizations.

CSRA UNIFIED DEVELOPMENT AUTHORITY

The CSRA Unified Development Authority (UDA) is a joint development authority encompassing all 13 CSRA counties. The CSRA UDA serves to promote the economic development of the CSRA, encourage cooperation among economic development organizations within the member counties, and exercise all the powers and privileges (including tax credits) granted to development authorities pursuant to Georgia law.

**CSRA
Unified
Development
Authority**



AUGUSTA REGIONAL DEVELOPMENT ALLIANCE



projects.

The Augusta Regional Development Alliance (ARDA) is a council of the Chambers of Commerce and other economic development organizations throughout the CSRA. The primary purpose of the ARDA is to offer a forum of discussion and problem-solving for economic development professionals, who jointly pursue economic marketing, professional training and enrichment, and other special

REGION 7 RECRUITMENT AND RETENTION TEAM

While this team is not a formal unit, each representative and their respective agency collaborate to address the recruitment and retention opportunities of the entire region. Regional representatives from each local workforce area, the Georgia Department of Economic Development, Georgia Department of Labor, Georgia Power, the Georgia Department of Community Affairs and the Small Business Development Center serve as resources for each other, as well as for businesses and industries in Region 7. The team cooperates for site visits and educational opportunities in order to simplify access to programs for businesses.

LINKAGE BETWEEN ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE PROGRAM

Core partners in Georgia currently have separate, agency-specific data systems to handle management and reporting; at this time these systems do not exchange data in real time. However, strengthening linkages between the One-Stop delivery system and unemployment insurance Employ Georgia, maximizes all available resources and tools to ensure that all job seekers will have full access to jobs and filing of UI claims.

Wagner-Peyser career services advisors, along with WIOA career advisors, provide a variety of high quality career services in a customer-centered environment to include, but not limited to: job search navigation, job ready assessment, vocational counseling, labor market information, and workforce development duties associated with the employability development of its customers. Services are delivered in one of three modes including (1) self-service, (2) facilitated self-help services and (3) staff assisted service delivery approaches. Depending on the needs of the labor market, other services, such as job seeker assessment of skill levels, abilities, and aptitudes, career guidance (when appropriate), job search workshops, and referral to training may be available when deemed appropriate. In July 2015, Georgia Department of Labor and East Central Georgia Consortium moved into the same office to better serve our customers in one location. The CSRA Regional Commission's case management staff are also co-located within the GDOL office.

REGIONAL SERVICE DELIVERY

Region 7 consist of two local areas representing thirteen counties; Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Taliaferro, Warren, Washington and Wilkes Counties. Although mostly rural, this area understand the needs of local businesses and job seekers do not stop at their individual borders. Through WIOA this region is seizing the opportunity to formalize the efforts of expanding and improving services.

- Our first step was to identify shared priorities, needs, and best practices.
- Recruitment and retention, rapid response and healthcare sector endeavors was the starting point.
- Moving forward, a plan for simplifying Business Services as a region is important.
- Coordinating business services on a regional basis, including outreach, recruitment, and applicant referral.
- Implementing sector strategies as a region with HDCI is very important and is at the forefront.
- The possibility of implementing cooperative service delivery agreements as a region.
- Developing a regional demand occupation list and sharing information about the related career pathways as well as identifying new and emerging targeted industries for the region.

A. RAPID RESPONSE COORDINATION

Rapid Response coordinators from each local area coordinate rapid response efforts, especially when the effected industry employees residents from both areas. Richmond and Columbia counties are the economic drivers for the region and are located in separate local areas. Therefore, this local area collaboration is imperative to the success of the program for employers and customers. Additionally, most employers in the area also hire a significant number of South Carolina residents. Therefore, the SC workforce areas are often included in rapid response meetings and workshops.

B. RETENTION AND RECRUITMENT

Region 7 work closely with local and statewide project managers for economic development and utility companies to provide support and services to potential and expanding industries. While the local areas utilize their own documents, policies and procedures, both areas are present to maximize resources.

C. HEALTHCARE SECTOR STRATEGIES

Healthcare was identified as the Region 7's first combined sector strategy endeavor. The section below details this strategy and collaborative efforts. With the Region's focus on employer services, work-based learning including OJT and customized training will be expanded through further capacity building and increased collaboration with LWDA economic development entities. Many state programs, such as Fast Track and Georgia WorkSmart are employer focused. The collaboration of the Region's WIOA programs with DOL Career Centers closely aligns workforce services with the Region's economic development needs.

D. COORDINATION OF ADMINISTRATIVE COSTS

At this time, local Areas 12 and 13 do not coordinate administrative costs through pooling of funds or other processes. Each area is open to future opportunities for collaboration.

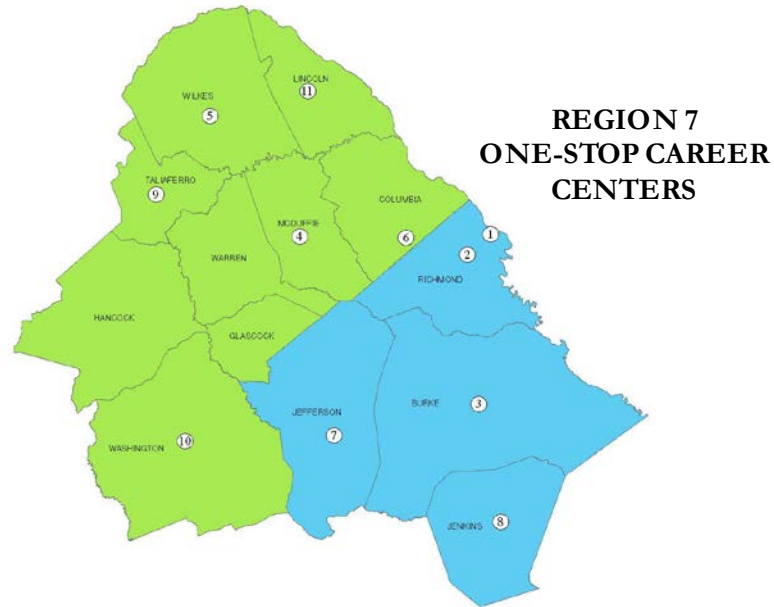
SECTOR STRATEGY DEVELOPMENT

- a) Partners involved in sector strategy development include Georgia Department of Labor (DOL), Georgia Vocational Rehabilitation Agency (GVRA), Technical College System of Georgia (TCSG) – Adult Literacy, East Central Health District Public Health Department (ECPHD), DHS, Augusta Warrior Project (AWP), along with a growing list of government, non-profit and local business partners.
- b) Initial meeting held in January, 2016 introduced mandatory partners, and informed them of new WIOA laws requiring greater and more meaningful partnerships aimed at creating and growing strategies in different workforce sectors with employers and perspective employees. Engagement largely depended upon scheduling meetings and follow-up assignments for each mandatory partner to achieve.
- c) LWDA's chose the Healthcare sector strategy as our number one sector. Research was largely generated by Burning Glass (search engine), GDOL, as well as exploratory meetings with employers and service providers.
- d) Sector Strategies
 - 1. Participating employers: University Health Care, MCG Health System, Department of Veterans Affairs, East Central Health District.
 - 2. Target occupations: Registered Nursing, Licensed Practical Nurse, Certified Nursing Assistant, Orthodontist, Dentist, Computer Systems, Nurse Anesthetist, Physician Assistant.
 - 3. Training programs: Bridge Program that targets individuals that desire to move their careers forward while earning more money.
 - 4. Target Populations: Nursing students desiring an upward career choice.
- e) Region 7 has identified Advanced Manufacturing as our next emerging industry sector strategy. The LWDB's business and industry contacts (including future sector partnerships), in consultation with the board and staff, will collaborate and determine the appropriate time to launch this initiative.

DESCRIPTION OF ONE-STOP SYSTEM

Local areas 12 and 13 operate separate One-Stop systems within Region 7 with one unified purpose, to serve the community by connecting individuals to opportunity.

ONE-STOP CAREER CENTERS



1. Georgia Department of Labor

Comprehensive One-Stop
601 Greene Street, Augusta, GA 30901
706-721-3131

2. South Augusta One Stop

Augusta Technical College
3140 Augusta Tech Dr. Augusta, GA 30906
706-771-4923

3. Augusta Technical College (Burke County)

216 GA Hwy 24, Room 113
Waynesboro, GA 30830
706-790-8500

4. East Central Georgia Consortium

Comprehensive One-Stop
674 Washington Road
Thomson, GA 30824
706-595-8941

5. Athens Technical College (Wilkes Campus)

20 Lexington Ave.
Washington, GA 30673
706-678-4875

6. Concerned Women Inc.

101 Newmantown Road
Grovetown, GA 30813
706-854-1338

7. Jefferson County One Stop

106 US 1 –Bypass North
Louisville, GA 30434
478-253-7109/478-253-7110

8. Jenkins County One Stop

122 North Gray Street
Millen, GA 30442
478-401-5086/ 478-401-5054

9. Athens Technical College (Taliaferro Campus)

116 Monument St. SE
Crawfordville, GA 30631
706-456-2583/706-456-1250

10. Oconee Fall Line Technical College

1189 Deepstep Road
Sandersville, GA 31082
478-553-2444

CONTINUOUS IMPROVEMENT

Each local area assesses effectiveness of programs and services to ensure that these services align with labor market relevance and that the local area adjusts its strategies to respond to the changing economic conditions and workforce needs in the nine county service delivery area.

Businesses and job seekers can access a broad range of specialized services and resources through our full service One Stop Center or depending on the need, through one of our community-based partners. Due to strong strategic partnerships with community-based and faith-based organizations, both areas provide services to ex-offenders, youth, and job seekers with disabilities. Additionally, employment services can be accessed through satellite and affiliate one-stops located throughout the region.

ONE-STOP ACCESS

As demonstrated in the One-Stop center listing, Region 7 operates comprehensive, satellite or affiliate locations throughout the region. Residents have access to services at a location that does not place a transportation barrier to services. These sites offer computer access, case management, and soft skills training. Rural customers, both job-seekers and employers, receive the same services available in the resource room of the Comprehensive One Stop Center. Partners who will not be physically located in the Comprehensive One Stop are accessible via internet. All technology is staffed all hours that the One Stop Center is open to the public. Additionally, both areas have an active social media presence.

ADA

The major resources and support services for individuals with disabilities are administered through Georgia Vocational Rehabilitation Association. The LWDB will coordinate services and resources with core programs and other partners to provide services to individuals with disabilities and other populations protected under the Act. Streamlined customer access is available for all populations with special services for disabled individuals. A Vocational Rehabilitation Case Manager utilizes the One Stop to meet and provide services to disabled participants onsite one day a week or by appointment, when the case manager is not onsite their information can be accessed electronically. A referral system is also in place to ensure customers receive vocational rehabilitation assessments and services. A contract to provide disabled youth pre-employment training workshops and access to WIOA youth services is being developed with Vocational Rehabilitation.

In addition to website services, computers, fax machines, copy machines, phones, there are additional services will be handled in house or by referral. These include the Welfare Transition, SNAP, Ticket-to-Work Program for SSI and SSDI recipients, Disabled Veterans Outreach Program, ADA compliant computers, ADA compliant facility, Interpretype system for hearing impaired, sign language communication assistance, Spanish/English speaking staff and center staff providing one-on-one assistance as needed.

The Grievance Process is posted in our Comprehensive One Stop Center. The Equal Opportunity Officer will ensure that staff and partners receive ongoing professional development and are advised of changes in law and policy. The EEO tag line is included on all outreach and recruitment materials and advertisements for staff vacancies.

PARTNER ROLES AND RESPONSIBILITIES

Each partner is actively involved in the planning and sharing of resources to enable co-enrollment to assist customers to upgrade skills and/or achieve the high school or GED credentials. The Vocational Rehabilitation representative is an active LWDB member and meetings have been held with core partners to develop the local plan.

The LWDB One-Stop delivery system includes all the required WIOA core program partners (WIOA Adult, Dislocated and Youth, Wagner-Peyser, Adult Education and Literacy and Vocational Rehabilitation). Partners co-located and paying a proportionate infrastructure cost include WIOA Adult/Dislocated/Youth, Wagner-Peyser: (Local Veterans Employment Representative (LVER), Disabled Veterans Outreach Program (DVOP), TOPPSTEP and Trade Adjustment Assistance (TAA).

Senior Community Service Employment Program, Ticket-to-Work Program, Vocational Rehabilitation, Welfare Transition (TANF) and Supplemental Nutrition Assistance Program (SNAP), Job Corp, Fatherhood, though not co-located, utilize office space in the One-Stops. Area 12's partner list is found in the attachments.

ONE-STOP OPERATORS

AREA 12

The CSRA Regional Commission issues a competitive Request for Proposals (RFP) for Comprehensive One-Stop Operation annually. Responders are ranked on organizational capacity, relevant experience, services offered and budget. The current One-Stop Operator is the Georgia Department of Labor. The CSRA RC will adhere to any procurement guidelines issued by state and federal funding agencies.

AREA 13

ECGC LWDB is its own One-Stop Operator at this time, but meetings with mandatory One-Stop partners are being held to procure the service of One-Stop Operator. In accordance with WIOA and state policy, the TRWDB plans to conduct a competitive process to procure one-stop operators in Fiscal Year 2017. Local area board and staff members are currently preparing for the upcoming competitive one stop operator procurement by conducting market research, talking with local areas that have completed successful procurements, collecting request-for-proposal (RFP) documents, and refining the requirements and scope of work. The local area will develop cost and price analyses by identifying similar areas (e.g., population, geography, and economic conditions), analyzing their service delivery costs, and developing reasonable cost estimates. Additionally, Area 13 core partners have regular scheduled meetings where they discuss procurement strategy, firewalls, Request for Proposal, Memorandum of Understanding development, and other related items. The ECGCWDB will also follow guidelines set forth in GDEcD and seek technical assistance provided by the state to ensure a quality one-stop operator selection process.

AWARDING SUB-GRANTS AND CONTRACTS

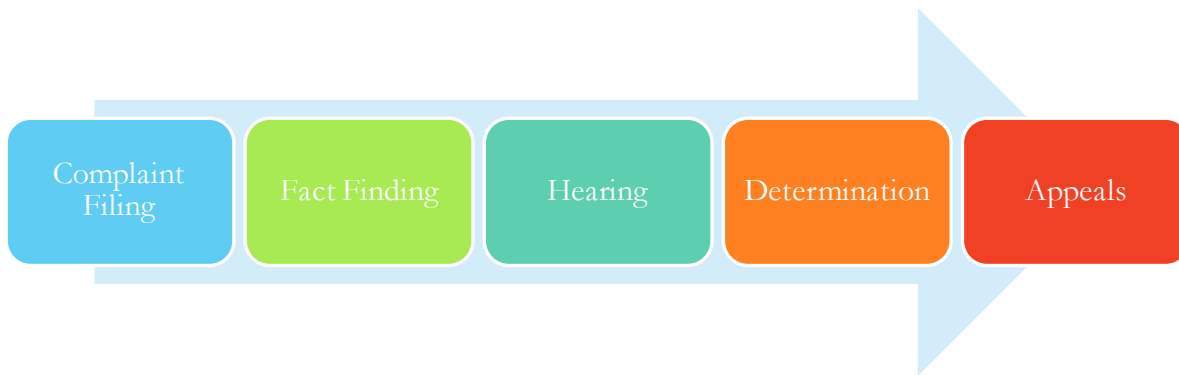
WorkSource East Central Georgia Local Workforce Development Board is responsible for the competitive procurement process for WIOA Youth Sub Recipient grants. This process is done through Request for Proposal. These grants are awarded for a one year period with a possible two year renewal. LWDB publicizes the

opportunity to bid by providing through area newspapers designated as legal organs with the information regarding the RFP or other solicitation and by posting it on the www.ecgwdc.org web site. By providing to the public its meeting time(s), minutes of the meetings, the plan, and other guiding documents, it assures transparency in the selection process. Additionally, a Conflict of Interest Policy has been implemented.

Area 12 and Area 13 follow an established procurement process for all purchases and contracts. A copy of each areas process is included in the appendix.

EEO GRIEVANCE PROCEDURES

Each area's grievance policy is included in the appendix. The following graphic provides an overview of the general process.



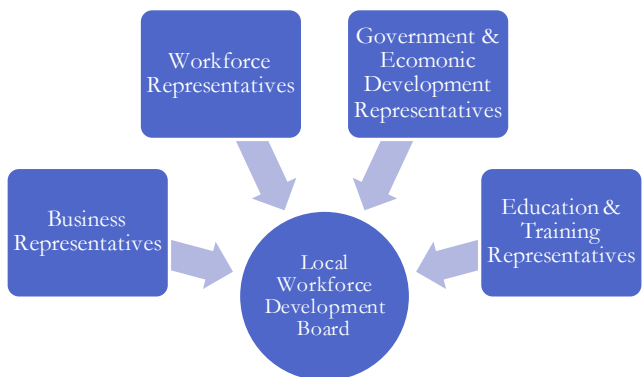
In summary, any entity within the Georgia Workforce System including, but not limited to, customers, participants, recipients, sub-recipients, contractors, and service provider have a right to enter into the complaint process to resolve disputes. Complaints and grievances from all interested parties affected by the local workforce system may file a complaint/grievance.

LOCAL BOARDS AND PLAN DEVELOPMENT

LOCAL BOARDS

Each local Workforce Development Board is formed in accordance with WIOA and GDEcD guidelines.

A complete list of WDB members is located in the appendix.



MEMBERSHIP

The Workforce Development Board is appointed by the area's chief elected official. Local board membership is solicited from area chambers of commerce, industrial authorities, local development authority and other business organizations. As a region, 7 respectively have a robust system that is comprehensive, effective, responsive and

customer-focused. The Board is comprised of a member representation from a cross-section of organizations within its workforce area, to include public/private sector, non-profit and for-profit organizations that govern the local workforce development system. Adult Education representatives are appointed/selected from nominations and or input from local technical colleges providing adult education. Input is solicited from local business/labor organizations for labor representative nominations. The slate of board nominees is presented to the Local Elected Official (LEO) Board for consideration by the LWD Board. Individuals approved by the LEO Board are appointed to the board.

ORIENTATION

A new board member orientation is held as needed. The WDB chair and the local area director meet with new board members, provide an overview of the board purpose, processes, and responsibilities.

REGIONAL COLLABORATION

The CSRA Unified Development Authority uses the tag line, “Thirteen Counties. One Economy.” The WDBs from both local areas embrace the same concept. Programs and initiatives are geared towards regional impact utilizing local area methodology. Members of each board represent industries and agencies that rely on the workforce throughout the region. All local planning and development is developed with that awareness. Region 7 has implemented an action based process using the strategy results from the CSRA Unified Development Authority. This combines regional planning, the Augusta Regional Development Alliance (ARDA), the High Demand Career Initiative (HDCI) and WIOA plan action items to address the identified needs of industry in the region. Region 7 has a long history of working closely with the region’s economic development partners. They understand that all stakeholders: economic development, education, businesses, workforce development and community providers, must work together to develop optimal solutions that ensure the region’s economic prosperity.

LOCAL BOARD ENGAGEMENT

Each area communicates with the local board through routine email and updates. Members receive printed copies of all policy recommendations, finance reports and other germane documents. Additionally, program highlights are promoted through social media and news releases.

BOARD COMMITTEES

The CSRA Workforce Development Board is developing a manufacturing advisory committee that shall include both labor representatives and manufacturing leaders. The purpose of this committee is to identify needs and resources related to the area’s manufacturing base. All other committees are appointed as needed by the Workforce Development Board Chair.

Area 13 has two standing committees: Executive Committee and Youth Committee; any additional boards will be appointed as needed by LWDB Chairperson as stated in By-Laws.

1) Executive Committee

The Executive Committee is empowered to meet on an interim basis between regular full Board meetings and make emergency or time-sensitive decisions when necessary. The Executive Committee has all the

authority of the full Board when Board action is required. Immediate notification to the full Board will take place whenever any action is taken without prior consent of the Board. Notification and discussion of the action(s) will take place at the next regularly scheduled meeting of the Board. The Executive Committee may monitor the work with other Board committees and the Board staff, develop agenda items, work on legislative issues and make policy recommendations to the Board.

2) Youth Standing Committee:

The Youth Standing Committee is comprised of former Youth Board members and are used to advise the board on youth matters.

PLAN DEVELOPMENT

The local area plan was developed through a series of interactions with core partners and other relevant partners. Through the CSRA Comprehensive Regional Planning process, staff met with residents and officials from each county to identify strengths, weaknesses, and opportunities for economic growth and development. Industry-standard data sources and practices were used to analyze the current and also projected regional characteristics and trends. A draft of the local plan was available for review and comment on both local area's website from September 1, 2016 through September 30, 2016. Notification of this posting was distributed to all potentially interested parties including local businesses, labor organizations, educational systems, et al. Comments shall be incorporated into the final version of the plan.

REGION-WIDE SERVICE DELIVERY AND TRAINING

EXPANDING SERVICE TO ELIGIBLE INDIVIDUALS

Region 7 local areas offers several programs with one common goal; to expand services to eligible individuals and offer core services to all. The One-Stop provider is responsible for providing seamless and fully integrated core program activities such as job search activities, referrals to partner services, workshops, employer services, and much more. One-stop staff serve customers regardless of their barriers to employment, level of need, or degree of career development. Services are accessible to the "universal customer" at all of the one-stop/information centers throughout the LWDA. Each location, regardless of the partners co-located, participates in a system of referrals designed to link customers with partners and agencies within the Region to meet their needs.

The LWDB has worked closely to develop five sector strategies with to better serve both the participant and the employers throughout the region. These sector strategies are listed below:

1. Medical
2. Advanced Manufacturing
3. Information Technology (IT)
4. Construction
5. Logistics

The LWDB will target these five sectors because they provide a wide range of career pathways for the broadest employment opportunities within the local area and region. This allows the local area to target the widest range of businesses and individuals, including individuals with barriers to employment such as persons with disabilities,

returning citizens/rehabilitated offenders, long term unemployed, pregnant and parenting youth, homeless persons, persons with substantial language or cultural barriers, and individuals receiving government subsidies through DFACS, TANF and food stamps.

Four (4) formal approaches to expanding access to eligible individuals are listed below. Individuals with barriers that are not included in one of these approaches will be assigned a Career Development Specialist to assist them, and to customize a plan that addresses their individual situation.

RURAL ACCESS

Areas 12 and 13 covers a vast amount of sparsely populated land and areas with little or no access to public transportation. Much of the region's rural residents reside an hour away from the nearest comprehensive One-Stops (located in McDuffie and Richmond Counties). Additionally, many rural residents are hesitant to seek assistance outside of their local community. In response to these concerns, as well as the need to develop relationships with local employers, the CSRA Regional Commission opened One-Stop locations in all four counties in the service delivery area and ECGC has One-Stop locations in six counties in the service delivery area with additional sites to open in the future. The One-Stops in five of these counties (Burke, Jefferson, McDuffie, Richmond and Washington) are open five days per week, while the location in Jenkins County is open two days each week (Tuesday and Thursday). Satellite locations in Taliaferro and Wilkes counties are open five days per week, with the Lincoln and Columbia counties preparing to come on board. Both residents and business owners can access the workforce team through these locations.

VETERANS PROGRAM

Due to the presence of Fort Gordon, the CSRA has a disproportionately high number of veterans living in the area. Fort Gordon spans four of the thirteen counties in Region 7 (Columbia, Jefferson, McDuffie and Richmond). The Fort is home to the Army Signal Corps, U.S. Army Cyber Center of Excellence, Dwight D. Eisenhower Army Medical Center (supporting seven states and Puerto Rico), Southeast Regional Dental and Veterinary Command Headquarters, and the National Security Agency/Central Security System, GA.

About 800-1200 service members separate from the military at Fort Gordon each year. These are primarily highly skilled information technology or medical professionals. Surveys show about half plan to, or would like to remain in the Augusta area if there were jobs available. Region 7 is committed to working with the Fort to ensure that veterans are connected with the assistance they need as they plan to enter their private sector careers.

Regional staff is dedicated to assisting veterans as they transition out of active duty service. Through a robust partnership with Georgia Tech's VET2 program exiting service members may engage in training and internships prior to formally exiting the military. It is quite often observed that program participants secure private sector employment prior to their separation date from the program.

EX-OFFENDERS

In 2016, the CSRA RC began a pilot project in collaboration with Aiken Technical College, the Governor's Office Reentry Program and the faith based community through Broadway Baptist Church. This pilot program built upon efforts that were already occurring at Broadway Baptist, and the Governor's Office for Reentry's need to connect individuals with opportunities for employment once they were released from incarceration.

Through this program, ex-offenders enroll and attend classes at Aiken Technical College in order to complete an Advanced Manufacturing Certification. Following the completion of the certification, participants will engage in a work-based learning opportunity. During this time, soft skills and job readiness skills competencies are developed while participants earn a wage. Finally, eligible participants may be eligible to participate in an on-the-job training program.

Monthly participant meetings are held at Broadway Community Center. Families are invited to participate in these gatherings. The meetings feature a speaker – community leaders, employers, motivational speakers, mentors/previous reentry – and a meal. Churches provide food in order to foster a relaxing, family-like activity.

In addition to the participant's criminal record, transportation to classes is a significant barrier. The CSRA RC provides financial assistance of up to \$11 per day to the participants. However, the cost of a taxi cab to get to Aiken Technical College is \$49 each way, while Uber is a \$29 round trip. No public transportation resources are available. The team is researching mechanisms to address this gap in service.

ECGC employers who have experienced labor shortages consider their number one challenge is to identify, attract and retain employees. To address these needs, employers are increasing their applicant pool by looking at individuals with criminal histories. Employed ex-offenders are some of the most dedicated and productive employees. Hiring an ex-offender can help them integrate into society so they can become a taxpayer instead of a tax burden. They are overwhelmingly dependable and punctual and the turnover rate is atypically low. The WEX program is designed to allow the participant to gain knowledge and experience through a particular work setting or occupation for wages, stipends or internships. Employers are offered federal and state tax credits through the Work Opportunity Tax Credit (WOTC) and Federal Bonding Programs. All case managers have the knowledge and skills to assist ex-offenders.

DEI GRANT

The CSRA RC is a pilot site for the state's Disability Employment Initiative (DEI) Grant. The project focuses on customizing career pathways in high-demand industries, facilitating cross-system collaboration and expansion of the capacity of the American Job Center system in Georgia, to serve customers with significant disabilities.

The Regional Commission is working with the GDEcD Workforce Division, Georgia Vocational Rehabilitation and other partners to achieve seven main objectives:

1. To include people with disabilities into existing career pathways strategies and programs in order to improve employment outcomes for Youth and Adults with significant disabilities;
2. To expand the capacity of America's Job Centers in Georgia to provide services and supports as a part of Integrated Resource Teams that serve people with significant disabilities in customized employment;
3. To develop concerted and cooperative technical assistance and training to expand customized service delivery capabilities for people with significant disabilities, including the use of Discovery tools, as well as visual portfolios;
4. To increase Local Workforce Investment Area participation in Ticket-to-Work, in order to partially fund disability programs by becoming an Employment Network;
5. To expand access to short-term subsidized work through strategies such as work-based learning internships, On-the-Job Training, and other direct work experiences, using evidence-based practices such as Supported Education and Strengths-Based Case Management;

6. To ensure both physical and programmatic accessibility for job seekers with significant disabilities through collaboration with Georgia's Assistive Technology Act Program; and
7. To provide access and support for unsubsidized and customized job placements within high-demand Career Pathways in conjunction with the technical college system, focusing on continuing education, credentials, and industry certificates.

CAREER PATHWAYS

As a response to the data collected in the sector strategy planning process, the RC is working with local training providers to develop a healthcare career pathway. This pathway would enable individuals to obtain credentials and enter the workforce. Once working, the participant could earn other credentials that allow the student career advancement and enhancement. This same process could also apply to more technical health care pathways (LPN to RN) as well as entry level positions (CNA, lab tech, phlebotomist).

ECGC has created a system which offers two levels of services for adults and dislocated workers: career services and training services.

The local area works closely with TCSG and the USG providers to ensure participant access to postsecondary credentials in for-credit diplomas, certificates, and degrees. Both TCSG and USG also have continuing education programs which provide access to non-credit industry credentials. In some cases, diploma, certificate and degree earning programs also incorporate industry credentials. The area's two-year and four-year institutions have done extensive work to ensure that credits seamlessly transfer between institutions. This work enables the local area to better create career pathways for participants. The flexibility of one-stop services ensures customers receive direct access to the services which best fit their identified needs. The local area has created a system which offers two levels of services for adults and dislocated workers: career services and training services.

For low-skill level workers in our area, the development of strategies to bridge the divide between unemployment or underemployment and career pathways is essential. Workers obtaining employment will be able to continue to upgrade their skills to advance in their careers and earning power. As a workforce development strategy, Career Pathways is used to support workers' transitions from education into and through the workforce in order to increase education, training and learning opportunities for the current and emerging workforce.

IMPROVED ACCESS TO CREDENTIALS

Individuals participating in work-based learning programs such as BurkeBuild, apprenticeships and customized boot camps, are offered industry-related training and credentials during their work program. For example, all of the Burke Build participants are fork lift certified and are working toward OSHA certifications.

The local area works closely with TCSG and the USG providers to ensure participant access to postsecondary credentials in for-credit diplomas, certificates, and degrees. Both TCSG and USG also have continuing education programs which provide access to non-credit industry credentials. In some cases, diploma, certificate and degree earning programs also incorporate industry credentials. The area's two-year and four-year institutions have done extensive work to ensure that credits seamlessly transfer between institutions. This work enables the local area to better create career pathways for participants. The flexibility of one-stop services ensures customers receive direct access to the services which best fit their identified needs. The local area has created a system which offers two levels of services for adults and dislocated workers: career services and training services.

DESCRIPTION OF SERVICES TO ADULTS AND DISLOCATED WORKERS

Region 7 collaborate and coordinate with their providers to provide a wide array of services to the adult and dislocated workers. Services available include, but not limited to, the following: job search/job placement assistance, comprehensive assessments, various workshops, resume writing/training, Rapid Response, Veterans' Services and Labor Market Information. WIOA funded services include Individual Training Accounts (ITA's), On-the-Job Training (OJT), Customized Training, Incumbent Worker Training, GED preparation, Work Readiness training, Work Experience, career guidance, assessments, job search, job placements and referral to other services as deemed appropriate.

Basic Career Services are available to all job seekers. An initial needs assessment will be offered by members of the comprehensive one stop and affiliate centers to determine whether the customer is in crisis, requires assistance with basic needs, or is ready to work and/or on a path toward a career. Front line staff are cross-trained in services offered by partners and can make the appropriate referrals when necessary. To serve all their needs customers may also be referred to community service resources for assistance. These services may be independent or staff assisted. Customers have access to computers with internet, phones, fax machines, and copier, as well as list of job postings and job search web sites in the area.

Each local area delivers the same core services in similar yet slightly different manners.

Below is an overview of the services offered throughout the region for both Adult and Dislocated Worker. Contracts are granted based upon availability of funding and may be limited or unavailable due to funding constraints.

ADULT PROGRAM

At the One-Stop, many participants identify areas or skills that they would like to improve upon or gain knowledge of. If an individual qualifies for adult services, they may utilize this funding source to enroll in training programs or college programs that will prepare them for a career in one of the area's identified "High Demand" occupations. The funding within this portion of the program may be used for books and materials, in addition to the cost of tuition. Supportive Services are also available as needed. Upon completion of a program of study, case managers may assist the participant in finding a job or, if needed, may assist with the development of soft skills needed to acquire a job.

DISLOCATED WORKER PROGRAM AND SERVICES

Dislocated workers are eligible for the same services offered through the Adult program. However, dislocated workers are most likely to enroll in training programs through the ITA process, as well as upgrading knowledge through technology courses and enhancing basic employability skills such as resume building and interview skills. The local focus of this program is to provide skills upgrade and to assist reentry into the workplace in an efficient and effective manner.

ON-THE-JOB TRAINING

On-the-Job Training is promoted through on-going relationships with the local development authorities, Georgia Department of Economic Development, Augusta Tech, and other partners that are heavily engaged with local

businesses and industries. The Workforce Investment Board approved a policy in 2010 that allows fees for OJT to be assessed on a sliding scale, based on employer size.

INCUMBENT WORKER

Economic development partners are the key connection for working with potential users of this program. The workforce areas meet monthly with the Development Authority directors for each county. Additionally, the areas will identify employers for Incumbent Worker Training based on announced layoffs through the Worker Adjustment and Retraining Notification (WARN). Other public notices can show areas of concern that need to be addressed, such as a reduction in employee hours; company mergers that are occurring with an indication that the company workforce may be reduced, and current employees lack the skills need for new technology the employer is using to remain competitive.

INDIVIDUAL TRAINING ACCOUNT (ITA)

An ITA allows adults and/or dislocated workers to receive training from eligible training providers which typically are either the TCSG or USG but can also be provided by an outside vendor. WIOA funding assist individuals in paying for educational training and can be used to pay for tuition, fees, books and other needed items needed for training. HOPE Scholarship/Grant must be used if it is available to the individual and WIOA funds can be used to pay the remaining balance. ITA customer may also receive supportive services as needed.

APPRENTICESHIP

Apprenticeships are offered by the LWDA through the local unions as well as the local Technical College. Individuals in these program are engaged in paid working activities while attending training to learn a specific trade skill or skills. WIOA funding is paid to the provider of the apprenticeship training and can be used to pay for tuition, fees and tools required for the training.

VETERANS EDUCATION TRAINING AND TRANSITION (VET²)

VET² is designed to military service members as they are transition from active duty to civilian life. Georgia Tech developed this 4-week program that includes both classroom training and internship with a corporate sponsor.

WORK EXPERIENCE (WEX)

The WEX program is designed to allow participants to gain knowledge and experience through a particular work setting or occupation for wages, stipends, or internships.

The WEX program prepares workers -- particularly offenders -- for good jobs by helping them obtain employment and/or training in occupations that offer good wages. It offers opportunities for advancement and a skills or industry-recognized credentials. It can also helping participants in low-wage jobs or out of the labor market find a path to better employment through partnerships with the workforce system and the use of employer tax credits and the Federal Bonding program.

CUSTOMIZED TRAINING

Customized training is designed to provide local areas with flexibility to ensure that training meets the unique needs of the job seekers and employers or groups of employers.

Customized Training is designed to meet the special requirements of an employer (including a group of employers); conducted with a commitment by the employer to employ, or in the case of incumbent workers, continue to employ, an individual on successful completion of training; and, for which the employer pays for not less than 50 percent of the cost of training. This training can be a combination of classroom training and On-the-Job Training.

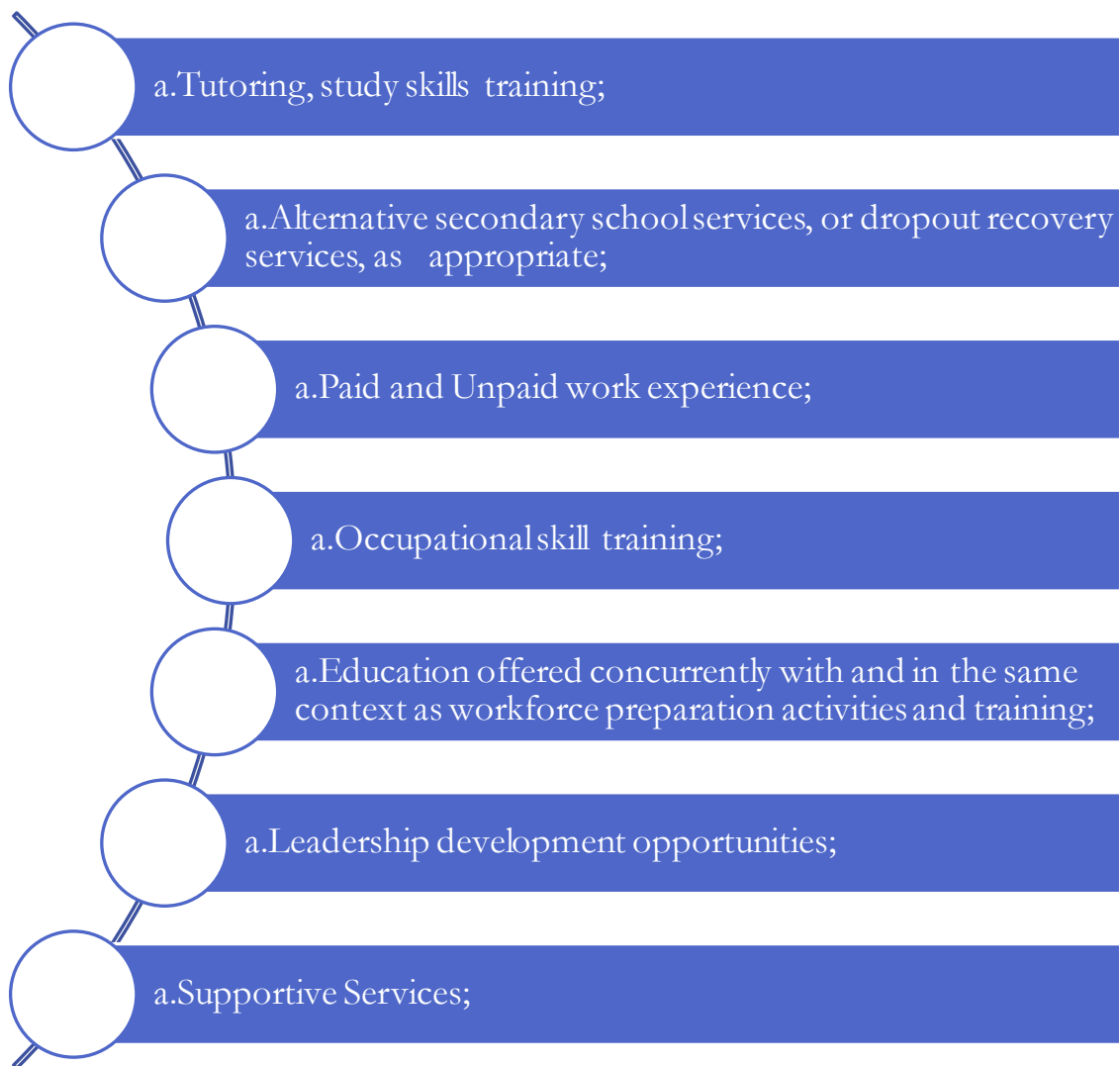
DESCRIPTION OF RAPID RESPONSE SERVICES

Rapid Response serves as a mechanism to assist individuals during a layoff or plant closure. Both Area 12 and Area 13 work with state and local partners to provide assistance, on-site if possible, to individuals involved in the layoff. Specifically, the designated representative on each area's staff serves as the point of contact for Rapid Response notification from the GDEcD. Upon receiving notification from GDEcD, the local area engages staff to coordinate the efforts among workforce-related providers to ensure that employees have access to the critical information that may assist them in returning to work as soon as possible. If an employee cannot be helped on site, they are referred to the One-Stop for additional assistance. It is the LWDA Region 7 intent to continue to build and nurture relationships with businesses, and employers so as to mitigate as much as is possible closures and thereby future WARN notices from being issued.

DESCRIPTION OF YOUTH SERVICES

Youth services listed below are offered by each area and mirror the activities and services outlined in the WIOA. Following this list is a description of the region's program highlights.

SERVICES AND ACTIVITIES



IN-SCHOOL YOUTH

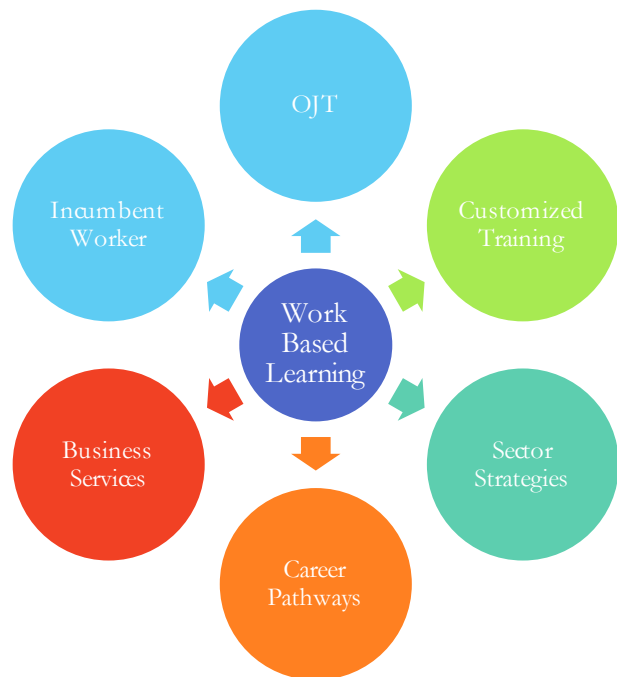
Due to changes in the formula for youth funding, the area is not enrolling new youth in the WIOA program. All WIOA funds are dedicated to follow up activities for youth.

OUT-OF-SCHOOL YOUTH

WORK BASED LEARNING

As in-demand occupations grow and the skills gap widens, employers have an increased need for skilled positions and training programs. To that end, the local area has also developed long-term work based learning strategies such as those delivered through Individual Training Accounts. The use of ITA's along with use of labor market information to identify employer needs, will build partnerships of employers, training providers, community organizations, and other key stakeholders around specific industries to address the workforce needs of employers and the training, employment, and career advancement needs of workers. The defining elements of local area strategies include a focus on customized solutions for a specific industry/industries at a regional level, bringing the industry partnerships together.

In addition to developing of strategies to utilize work-based learning including OJT, Incumbent Worker training and Customized Training in the LWDA, through local area capacity building, the local has also developed long-term work-based learning strategies.



Individual Training Accounts (ITA) allow individuals to receive training from eligible training providers such as local Technical Colleges. WIOA funds may pay for the remaining balance of tuition and books after the HOPE grant is exhausted. If the customer is not eligible for HOPE, WIOA may pay for tuition and books. ITA customers may also receive support payments for transportation and other fees.

The local area offers a variety of work-based learning services, which provide employers an opportunity to customize the training offered to future employees based on the tasks and functions required for the job. Work-based learning also enables participants to learn transferable skills that will lead to employment and future advancement.

OJT is employee training at the place of work while he or she is doing the actual job. Usually an experienced employee (or sometimes a professional trainer) serves as the course instructor using hands on training that may be supported by formal classroom training. OJT is designed as training provided by an employer in the public, private non-profit, or private sector to a paid participant while engaged in productive work in a job. Jobs provide knowledge and/or skills essential to the full and adequate performance of the job and reimbursement to the employer up to 50% of the wage rate of the participants, except as provided for in WIOA § 134 (c)(3)(H).

This program is an excellent vehicle for individuals to build their skills, to reestablish themselves in new fields and to increase employment retention and self-sufficiency. OJT also provides and encourages employers to invest in employee skill development. It open for job seekers who:

- Need to earn wages while learning an occupational skill;
- Are uncomfortable in a classroom setting;
- Prefer to learn by doing and can learn the skills necessary for the occupation more thoroughly on the job;
- Need a small enhancement to a current skill set to become employable; or
- Need supervision as they learn new skills for a specific job.

OJT is perhaps the most involved service that the LWDA can offer an employer. The LWDA works with local business leaders to determine where there may be a need for OJT. The LWDA works to make this process as streamlined and hassle free as possible for participating employers. OJT assists the employer by paying for a portion of an employee's training costs and wages while that employee is in the training period. Employers are then able to use resources in other ways, while not compromising on the quality of training that their new hires are receiving. OJT can support large scale hiring while ensuring that a company is able to train their employees correctly.

WIOA customer enrolled in Individual Training Accounts can be co-enrolled into OJT slots as they near the end of their studies. This allows for the transition from education to employment while connecting with employers.

PROVISION OF ITAS

Individual Training Accounts are used to assist with tuition and training for participants in all programs. This mechanism creates a voucher that participants can use for training at eligible training providers. The provider then invoices the local area. The RC pays the vendor directly in order to increase efficiency and minimize errors in the payment system. There is a \$4,500 annual limit per participant in Area 12. Area 13 limits ITA funding to \$8,000 per participant over a 2-year period.

A customer determined eligible to receive WIOA-funded training may, after consultation with a Case Manager, select a provider from the State Eligible Training Provider List (ETPL). Contracts with institutions of higher learning allow staff to review and create ITAs under policies established by the WDB.

Customers receive labor market information during orientation, and additional information is provided during review of assessments and during individual appointments with the Case Managers. Information and counseling focus on in-demand occupations in the region, allowing customers to make informed decisions on training opportunities that will result in quality employment opportunities.

A copy of each local area's ITA policy is included in the Appendix.

ENTREPRENEURIAL SKILLS TRAINING AND MICROENTERPRISE SERVICES

All youth programs include an entrepreneurial component. The objective of this directive is to provide youth exposure to a variety of entrepreneurial curriculums, programs, and models. This program encompasses a

curriculum that emphasizes entrepreneurial education and encourages partnering with local businesses to enhance skills development. This allows youth the opportunity to engage in experiential learning. Participation in such programs can help youth prepare for their transition into adulthood, and assist them in exploring self-employment options as a means to become self-sufficient.

Area 13 have made contact to partner with a local small business resource the UGA Small Business Development Center for informational sessions on services to support entrepreneurial development and microenterprise services to be held at the local WorkSource Office. Customers seeking entrepreneurial training are referred to the UGA Small Business Development Center in Augusta Georgia. If clients need informational session/training but live in a rural area Case Managers share Alison's online courses information in VOST; the training is free and accessibility is easy through the U S Small Business Administration.

Adult and dislocated adults who are interested in learning about entrepreneurship and microenterprise are referred to community partners and/or the UGA Small Business Development Center offers many levels of assistance to individuals who are interested in creating their own small business venture. The referral system consist of providing customers with a direct telephone number, website and address of the local UGA Small Business Development Center.

COORDINATION WITH EDUCATION PROGRAMS

Both areas work closely with local technical colleges to provide training opportunities to meet the demands of employers in the region. The local area works with key staff to develop curriculum customized to focus on programs and certificates identified as in-demand by industry. Additionally, each WDB has members from these technical colleges as well as the local boards of education.

DESCRIPTION OF SUPPORTIVE SERVICES

Supportive services are available to assist participants in areas that create barriers to program engagement. Transportation is one of the most significant barriers to services throughout the region. A copy of the local supportive services policies is attached.

COORDINATION WITH CORE PARTNERS

DESCRIPTION OF THE WORKFORCE SYSTEM



Potential participants can access services through any of the partner agencies, both mandated and community partners. Mandated partners have a more formal presence in the One-Stops and typically provide a warm handoff for interested parties.

Area 12 is working with partners to revise the existing MOU to reflect program changes under WIOA. Similarly, Area 13 has a Memorandum of Understanding in the development stages with mandatory required partners. A Resource Sharing Agreement is in place with regional partners but will be updated to include all mandatory partners.

COORDINATION WITH WAGNER-PEYSER

Core partners in Georgia currently have separate, agency-specific data systems to handle management and reporting; at this time these systems do not exchange data in real time. However, strengthening linkages between the one-stop delivery system and unemployment insurance Employ Georgia maximizes all available resources and tools to ensure that all job seekers will have full access to jobs and filing of UI claims. Wagner-Peyser career services advisors, along with WIOA career advisors, provide a variety of high quality career services in a customer-centered approach environment to include, but not limited to: job search navigation, job ready assessment, vocational counseling, labor market information, and workforce development duties associated with the

employability development of its customers. Services are delivered in one of three modes including (1) self-service, (2) facilitated self-help services and (3) staff assisted service delivery approaches. Depending on the needs of the labor market, other services, such as job seeker assessment of skill levels, abilities, and aptitudes, career guidance (when appropriate), job search workshops, and referral to training may be available when deemed appropriate. In July 2015, Georgia Department of Labor and East Central Georgia Consortium moved into the same office to better serve our customers in one location. Wagner-Peyser has representation on our local board with a manager and economic development personnel.

In practice, the Georgia Department of Labor provides space and computers for the One-Stop in Area 12. The DOL also assists with job searches. All other core and intensive services are provided by WIOA-funded staff. In July 2015, Georgia Department of Labor and East Central Georgia Consortium moved into the same office to better serve our customers in one location. Wagner-Peyser has representation on each local board with a manager and economic development personnel.

COORDINATION WITH ADULT EDUCATION

The Local WDBs are vested in Title II Adult Education, to uplift and put forth every effort to create a successful labor force. Representatives of Adult Education are on both the Local WDB Board and the local sector strategy advisory board. The local boards are working to develop strategies to link adult education and the workforce development system including the following:

- Develop a delivery system aligning educational and instruction services, workforce development services, and social services in coordination with employers leading to career pathways for self-sufficiency;
- Build partnerships to support students along transition points with professional development for partner staff, monitoring of progress, and accountability with continuous assessment of system;
- Leverage technology to deliver educational and training services integrating digital literacy into adult and education literacy offerings. Most employers require some level of digital literacy on the job and thus integrating these skills early enhances competitiveness among workers; and
- Provide basic education resources and capabilities including college and career pathways, co-located facilities, shared staff, testing, education and placement expertise, educational advising and navigation, incumbent worker training, employability skills/training, and skills development.

COORDINATION WITH CARL PERKINS CTAE ACT

The Carl D. Perkins Career and Technical Education Act, originally signed into law in 1998 was reauthorized in 2006 it focuses state and local efforts on continuously improving programs to facilitate the academic achievement of CTAE students by:

- Strengthening the connections between secondary and postsecondary education;
- Restructuring the way stakeholders, high schools, community colleges, universities, business and parents work together; and
- Increasing state and local accountability standards.

Incorporate secondary and postsecondary education elements;

- Include coherent and rigorous content aligned with challenging academic standards and relevant career and technical content in a coordinated, non-duplicative progression of courses;
- May include the opportunity for secondary education students to participate in dual or concurrent enrollment programs or other ways to acquire postsecondary education credits; and
- Lead to an industry-recognized credential or certificate at the postsecondary level or an associate or baccalaureate degree.

The Perkins Act defines vocational-technical education as organized educational programs offering sequences of courses directly related to preparing individuals for paid or unpaid employment in current or emerging occupations that don't require a baccalaureate or advanced degree.

Middle-skill jobs – those that require some postsecondary education and training but not a four year degree – make up the largest share of the labor market. Region 7 believes often time's employers in key industries are unable to find qualified workers with the skill needs to fill these jobs. Local providers offer adult education and skills development, including Career Pathways, to accelerate achievement of a secondary diploma, industry recognized credentials or certificates, but most importantly, to become a partner in their children's education and improving their family's economic futures. The Perkins Act is beneficial to adults and youth alike. After successfully completing a CTAE "Career Pathway" graduates are equipped for immediate employment, post-secondary education, and life-long learning. In essence, students in CTAE are "college and career ready" - prepared to compete in the global marketplace. The connections between adult education, postsecondary education and workforce will be strengthened.

COORDINATION WITH VOCATIONAL REHABILITATION

AREA 12

The CSRA RC is a pilot site for the state's Disability Employment Initiative (DEI) Grant. The project focuses on customizing career pathways in high-demand industries, facilitating cross-system collaboration and expansion of the capacity of the American Job Center system in Georgia, to serve customers with significant disabilities.

The Regional Commission is working with the GDEcD Workforce Division, Georgia Vocational Rehabilitation and other partners to achieve seven main objectives:

1. To include people with disabilities into existing career pathways strategies and programs in order to improve employment outcomes for Youth and Adults with significant disabilities;
2. To expand the capacity of America's Job Centers in Georgia to provide services and supports as a part of Integrated Resource Teams that serve people with significant disabilities in customized employment;
3. To develop concerted and cooperative technical assistance and training to expand customized service delivery capabilities for people with significant disabilities, including the use of Discovery tools, as well as visual portfolios;
4. To increase Local Workforce Investment Area participation in Ticket-to-Work, in order to partially fund disability programs by becoming an Employment Network;

5. To expand access to short-term subsidized work through strategies such as work-based learning internships, On-the-Job training, and other direct work experiences, using evidence-based practices such as Supported Education and Strengths-Based Case Management;
6. To ensure both physical and programmatic accessibility for job seekers with significant disabilities through collaboration with Georgia's Assistive Technology Act Program; and
7. To provide access and support for unsubsidized and customized job placements within high-demand Career Pathways in conjunction with the technical college system, focusing on continuing education, credentials, and industry certificates.

As integral partners in this initiative, Vocational Rehabilitation and the Regional Commission staff meet weekly, share office space and conduct participant interviews and meetings together. Additionally, a representative from Vocational Rehabilitation serves on the Workforce Development Board.

AREA 13

A GVR Representative is on the Local WDB Board and on-site at the One Stop once a week. Through co-location with GDOL this One Stop is ADA accessible. The major resources and support services for individuals with disabilities are administered through Georgia Vocational Rehabilitation Association. The LWDB will coordinate services and resources with core programs and other partners to provide services to individuals with disabilities and other populations protected under the Act. Streamlined customer access is available for all populations with special services for disabled individuals. A Vocational Rehabilitation Case Manager utilizes the One Stop to meet and provide services to disabled participants onsite one day a week or by appointment, when the case manager is not onsite their information can be accessed electronically. A referral system is also in place to ensure customers receive vocational rehabilitation assessments and services. A contract to provide disabled youth pre-employment training workshops and access to WIOA youth services is being developed with Vocational Rehabilitation.

In addition to website services, computers, fax machines, copy machines, phones, there are additional services will be handled in house or by referral. These include the Welfare Transition, SNAP, Ticket-to-Work Program for SSI and SSDI recipients, Disabled Veterans Outreach Program, ADA compliant computers, ADA compliant facility, Interpretype system for hearing impaired, sign language communication assistance, Spanish/English speaking staff and center staff providing one-on-one assistance as needed.

The Grievance Process is posted in our Comprehensive One Stop Center. The Equal Opportunity Officer will ensure that staff and partners receive ongoing professional development and are advised of changes in law and policy. The EEO tag line is included on all outreach and recruitment materials and advertisements for staff vacancies.

PERFORMANCE, ETPL AND USE OF TECHNOLOGY

DESCRIPTION OF PERFORMANCE MEASURES

CSRA Area 12 and ECGC Area 13 Performance Measures are included in the appendix.

ONE-STOP SYSTEM PERFORMANCE AND ASSESSMENT

The CSRA RC conducts financial and programmatic monitoring for all programs and vendors. The online system is utilized to track customer activity. Beginning this year, obligations and cost commitments, as well as

expenditures, are tracked through TrackSource. The VOS tracks enrollments and performance outcomes. Reports on enrollments and performance results for training providers are utilized during quarterly reviews.

Monitoring of One-Stop providers occurs through daily contact with centers regarding applications, orientation schedules, enrollment goals, ITA obligations, etc. Desktop financial monitoring occurs on a monthly basis through the invoicing process. ITA providers are monitored at least once annually through an on-site visit. Desk-top reviews are conducted quarterly for ITA providers.

Program Coordinators perform unannounced audits for all contracted service providers. Visits are conducted at least twice per year and focus on program performance and service delivery.

ECGC's fiscal agent and independent auditors monitor program and vendor activity; additional monitoring of the youth program and files are done quarterly in house. Area 13 uses Abila to track and manage ITA activity; additional tracking is done in Georgia Work Ready Online Participant Portal.

A formal process for evaluating the performance of the one-stop career centers has not been implemented in the region. The local area staff monitor sites for compliance with ADA, case management protocols and contract compliance. A separate tool is under development to assess the performance of each one-stop center.

ETPL SYSTEM

ELIGIBLE TRAINING PROVIDER LIST

Region 7 LWD Boards follow the guidelines set forth by GOWD policies and procedures 4.4.1.

Eligible Training Providers (ETP) are entities that make available programs which are eligible to receive WIOA funds for adults and dislocated worker participants who enroll in training programs through Individual Training Accounts (ITAs). ITAs may also be utilized for WIOA youth funds to provide training for older, out-of-school youth ages 18-24. To be eligible to receive training funds, the ETP shall be one of the following:

- Post-secondary education institutions that provide a program which leads to a postsecondary credential;
- Entities that carry out programs registered through the National Apprenticeship Act (Registered Apprenticeship programs);
- Other public or private training providers, which may include: community-based organizations, joint labor-management organizations, pre-apprenticeship programs and occupational/technical training;
- Eligible providers of adult education and literary activities, if combined with skills training; or
- Local Workforce Development Boards (LWDBs), if they meet the conditions of WIOA sec. 107(g) (1). Both areas utilize the state Eligible Training Provider List as the official list of training providers. Any vendor that has been vetted by the state and has been included on the ETPL, is recognized as an eligible training provider for the region. New providers must apply for inclusion on the state's list prior to serving clients in the region. New provider applications are accepted at any time.

Out-of-State Training Providers

In order for WIOA students to access training through Out-of-State Training Providers not currently on the ETPL, the training providers must comply with the conditions set forth below before the Local Workforce Development Board may consider contracting with the provider.

The provider shall:

1. Submit an application for Initial Eligibility, including program description attachments;
2. Submit evidence that the provider is accredited by an accreditation agency approved by the US Department of Education (If regulated by government entities such as the Department of Transportation, the provider should include applicable accreditation);
3. Submit evidence that the institution is currently on its state eligible training provider list and in good standing; and,
4. Report student completion data (employment and wage information to the WFD) consistent with WIOA performance information.

Regarding performance information, specific participant numbers shall be included to show satisfactory performance in any of the formats listed below:

- a. A certified report or letter from the State's Title I or WIOA Administration agency, reporting on the provider's satisfactory performance; or
- b. A certified report or letter from a Local Workforce Development Area within the provider's state reporting on the provider's satisfactory performance.

Out-of-state postsecondary training providers that are not operating within the State of Georgia are not required to be licensed by the Non-Public Post-Secondary Commission of Georgia (NPEC).

Local Workforce Development Boards will review and approve out-of-state training providers based on the needs of the local area and input provider information into the GWROPP for state approval.

Area 12 plans to implement an annual review for all vendors to ensure that each program continues to meet the needs of participants and local participants. The review process will be developed over the course of the 2017 Fiscal Year.

Area 13 has measures in place to limit the number of participants for providers who do not perform satisfactorily.

New training providers and apprenticeship programs that are not on the state EPL, and do not offer an official USDOL apprenticeship program, must complete a training provider application. New applications are reviewed at each WDB meeting. The WDB grants provision approval to providers until fifteen participants have completed their training. At that point, staff review satisfaction of participants and job placement, to determine if the provider should be recommended for full approval. Full approval recommendations are presented at the following WDB meeting.

NEW PROVIDER CRITERIA

A copy of the worksheet Area 12 uses to review new provider applications is included in the appendix.

Public notifications to prospective providers may be announced in any or all capacities; the area wide newspapers, through solicitations, and on the WorkSource East Central Georgia website (www.ecgwdc.org). Applications will be accepted by the local WDB at any time during the program year and evaluated and reviewed at regularly scheduled WIOA board meetings. Area 13's LWD Board will regularly review the performance of the East

Central Georgia Consortium and its service providers. The Board and ECGC will work with partners and service providers to review performance stands and enhance program effectiveness. Areas that will be monitored and evaluated include recruitment and intake, data management, assessment, education/training and employment outcomes.

WIOA mandates six performance measures for its core programs which includes *Effectiveness in Serving Employers*; since USDOL has not yet determined a definition for this measure it won't be listed below. Performance measures are calculated using the following methodology:

- A. Entered Employment Quarter 2- Measures the percentage of participants who are in unsubsidized employment during the second quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the second quarter after exit.
- B. Entered Employment Quarter 4- Measures the percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the fourth quarter after exit.
- C. Median Earnings Quarter 2- Measures the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.
- D. Credential Attainment Rate- Measures the percentage of participants who obtained a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year of exit from the program.
- E. In-Program Skill Gains- Measures the percentage of participants who, during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains, which are defined as documented academic, technical, occupational, or other forms of progress toward such a credential or employment.

ITA-RELATED GRIEVANCES

Grievances are filed in accordance with the written procedures established by the LWDB. Any complaint by an individual, group, or organization is first addressed informally before a grievance is filed. If a complainant receives an unfavorable decision by the local hearing officer, the complainant has a right to request a review by the state, using the WIOA Complaint Information Form. The completed form is forwarded to the Deputy Commissioner, GDECD Workforce Division, who acts as the Governor's authorized representative in the matter. The Grievance and Complaint Procedure is included in the local Policy and Procedure Manual.

DATA UPDATES

The performance of all training institutions with participants enrolled in WIOA is monitored through the Georgia Work Ready Online Participant Portal (GWROPP). Institutions may be removed from the ETPL if monitoring reveals non-compliance with the Act or poor performance and other violation notated in the state policy. The WDB uses state data along with participant data collected from all training institutions using the participants' grades, attendance, and progress reports. Data indicating the number of participants entering employment is also evaluated. If performance falls below the region's standards (as set by GDECD Workforce Division), the provider is notified that corrective action is needed and participant enrollment is ceased.

REGIONAL POLICIES AND AGREEMENTS

East Central Georgia Consortium, Incorporated (Area 13) is currently collaborating with CSRA Regional Commission (Area 12) to develop a regional agreement and plan for Region 7.

TRACKING AND MANAGEMENT

AREA 12

1) ITA Payment Approval Process

- a. Invoices for payment are received by Case Manager from school or university,
- b. Case manager creates an ITA voucher for the participant and signs off and sends it back to the school or university.
- c. The school/university will review and sign and send back to the case manager.
- d. The case manager will forward to Special Projects Coordinator to review and ensure all information is correct.
- e. Coordinator completes a batch sheet, make copies of all items and files. The original is forwarded to the fiscal budget manager for processing and from there it goes to the general leader accountant for final approval and electronic payment on 15th or 30th of the month depending on when the information is submitted.

AREA 13

A Career Advisor is assigned to each participant that receives an ITA activity. Once an ITA is approved, the funds are tracked by ECGC accounting staff to ensure that invoices reflect only what has been approved in the ITA, and that costs do not exceed the cap. Any request for additional funds or to add time to the ITA requires approval by the Director. These processes are tracked internally with voucher form(s), edit request, and ITA documents. The local area uses Abila to track and manage ITA activity; additional tracking is done in Georgia Work Ready Online Participant Portal.

USE OF STATEWIDE ETPL

In order to remain in good standing on the ETPL is contingent upon successful placement of enrollees, as evaluated by WDB staff on a regular basis. The WDB has established a lifetime maximum limit for each customer's ITA. Training must be in occupations identified by the WDB as demand occupations or through approval of exceptions, as stated in the area's ETPL application package. Training must be full-time as indicated in the program guidelines and the maximum length of training is 104 weeks.

Training programs must be within a reasonable commute of the WDB region, which includes in-state programs/institutions. Out-of-area training programs may be considered and approved on a case-by-case basis. Training programs must be on the state-approved provider list.

Priority for training services is given to area Veterans, Adults, Youth, and Dislocated Worker applicants. Core Services are available to all customers, regardless of residence. Residents of other service areas wishing Basic Services and/or Individualized Training Services — are referred to their LWDB.

REGISTERED APPRENTICESHIPS

As required by WIOA, Regional Apprenticeship programs will be automatically eligible to be included on the ETPL, in accordance with the statewide process established by the GDEcD Workforce Development.

IMPLEMENTATION OF TECHNOLOGY

Many residents lack the resources to bring the internet into their homes and rely on the technology available through the workforce system. Computer labs are provided for rural residents at satellite One-stop locations to access all workforce systems as well as general internet research. Select trainings and workshops are available on-line, however, the in-home internet access in rural areas may not be sufficient to allow for sufficient access. All access point computers have internet access for job seekers and are open to the public.

STATE INITIATIVES AND VISION

STATE BRANDING

Both local areas will adopt and utilize the *WorkSource Georgia* single, statewide brand for workforce services in order to promote uniformity and increase access to services. CSRA Area 12 identifies as WorkSource CSRA and ECGC Area 13 identifies as WorkSource East Central Georgia, Region 7 will be rolling this brand out in conjunction with the state's roll out plan. Both areas shall use the official state unified brand as prescribed in WIG PS-16-002, the WorkSource Georgia Unified Branding Standards Manual.

STATE INITIATIVES

The region, including both local areas, will continue to actively support state workforce development initiatives. The staff will continue to identify opportunities to align programs, policies, and investments to meet the vision and goals of the state initiatives.

- Go Build Georgia: Local areas will continue to provide access to information about skilled trades, support referrals to www.gobuildga.com, and assist with creating profiles for WIOA participants on this site to identify skilled trades that are a fit for the local area's participants.
- Operation: Workforce: The local areas will continue to enforce the priority-of service policy to veterans, and to assist with and support referrals to the Operation: Workforce site, as a resource for veterans to translate their military skills into available civilian jobs.
- WorkSmart Georgia: The local area will continue to support, as needed GDEcD Workforce Division to coordinate apprenticeship opportunities in the region and to provide key services approved by the local areas including social/supportive services, tuition, books, tools, supplies, and OJT.
- High Demand Career Initiative: The local area will continue to leverage the results of the 2014 High Demand Career Initiative report and 2015 meetings to inform program design and implementation. Both local areas will support the High Demand Career Initiative in the future. Currently, the ECGCLWDB has established contracts with local technical colleges in the region.

SPECIAL POPULATIONS

VETERANS

Due to the presence of Fort Gordon, Region 7 has a disproportionately high number of veterans living in the area. The Fort is home to the Army Signal Corps, U.S. Army Cyber Center of Excellence, Dwight D. Eisenhower Army

Medical Center (supporting seven states and Puerto Rico), Southeast Regional Dental and Veterinary Command Headquarters, and the National Security Agency/Central Security System, GA.

About 800-1200 service members separate from the military at Fort Gordon each year. These are primarily highly skilled information technology or medical professionals. Surveys show about half plan to, or would like to remain in the Augusta area if there were jobs available. The LWDBs are committed to working with the Fort to ensure that veterans are connected with the assistance they need as they plan to enter their private sector careers.

The areas' Veteran Priority of Service Policy is attached.

TANF Recipients

Services to TANF recipients occur through One-Stops, which coordinate training services and resources with other TANF population service providers and partners. For the past several years, service to TANF populations has been very low (2%) due to TANF requirements. One-Stop computer labs are often used as resources for the TANF population.

OLDER WORKERS

The Experience Works program is an integral presence in the One-Stop system. Experience Works participants serve as greeters, assistants, and coaches through the Older Worker subsidized employment program. Particular effort is also given to assist older workers interested in entering the work force, or returning to the workforce after a period of retirement. Tips on resume writing, outlining Soft Skills, and marketing their specific sets of skills and expertise for the workplace, is available through books, computer programs and videos. Resources for training opportunities and skills upgrades, many of which are free, are available at the One-Stops, including tuition free attendance at state universities and technical colleges.

PERSONS WITH DISABILITIES

In addition to Area 12's Disability Employment Initiative Grant activities, persons with disabilities receive services through the ITA system, and/or through youth service contracts. Each One-Stop has disability-accessible workstations, and additional supportive tools to assist individuals with disabilities to utilize the resources needed for their workforce needs. Additionally, the CSRA RC is the region's Aging and Disability Resource Connection (ADRC). Through the ADRC, participants may access a variety of services and resources.

Limited English Proficiency

To address the needs of Region 7 customers with limited English proficiency, staff assistance is available in many One-Stop locations. In One-Stop locations where no one speaks the needed language, staff have access to an automated translation software system. Basic English Skills Test (BEST) for English as a Second Language customers are available at each location.

Resources are available at the reception desk in each Career Resource Center to assist staff with addressing language barriers resulting from increasingly diverse populations seeking services. Language translation cards and a free translation telephone line are available along with a list of bilingual GDOL and WIOA staff with contact information for quick telephone translation.

PRIORITY OF SERVICE

Region 7 has adapted and will follow the GDEcD Priority of Service Policy 3.2.5 Adult and Dislocated Worker Participant Eligibility for WIOA and Priority of Service. Both areas are committed to follow the priority of service protocols established by the GDEcD. During periods of sufficient funding, the criteria for adult services is that the customer is at least 18 years of age and unemployed. If the level of current, unobligated WIA Adult funds drops to 25% of the grant award amount, priority for intensive and training services will be given to individuals who have met the minimum eligibility, but have one or more characteristics that often act as barriers to employment, or other factors that may limit an individual's ability to seek and maintain employment. Interested participants must then provide the required documentation, reside in the service area and possess a barrier to employment. Barriers to employment include:

- No high school diploma or GED
- Offender (felony)
- Basic skills deficient (reading or math below 6th grade level)
- Food stamp recipient (currently or in the last 6 months prior to application)
- TANF recipient (currently or in the last 6 months prior to application)
- Underemployed- An individual, who is currently employed, and whose employment has one or more of the following characteristics:
 - Is temporary, seasonal, or interim in nature;
 - Is in an occupation/industry that is subject to or has a history of repeat layoffs;
 - Is with a company that offers no health insurance benefits;
 - Is with a company that offers little or no career advancement opportunities;
 - Is working part-time but desires full -time, or;
 - Is working in employment not commensurate with the individual's demonstrated level of education;
- Lacks self-sufficiency
- Limited English proficiency (as determined through written and oral communications)
- Single parent

Note: The above eligibility criteria are based on customer information at the time of application except public assistance.

CONTENTS

A. CSRA Comprehensive Regional Plan	56
B. High/In Demand Career Lists	57
C. Local Board Rosters	62
D. Negotiated Performance	64
E. Policies	66
1. RC Procurement Policy	66
2. Grievance Policies	66
3. ITA Policies	66
4. Supportive Services Policies	66
5. Priority of Services Policies	66
E. RC New Provider Review Tool	117
F. Area 12 – One Stop Partners By Locations	119
G. Survey Tools	120
H. Comments Received During Public Review	124
I. Signature Page	Error! Bookmark not defined.

A. CSRA COMPREHENSIVE REGIONAL PLAN

The CSRA Regional Plan is located in the PDF version of the plan.

B. HIGH/IN DEMAND CAREER LISTS

AREA 12

Occupations in Administrative Specialization	Accountants & Auditors
	Administrative Assistants
Occupations in Clerical & Sales	Accounting/Auditing Assistants
	Bank Tellers
	Cashiers
	Clerical Supervisors
	Customer Service Representatives
	General Office Clerks
	Reception/Information Clerks
	Secretaries (Incl. Legal and Medical)
Occupations in Education	Teacher Aides, Paraprofessionals
	Teachers - Preschool/Elementary/Secondary/Special Education
	Teachers - Tertiary
	Vocational Education Teachers/Post Secondary
Occupations in Information Technology	Computer Engineers; Software
	Systems; Computer Programmers
	Computer Security Analysts
	Computer Systems
	Electrical & Electronics Engineering Technicians
	Network Analysts
Occupations in Machine Trade	Automotive Mechanics
	Automotive Service Technicians
	Industrial Machinery Mechanics
	Industrial Maintenance, Machinists
	Mechanics & Repairer Helpers
Occupations in Management	Operations Managers (Six Sigma)
	Financial Managers
	Managers; Food Service, Retail, Office
	Management Analyst
	Project Managers
Occupations in Medicine and Health	Dental Assistants
	Emergency Medical Technicians
	Health Information Technicians
	Medical & Clinical Laboratory Technicians
	Medical Assistants
	Nursing – CNA/PCT, LPN, RN
	Physical Therapists
	Radiological Technicians, Technologist
	Respiratory Therapists

Service Related Occupations	Cooks
	Fast Food, Institution, Restaurant
	Child Care Workers
	Janitors & Cleaners
	Laborers; Landscape/Groundskeepers
	Police/Sheriff Patrol Officers
	Security Guards
	Occupations in Science
	Research/Clinical Technicians
Occupations in Structural Work	Brick Masons
	Carpenters
	Construction (Highway/Road)
	Drywall Installers
	Electricians
	HVAC Technician
	Plumbers, Pipefitters & Steamfitters
	Welders & Cutters
Occupations in Transportation	Truck Drivers /Delivery & Route
	Truck Drivers/Tractor Trailer

AREA 13

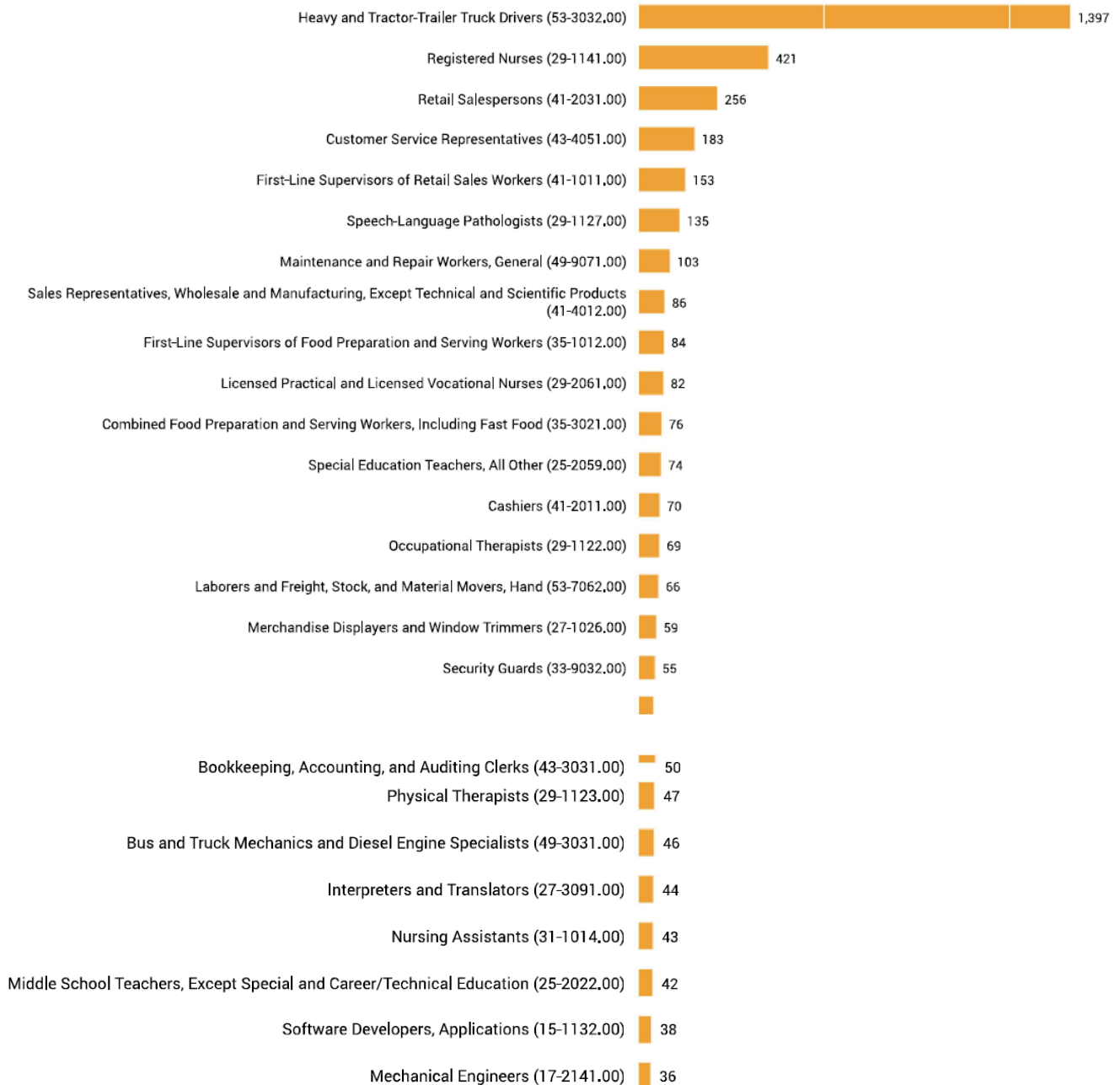
Top Occupations

Aug. 01, 2015 - Jul. 31, 2016

There are 6,130 postings available with the current filters applied.

There are 115 unspecified or unclassified postings.

8-digit O*NET ▼



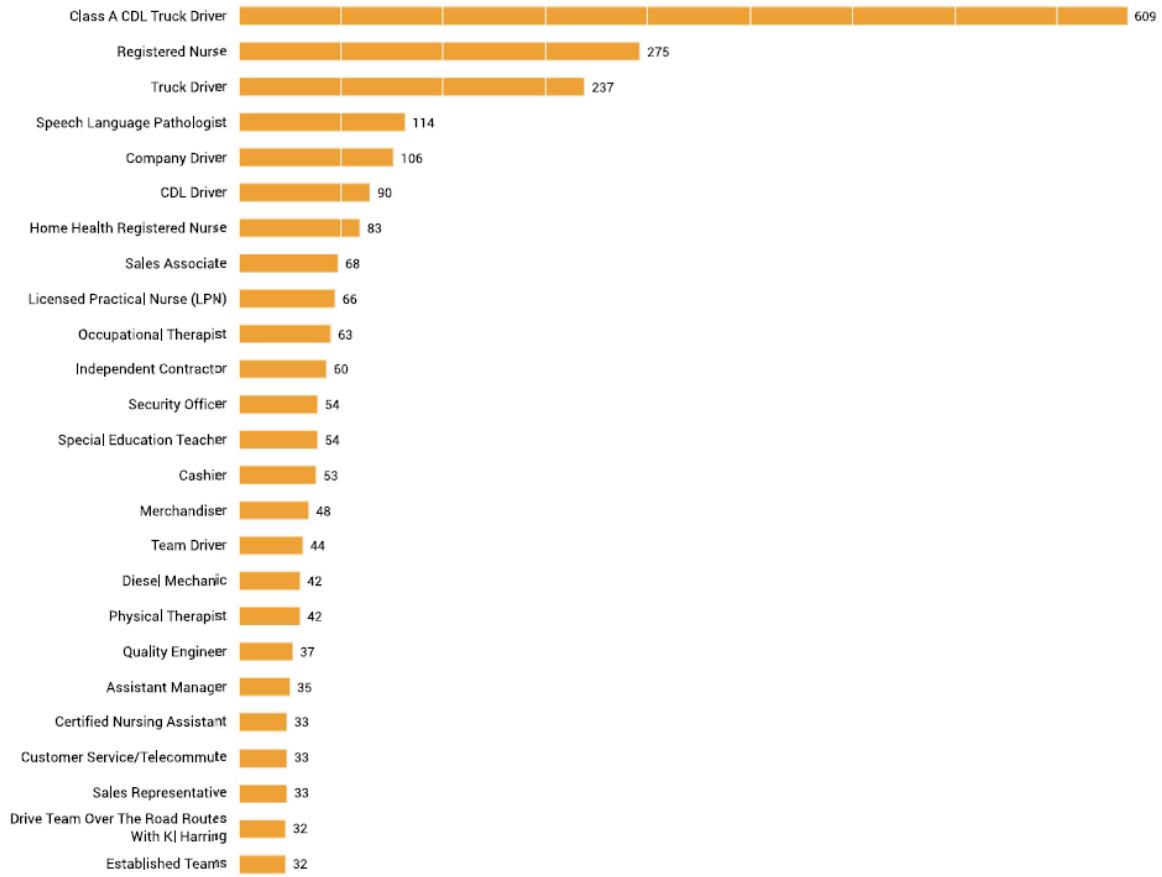
Top Titles

Aug. 01, 2015 - Jul. 31, 2016

There are 6,130 postings available with the current filters applied.

There are 0 unspecified or unclassified postings.

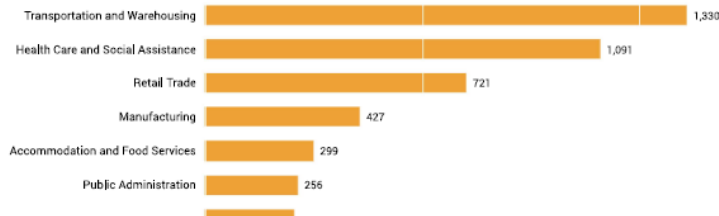
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Top Industry Sectors

Aug. 01, 2015 - Jul. 31, 2016
There are 6,130 postings available with the current filters applied.
There are 866 unspecified or unclassified postings.

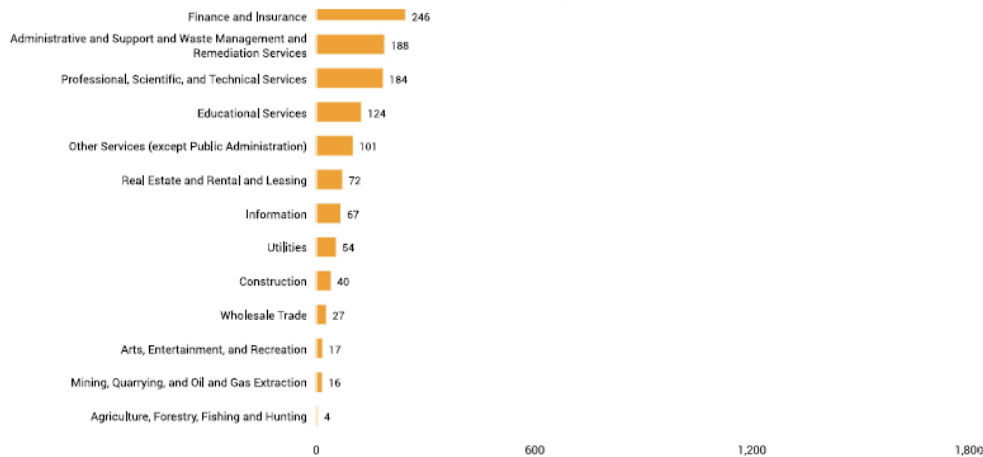
Numbers ▼



<http://laborinsight.burning-glass.com/jobs/us#/snapshots/reports>

8/12/2016

Labor Insight jobs



*Source: <http://laborinsight.burning-glass.com/jobs/us#/snapshots/reports>

WorkSource East Central Georgia provides occupational skills training for In-Demand Occupations in industries that are stable or growing. Skills training will not be provided in declining industries. At present, occupational training is only provided for jobs and careers where hourly rates and salaries are paid. Training is not provided for careers or jobs with commissions and fees (this includes real estate, cosmetology, massage therapy and nail technicians). Additional sources of financial aid may be available through the school's Financial Aid Office.

This listing serves as a guide, and is not meant to be all-inclusive. There may be additional occupations in which demand occurs based on the job market or specific opportunities within the broad spectrum of occupations. WorkSource East Central Georgia may provide training for a job where demand is limited, but current openings exist. Bona fide job offers, letters of pre-hire and/or three employment posted ads for that occupation may be required for training in limited demand areas.

C. LOCAL BOARD ROSTERS

Area 12 Workforce Development Board

Lynthia Ross	Director of Communications and PR	Doctor's Hospital	Private Sector (Business)
Gia Hunter	HR Director	Textron	Private Sector (Business)
Matt Forshee	Community & Economic Dev. Manager	Georgia Power	Private Sector (Business)
Ed Tarver	Partner	Enoch & Tarver Law Firm	Private Sector (Business)
Charlene Sizemore	CEO	Workforce Capital	Private Sector (Business)
Barrett Wimberly	Testing Manager	Alstom Grid	Private Sector (Business)
Judith Richburg	Director, GDOL Career Center	Georgia Department of Labor	Public Sector (Econ Dev – Wagner-Peyser)
Angela Mosely	Executive Director of Adult Education	Augusta Technical College	Education
Michael Lewis	Director of Testing	Jefferson County Board of Education	Public Sector (Education)
Dixie Morris	Area Manager	GVRA Service Area Manager	Public Sector (OS Vocational Rehabilitation)
Ed Sturcken	Business Representative	Painter's Union	Private Sector (Labor)
Kim Elle	CEO	Augusta Warrior Project	Public Sector (OS Veterans)
Nick Fiorre	Site Coordinator	Building and Construction Union	Private Sector (Labor)
Zack Daffin	CEO	Employment Express	Private Sector (Business)
James DuBose	Vice President	IBEW	Private Sector (Labor)
Angela Pringle	Superintendent	Richmond County Schools	Public Sector (Education)
Eric Gibbs	HR Manager	Battle Lumber	Private Sector (Business)
Lisa Stitch	Project Manager/HR	Stitch	Private Sector (Business)
Angela Gaston	Director	Soldier for Life	Public (Veterans)

Area 13 Workforce Development Board

Banks, Alvin	Veteran Outreach Advocate	Augusta Warrior Project	Member
Beard, Morris	Training Director	CSRA Electrical JATC	Member
Bennett, Robbie	Director	Columbia County Economic Development	Member
Bodine, Chris	VP & General Manager	Standard Aero	Member
Calhoun, Andy	HR Director	Battle Lumber	Member
Carrington, Ginger	Regional Coordinator	GDOL	Member
David, Kimberly	VP Economic Development	Oconee Fall Line Technical College	Member
Goodwin, LaTunya	Local Manager	Georgia Power	Member/Chairperson
Griswell, Anthony	Owner/Entrepreneur	Industrial Saws	Member
Henderson, Brian	President	Midway Forest Products	Member
Irwin, William	Public Relations	Jefferson Electric	Member
James, Ruby	Entrepreneur	Exousia Marketing Group, LLC	Member
Johnson, Karl	Employment and Training Coordinator	Experience Works	Member
Jordan, Wanda	Co-Owner - Entrepreneur	Mary's Kuntry Kitchen	Member
Kelley, Adela	Senior Project Manager	Georgia Dept. of Economic Development	Member
Kerr, Donna	Nurse Case Manager	Coventry Workman's Compensation	Member
Lamar, Al	Vice President	F M Bank	Member
Langham, Julie	Vice President	Augusta Technical College	Member
Langham, Van	HR Safety Manager	Two State Construction	Member
Newton, Sarah	HR Manager	Augusta Coating	Member
Reynolds, Carolyn	Consultant	Workforce Solutions	Member
Rice, Jeff	Training Director	Plumbers & Steamfitters Local Union 150	Member
Tuten, Lauri	Rehabilitation Unit Manager	Vocational Rehabilitation	Member
Woodruff-Hawkins, Kimberly	Outreach Admissions Counselor	Job Corps	Member

D. NEGOTIATED PERFORMANCE

Area 12 Negotiated Performance

Adult Program	Agreed Goals 18	Agreed Goals 19
Employment Rate 2 nd Quarter After Exit	82	83
Employment Rate 4 th Quarter After Exit	79	80
Median Earnings 2 nd Quarter After Exit	5000	5100
Credential Attainment within 4 Quarters After Exit	63	64
Dislocated Worker	Agreed Goals 18	Agreed Goals 19
Employment Rate 2 nd Quarter After Exit	82	83
Employment Rate 4 th Quarter After Exit	78	79
Median Earnings 2 nd Quarter After Exit	7500	7600
Credential Attainment within 4 Quarters After Exit	60	61
Youth	Agreed Goals 18	Agreed Goals 19
Employment Rate 2 nd Quarter After Exit	66	67
Employment Rate 4 th Quarter After Exit	60	62
Credential Attainment within 4 Quarters After Exit	73	74

Area 13 Negotiated Performance

Adult Program	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	84	85
Employment Rate 4 th Quarter After Exit	79	80
Median Earnings 2 nd Quarter After Exit	\$6,000	\$6,400
Credential Attainment within 4 Quarters After Exit	81	86
Dislocated Worker	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	83	86
Employment Rate 4 th Quarter After Exit	81	84
Median Earnings 2 nd Quarter After Exit	\$6,600	\$7,000
Credential Attainment within 4 Quarters After Exit	63	65
Youth	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	72	75
Employment Rate 4 th Quarter After Exit	69	72
Credential Attainment within 4 Quarters After Exit	73	75

E. POLICIES

- RC Procurement Policy
- Grievance Policies
- ITA Policies
- Supportive Services Policies
- Priority of Services Policies

Area 12

Policies and Procedures



Policy # 2014-1300

Procurement Policies

As a department of the CSRA Regional Commission, Workforce Area 12 follows the Commission's procurement and purchasing policies. A copy of that policy follows.

POLICIES

It will be the responsibility of the Commission's Executive Director to assure compliance with applicable federal, state, and local laws, rules, and regulations.

The terms bidder, applicant, offeror, and responder are, for the purposes of these procurement policies, used interchangeably. The terms bidding, soliciting, and procuring are used interchangeably. The terms bid, response, offer, proposal, and application are used interchangeably.

All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. The Regional Commission shall be alert to organizational conflicts of interest as well as noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft grant applications, or contract specifications, requirements, statements of work, invitations for bids and/or requests for proposals shall be excluded from competing for such procurements. Awards shall be made to the responder whose response or offer is responsive to the solicitation and is most advantageous to the recipient, price, quality and other factors considered. Solicitations shall clearly set forth all requirements that the responder shall fulfill in order for the response to be evaluated by the Regional Commission recipient. Any and all responses may be rejected when it is in the Regional Commission's interest to do so.

The Regional Commission shall maintain written standards of conduct governing the performance of its employees engaged in the award and administration of contracts. No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by Federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, or any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the recipient shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to contracts/agreements. However, recipients may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct shall provide for disciplinary actions to be applied for violations of such standards by officers, employers, or agents of the recipients.



PROCEDURES

These procedures shall, at a minimum, provide that, avoid purchasing unnecessary items;

Where appropriate, an analysis is made of lease and purchase alternatives to determine which would be the most economical and practical procurement for the Regional Commission; and

Solicitations for goods and services include the following:

A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features which unduly restrict competition.

Requirements which the responder must fulfill and all other factors to be used in evaluating bids or proposals.

A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.

The specific features of "brand name or equal" descriptions that responders are required to meet when such items are included in the solicitation

The acceptance, to the extent practicable and economically feasible, of products and services dimensioned in the metric system of measurement if applicable.

Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.

Positive efforts shall be made to utilize small businesses, minority-owned firms, and women's business enterprises, whenever possible.

PROCUREMENT PROCEDURES AUTHORIZATION

Under the Official Code of Georgia Annotated (OCGA) 50-8-64, the Regional Commission is required to develop a system for competitive procurement relating to the purchase of supplies, equipment, and services and the letting of other contracts. This section of relevant state law authorizes the Commission to award such contracts/agreements to the lowest responsible bidder. These procurement procedures are developed in accordance with the provisions of state and applicable federal laws and regulations.

SUBRECIPIENT AND VENDOR RELATIONSHIPS



For the purposes of these Procurement Policies, the following definitions shall apply:

Subrecipient means a non-Federal entity that expends State or Federal awards received from a pass-through entity to carry out a State or Federal program, but does not include an individual who is a beneficiary of such a program. A subrecipient may also be a recipient of other State or Federal awards directly from a State or Federal awarding agency. Guidance on distinguishing between a subrecipient and a vendor is provided below.

Vendor means a dealer, distributor, merchant, or other seller providing goods or services that are required for the conduct of a Local, Regional, State, or Federal program. These goods or services may be for an organization's own use or for the use of beneficiaries of the Local, Regional, or State Federal program. Additional guidance on distinguishing between a subrecipient and a vendor is provided below.

Subrecipient and vendor determinations

(a) General. An awardee may be a recipient, a subrecipient, and/or a vendor. State and Federal awards expended as a recipient or a subrecipient would be subject to audit under relevant State and Federal auditing requirements. The payments received for goods or services provided as a vendor would not be considered State or Federal awards. The guidance in paragraphs (b) and (c) of this section should be considered in determining whether payments constitute a State or Federal award or a payment for goods and services.

(b) State or Federal award. Characteristics indicative of a State or Federal award received by a subrecipient are when the organization:

- (1) Determines who is eligible to receive what State or Federal financial assistance;
- (2) Has its performance measured against whether the objectives of the State or Federal program are met;
- (3) Has responsibility for programmatic decision making;
- (4) Has responsibility for adherence to applicable State or Federal program compliance requirements; and
- (5) Uses the State or Federal funds to carry out a program of the organization as compared to providing goods or services for a program of the pass-through entity.

(c) Payment for goods and services. Characteristics indicative of a payment for goods and services received by a vendor are when the organization:

- (1) Provides the goods and services within normal business operations;
- (2) Provides similar goods or services to many different purchasers;



- (3) Operates in a competitive environment;
- (4) Provides goods or services that are ancillary to the operation of the State or Federal program; and
- (5) Is not subject to compliance requirements of the State or Federal program.

(d) Use of judgment in making determination. There may be unusual circumstances or exceptions to the listed characteristics. In making the determination of whether a subrecipient or vendor relationship exists, the substance of the relationship is more important than the form of the agreement. It is not expected that all of the characteristics will be present and judgment should be used in determining whether an entity is a subrecipient or vendor. The Regional Commission has the sole authority to determine whether a subrecipient or vendor relationship exists based on the substance of the relationship. In cases where there is a question as to the type of relationship, the Commission's Executive Director shall make the final determination as to the type of relationship.

(e) Compliance responsibility for vendors. In most cases, the Regional Commission's compliance responsibility for vendors is only to ensure that the procurement, receipt, and payment for goods and services comply with laws, regulations, and the provisions of contracts or grant agreements. Program compliance requirements normally do not pass through to vendors. However, the Regional Commission is responsible for ensuring compliance for vendor transactions which are structured such that the vendor is responsible for program compliance or the vendor's records must be reviewed to determine program compliance. Also, when these vendor transactions relate to a major program, the scope of the review must include determining whether these transactions are in compliance with laws, regulations, and the provisions of contracts or grant agreements.

PURCHASE THRESHOLD REQUIREMENTS

The Commission will utilize the following purchasing thresholds for acquisitions of goods and services from vendors except as outlined under Purchase Requirement Exceptions below.

For all purchases with an estimated cost up to \$300, the buyer will use their best judgment as to the vendor selection.

Purchases with an estimated cost between \$301 and \$5,000 require quotations, either in person, telephone, fax, email, or written form, from at least three prospective vendors. Such documentation must be submitted along with the Purchase Order to substantiate that quotes were obtained.

Purchases for materials, supplies, and/or goods with an estimated value cost over \$5,001 require competitive procurements. All competitive procurement must be authorized by the Commission's Executive Director. This authorization by the Executive Director must be in the form of a memo signed by the Executive Director setting forth the nature of the procurement.



Any purchase over \$125,000 must be approved by the Regional Commission's governing Council. This approval will be documented in the minutes of the Council.

Under no circumstances shall any such purchases be split to avoid these purchasing thresholds.

All purchases will be from the responder which responds with the most reasonable offer, considering price, responsibility of the responder, and all other relevant factors such as delivery date, quality of product, service, etc. (such factors being used by the Commission to determine the lowest responsible responder). These procurement policies do not require the Commission to purchase from the lowest responder but the responder deemed, at the Regional Commission's sole discretion, to be the lowest responsible responder.

All original documentation of the procurement procedures used shall be forwarded to, and maintained by, Accounts Payable. Accounts Payable will review the documentation related to these procedures prior to processing for payment. Each employee who initiates the purchase is responsible for ensuring adherence to these policies. Failure to follow these policies may invalidate the purchase and may make the employee responsible for the payment.

PURCHASE REQUIREMENT EXCEPTIONS

Any purchases of goods, services, or equipment that meet any of the following criteria do not have to follow the purchase threshold requirements outlined above:

Purchases from vendors of goods, services, or equipment obtained under state contracts.

Purchases of goods, services, or equipment from member jurisdictions.

Purchases made through the Department of Administrative Services.

Purchases made through the Georgia Technology Authority or with other state agencies and/or regional commissions providing goods, services, or equipment.

Professional Services (such as legal services, information technology services, accounting or auditing services (unless otherwise required by applicable law), temporary employment services, and insurance brokerage services).

Membership dues/subscriptions to relevant job/organization related associations, organizations, or entities.

Annual software maintenance and/or update costs.

Annual budgeted insurance costs.



Utility costs.

Other items specifically outlined and approved in the Commission's annual operating budget.

Additionally, the issuance of any cooperative agreement, grant, or contract between the CSRA Regional Commission and any of its member jurisdictions shall not require any competitive procurement process.

RIGHT TO AUDIT

All contract(s)/agreement(s) awarded by the Regional Commission shall include a provision to the effect that the Regional Commission, a Federal or State awarding agency, the U.S. Comptroller General, or any of their duly authorized representatives, shall have access to any books, documents, papers and records of the contractor which are directly pertinent to a specific program for the purpose of making audits, examinations, excerpts and transcriptions.

PROCUREMENT PROCEDURES

The selection procedures to be used for procuring vendor contracts will include the following:

Incorporate a clear and accurate description of the technical requirements for the material(s), supply(ies), product(s), or service(s) to be procured.

Clearly set forth all requirements which responder must fulfill and identify factors to be used in evaluating responses to the procurement.

Awards shall be made only to responsible responders who possess, at the Commission's sole discretion, the potential ability to perform successfully under the terms and conditions of a proposed procurement.

Proposed procurement actions shall be reviewed by Commission officials, the Executive Director, and/or the Finance Officer to avoid purchasing unnecessary or duplicative items. Where appropriate, an analysis should be made of lease and purchase alternatives to determine which would be the most economical and practical procurement.

The Commission shall perform a cost or price analysis in connection with every procurement action, which in the judgment of Commission officials, is of a material amount.

The Commission shall maintain records sufficient to detail the significant history of all procurements that are material in amount. These records shall include, but are not necessarily limited to information pertinent to rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the cost or price.



The Commission will insure that contractors and/or vendors perform in accordance with the terms, conditions, and specifications of their contract or purchase order.

Affirmative steps shall be taken, if required, to assure that small and minority businesses are utilized where possible as sources of supplies, equipment, construction, and services.

AFFIRMATIVE STEPS

Affirmative Steps shall include the following:

Including known qualified small and minority businesses on solicitation lists.

Assuring that known small and minority businesses are solicited whenever they are potential sources.

When economically feasible, dividing total requirements into smaller tasks or quantities so as to permit maximum small and minority business participation.

Where the requirements/regulations permit, establishing delivery schedules which will encourage participation by small and minority business.

Using the services and assistance of the Small Business Administration, the Office of Minority Business Enterprise of the Department of Commerce and the Community Services Administration whenever required.

CSRA REGIONAL COMMISSION PROCUREMENT PROCESS FOR PURCHASES \$5,000 AND LESS:

Identify funds to be utilized in the project. Ideally, the project should be included in the budget, in which case it would have already received any necessary Council approval.

Prepare and sign a purchase order request form (including relevant funding information in the description box) then forward to your supervisor for his/her approval.

Submit the appropriate supporting documentation to your Department Head and to the Human Resources Director for further action.

Your supervisor may either approve or deny your request (in which case a disapproval notice is sent to you), or approve the request, and forward it to the Human Resources Director for a purchase order number. It is your responsibility to follow-up on all purchase order requests prior to purchasing any items included on the request. (NOTE: YOU AS THE PURCHASER ARE RESPONSIBLE FOR ASSURING YOUR COMPLIANCE WITH THESE PROCEDURES. FAILURE TO DO SO MAY RESULT IN THE COST BEING DISALLOWED. THE COMMISSION MAY HOLD YOU FINANCIALLY RESPONSIBLE FOR A DISALLOWED COST.)



Your request, once assigned a purchase order number, will be forwarded to the Chief Financial Officer for his/her approval/disapproval and then to the Executive Director for final approval/disapproval.

After the Executive Director approves/disapproves of your request, you will be notified via email of the final status of your request.

If the request is approved, you may proceed with the purchase. (Note: If your PO request results in a vendor relationship, a contract MUST be developed and signed BEFORE any work can be authorized. If you do not know whether such a contract is needed, please do not hesitate to contact Accounts Payable.)

CSRA REGIONAL COMMISSION PROCUREMENT PROCESS FOR PURCHASES \$5,001 AND GREATER

Purchases for materials, supplies, and/or goods with an estimated value cost over \$5,001 require competitive procurements.

All competitive procurements must be authorized by the Commission's Executive Director. This authorization by the Executive Director must be in the form of a memo signed by the Executive Director setting forth the nature of the procurement.

Establish a Procurement Folder including the name of the procurement, its legal notice date, and the date procurement documents are due.

Identify the funds to be utilized in the procurement.

Identify the scope of work and/or list of materials, goods, and/or supplies to be procured.

Prepare a Request for Proposals (RFP) or a Request for Qualifications (RFQ) package (to include the legal advertisement, the Executive Director's memorandum of approval, and the relevant procurement documents) and submit to the Executive Director for his/her approval prior to releasing such documents to the public.

All competitive procurement notices must be announced at least thirty (30) days prior to the deadline for acceptance of responses unless the Executive Director explicitly approves in writing a waiver of this requirement.

The procurement documents must outline the specifications for the procurement including, but not necessarily limited to the following:

- the date of any responder's conference (if applicable),
- the due date and time for responses,



- the number of copies of the response to be submitted, and
- include a clear and accurate description of the technical requirements for any material(s), supply(ies), product(s), or service(s) to be procured.
- identify how potential responders can obtain copies of the RFP/RFQ; and
- set forth all requirements which responder must fulfill; and
- identify factors to be used in evaluating responses to the procurement, specifically noting that the CSRA Regional Commission will evaluate each Response, choosing the one that, in the CSRA RCs sole discretion, is the most responsive Response for the particular contract, best addresses the work to be performed, taking into consideration factors such as price, potential ability to perform successfully under the terms and conditions of the contract, analysis of applicable Unit Cost Methodology or other cost analysis, relevant past project experience/qualifications, organizational capacity, budget/financial capacity, and responses to the scope of work and performance overview sections of this response.

All procurement documents must also include clear language outlining the following Regional Commission rights:

The CSRA Regional Commission reserves the right, in its sole discretion, to contact any and/or all Responders after receiving the Responder(s)'s submittal to seek clarification of any portion thereof. The CSRA RC reserves the right to request additional information from any and/or all Responder(s) if the CSRA RC deems, in its sole discretion, such information necessary to further evaluate the Responder(s)'s qualifications and/or capacity to perform.

The CSRA Regional Commission reserves the right, in its sole discretion, to cancel the RFP/RFQ at any time, to amend the RFP/RFQ before the due date for responses, to alter the time tables for procurement as set forth in the RFP prior to the due date, to reject any or all Responses submitted, and/or to waive any technicalities or formalities

Awarding of any contracts and any subsequent periodic payments during the grant period is contingent upon receipt of local, state and federal funds during the contract period.

Upon the Executive Director's approval, the procurement documentation, including the procurement legal notice (if required) must be given to the Commission's Secretary, who is responsible for placing required advertisements in the Commission's legal organ. A copy of all of these documents must be placed in the Procurement Folder.



An applicant/responders conference, if applicable and if listed within the RFP/RFQ legal notice, can be held to discuss the procurement documents/process with potential responders.

If such a conference is held, the following must be included in the Procurement Folder:

- a sign-in sheet signed by all those in attendance (including Commission staff) demonstrating those in attendance at the meeting; and
- minutes from the conference.
- In some cases, it may be necessary to send out addendums or written correspondence to questions raised during the conference or during the procurement process. If such addendums and/or correspondence is sent out, you must include all copies of any such documents in the Procurement Folder.

Procurement responses should be time stamped upon receipt.

If the document is sealed and cannot be time stamped in the time stamp machine, the Secretary may use a sign-in sheet to reflect the date and time of receipt of all procurement responses.

In such cases, a copy of the sign-in sheet must be included in the Procurement Folder once the due date and time for submittal has expired.

No responses shall be accepted after the time due.

If a public opening of the procurement responses (commonly called a bid opening) is held pursuant to the procurement documents, the following must be included in the Procurement Folder:

- a sign-in sheet signed by all those in attendance (including Commission staff) demonstrating those in attendance at the opening; and
- minutes outlining, at a minimum, the names of those responding to the procurement on time.

Procurements that are expected to result in an award/contract greater than \$50,000 in aggregate must be reviewed by a review committee assembled by the CSRA RC, which may or may not include staff of the CSRA RC and/or independent individual(s). Such procurements should also include an acknowledgement by the responder demonstrating his/her understanding at a minimum that the:

- response submitted may be reviewed by a review committee assembled by the CSRA RC, at its sole discretion, which may or may not include staff of the CSRA RC and/or independent individual(s); and
- that any notes and/or discussions generated during the review by the review committee are private and will not be shared with any Responder(s); and
- that only a summary of the Review Committee's comments/recommendations will be made available upon completion of the Regional Commission's award of the procurement.



A copy of the Review Committee's summary comments/recommendations will be included in the Procurement Folder.

If the Regional Commission decides to reject any and/or all proposals, any letters sent to responders denoting such rejection shall be included in the Procurement Folder.

If the Regional Commission decides to make any award(s), a copy of the award letter(s) shall be included in the Procurement Folder.

Awards greater than \$125,000 require Regional Commission Council approval. A copy of the minutes denoting the Council's approval is required prior to finalizing the contract with the successful responder.

Once the successful responder is selected, a contract/agreement is negotiated and prepared in duplicate.

Submit the Procurement Folder and recommended contracts/agreements to Accounts Payable for review (Note: contact Accounts Payable if you need assistance with the contract/agreement development).

After review, Accounts Payable will forward the Procurement Folder and both copies of the contract/agreement to the Chief Financial Officer for review who will then forward to the Executive Director.

A cover letter will be prepared to accompany the contract/agreement.

Upon execution of the cover letter, the contract/agreement is sent to the award recipient for signatures. The RC Executive Director will execute the contract/agreement after the recipient has signed the contract.

A copy of the contract/agreement with original signature is returned to the award recipient with the second original along with all paperwork supporting the procurement and the contract going to accounts payable. At this time a copy of the contract/agreement will be returned to the employee for management of the project.

Implementation of the project is ready to begin.

APPEALS PROCESS

Responders not selected may appeal the CSRA Regional Commission's decision to award a competitively solicited contract/agreement to another Responder by submitting a written appeal to the Executive Director within ten (10) calendar days of being notified that they were not selected. The written appeal must be sent via certified mail, return receipt requested to: Attn: Appeal of Procurement Award, CSRA Regional Commission, 3023 Riverwatch Parkway, Suite A, Augusta, GA 30907.

For procurements resulting in awards of less than \$125,000, the Executive Director will schedule a time



within ten (10) business days to hear the Responder's appeal. The Executive Director will consider the information presented and submit to the appealing Responder(s) his/her decision within ten (10) business days after hearing the appeal.

For procurements resulting in awards equal to or greater than \$125,000, the CSRA Regional Commission's Council will hear any such appeal at the Council's next regularly scheduled meeting (where the Responder may present an argument on its behalf, and the Executive Director, or his/her designee, may submit the Regional Commission's counterargument(s)). The Council will consider the information presented and submit to the Responder(s) its decision within ten (10) business days after hearing the appeal. The decision of the CSRA Regional Commission's Council shall be final and binding.

After the Regional Commission's Council or the Executive Director issues an appeal decision, any dispute that shall arise as to the procurement process shall be referred to a(n) arbitrator(s) selected in accordance with the rules of the American Arbitration Association, and such dispute shall be settled by arbitration in accordance with the rules prescribed by the CSRA Regional Commission, and judgment upon the award rendered by the arbitrator(s) may be entered in any court of competent jurisdiction. The party requesting arbitration and the CSRA Regional Commission shall share equally the cost of the arbitration process.

Once the arbitrator(s)'s judgment has been rendered, the decision will be presented to the CSRA Regional Commission's Council at its next regularly scheduled meeting for further consideration and/or action, if necessary.

Policy No. 985 Effective Date: 12/18/2009



Policy # 2016-1100

Grievance Procedure

General Grievance Procedures

In accordance with Section 188 of the Workforce Innovation & Opportunity Act (WIOA), (Public Law 113-128) and U.S. Department of Labor Regulations Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act of 2014 29 C.F.R. 38.36 effective July 22, 2015, the CSRA Workforce Investment Area 12 has established these procedures for filing grievances or complaints about its program and activities from staff, customers, sub-recipients, bidders, and other interested persons.

Types of Grievances and Scope of Review

Complaints involving violations of the Act, Regulations, grants or other agreements under the WIOA (excluding complaints of discrimination) as alleged by applicants, customers, WIOA funded employees, and recipients of WIOA funds should use procedures outlined in this directive.

Complaints involving terms and condition of employment as alleged by WIOA-funded staff will be filed under personnel policies and procedures established by CSRA Regional Commission or its service providers where appropriate. These procedures must be exhausted prior to submitting a complaint in accordance with WIOA grievance procedures outlined in this directive. Local level decisions appealed to the Governor will be reviewed on the basis of adherence to reasonable and established procedures. Where such procedures have not been followed, and/or the action taken was arbitrary or capricious, the case will be sent back to the Commission for re-examination and/or corrective action. The determination will be reviewed where a compliant has been filed in accordance with the procedure herewith established.

Complaints and inquiries from bidders, after proposal selections are made under competitive negotiation processes, must first address the Commission's established procedure for administrative review of contract grant award protests, disputes and claims. If not satisfied, a formal grievance may be filed only if it is based on a violation of WIOA, published regulations, and state or local procurement requirements. Appeals will be reviewed strictly on the basis of adherence to established procedures, and determinations of fact made during a local level review will be accepted as such. Where established procedures were not followed and/or decisions were made in an arbitrary or capricious manner, the case will be remanded to the Commission for re-examination and/or corrective action.

Employers who hire WIOA Program customers under an On-the-Job Training (OJT) contract may use the company's personnel procedures to handle grievances pertaining to the customer's terms and conditions of employment. Grievances pertaining to the OJT contract terms should be handled in accordance with the Commission's procedures indicated herein.

(NOTE: It must be established with OJT contract initiation which procedures a customer will use for complaints regarding terms and conditions of employment.) Where public schools of the State of Georgia are by contract, service providers under the Workforce Innovation & Opportunity Act Program and a grievance



arises which pertains to disciplinary actions of teachers or students, grading policy or teacher employment contracts it will be handled by procedures outlined in O.C.G.A. 20-2-1120. Grievances which pertain to any terms of the contract between the school and the Commission should be handled by procedures contained in this directive.

If an applicant, customer, WIOA funded employee, or recipient of WIOA funds feel he/she has concerns that warrant the attention of the State agency responsible for the administration of this program, they may call the Job Training Division of the Georgia Department of Labor at 1-800-326-1041. There is no charge for the call. At his/her request, the call will be handled in strictest confidence.

In cases of suspected fraud, abuse or other alleged criminal activity, an applicant, customer, WIOA funded employee, or recipient of WIOA funds, should direct his/her concerns to the Office of the Inspector General, U.S. Department of Labor, at 1-800- 347-3756. There is no charge for the call.

COMPLAINT FILING PROCESS AND REQUIREMENTS

Service providers will inform applicants, customers and their WIOA program employees about the procedures for filing a complaint as contained in this directive.

Complaints of discrimination covered by 29 CFR Part 37 ~ be filed within 180 days of occurrence with either the State or U.S. Department of Labor. Complaints of this nature should be forwarded to: Georgia Department of Economic Development, Workforce Division, 75 Fifth Street NW, Suite 845, Atlanta, GA 30308 or with the U.S. Department of Labor to: Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Ave., N.W., Room N-4123, Washington, DC 20210.

Except for complaints alleging fraud or criminal activity and those identified above, complaints must be made within one year of the alleged occurrence. Hearings on any grievance shall be conducted within 30 calendar days of filing a grievance and decisions shall be made no later than 60 calendar days after filing a grievance. Complaints must be in writing, signed by the complainant, and shall include required information specified in the following paragraph. Persons are permitted to file by mail or in person.

Complaint Filing and Hearing Procedures

Grievances and complaints shall be processed through the following stages:

1. Informal Conference (counseling session)
2. Formal Written Complaint
3. Fact Finding
4. Hearing
5. Determination (decision)
6. Appeal

The Executive Director of the Commission shall be advised upon the initial filing of a complaint and shall be kept abreast at each stage thereafter.

An individual, who feels that a grievance or complaint is appropriate, may seek remedy by contacting the Commission Office. Individuals will be provided with procedures that must be followed.

CSRA REGIONAL COMMISSION
WORKFORCE DEVELOPMENT POLICIES & PROCEDURES



CSRA Regional Commission
3626 Walton Way Ext., Suite 300
Augusta, GA 30909
Attn: Equal Opportunity Officer
(706) 210-2000

As notified and required by the State a listing of complaints and the status thereof will be provided to the State. During every step of the process, informal attempts will be made to resolve the complaint.

COMPLAINT FILING

Informal conference - An individual(s) who contacts the Commission Office regarding a grievance or complaint initially will be counseled regarding their rights to file a complaint. The steps of the grievance procedure will be reviewed with the individual(s) and advice will be provided on the steps required to initiate the process.

Formal written complaint - An individual(s) may file a formal complaint with the Commission. The complaint shall be in writing specifying the following:

1. The full name, telephone number (if any), and address of the person(s) making the complaint;
2. The full name and address of the respondent(s) against whom the complaint is made;
3. A clear and concise statement of the facts, including pertinent dates, constituting the alleged violation;
4. The provision of the Act, regulations, grant, or other agreements believed to have been violated;
5. Relief requested.

Upon filing a complaint and at each stage thereafter, the complainant(s) shall be notified in writing of the next step in the procedure. The complainant(s) may withdraw the complaint at any point by signing a statement to that effect.

Fact finding - within ten (10) calendar days after receipt of a formal complaint a fact finding review shall be conducted, including interviews with the complainant(s), the respondent(s), and witnesses, and review of records and documents that may be pertinent to the case shall be made. The identity of any person or persons furnishing information or assisting in the investigation of a complaint shall be kept confidential to the extent possible to make a fair determination of the issues.

HEARING

The Workforce Development Board (WDB) will designate a specific person to function in a quasi-judicial capacity in relation to the Commission's hearing process. Standards to be applied in selection of this person are as follows:

- Person designated shall be in a position to render decisions that are both fair and impartial.
- The scope of responsibility during the hearing process includes preparation and review of a complete file on the case prior to the hearing, directing parties to appear at the hearing, holding the hearing, receiving evidence, disposing of procedural requests, consideration and



- evaluation of the facts, evidence, and arguments to determine credibility, rendering a decision and issuing it to all parties involved and providing the complete record.
- The hearing officer designated shall not be a subordinate of the Commission staff involved in administering the program and shall not be in any way be involved in the issue causing the complaint. Any WIB member who is directly involved in the matter that gives rise to the grievance may not be a hearing officer.
 - Complaints filed against the WDB, Youth Council (YC), CEOs, or any member thereof shall be heard by an independent hearing officer. This officer shall be someone who is totally independent from the Workforce Innovation & Opportunity Act Area, the WDB, the YC, the CEOs, and Service Provider(s). Selection of the independent hearing officer shall be made by the Attorney for the CSRA Regional Commission.

Determination (Decision) - The hearing officer shall render findings and decisions within 60 calendar days of the filing of a complaint. The hearing will be mechanically recorded and records maintained to include all pleadings, motions, and intermediate rulings, recordings of the oral testimony plus all other evidence received or considered, a statement of matters officially noted, all staff memoranda or data submitted to the decision-maker in connection with their consideration of the case, findings of fact based on the evidence submitted at the hearing, notification of further appeal procedures, if applicable, and final decision of the hearing officer. A written determination of the findings shall be provided to the complainant and the respondent.

Should conciliation result from the hearing and determination made by the hearing officer, an agreement shall be signed by both parties involved as record of the resolution and the complaint shall be considered satisfactorily resolved.

COMPLAINT HEARING NOTICE

The designated hearing officer upon receipt of a complaint shall within 30 calendar days schedule and conduct the hearing. Both sides shall receive reasonable notice of the hearing by registered or certified mail. The notice shall include:

1. A statement of date, time and place of hearing;
2. A statement of the Commission and jurisdiction under which the hearing is to be held;
3. A reference to the particular section of the Act, regulations, grant, or other agreement under the Act involved;
4. Notice to the parties of the specific charges involved;
5. The rights of both parties to be represented by legal counsel;
6. The right of each party to present evidence, both written and through witnesses;
7. The right of each party to cross examination.

APPEALS



If the complaint cannot be satisfactorily resolved through the Grievance Hearing or if no decision is rendered, the complainant(s) or the respondent(s) may file a formal appeal to the Governor of the State of Georgia within 10 calendar days of the mailing of the decision. The complainant(s) may apply for an extension of this 10 day time requirement if necessary. The name and address of the State Office and any other instructions for those desiring to pursue this course of action will be provided. All sub-recipients, customers, and service providers under WIOA for Area #12 will be provided information regarding this grievance procedure upon contract execution or upon enrollment.

DISCRIMINATION COMPLAINTS PROCEDURES

Individuals contacting the Commission Office making a complaint alleging discrimination covered by 29CFR Part 37 will be advised to file their complaint with the State, Equal Opportunity Administrator or the Civil Rights Center of the U.S. Department of Labor.

All sub-recipients and service providers under WIOA for Area #12 will be provided information regarding this discrimination complaint procedure upon contract execution. Customers will receive this information upon enrollment in their Rights and Benefits Statement.

Where to Report

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:

CSRA Regional Commission
WIOA Equal Opportunity Officer
Karla Trosper
3626 Walton Way Ext., Suite 300,
Augusta, GA 30909
706-210-2000*
Ktrosper@csrarc.ga.gov

**Persons with Hearing Impairments may contact the Georgia Relay Center at 1-800-255-0056*

Complaints may also be filed with the Georgia Department of Economic Development, Workforce Division, David Dietrichs, WIOA Title I Equal Opportunity Officer, 75 Fifth Street, Atlanta, GA 30308, 404-962-4136; DDietrichs@georgia.org; Fax: 404-486-1181; TTY 1-800-255-0056. **OR**

Complaints may also be filed with the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210. 202-219-7026; TTY 202-693-6515 or CivilRightsCenter@dol.gov

If you file your complaint with the Georgia Department of Economic Development (GDECD), you must wait either until the GDECD 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 GDECD does not give you written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the GDECD to issue the Notice before filing a complaint with CRC. 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 GDECD). If the GDECD does give you 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.

REPORTING REQUIREMENTS

Each Service Provider will be required to report a listing of complaints received against their activities as they are received. This report shall be submitted on forms provided by the Commission.



Policy # 2016-1000

Individual Training Account (ITA) Policies

An adult, dislocated worker or out-of-school youth determined eligible for WIOA funded services may select a provider from the State ETPL after consultation with a WIOA case manager.

The following policies may be utilized to establish local parameters for service. If a customer receives career advisement and support services and the program of study is funded by Pell/HOPE funds, the ITA policies will apply. The ITA policies are to be implemented and followed by One-Stop case managers and are also to be implemented and followed by Training Providers for WIOA participants.

POLICIES:

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

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

For extremely competitive program acceptance such as nursing, radiology technology and dental hygienist, customers must select a second alternative. Degree/certificate program may include courses from an approved core of general education (i.e., math and English) required for the degree/certificate. WIOA funding can be used for core in these cases. Prerequisites or developmental studies are not considered core and no WIOA funding will be provided. WIOA



funding will be provided when the student has received formal acceptance into a career program.

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

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

- (6) 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.
- (7) All applicants must apply for the Pell Grant and/or HOPE Scholarship program, if eligible. Pell funds may be combined with WIOA funds to cover total expenses.
- (8) WIOA funding may be provided for college level and post baccalaureate instruction only if all of the following conditions have been met:
 - (a) The customer must be accepted into a certificate or degree program, and the course of study must be occupation-specific (i.e., radiological technician, accounting, teacher certification), or The customer is a Registered Nurse seeking a graduate degree in Nursing to fill a vacant instructor position at a university or technical college. No funds shall be provided for general academic programs (i.e. General academic Studies, Bachelors of Business Administration, Bachelors of Art, etc.
 - (b) Total course of study will take no longer than 104 weeks (2 years) to complete and be a certificate, diploma or degree program. Extended critical shortage healthcare curricula will be reviewed and approved on a case-by-case basis.
 - (c) The customer must demonstrate that he/she has the financial resources to attend long term training.
- (9) Continuing Education and other similar courses will be approved if the following conditions apply:
 - (a) The customer must have a specific occupational goal.
 - (b) The customer must present evidence describing how the proposed training will increase his/her employment marketability.
- (10) Short-term vocational services are intended for workers who lack occupational credential/certification and require short-term continuing education offerings to enhance and



upgrade skills for certification. Short-term (less than 120 clock hours) training, preparation and review activities which prepare customers to sit for certification examination courses may be provided as an Intensive Service rather than an ITA.

- (11) ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, supplies, tools, uniforms and shoes, certification, licensing, testing fees, drug testing and background testing for entrance into training, medical requirements for training entrance and such items as specifically required for a course or program.

The following items are not provided by ITAs: computers, computer equipment, computer program software, peripherals, electronic and wireless equipment *unless approved on a case by case basis by CSRA RC.*

- (12) ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as he/she is responsible for other fines or penalties.
- (13) Training limitations follows:
- (a) Up to \$4,500 in training costs, excluding support, may be expended for each participant for up to one year of training. One year is defined as up to 52 calendar weeks from the initial start date of training. The limit of \$4,500 will apply in circumstances where training is designed to be completed in 52 weeks or less, even if the customer is unable to complete training under the usual program training schedule.
 - (b) Up to \$9,000 in training costs, excluding support, may be expended for each participant for up to two years of training. No more than \$4,500 will be provided towards training costs during any one 52 calendar week period as noted above.

Other Local Workforce Boards may have different training limitation policies.

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



Policy # 2016-1001

Supportive Services Policies

PURPOSE:

Supportive Services are defined as services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under Title IB. The purpose of this policy is to set thresholds for supportive service payments and to ensure that financial assistance is made available to support WIOA participants when needed.

OVERVIEW

Supportive Services are services, which are reasonable and necessary to enable a WIOA participant who cannot afford to pay for such services to participate in activities funded under WIOA. The provision of Supportive Services must be determined on an individual basis. The following guidelines shall be used for determining customer eligibility for needs-related payments and/or supportive services and the level of payment.

To be eligible for any WIOA financial assistance payments, a participant must have been determined WIOA eligible and:

- A. Participating in core, intensive, and training services.
- B. Are unable to obtain supportive services through other programs providing such services; and
- C. Must have complied with program regulations and policies during the period of training and/or enrollment.

Service providers should provide no further payments to participants that fail to participate without good cause. Participants must be attending classes on campus, be registered as full-time students, and attending all required hours. In order to receive support while in training, students must be in good standing and making satisfactory progress (a minimum of 2.0 on a 4.0 scale or a minimum of "C" on an "A, B, C, D, F" scale or 70% on a 100% scale). Those in pre-vocational or other approved Core or intensive service must meet required attendance and made satisfactory progress as provided by signed agreement.

The case manager will use forms and processes provided to support all payment documentation. The use of supportive services is encouraged to enable the hard-to-serve population to participate in longer-term interventions. The provision of supportive services must be determined on an individual basis and requires proof of the expenditure in the participant's file.

These policies are consistent with all applicable federal regulations and requirements mandated by the State Workforce Board and Georgia Department of Economic Development, Workforce Development.



- All participants will be determined eligible as WIOA participants utilizing the CSRA RC's enrollment process. Participants must be enrolled in the system prior to the support service being provided.
- Each support service provided must have justification in the file as to the need for the service. These services must be necessary to enable the individual to participate in activities authorized under WIOA, Title I.
- The Case Manager will conduct the needs assessment for support services on a case-by-case basis.

The case manager will document the participant's eligibility and determination of need in each participant's case file and/or the designated software system.

The documentation must cover:

A. Financial/physical need

There must be documentation in the case file that participants are incapable of providing these services for themselves. Examples: low income status as documented by family/household income determination, receipt of federal or state public assistance, UI benefits, documentation of skill upgrading that would lead to employment in a local or state in-demand occupation, documentation of lack of employment or underemployment, separation notice, birth certificates for children receiving childcare, documentation of transportation distance to attend training, etc. **Participant's with an income greater than 150% of poverty are not eligible for supportive services.**

B. Resource Coordination

There must be documentation supporting that these services or funds for these services were not available from any other state and/or federal grant/program/funding stream/agency. There should be an analysis of all federal/state/local resources available in the LWIOAs and how they are being coordinated to promote the most efficient use of resources. Examples: UI records, application for applicable state and federal funds (HOPE, Pell, etc.)

C. Description

Type of supportive service requested and how the supportive service will assist their participation in WIOA Title I activities.

D. Amount Approved

Amount approved and justification for the amount being necessary and reasonable to enable participation in qualifying WIOA activities must be documented. Case notes must be entered in the case management software to document the justification. The case notes in the will stipulate the time frame for support service.

E. Documentation

Documentation should be collected and included in the participant's case file.

TYPES OF ALLOWABLE ASSISTANCE

Adult/Dislocated Worker

Case managers will evaluate each participant for Supportive Services eligibility and extent of need. The following types of assistance may be available for adult and dislocated worker



participants contingent upon available funding and/or level of participant's need.

- Assistance with transportation;
- Assistance with childcare;
- Assistance with housing;
- Referrals to medical and dental services;
- Assistance with uniforms or other appropriate work attire and work related tools, including such items as eyeglasses and protective eye gear;
- Services/materials for the disabled;
- Emergency assistance to meet household expenses or other justified expenses.

Youth

Case managers will evaluate youth participants for eligibility and extent of need. The following services may be available based upon funding and level of need.

- Linkages to community services;
- Assistance with transportation;
- Assistance with housing;
- Referrals to medical and dental services;
- Assistance with uniforms or other appropriate work attire and work related tools, including such items as eyeglasses and protective eye gear;
- Services/materials for the disabled;
- Emergency assistance to meet household expenses or other justified expenses.

COORDINATION OF SUPPORTIVE SERVICE

A participant will not be authorized a supportive service if that support is being provided by or available from another agency; to include supportive services in the needs-related payment area (e.g., meals and transportation for adults and dislocated workers).

If funds are available through other funding sources, the case manager will coordinate the receipt of these funds with the providing agency. A record of each supportive service authorized should be maintained in the participant's file. Participants receiving supportive services should be re-evaluated quarterly or as activities change to determine if needs have changed.

DOCUMENTATION OF SERVICES

If WIOA funds are allocated for supportive services, the need to be addressed must be fully documented. All supporting documentation must be maintained in the participant's case file (e.g., timesheets, copies of vouchers). The case manager is responsible for coordinating the receipt of supportive services.

Additionally, all payments must be reconciled online and determined to be accurate with 60 days of a



participant's exit. All substantial changes in a participant's supportive services must be updated in real time in the case management system.

- A. All supportive service information for participants must be entered into the Georgia Work Ready Online Participant Portal (type of supportive service, amount, date of service, etc.). All supporting documentation for a participant's supportive services can either be scanned into the Georgia Work Ready Online Participant Portal or maintained in another system or physical case file (participant time sheets, income determination, UI records, supportive service request form, etc.).
- B. Documentation of each supportive payment type and amount must be entered into the supportive service section of the participant's Georgia Work Ready Online Participant Portal profile. This information should be updated and completed at the end of each fiscal quarter for all participants having received supportive services in the fiscal quarter.
- C. Supporting documentation of the participants qualifying WIOA activity, for which the participant is receiving supportive services, should be included in the case file and/or scanned into the participant's Georgia Work Ready Online Participant Portal profile. Examples of this supporting documentation are but are not limited to: in-training participant time sheets signed by instructor/supervisor or documents proving participation in other types of intensive or training services.

PROCESS FOR PAYMENTS

Vendors will issue supportive services payments directly to participants. The CSRA Regional Commission will reimburse vendors for supportive service payments that are properly documented and authorized. Vendors must submit pay requests within 60 days of issuing the payment. Failure to submit pay requests in a timely manner may invalidate the request.

UNALLOWABLE SUPPORTIVE SERVICES

Payments are not allowed for titled or deeded items or when recovery of the expense is anticipated. Such items include:

- a. Rent deposits or housing deposits;
- b. Mortgage payments;
- c. Car payments;
- d. Purchase of vehicles; and
- e. Fines

X. SUPPORTIVE SERVICES LIMITS

At a participant level, supportive services may not exceed \$3,000 per participant per year (365 days after date of first service). There is also a limit on total supportive service expenditures for an LWIOA by funding stream. No more than 25% of the allocation for a particular funding stream (i.e., adult, dislocated worker, or youth) will be spent on support. The 25% determination will be taken from that program year's total allocation per funding stream. Separate caps will be determined for each funding

CSRA REGIONAL COMMISSION
WORKFORCE DEVELOPMENT POLICIES & PROCEDURES



stream. Waivers to this policy will be requested on a case-by-case basis.

XI. TRANSITION

Policies outlined herein will be effective on October 1, 2014 for new participants. Current participants will be allowed to continue receiving the amount of supportive services previously approved until December 31, 2014. Thereafter, all supportive services will follow the policies herein.

XII. FUNDING LIMITS

	Year 1 Eligible Expenses	Maximum	Year 2 Eligible Expenses	Maximum	Total Maximum
Training-Related Expenses	<ul style="list-style-type: none"> • Tuition • Books • Tools/Equipment for Training • Uniforms 	\$4500 calendar year	<ul style="list-style-type: none"> • Tuition • Books • Tools/Equipment for Training • Uniforms/ 	\$4500 calendar year	\$9,000
	Testing/License Certification	\$500 Testing/License Certification - Lifetime	Testing/License Certification	\$500 Testing/License Certification - Lifetime	\$500
Supportive Services	<ul style="list-style-type: none"> • Transportation Assistance • Other Supportive Services as recommended by case manager 	\$3,000/ Year	<ul style="list-style-type: none"> • Transportation Assistance • Other Supportive Services as recommended by case manager 	\$3,000/ Year	\$6,000
Additional	<ul style="list-style-type: none"> • Healthcare – Non Surgical • Dental • Optical • Medical 	\$300/ Lifetime	<ul style="list-style-type: none"> • Healthcare – Non Surgical • Dental • Optical • Medical 	\$300/ Lifetime	\$300
	Total Maximum Cost of WIOA Services	\$8,300		\$8,300	\$14,800



Policy # 2014-1004

Priority of Service – Veterans and Spouses

The purpose of this policy is to provide guidance on the prioritization process for veterans and eligible spouses. This policy will ensure veterans and eligible spouses receive priority access to workforce services.

For priority of services purposes, a covered person is a:

1. Veteran- an individual who has served at least one day in active military, naval or air service, and was discharged under “other than dishonorable” conditions. This includes full-time duty in the National Guard or a Reserve component, except full-time duty for training purposes.
2. Eligible spouse- the spouse of:
 - a. Any veteran who died of a service-connected disability;
 - b. Any member of the Armed Forces servicing on active duty who, at the time of the spouse’s request for priority has been listed for at least 90 days as: missing in action; captured in line of duty by a hostile force; or forcibly detained or interned in line of duty by a foreign government or power;
 - c. A veteran who has a total disability resulting from a service-connected disability (as determined by the Department of Veterans Affairs); or
 - d. A veteran who died while a total disability, resulting from a service-connected disability, was in existence.

Policy:

1. Priority of service means a veteran and eligible spouse (covered person) shall take precedence over non-veteran or non-eligible spouse (non-covered person) for the receipt of Workforce Investment Act (WIA) services. “Take precedence” shall mean:
 - a. The covered person will receive access to the service before a non-covered person, or
 - b. If the service is limited, the covered person will receive access to the service instead of a non-covered person. Priority of service does not change the intended function of a program or service. A covered person must meet all statutory eligibility and program requirements to participate in or receive a program or service.
2. Priority of service begins at reception or other initial point of entry to the One-Stop System. WIA staff will ask each individual, when first accessing services, if he or she is a veteran or eligible spouse. Individuals that identify themselves as covered persons are not required to



verify their status as veterans or eligible spouses at the point of service entry, unless they immediately undergo eligibility determination and formal enrollment into a program.

For services that do not entail eligibility determination such core services (including informational and self-service), staff will provide all appropriate services upon request. Proper documentation of status will be obtained for all covered customers receiving intensive or training services. The Case Manager will obtain any of the following appropriate documentation to verify an individual's status as covered person:

- a. A DD 214 (Discharge Papers and Veterans Separation Documents).
 - b. An official notice issued by the Department of Veterans Affairs establishing entitlement to a disability rating or award of compensation to a qualified dependent.
 - c. An official notice issued by the Department of Defense that documents veteran status or spousal rights.
 - d. An official notice issued by state veterans' service agency that documents veteran status or spousal rights.
3. Once identified, the Case Manager will update a covered person's work history and skills profiles on the Georgia Workforce System (GWS) during core services if the individual does not pursue additional services. The Case Manager will ensure veterans and eligible spouses are made aware of the following:
- a. Their entitlement to priority of service.
 - b. The full array of employment, training and placement services.
 - c. Applicable eligibility requirements for programs and services.

The Case Manager will request veterans and eligible spouses pursuing training services to complete the Individual Employment Plan (IEP) to collect information for WIA assessment and registration purposes on GWS.

4. The priority of service for a covered person under our intensive and training services limited funding/priority of service policy are as follows:
- a. Priority I: Veterans/Eligible Spouses and Public Assistance recipients and other low income individuals at or below poverty level – Allocate 75% of ITA and supportive service WIA dollars. Low Income veterans/eligible spouses and Public Assistance recipients will receive first priority over non-veterans. (Dislocated Workers who are



veterans/eligible spouses will receive first priority over non-veterans).

- b. Priority II: Individuals whose incomes are between 101% and 125% of the Poverty Level. Allocate 25% of the ITA and support service WIA dollars. Veterans/eligible spouses will receive priority over non-veterans. (Dislocated Workers who are veterans/eligible spouses will receive priority over non-veterans).
5. The CSRA RC staff will monitor the delivery of priority services to veterans/eligible spouses receiving WIA services by reviewing monthly reports, Web FOCUS reports, file reviews and observing daily activities and providing pertinent training to all staff. Staff will also review a percentage of all customer files to ensure appropriate documentation of veteran and eligible spouse status.
6. The CSRA RC will coordinate quarterly or semi-annual meetings between WIA staff and Career Center veteran staff (DVOPs and LVERs) to address concerns, best practices and potential enhancements to service integration.

F. POLICIES-WORKSOURCE EAST CENTRAL GEORGIA

- EEO & Grievance Policies
- ITA Policies
- Supportive Services Policies
- Priority of Services Policies

Area 13

Policies and Procedures

EAST CENTRAL GEORGIA CONSORTIUM GENERAL POLICY: EEO AND GRIEVANCE PROCEDURES

These procedures are designed to provide guidelines for filling and resolving complaints/grievance of any provisions of WIOA.

The purpose of these procedures are to affirm the commitment of East Central Georgia Consortium to the principles of nondiscrimination and equal opportunity as being the law. All information will be handled in the strictest confidence.

Any entity within the Georgia Workforce System including, but not limited to, customers, participants, recipients, sub-recipients, contractors, and service provider have a right to enter into the complaint process to resolve disputes. Complaints and grievances from all interested parties affected by the local workforce system may file a complaint/grievance. The complaint/grievance procedures are as follows:

There are three basic types of Complaints:

1. A Complaint that involves suspected fraud, waste, abuse, misconduct, or other wrongdoing in a WIOA-funded program shall follow the processes found in subsection 1.
2. A General Complaint alleging a programmatic violation of WIOA shall follow the processes found in subsection 2.
3. A Complaint which alleges discrimination shall follow the processes found in subsection 3.

SUBSECTION 1

If you feel your concerns warrant the attention of the state/federal agency responsible for the administration of this program, and you suspect fraud, waste, abuse, misconduct, or illegal activity concerning programs and operations you may contact:

Georgia Department of Economic Development
Workforce Division, Atlanta, Georgia
1-404-962-4005/ GDEcD, Workforce Division Attn: Compliance Team 75 Fifth Street, NW, Suite 845,
Atlanta, Georgia 30308

Georgia Office of Inspector General
Tel: 1-866-435-7644 (1-866-HELPOIG)
Mailing Address: 2 M.L.K. Jr. Dr., SW 1102 West Tower
Atlanta, Georgia 30334
Complaint Form: <http://oig.georgia.gov/file-Complaint>

United States Department of Labor, Office of Inspector General
Tel: 202-693-6999 or 1-800-347-3756

Mailing Address: Attn: Hotline, Office of Inspector General

U.S. Department of Labor
200 Constitution Ave., NW Room S-5506
Washington, D.C. 20210
Complaint Form: <https://www.oig.dol.gov/hotlinecontact.htm>

SUBSECTION 2

Complaints involving alleged misconduct at the local level must first be filed at the local level using local Complaint procedures. The exception to this rule is the complaint contains allegations directly against Workforce Division (WFD) such complaints must be directly filed with WFD.

An individual who has a complaint or grievance may seek remedy by contacting the East Central Georgia Consortium office. Each applicant is provided a summary copy of the complaint/grievance process. A signed acknowledgment is placed in participants file. Each applicant will be provided information and any technical assistance that is needed to file a complaint/grievance. Complaints must be filed within a (120) days from the date of the alleged action that gave rise to the complaint. Inquiries should be made to:

East Central Georgia Consortium
P. O. Box 179 | 674 Washington Road | Thomson, GA 30824
www.ecgwdc.org
Karen Abron, Equal Employment Officer
(706) 595-8941 | (800) 251-3

ASSISTANCE

Complaints filling a complaint against East Central Georgia Consortium will provide assistance. Such assistance may include, but shall not be limited to, providing instructions on how to file a Complaint; providing reasonable accommodations to Complainants with disabilities in accordance with Federal law; providing relevant copies of documents such as WIOA, regulations, local rules, contracts, etc.; and providing clarifications on the relevant provisions. This requirement shall not be interpreted as requiring East Central Georgia Consortium to release personally identifiable information.

Individuals in grievance investigation are protected from retaliation and are permitted to have translators, interpreters, readers, and/or any representatives of their choice during the complaint process.

Hearings on any grievance filed shall be conducted within **sixty** (60) days of its filing with East Central Georgia Consortium, Equal Opportunity Officer. A written decision shall be rendered not later than sixty (60) days after the filing. Attempts at informal resolution may proceed during the 60-day period between the filing and hearing of the grievance and prior to the rendering of a decision on the grievance. If the complainant(s) does not receive a written decision within sixty (60) days of the filing of the grievance or the date of the hearing, or receives a decision unsatisfactory to the complainant(s), the complainant(s) then has

the right to file a formal appeal with the Governor of the State of Georgia. Additional information, if requested, will be provided for those desiring to pursue this course of action.

1. East Central Georgia Consortium Complaint document, at minimum contains the following:
2. A field for the Complainant's contact information;
3. A field for the contact information for the entity or individual against whom the
4. Complaint has been alleged (i.e., respondent);
5. A field for a brief, clear statement of the facts and dates describing the alleged violation;
6. An opportunity to attach any documentation supporting the Complaint;
7. A notice stating that the Complainant has the opportunity to request a hearing in writing;
8. A field for the resolution the Complainant seeks;
9. A notice of where East Central Georgia Consortium Complaint policies may be found;
10. A notice that the Complainant may request assistance with the Complaint process; and
11. A certification to be signed by the Complainant that the information contained within the Complaint is true and accurate.

A Complaint may be amended to correct a technical deficiency at any time up until the date of resolution or the date of a hearing, if a hearing is requested in writing prior to the issuance of a resolution. Complaints may be withdrawn by the Complainant at any time prior to the issuance of a resolution. In the event a Complaint is received which does not contain enough information to enable East Central Georgia Consortium to resolve the issue, East Central Georgia Consortium shall make reasonable efforts to contact the Complainant and gather additional, necessary information.

In the event that a Complaint is filed and East Central Georgia Consortium lacks jurisdiction to resolve, East Central Georgia shall immediately issue written notice to the Complainant informing him/her of their lack of jurisdiction. The Equal Opportunity Officer shall also record all Complaints in the Complaint Log.

All information will be handled in the strictest confidence.

HEARING PROCEDURES- EAST CENTRAL CONSORTIUM

As required by WIOA, every Complainant shall have the opportunity for a hearing for any Complaint that is filed. A request for a hearing must be made in writing by the Complainant, preferably at the time the Complaint is initially filed. However, a Complainant may file a written request for a hearing within sixty (60) days of the date the Complaint was filed. If a request for a hearing is made, then the hearing shall be held as soon as reasonably possible to enable a resolution of the Complaint no later than sixty (60) days from the day the Complaint is filed. East Central Georgia shall use the following procedures if a hearing is requested:

Upon receiving written notice of the Complainant's request for a hearing, Est Central Georgia Consortium shall respond in writing acknowledging the Complainant's request and notifying the Complainant and the respondent of the date of the hearing. Such acknowledgment and notice shall be transmitted to the Complainant and the respondent within ten (10) business days of receipt of the Complainant's request. The notice shall include, at a minimum:

1. The date of issuance;
2. The name of the Complainant;
3. The name of the Respondent against whom the Complaint has been filed;
4. A statement reiterating that the Complainant and Respondent may be represented by legal counsel at the hearing;
5. The date, time, and place of the hearing, including the name of the hearing officer serving as an impartial party;
6. A statement of the alleged violations of WIOA, (This may include clarification of the original Complaint, but must accurately reflect the content of the submitted documentation of the Complainant);
7. A copy of any policies or procedures for the hearing or identification of where such policies may be found; and
8. The name, address, and telephone number of the contact person issuing the notice.

The hearing shall be conducted in compliance with federal regulations. At a minimum, the hearing must include:

- a. An impartial hearing officer selected by East Central Georgia Consortium.
- b. An opportunity for both the Complainant and Respondent to present an opening statement, witnesses and evidence;
- c. An opportunity for each party to cross-examine the other party's witnesses; and
- d. A record of the hearing which East Central Georgia Consortium shall create and retain.

The hearing officer, considering the evidence presented by the Complainant and Respondent, shall issue a written decision which shall serve as East Central Georgia Consortium official resolution of the Complaint. The decision shall include the following information, at a minimum:

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 Complainant and the respondent;
4. An analysis of the issues as they relate to the facts; and
5. A decision addressing each issue alleged in the Complaint.

Remedies – Per 29 U.S.C. § 3241(c)(3), a local area receiving an allotment or allocation under WIOA may only impose the following remedies for a violation of any requirement of WIOA:

1. Suspend or terminate payments made available under WIOA;
2. Prohibit the placement of a participant with an employer that violated any requirement under WIOA;

3. Where applicable, reinstate an employee, require the payment of lost wages and benefits, and reestablish other relevant terms, conditions, and privileges associated with the employee's employment; and
4. Where appropriate, other equitable relief.

Process for Appealing to WFD – As to general Complaints, the Complainant must first file at the local level unless the Complaint alleges a violation of the provisions of WIOA by WFD. WFD shall not have jurisdiction over general Complaints until the local area has issued a written resolution on a Complaint. Once a local area has issued a written resolution on a Complaint, a Complainant may file an appeal of the local area's resolution with WFD by attaching the local resolution to the WFD Complaint form. WFD's Complaint form is located at <http://www.georgia.org/wp-content/uploads/2014/06/WFD-Grievance-Form-110915.pdf>. Any appeal to WFD of a local area resolution must be filed within sixty (60) days of the date the local area issued its written resolution. However, if the local area fails to issue a written resolution of a locally filed Complaint within sixty (60) days shall give the Complainant the automatic right to file a Complaint with WFD. Once WFD has received the Complaint form and the local resolution, WFD shall issue its own resolution on the issue being appealed within sixty (60) days of receipt. Any resolution reached by WFD may be appealed to the United States Department of Labor's Employment and Training Administration.

SUBSECTION 3

As a recipient of federal funds, East Central Georgia Consortium is prohibited from, and does not engage in, discriminating against any individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA-funded program or activity. Further, any entity which receives funds authorized under WIOA is prohibited from discriminating against any individual on the grounds previously stated. Pursuant to U.S.C. § 3248, the Secretary of the United States Department of Labor shall issue regulations governing and implementing the nondiscrimination provisions of WIOA. Such federal regulations shall govern the process for reviewing and resolving any Complaints or grievances alleging discriminatory action. Furthermore, the Complainant or grievor reserves the right to directly file their discrimination-based Complaint with the United States Department of Labor's Civil Rights Center at: <http://www.dol.gov/oasam/programs/crc/external-enforce-complaints.htm>.

I. Procedure for Filing Complaints and Grievances Alleging Discrimination:

A. Every WIOA grantee, sub recipient, or contractor shall notify customers, applicants, employees, and interested parties of their rights under the laws enforced by the USDOL, CRC, including where and when to file discrimination Complaints under the state or local process where applicable. All discrimination-based Complaints must be filed within one hundred and eighty (180) days of the alleged discrimination.

B. The Complainant may submit their discrimination Complaint to either East Central Georgia Consortium WFD, or the United States Department of Labor, Civil Rights Center. Federal regulations require the retention and recording of any Complaint alleging discrimination. East Central Georgia Consortium is required to adhere to the applicable federal regulations which govern the information which shall be recorded and retained in conjunction with their reception and processing of any Complaint alleging discrimination.

C. If the Complainant chooses to file the discrimination Complaint with the LWDA or WFD, a response shall be issued within ninety (90) days of the Complaint's filing. The resolution shall be the written Notice of Final Action. Options for resolving the Complaint shall include alternative dispute resolution (ADR), at the Complainant's election.

D. The Complainant has the right to be represented in the Complaint process by an attorney or other representative.

E. If the Complainant is dissatisfied with the resolution of his/her Complaint by the LWDA 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 LWIA 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).

F. Further, WFD shall fully cooperate with any local, state, or federal investigation in accordance with the aforementioned proceedings or with any criminal investigation.

Relevant Contact Information:

WFD EO Officer

David Dietrichs

Georgia Department of Economic Development's Workforce Division

75 Fifth Street, NW, Suite 845

Atlanta, GA 30308

Email: ddietrichs@georgia.org

Phone: (404) 962-4136, Fax: (404) 876-1181

Deputy Commissioner

Ben Hames

Georgia Department of Economic Development's Workforce Division

75 Fifth Street, NW, Suite 845

Atlanta, GA 30308

Phone: (404) 962-4005

Fax: (404) 876-1181

Director, Civil Rights Center (CRC)

U.S. Department of Labor

200 Constitution Ave, NW, Suite N-4123

Washington, DC 20210

Use form at: <http://www.dol.gov/oasam/programs/crc/DL1-2014A-Rev-April-2011.pdf>

People with Hearing Impairments may contact the Georgia Relay Center at 1-800-255-0056 or by dialing 711.

Source:

STATE OF GEORGIA

Georgia Department of Economic Development, Workforce Division Policies and Procedures (2016), pages 19-30

EAST CENTRAL GEORGIA CONSORTIUM

PROVISION OF ITAS

East Central Georgia Workforce Development Board did an analysis of key industries that are workforce drivers in Area 13. Based on the analysis, the following will be the key industry sectors for the next two years:

- Healthcare
- Advance Manufacturing
- Information Technology
- Transportation /Logistics

The Board reviewed all relevant labor market data to develop a list of demand occupations. Only occupations identified as in-demand are allowable training options for job-seeking customers (see attachment 9, Demand Occupation).

The Workforce Innovation and Opportunity Act outlines the requirements for an individual to access training services, as described in WIOA 134. Those requirements include lack of success in finding self-sufficient employment through individualized career services; selecting training areas from a list of occupations directly linked to opportunities in Area 13 and requiring additional assistance beyond available grant resources to pay for training.

East Central Georgia Consortium may implement additional requirements that training providers must meet for assurance of an ITA to pay for direct training expenses.

- 1) Participants may select an approved training provider from the approved list found on the Georgia Work Ready Participant Portal (GWROPP) online website at www.workreadyga.org.
- 2) Initial eligibility for new training providers; training providers will submit training program applications directly to East Central Georgia Consortium. A generic application and instructions can be accessed at www.workreadyga.org. Training program applications will be reviewed and evaluated by East Central Georgia Consortium. If a program application is approved by majority vote from the Workforce Board, the program application is submitted to the state of Georgia Department of Economic Development, Workforce Division (WFD) for review and approval.
- 3) WIOA requires that programs, not providers, be approved for Individual Training Accounts (ITAs) therefore, prospective training providers must submit an application for each course of study.
- 4) Participants have a one-on-one career assessment session with a career advisor that includes an analysis for their chosen occupation.
- 5) Participants must have a high school diploma or its equivalent as well as meet any additional academic requirements of the selected school or additional minimum academic skill levels established by East Central Georgia Consortium. In some circumstances, it may be possible to request an exception to this policy, but such a waiver must be approved by the Director.
- 6) Participants must have applied for federal financial aid (which includes Pell and Hope, etc.) and all other financial aid offered by the particular institution for any program for which such assistance is available. All students (new and returning) must document that their Pell application has been resolved by showing either approval (with the amounts awarded) or denial of a grant award. WIOA funds may be used to bridge the gap between awarded financial aid and the total cost of attendance.
- 7) Participants must not be in federal loan default and, by definition, ineligible for federal educational grants. This policy applies only to students being sponsored through an Individual Training Account (ITA).

- 8) Participants must make application to the selected school and provide proof of acceptance into the course of study (may be contingent upon payment) if he/she is a new student or proof of good standing at the school if a continuing student.
- 9) Participants must provide written direct training cost requirements associated with participation in the selected training, as required by the chosen school.
- 10) Direct training expenses are defined as tuition, fees, books, supplies, uniforms, tools, and other items required for the course of study. Other non-direct but training-related expenses may be paid if they are consistent with the current Supportive Services Policy.
- 11) Payments will be made only to eligible training providers and not directly to customers.
- 12) Requirements for Continuing Financial Sponsorship
- 13) Participants must maintain a cumulative GPA of 2.50 or better. If a student drops below that level for any school term he or she will be allowed one additional term to bring that level up to the standard to avoid termination of financial sponsorship.
- 14) Students must submit previous term transcripts, confirmation of current Pell Grant status, and specific required training costs by established deadlines for each semester.
- 15) A student must remain on target to complete training within the timeframes indicated in the policy. Financial sponsorship may be terminated if the student reaches a point at which he or she is incapable of graduating within the allotted timeframes indicated in the policy.
- 16) If the participant dis-enrolls from training before completion the career advisor will continue to assist the participant with follow-up services such as, job search.
- 17) Payment Limitations for Individual Training Accounts
- 18) The payment policies and total amounts per ITA will be limited according to the following parameters. Annual payment limitations are based on the fiscal year running from July 1st to June 30th.
- 19) Participants may only be sponsored for training programs designed to be completed in 104 weeks or less or, in the case of existing students, when 24 months or less remain to complete the program. This would include the final two years of a four-year program. The maximum allowable time in which to complete any course of study is 104 weeks.
- 20) Participants enrolled in a Technical College System of Georgia (TCSG) Program may not exceed \$8,000.00 lifetime with the exception of participants enrolled in the Bridge Nursing Program, Cardiovascular Technology Program, and Aviation Maintenance Technology their lifetime payment is \$10,000.00.
- 21) Participants enrolled in a University System of Georgia (USG) Program may not exceed \$10,000.00 lifetime.
- 22) For students who have exhausted their lifetime limit but remain actively enrolled in WIOA and have not exceeded the overall 104 weeks of training will continue to receive non-financial assistance until credential is obtained.
- 23) ITA payments are only made to training providers on the State of Georgia Eligible Provider approved list. Additional payments for required tools, uniforms and other materials not available through the training provider may be made directly to other vendors.
- 24) Vouchers will be issued to training providers at appropriate points within the training such as semesters and quarters. If training is provided in a single session, appropriate return of funds for uncompleted training will be negotiated with training providers in conjunction with their existing policies.
- 25) Exceptions to time limits and dollar caps may be made on a case-by-case basis due to extenuating circumstances such as long-term illness or disability are subject to approval by the Director.

The LWDB will review this policy and make necessary adjustments, when applicable.

EAST CENTRAL GEORGIA CONSORTIUM

DESCRIPTION OF SUPPORTIVE SERVICES

To ensure that the East Central Georgia Local Workforce Development Area (ECGLWDA) is in compliance with the Workforce Division of the Georgia Department of Economic Development (GDEcD) in implementing the Supportive Service Policy.

This policy is effective July 1, 2016. The Career Advisors /Case Managers and Youth Coordinators will integrate participants currently enrolled and receiving supported services in accordance to the new policy guidelines.

Supportive Services

Supportive services are services which are reasonable and necessary to enable a WIOA participant who cannot afford to pay for such services to participate in activities funded under WIOA. The provision of supportive services must be determined on an individual basis. Limited supportive services may be provided to individuals receiving Basic Career Services; however, such individuals must be registered as a WIOA participant and are subject to performance outcomes.

Types of Supportive Services

Supportive Services include but are not limited to the following: transportation, medical, dental, tools, uniforms, background screening, testing fees, work clothes, incentives for youth, certifications, and license fees.

Allowable supportive services provided after training is completed in order to obtain employment include, but are not limited to: Tools, work clothing, and boots/shoes required for employment; Bonding and liability insurance for employment; Drug testing required by employer; Financial counseling; and Auxiliary aides and services necessary for persons with disabilities to obtain and retain employment.

Transportation

Transportation issues for the purpose of attending training and work are very difficult to overcome in rural areas. There is little or no public transportation available in most of the areas served. Subsidized transportation is generally only available to those individuals who have physical disabilities or the elderly. Scheduling subsidized transportation rarely fits the training or work needs of the population.

Unallowable Supportive Services

Payments are not allowed for titled or deeded items or when recovery of the expense is anticipated. Such items include:

1. Rent deposits or housing deposits;
2. Mortgage payments;
3. Car payments;
4. Purchase of vehicles; and
5. Fines of any kind

Eligibility and Determination of Need/Approval Process

A participant may waive WIOA payments (except for Work Experience) if accepting payment would mean the loss of benefits. The participant may request the payment to start at a later date, but may not claim retroactive payments. Advances against future payments are not allowed.

To be eligible for any WIOA financial assistance payments, a participant must have been determined WIOA eligible and:

- i. be participating in career services and/or training services. Exception: Limited supportive services may be provided to eligible applicants (e.g., paying for a birth certificate), before they are enrolled as participants, to permit participation in assessment activities;
- ii. be unable to obtain supportive services through other programs providing such services; and
- iii. must comply with program regulations and policies during the period of training and/or enrollment.

Any request for supportive services from the participant must be initially reviewed for eligibility and determination of need by the assigned Case Manager/Career Advisor and Youth Coordinator. The supportive service documents are forwarded to the Program Coordinator /Youth Coordinator for review and approval a signature is applied in the signature block (Supportive Service documents that are denied or incomplete will be returned to the originator). The Program Coordinator /Youth Program Coordinator will forward the supportive service documents to the Director for approval a signature is applied in the signature block. The Director will forward documents to the Fiscal Unit for review and disbursement of payment in the form of a check to the vendor or participant, whichever is appropriate. Payments will be disbursed to participants on the 15th and the last day of each month.

Leverage Resource and Service Coordination

It is the responsibility of the Case Manager/Career Advisor and Youth Coordinator to determine that supportive services cannot be provided through another funding resource. No payment(s) for supportive services will be reimbursed to the participant; if the participant uses their personal funds (i.e. cash, credit card, check, money order, or any form of bank draft) to pay for supportive services.

Documentation

- i. All supportive service information for participants must be entered in GWROPP (type of supportive service, amount, date of service etc.). All supporting documentation for a participant's supportive services can either be scanned into GWROPP, maintained in a separate system, or kept in the physical case file (Examples of this supporting documentation include but are not limited to: participant time sheets, income determination, UI records, supportive service request form, etc.).
- ii. All participant's supportive service information is required to be accurate in GWROPP. The budgeted amount, type of service and timeframe in which the supportive service was given must be accurate. No payment can be made to the participant until that amount has been updated in GWROPP. Supporting documentation of the participant's qualifying WIOA activity, for which the participant is receiving supportive services, should be included in the case file and/or scanned into the participant's GWROPP profile. Examples of this supporting documentation include but are not limited to: in-training participant time sheets signed by the instructor/supervisor, and documents proving participation in other types of intensive or training services.

Financial Cap for Supportive Services

An LWDA can spend no more than 35% of their allocation for a particular funding stream (i.e., adult, dislocated worker, or youth.) The 35% determination will be taken from that program year's total allocation per funding stream. Waivers to this policy will be issued by WFD on a case-by-case basis by the WFD Grants Administrator.

Source: WIOA §3102 (59): 3.4.8 Supportive Services Policy

EAST CENTRAL GEORGIA CONSORTIUM

PRIORITY OF SERVICE

The ECGC LWDA will follow the guidelines set forth by GDEcD Workforce Development Division 3.2.5 and 3.2.6

3.2.5 ADULT AND DISLOCATED WORKER PARTICIPANT ELIGIBILITY FOR WIOA AND PRIORITY OF SERVICE

I. ADULT AND DISLOCATED WORKER ELIGIBILITY

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

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

B. Additional Eligibility Requirements for Adults.

1. Adults must be either unemployed or underemployed and meet the priority of service requirements.
2. Individuals who are underemployed include persons who are employed less than full-time and are seeking full-time employment; are employed in a position not commensurate with the individual's demonstrated level of educational attainment and skills; are working full time and meet the definition of low income, according to LWDB policies; or are employed, but whose current job earnings are not sufficient compared to their previous earnings.

C. Additional Eligibility Requirements for Dislocated Workers.

A dislocated worker is an individual who meets one of the following five sets of criteria:

1. The individual:
 - a. has been terminated or laid off, or has received a notice of termination or layoff from employment;
 - b. is eligible for or has exhausted entitlement to unemployment compensation or has been employed for a duration sufficient to demonstrate attachment to the workforce but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that was not covered under a state's UI law; and
 - c. is unlikely to return to a previous industry or occupation.
2. The individual:
 - a. has been terminated or laid off or has received a notice of termination or layoff from employment as a result of any permanent closure of, or any substantial layoff at a plant, facility, or enterprise;
 - b. is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or
 - c. for purposes of eligibility to receive services other than training services, career services, or support services, is employed at a facility at which the employer has made a general announcement that such facility will close.

3. The individual was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters. This includes individuals working as independent contractors or consultants but not technically employees of a firm.
4. The individual is a displaced homemaker, as defined in WIOA § 3 (16). A displaced homemaker is an individual who has been providing unpaid services to family members in the home and who:
 - a. is unemployed or underemployed and experiencing difficulty finding or upgrading employment; and
 - b. has been dependent on the income of another family member but is no longer supported by that income; or is the dependent spouse of a member of the Armed Forces on active duty and whose family income is significantly reduced because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the member.
5. The individual is a separating service member from the Armed Services with a discharge other than dishonorable, the separating service member qualifies for dislocated worker activities based on the following criteria:
 - a. The separating service member has received a notice of separation (DD214) from the Department of Defense or other documentation showing a separation or imminent separation from the Armed Forces to satisfy the termination or layoff eligibility criteria;
 - b. The separating service member is eligible for or has exhausted of unemployment compensation; and
 - c. As a separating service member, the individual meets the eligibility criteria that the individual is unlikely to return to a previous industry or occupation.
6. The individual is the spouse of a member of the Armed Forces on active duty who:
 - a. has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
 - b. is unemployed or underemployed and experiencing difficulty finding or upgrading employment.
7. The individual is underemployed, which is defined as:
 - a. A person who was laid off from a previous employer, but has found employment earning wages that are 85% or less of the salary that was paid at the employer of dislocation; and/or
 - b. A person who is in employment that uses significantly less skills or abilities than the job of dislocation and is not commensurate with the individual's demonstrated level of educational attainment.

Boards may establish policies and procedures for use in determining an individual's eligibility as a dislocated worker, consistent with the definition at WIOA § 3 (15). These policies and procedures may address such conditions as: what constitutes a "general announcement" of plant closing under WIOA § 3 (15)(B)(ii) or (iii) and what constitutes "unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters" for determining the eligibility of self-employed individuals, including family members and farmworkers or ranch hands, under WIOA § 3 (15)(C).

II. SERVICE PRIORITY FOR INDIVIDUALIZED SERVICES AND TRAINING SERVICES

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

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

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

- First, to veterans and eligible spouses who are also recipients of public assistance, are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members.
- Second, individuals who are not veterans or eligible spouses who meet WIOA priority criteria.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to individuals outside the groups given priority under WIOA.

While Veterans receive priority through WIOA services, LWDA's and applicable services providers must have a referral process in place for directing Veterans with Significant Barriers to Employment to the Disabled Veterans Outreach Program to ensure the most effect provision of services.

III. LOW INCOME INDIVIDUALS

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

- A. 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;

- B. 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;
- C. 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;
- D. Receives or is eligible to receive a free or reduced-price lunch under the NSLA
- E. Is a foster youth, on behalf of whom state or local government payments are made; or
- F. 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.

IV. BASIC SKILLS DEFICIENT

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

V. TRANSITIONING MILITARY SERVICE MEMBERS.

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

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

Length of service to qualify an individual for such discharges or separations under WIOA guidance may be as few as one day of service. Qualified individuals can receive services up to 18 months prior to retirement or 12 months before normal separation. If a transitioning service member successfully reenlists into active military duty, then that service member is no longer eligible for services.

VI. ELIGIBILITY FOR TRAINING SERVICES.

Under 20 CFR § 680.210 training services may be made available to employed and unemployed adults who:

- A. are determined (by the one-stop operator) after an interview, evaluation, or assessment and career planning to be:

-
1. unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services,
 2. in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment, and
 3. have the skills and qualifications to participate successfully in training services;
- B. have selected a program of training services that is directly linked to employment opportunities in the planning region or in another area to which the individual is willing to commute or re-locate:
and
- C. are unable to obtain grant assistance from other sources to pay the costs of training, including HOPE, Pell, and TAA, or require WIOA assistance in addition to the other sources of grant assistance.

3.2.6 YOUTH PARTICIPANT ELIGIBILITY FOR WIOA

I. OUT-OF-SCHOOL YOUTH. —WIOA § 3 (46) and 129 (a) (1) (B)

The term "out-of-school youth" means an individual who is:

- A. Not attending any school (as defined under state law as a public, private, or home study program that meets requirements under O.C.G.A. § 20-2-690); However, for purposes of WIOA, USDOL does not consider providers of Adult Education under Title II of WIOA, YouthBuild programs, and Job Corps programs to be schools. Therefore, WIOA youth programs may consider a youth to be out-of-school youth for purposes of WIOA youth program eligibility if he/she is attending Adult Education provided under Title II of WIOA, YouthBuild, or Job Corps. It is the policy of WFD that student attendance at a post-secondary institution qualifies as "attending school" and does not apply to this section.
- B. Not younger than age 16 or older than age 24 at the time of enrollment and one or more of the following:
 - i. A school dropout;
 - ii. A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete quarter or semester. The definition of a quarter or semester is based on how a local school district defines the terms;
 - iii. A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner;
 - iv. An individual who is subject to the juvenile or adult justice system;
 - v. A homeless individual (as defined in § 41403 (6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043 e-2 (6)), a homeless child or youth (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434 a (2)), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
 - vi. An individual who is pregnant or parenting;
 - vii. A youth who is an individual with a disability;
 - viii. A low income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment. The term "requires additional assistance" is defined by local policy.

II. IN-SCHOOL YOUTH. WIOA § 3 (27) and 129 (a) (1) (C)

The term "in-school youth" means an individual who is:

- A. Attending school (Georgia compulsory education laws require children between the ages of six and 16 to attend school);
- B. Not younger than age 14 or (unless an individual with a disability who is attending school under state law) older than age 21 at the time of enrollment;

C. A low-income individual who meets one or more of the following criteria:

- i. An individual who is basic skills deficient. The term "basic skills deficient" means a youth that:
 - a. has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
 - b. 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 (WIOA § 3 (5))
- ii. An English language learner;
- iii. An offender;
- iv. A homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043 e-2 (6)), a homeless child or youth (as defined in section 725 (2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))); a runaway, in foster care or who has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
- v. An individual who is pregnant or parenting;
- vi. An individual with a disability;
- vii. An individual who requires additional assistance to complete an educational program or to secure or hold employment. The term "requires additional assistance" is defined by local policy.

III. LOW INCOME ELIGIBILITY REQUIREMENT.

All ISY and some OSY must be low income to meet eligibility criteria except those that fall under the low income exception.

A. A low income individual is an individual who:

- viii. Receives, or in the past 6 months received, or is a member of a family that is receiving or in the past 6 months has received assistance through the Supplemental Nutrition Assistance Program (SNAP), or the supplemental security income program established under Title XVI of the Social Security Act, or state or local income based public assistance;
- ix. Is a family with a total income that does not exceed the higher of (a) the poverty line, or (b) 70 percent of the lower living standard income level;
- x. A homeless individual (as defined in section 41403(6) of the Violence Against Women act of 1994 (42 U.S.C. 1403 e-2 (6)), or a homeless child or youth (as defined under section 725 (2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434 a (2)));
- xi. Receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (41 U.S.C 171 et seq.);
- xii. A foster child on behalf of whom state or local government payments are made; or
- xiii. Is an individual with a disability whose own income meets the requirements of (2).

- B. Special Rule WIOA § 129 (a)(2) – The term low income also includes a youth living in a high poverty area. A high-poverty area is a Census tract, a set of contiguous Census tracts, Indian Reservation, tribal land, or Native Alaskan Village, or county that has a poverty rate of at least 30 percent as set every 5 years using American Community Survey 5-Year data.

IV. EXCEPTION AND LIMITATION.

- A. Exception for persons who are not low income: in each local area not more than 5% of all youth participants may be persons who are not low income, but who otherwise meet the definition of covered individuals.

WIOA § 129 (a)(3)(A)(i) defines a covered individual as any ISY or an OSY who meets all other eligibility requirements and who meets the following conditions:

- i. Recipient of a secondary school diploma or its recognized equivalent who is basic skills deficient or an English language learner, and
- ii. An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

Individuals who are not low income must provide documentation (no self-attestation) to prove they are covered individuals.

- B. Limitation: WIOA § 129 (a)(3) further defines that in each local area not more than 5% of the in-school youth may be eligible based on the criteria for requiring additional assistance to complete an educational program or to secure or hold employment.
- C. The above exception/limitation percentages must be calculated on a yearly basis.

G. RC NEW PROVIDER REVIEW TOOL

DUE DILIGENCE CATEGORY	DOCUMENTATION TASK	STAFF COMMENTS
GENERAL REQUIREMENTS		
Compliance	Must be in statutory compliance with the laws of this state as related to its operation as a training or educational institution	
Length of Business	Must have been in business for at least six months prior to initial application and must maintain legal active status to conduct business, evidenced by a current business license and/or proof of active compliance with the Secretary of State Corporations Division (attach to application).	
No Criminal Record	Must not be found in fault in criminal, civil, or administrative proceeding related to performance as a training or educational institution. Must disclose any pending criminal, civil or administrative proceeding as either a defendant or a respondent (sign Debarment Statement, Attachment E).	
Disclosure of Conflict of Interest	Must disclose any and all conflicts of interest with state, or local WIA officers, Board Members, or Board Staff, including, but not limited to familial ties, (spouse, child, parent), fiduciary roles, employment, or ownership interests in common.	
Tax ID	All applications must include the current federal tax identification number (the number used to file employee income taxes with the Internal Revenue Service).	
Experience	To be considered for review, each program must have at least fifteen students who have completed the program, with documentation available on their employment status. Newly formed programs should wait to apply until this has occurred. New programs without documented completion and employment records will not be reviewed.	
NPEC AND/OR OTHER ACCREDITATION/ AUTHORIZATION		
Authorization	Provide a copy of the accreditation/authorization for your organization.	
Licensure	Provide licensure documentation if another governmental agency is providing oversight.	
Credentials	Attach a copy of the credential and a confirming statement that graduates of the program may sit for the Credential Examination	

DUE DILIGENCE CATEGORY	DOCUMENTATION TASK	STAFF COMMENTS
TRAINING PROGRAM CRITERIA		
Financial statements	The training skills are specific and in demand in the labor market.	
Routine Programs	The proposed programs are existent, ongoing and continuous.	
Open to the Public	The proposed training programs are open to the general public and not solely dedicated/availed to Workforce Investment Act (WIA) customers	
Job Search	Job search and/or placement assistance are provided by the organization	
No Debarment	The organization does not appear on current federal, state or local debarment and suspension lists	
Accessible	The provider assures that the proposed training facility is handicapped accessible or are reasonable accommodations made for provision of services to handicapped individuals	
ATTACHMENTS		
	Program Description(s)	
	Catalog or Brochure	
	Schedule of Classes	
	Debarment Form	
	Copies of Credential(s) to be received by students	
	Published Course Price Listing	
	Signed EEO and Conflict of Interest Assurances	
	Current Business License, if applicable	
	NPEC Certification, if applicable	
	Accreditation/ Authorization Documents	

H. AREA 12 – ONE STOP PARTNERS BY LOCATIONS

SITE CODES: A: AUGUSTA CAREER CENTER; B: BURKE COUNTY, C, SOUTH AUGUSTA, D, LOUISVILLE, E, MILLEN

Sites	Partner Name	Program	Program Authority
A,B	Augusta Technical College	Literacy and GED	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii)) – WIOA Title II
A	Augusta Housing Authority	various	Community Services Block Grant Employment & Training Programs (42 USC 9901 <i>et seq.</i>)
A	Augusta Housing Authority	various	Department of Housing and Urban Development (HUD) – Employment and Training Programs (WIOA 121(b)(1)(B)(xi))
A,B	Augusta Technical College	Post-Secondary Vocational Education	Postsecondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)
A,B	Augusta Technical College	Post-Secondary Vocational Education	Postsecondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)
A,B,C,E	Georgia Department of Labor	Vocational Rehabilitation Services	Rehabilitation Act, Title I, Parts A & B – Rehabilitation Services Commission (29 USC 720)
A	Department of Children and Family Services	TANF	Social Security Act – Welfare to Work Programs (42 USC 603(a)(5))
A,B,E	Experience Works	Senior Employment	Older Americans Act Title V – Senior Community Service Employment Program (SCSEP) (42 USC 3056)
A,B	Georgia Department of Labor	TAA/TRA	Trade Act Title II, Chapter 2 – Trade Adjustment Assistance (TAA) (19 USC 2317) and North American Free Trade Agreement (NAFTA) (19 USC 2271)
A,B	Georgia Department of Labor	Unemployment Compensation	Unemployment Insurance (UI) – (5 USC 85) (ORC Chapter 4141)
A	Georgia Department of Labor	Re-employment Services	WIOA Title III – Wagner-Peyser Act Programs (29 USC 49)
A	Job Corp	General	WIOA Title I – Job Corps (29 USC 2881-2900, 29 USC 2901)
A, B, C,D,E	CSRA Regional Commission	Youth Employment and Training	WIOA Title I – Youth Programs (29 USC 2852(a), 29 USC 2872(a))

I. SURVEY TOOLS

SHORT SURVEY FOR MANY BUSINESSES

1. Which one of the following do you see as the greatest challenge to the continued growth of your company?
(Please circle only one.)

a. Inadequate facilities	e. Slow research developments
b. Access to capital	f. Lack of technological innovations
c. Availability of qualified labor	g. Lack of local suppliers
d. Government regulations	h. Inadequate transportation

2. Over the next 12 months, do you expect your current employment levels of your business to change?

a. Increase	c. stay about the same with current employees
b. decrease,	d. stay about the same with turnover/replacements

3. Which of the following barriers, if any, do you face in expanding your employment?

a. Shortage of workers with knowledge or skills	e. Lack of information
b. Shortage of available training programs	f. Lack of access to transportation to get to work
c. Economic conditions	g. Lack of access to child care
d. Government policies or regulations	h. Other (Please write in)

4. If you were to add employees in the next 12 months, which of the following methods would you be likely to use?
 - a. Recalling workers from a lay-off list
 - b. Hiring new full time employees
 - c. Hiring part time employees
 - d. Hiring contract employees
 - e. Using a temporary agency

5. How difficult is it to find qualified job applicants?
 - a. Not difficult
 - b. Somewhat difficult
 - c. Very difficult

6. Which, if any, are the shortcomings of recent job applicants?

a. Poor work ethic	g. Basic math skills
b. Communication/interpersonal skills	h. Writing skills
c. Willingness and ability to learn	i. Teamwork and collaboration
d. Critical thinking and problem-solving	j. General knowledge of business or industry
e. Technical skills specific to the job	k. Lack of computer skills
f. Understanding written and graphical information	

7. What methods do you use to help workers address your company's needs for new or increased skill requirements?

a. In-house classroom training	e. Community college courses
b. On-the-job training	f. Vocational training

c. Vendor training

d. Apprenticeship programs

g. College degree (Associate or higher)

h. Hire only workers who are already trained

8. What are the basic qualifications, preferred educational levels, certifications, or credentials required in your industry?
9. Are there workers with transferable skill sets that could be up-skilled to meet the requirements of the jobs?
10. What kind of training programs or series of programs needs to be developed to provide a talent pipeline?
11. Which, if any, sources of information used by other business executives to forecast employment needs in this area do you use?

LONG SURVEY FOR KEY PARTNERS

Business Operations

1. Compared to 12 months ago, how would you describe your current business performance in terms of revenue and sales?
2. How would you rate your company's financial health/profitability?
3. How would you rate the financial health/profitability of your company's industry?
4. Please rate your expected business performance in terms of revenue and sales over the next 12 months.
5. What are your expectations for your company's growth over the next five years?
6. Which, if any, sources of information used by other business executives to forecast employment needs in this area do you use?
7. In the past 12 months, has your access to credit for business operations changed?
8. Which one of the following do you see as the greatest challenge to the continued growth of your company? (Please circle only one.)
 - a. Inadequate facilities
 - b. Access to capital
 - c. Availability of qualified labor
 - d. Government regulations
 - e. Slow research developments
 - f. Lack of technological innovations
 - g. Lack of local suppliers
 - h. Inadequate transportation

Employment

1. Over the next 12 months, how will the current employment levels of your business change?
2. What barriers, if any, do you face in expanding your employment?
 - a. Shortage of workers with knowledge or skills
 - b. Shortage of available training programs
 - c. Lack of information
 - d. Lack of access to transportation to get to work

- c. Economic conditions
- d. Government policies or regulations
- g. Lack of access to child care

3. If you were to add employees in the next 12 months, which of the following methods would you be likely to use?

- a. Recalling workers from a lay-off list
- b. Hiring new full time employees
- c. Hiring part time employees
- d. Hiring contract employees
- e. Using a temporary agency

4. How difficult is it to find qualified job applicants?

5. Which, if any, are the shortcomings of recent job applicants?

- a. Poor work ethic
- b. Communication/interpersonal skills
- c. Willingness and ability to learn
- d. Critical thinking and problem-solving
- e. Technical skills specific to the job
- f. Understanding written and graphical information
- g. Basic math skills
- h. Writing skills
- i. Teamwork and collaboration
- j. General knowledge of business or industry
- k. Lack of computer skills

Skills

1. What percentages of your company's positions require the following skill levels?

- a. Low
- b. Middle
- c. High

2. For each skill level, how do you anticipate your company's workforce skills changing over the next five years?

3. How would you rate the East Central Georgia area for finding applicants with the skills required for each skill level of your workforce?

4. What methods do you use to help workers address your company's needs for new or increased skill requirements?

- a. In-house classroom training
- b. On-the-job training
- c. Vendor training
- d. Apprenticeship programs
- e. Community college courses
- f. Vocational training
- g. College degree (Associate or higher)
- h. Hire only workers who are already trained

5. What are the basic qualifications and preferred educational levels required in your industry?

6. What certifications or credentials are required?

7. Are there workers with transferable skill sets that could be up-skilled to meet the requirements of the jobs?

8. What kind of training programs or series of programs needs to be developed to provide a talent pipeline?

Benefits

1. What benefits and training opportunities are offered by your company?

2. What financial incentives are offered by your company?

3. In the next 12 months are you going to hire new employees?

4. Will there be a change in the fringe benefits package for the new hires?

5. Has the cost of benefits that you offer employees gone up?

6. Are you offering a competitive compensation and benefits package to your employees compared to your competitors?

Current and Future Employees

1. How many employees does your company currently employ in the East Central Georgia area?

2. What is the average age of your company's workforce?

3. How many of your employees do you anticipate will retire in the next year?

4. At what age have employees in your company retired in the past five years?



The Region 7 Workforce Plan was made available for public review in accordance with WIG PS-15-010.

No comments were received by either local area.

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.

CSRA Regional Commission Local Workforce Area 12	WorkSource East Central Georgia Local Workforce Area 13
Name: Stephanie Quattlebaum Title: Local Workforce Area Director Signature:	Name: Title: Local Workforce Area Director Signature:
Name: Hardie Davis Jr. Title: Chief Local Elected Official Entity Representing: Augusta-Richmond County Signature: 	Name: Walker T. Norman Title: Chief Local Elected Official Entity Representing: Lincoln County Board of Commission Signature:
Name: Matt Forshee Title: Local Workforce Development Board Entity Representing: Private Sector Signature: 	Name: Title: Local Workforce Development Board Entity Representing: Private Sector Signature:

