

CWDB

COASTAL WORKFORCE DEVELOPMENT BOARD

COASTAL WORKFORCE SERVICES

Bryan-Bulloch-Camden-Chatham-Effingham

Glynn-Liberty-Long-McIntosh-Screven

LOCAL WORKFORCE PLAN

2016-2020

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STRATEGIC ELEMENTS, GOVERNANCE AND STRUCTURE

IDENTIFICATION OF THE FISCAL AGENT

Provide an identification of the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(I)(III) as determined by the chief elected official.

The City of Savannah serves as the fiscal agent for the Coastal Workforce Development Board (CWDB) for the disbursement of all workforce development grant funding.

The City of Savannah,
City Hall
2 East Bay Street
Savannah Georgia
<http://www.savannahga.gov/>



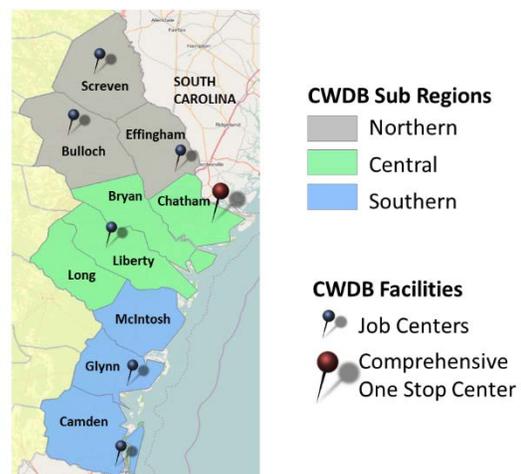
DESCRIPTION OF STRATEGIC PLANNING ELEMENTS

Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.

Over the past ten years on account of the recession, Georgia has experienced both exponential growth and economic decay. For example, while economic growth has led to new businesses, increased wealth, improvements to local communities, and access to better school systems, Region 12 has experienced record unemployment, massive job loss, and reductions in the labor force.¹ The strategic planning elements that follow take into account the current reality.

Provide an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those industry sectors and occupations. Include the listing of occupations in demand within the region and describe how the list was developed citing source data.

The economic conditions of Region 12—the Coastal Workforce Development Board’s (CWDB) combined ten-county region—has a poverty rate of 26% among an estimated population of 704,100.² Lingering effects of recessions past have left 58% of African Americans, 28% of Caucasians, 9.6% of Hispanics, and 33.4% of children living in poverty. Working to combat this reality, recent efforts to improve the economic welfare of the region brought about significant changes. First, effective July 1, 2015, the Georgia Department of Labor (GDOL) no longer was the service provider for the Adults & Dislocated Workers for the Region.³ Second, the CWDB met with subject matter experts for guidance in transitioning from the Workforce Investment Act (WIA) to the Workforce Innovation and Opportunity Act (WIOA) during the same time period. Third, the CWDB has created a comprehensive One-Stop full-service delivery system with six satellite job centers to meet the needs of local employers, attract new businesses, and improve the employment outcomes of job seekers. The CWDB—in Region 12 (—consists of ten counties: Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and Screven. The comprehensive One-Stop center is located in Chatham County; the six job centers are strategically located throughout the region. While each center does focus on the unique economic needs and niches of the counties it serves, all seven centers concentrate on the region’s existing and emerging economic conditions and in-demand target industries.



¹ Georgia Department of Labor (GDOL), Workforce Statistics & Economic Research Division (WS&ER), “Georgia’s Workforce: An Annual Report,” 2010, retrieved from https://www.doleta.gov/performance/results/AnnualReports/2010_economic_reports/ga_economic_report_py2010.pdf.

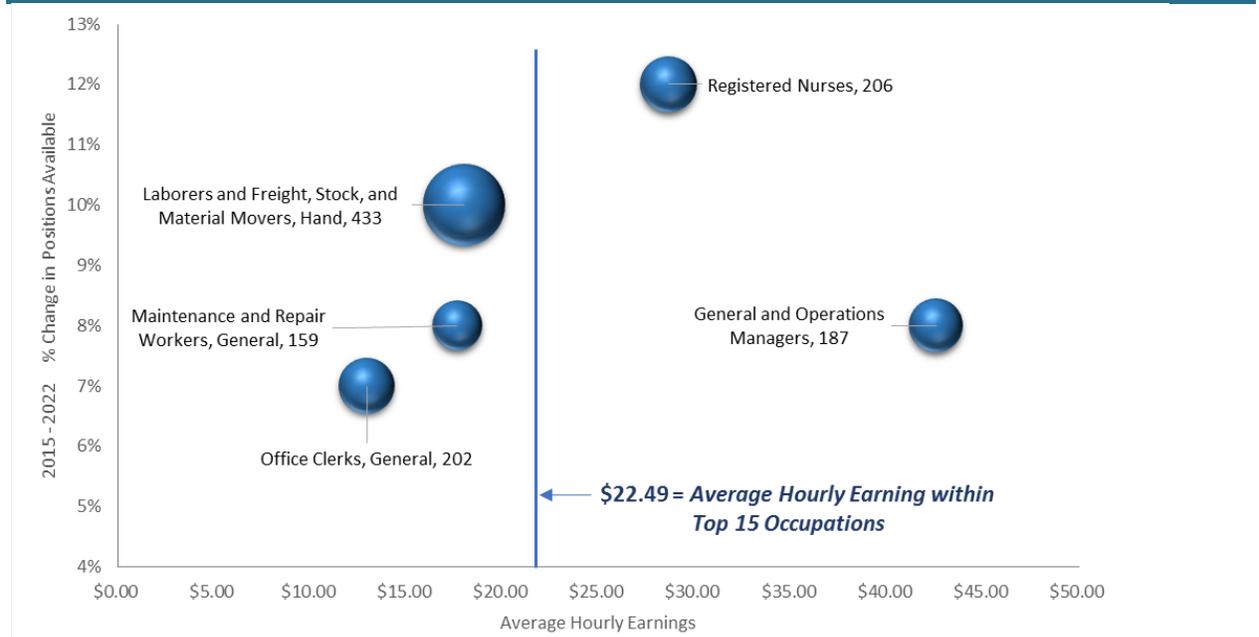
² Step Up Savannah, Inc., “2015 Annual Report,” retrieved from <http://stepupsavannah.org/wp-content/uploads/2013/08/2015-annual-report-web.pdf>.

³ The Coastal Workforce Development Board (CWDB), Meeting Minutes, June 19, 2015.

Note that the CWDB is also split into three distinct areas—metropolitan, coastal, and rural.

The Coastal Region’s top existing in-demand target occupation is Hand Laborers and Freight, Stock, and Material Movers, which has 433 annual openings and a 10% change in positions. The second highest in-demand occupation is registered nurses, which has 206 annual openings and a 12% positions change. The third and fourth in-demand occupations are general office clerks and operations managers. The fifth top in-demand industry is General Maintenance and Repair Workers, which has 159 annual job openings. The graphic below presents the top-five existing in-demand occupations in the region, as well as the average earnings in the top fifteen occupations.

The Coastal Region’s Top-Five Existing In-Demand Occupations
Average Hourly Earnings versus 2015–2022 Percent Change in Positions Available, relative to Annual Job Openings (*larger bubble size indicates greater job openings*)



Source: Emsi Q2 2016 Data set

The CWDB has determined their four industry sectors to be: Sector 1: Healthcare, Sector 2: Manufacturing, Sector 3: Logistics & Warehousing, and Sector 4: Hospitality. The CWDB will accomplish its dual goals of meeting the needs of employers in these industry sectors as well as building the skills of job seekers within these occupations through an integrated structure that leverages the strengths of its comprehensive One-Stop delivery system, six job centers, and key partners. While the CWDB will build on its current successful programs and incorporate innovative new job-driven curriculums of training, area schools and universities will educate and grow the workforce in the four industry sectors that are in-demand industries. Region 12 has several ports, including the Garden City and Ocean Terminals in Savannah (Chatham County), Colonels Island (Liberty County), and Mayor’s Point (Brunswick County).⁴ The Georgia Ports Authority supports more than 369,000 jobs and approximately \$20.4 billion in personal income annually.⁵ Tourism remains one of the biggest economic drivers in our region, with

⁴ Georgia Ports Authority (GPA), “Fiscal Year 2015 Annual Report,” retrieved from www.gaports.com/About/AnnualReport.aspx.
⁵ Ibid.

Chatham County and Tybee Island both forecasting their fifth consecutive record-breaking year (ending 2015) for hotel occupancies.⁶ In addition, visitors stayed in Savannah longer than they had in previous years(2013 and 2014). As a result, direct spending by visitors accounted for a nearly \$2.5-billion impact on the local economy. In 2015, the Visit Savannah sales team booked over 175,000 room nights in convention and meeting attendees, which will directly result in visitor spending of over \$50 million over 2015–2020.

In addition, the ten-county region is fast becoming one of the most renowned places in Georgia for manufacturing job positions. For example, the GRAD-ready megasite (GRAD = Georgia Ready for Accelerated Development) of Pooler, Georgia, is now home to Mitsubishi Hitachi Power Systems Americas, a major manufacturing company with access to hundreds of jobs along Savannah’s major ports.⁷

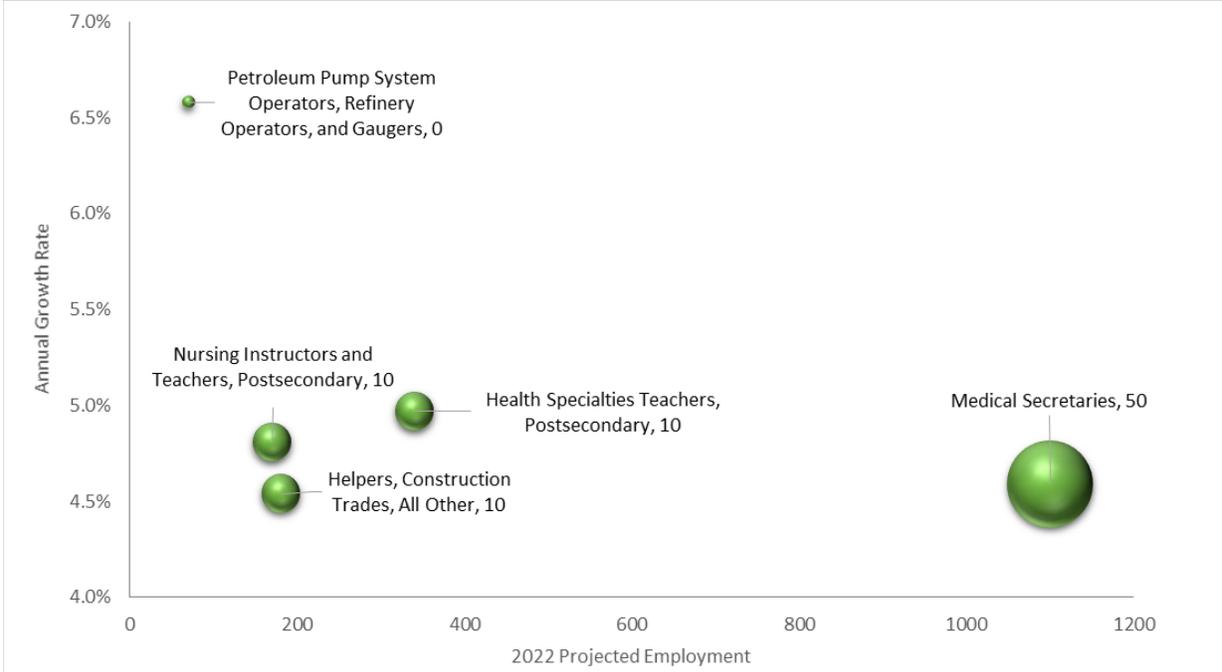
The Coastal Region’s top emerging in-demand target occupation is Petroleum Pump System Operators, Refinery Operators, and Gaugers, which has an annual projected growth rate of 6.6%. The graphic below presents five of the top-fifteen emerging in-demand occupations in the region relative to the CWDB’s four industry sectors.

⁶ Savannah Area Chamber, “2015 Annual Report,” retrieved from www.savannahchamber.com/about-the-chamber/publications/annual-report.

⁷ Georgia Department of Economic Development (GDEcD), “Constant Collaboration and Dedication to Business Needs Anchors Mitsubishi Hitachi Power Systems Americas (MHPSA) in Savannah, GA,” retrieved from www.georgia.org/wp-content/uploads/2014/11/Mitsubishi.pdf.

The Coastal Region's Top Emerging Occupations

2022 Projected Employment versus Annual Growth Rate, relative to Annual Job Openings (*larger bubble size indicates higher ranking*)



Source: Emsi Q2 2016 Data set

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

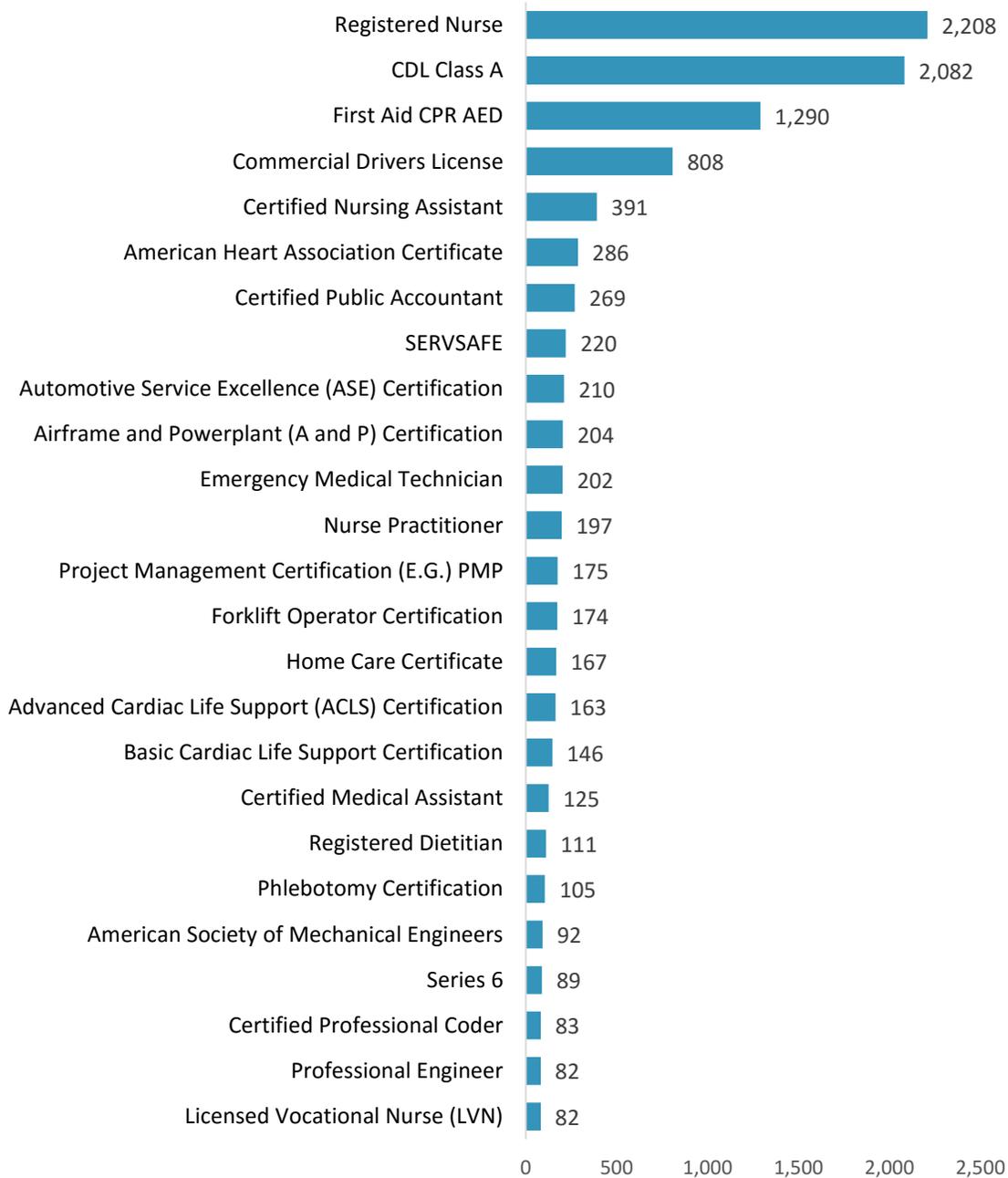
Employers consistently rank Georgia as America's top state for business in logistics and global access ports, a ranking that contributes to its competitive edge.⁸ The hallmark of the CWDB is its ability to collaborate and coordinate services among its ten-county region in order to improve job seeker employability. However, the universal perception of employers is that job seekers lack the basic skills (e.g., literacy, numeracy, and an ability to read information clearly), soft skills (e.g., motivation, dependability, communication, time-management, teamwork, and leadership), and occupational skills (e.g., technical and know-how) required in job-specific high-demand occupations.⁹

⁸ GDECD, "No. 1 For Business: Georgia Leads in Workforce Training, Global Access and Infrastructure," 2016, retrieved from www.georgia.org/competitive-advantages/pro-business/number-1-for-business.

⁹ Iowa Workforce Development, Labor Market Information Division, Regional Research & Analysis Bureau, "Workforce Needs Assessment: Iowa Analysis," 2015, retrieved from www.iowaworkforcedevelopment.gov/sites/search.iowaworkforcedevelopment.gov/files/wna_statewide_report_2015.pdf.

Top In-Demand Knowledge and Certifications

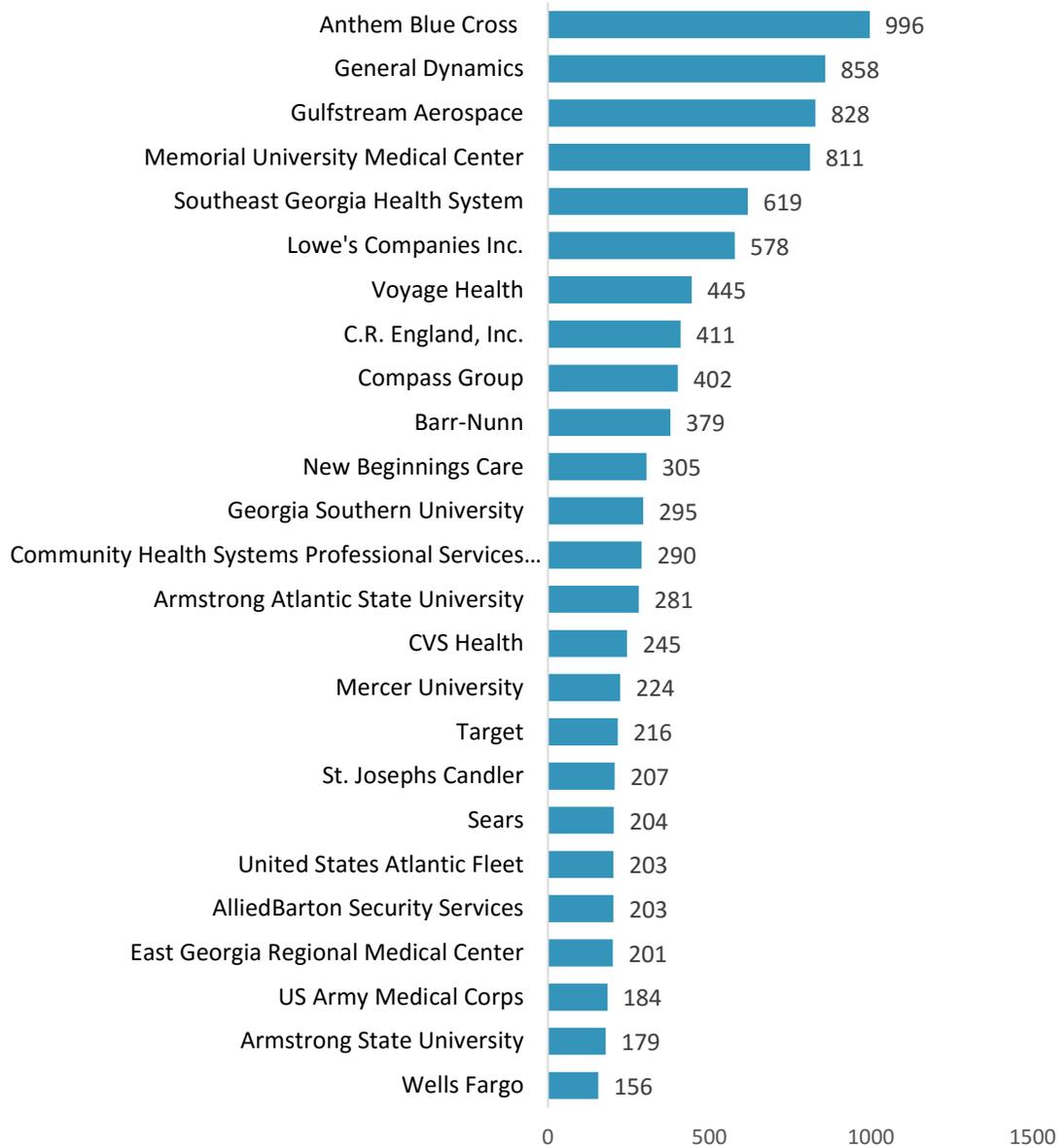
From March 2015 to February 2016, 51,278 jobs were posted in Region 12’s ten counties. Of those 51,000+ jobs, 10,945 specified the knowledge and certifications needed for the position. As shown below the in demand knowledge and certification skills needed in the healthcare sector make up 67% (registered nurse, first aid CPR AED, Nurse assistant, AHA certification, NP, Home care etc.) followed by the logistics sector. Overall healthcare, manufacturing, logistics and warehousing, and hospitality make up over 72% of the in demand knowledge and certifications in the region.



Source: Labor Insight™ Burning Glass Technologies 2016

Top Employers

From March 2015 to February 2016, the top-ten employers in demand fell in all four of the CWDB's industry sectors. And yet, one sector stood out: four of the top-ten employers are in the healthcare sector (Anthem Blue Cross, Memorial University Medical Center, Southeast Georgia Health System, and Voyage Health).



Source: Labor Insight™ Burning Glass Technologies 2016

Based on analysis of the in-demand needs of the region, the CWDB sees the need to prepare job seekers with the skills required for in-demand industry employers with a focus on the following major areas:¹⁰

- Meet the needs of employers and job seekers to drive workforce solutions.
- Provide specialized job-specific training to job seekers and employers with continuous improvement.
- Develop a workforce that improves the region’s economies.

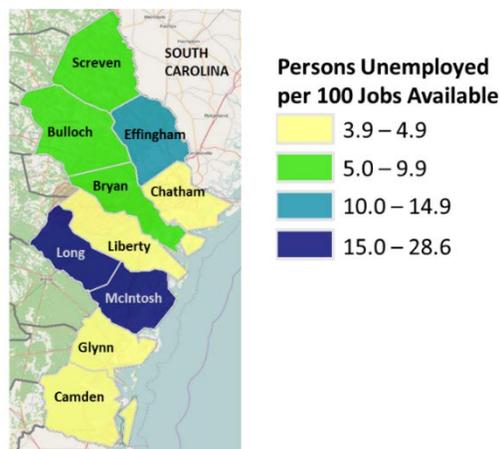
The goal of the CWDB is to integrate all its resources into a comprehensive system that both seamlessly provides job-driven training to job seekers and offers employers a full range of services to assist them in acquiring, developing, and retaining a quality workforce. The CWDB’s comprehensive One-Stop delivery system and six job centers throughout the region provides employers access to an extensive, high-quality talent pool. Through a variety of state and federal programs, the CWDB provides a number of training options to help employers develop a skilled and prepared workforce. Training that focuses on employers’ unique technical labor needs include, but are not limited to: On-the-Job Training (OJT), Incumbent Worker Training (IWT), Work Experience (WeX), Customized Training (CT), Layoff Aversion, Rapid Response, and Registered Apprenticeship (RA).

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

The CWDB’s comprehensive One-Stop delivery system and six job centers are experiencing a rapidly growing workforce.

Current work force (Employment and Unemployment) - According to the Georgia Department of Labor (GDOL)’s employment rate, unemployment rate, and labor force estimates, the Coastal Region’s 2016 labor force was 319,728, resulting in total employment of 304,830—with unemployment at 14,898 or 4.7%.¹¹

To analyze the labor market trends, education and skill level in the workforce region data was pulled from GDOL and Labor Insight™ Burning Glass Technologies. The data including all ten counties in Region 12 (Area 20) from March 1, 2015, to February 29, 2016.

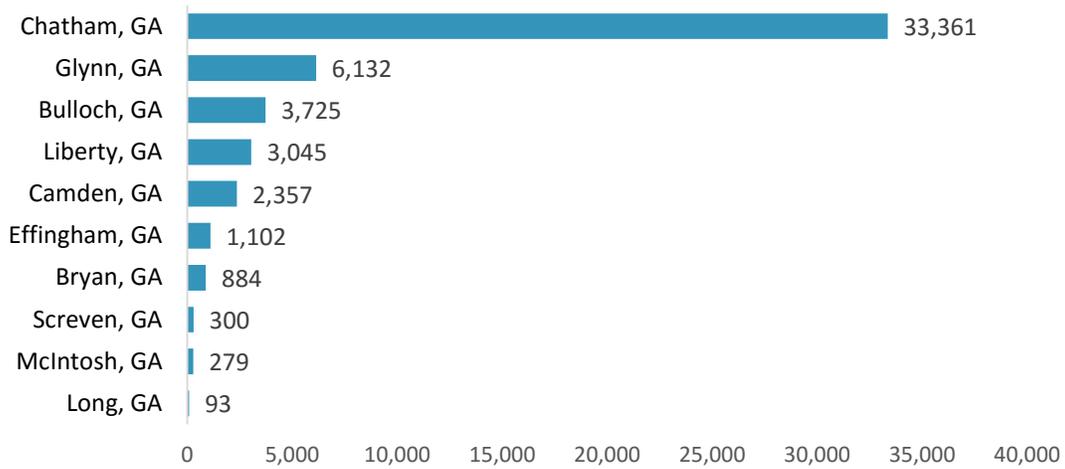


¹⁰ U.S. Department of Labor (USDOL), Employment & Training Administration (ETA), WIOA Training and Employment Guidance Letter (TEGL) No. 19-14, February 19, 2015, retrieved from https://wdr.doleta.gov/directives/attach/TEGL/TEGL_19-14.pdf.

¹¹ Georgia Department of Labor, Workforce Statistics & Economic Research, in cooperation with the U.S. DOL, Bureau of Labor Statistics, “Georgia Labor Force Estimates,” retrieved from https://dol.georgia.gov/sites/dol.georgia.gov/files/related_files/document/laborforce.pdf.

Labor Market Trends

Current labor market trends demonstrate Region 12 having 51,278 job postings. Within Region 12, Chatham County has both the highest job postings (33,361) and the lowest unemployment rate (3.9%). With 6,132 job postings, Glynn County has the second highest number in the county. Long County trails the list, having a mere 93 postings and, similarly, the highest unemployment rate in the region.



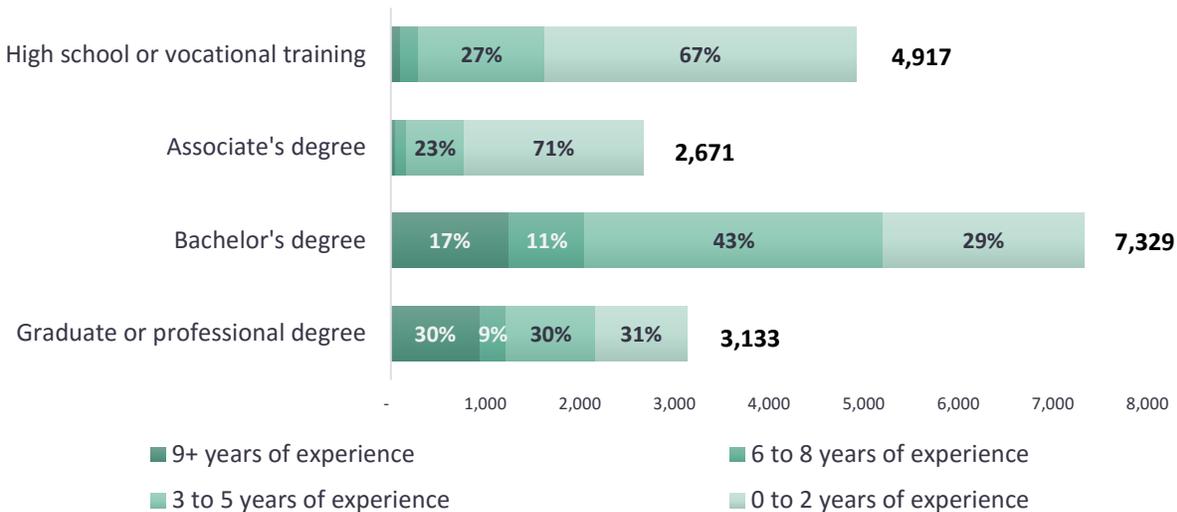
Source: Labor Insight™ Burning Glass Technologies 2016

Nearly thirty Fortune 500 companies are located in Chatham County.¹² Leading manufacturing employers include Gulfstream Aerospace Corporation (9,878 employees), International Paper (661 employees), Imperial Sugar (450 employees), Brasseler USA (405 employees), and Mitsubishi Hitachi Power Systems Americas. (320 employees).

¹² Savannah Economic Development Authority (SEDA), "Savannah Data," 2016, retrieved from www.seda.org/Data-Sets.aspx.

Education and Skills of the Workforce (Including Individuals with Barriers to Employment)

Education and experience levels vary throughout Region 12. In particular, over 10,000 individuals (nearly 58% of the workforce) hold a bachelor’s degree or higher; 47% of that group also have nine or more years of experience. Those with a high school or vocational training make up 27% of the population, followed by those with associate’s degrees, at 15%.



Source: Labor Insight™ Burning Glass Technologies 2016

In 2013, the CWDB was instrumental in establishing a Certified Nursing Program—operated by Savannah Technical College in the Moses Jackson Advancement Center—in order to provide an accessible training site in an area of low income and high rates of unemployment. Other programs, such as Troops to Trucks, are helping to transition military service personnel into the trucking industry, including providing Commercial Truck Driving (CDL) certificates. These and other efforts are designed to bring technical college materials to residential areas with high need.

To improve the economic conditions of Region 12, plans are underway to guide and assist its comprehensive One-Stop workforce delivery system and six job centers in developing, promoting, supporting, and sustaining a globally competitive workforce. It will include a range of activities and programs offered by educational institutions, public and private social service providers, economic developers, and businesses to create, sustain, and retain a viable workforce that can support a sustainable economy. Business, government, community service agencies, churches, foundations, and neighborhoods all help support and develop a sustainable economy. Georgia’s workforce is a viable one, with 6.3 million working-age (18–64 years old) individuals; labor market trends suggest that another half million is projected within ten years.¹³

The United States Government Accountability Office (GAO) reports technical colleges and One-Stop job centers are collaborating to meet twenty-first-century workforce needs and to reduce the barriers to

¹³ GDEcD, “Competitive Advantages,” 2016, retrieved from www.georgia.org/competitive-advantages.

employment.¹⁴ The CWDB has developed various approaches and programs for technical training so as to meet the varied needs of industry sectors, individual employers, and certain types of students and workers.

Through a variety of outreach, relationship-building, and data-collection efforts, technical colleges have come to understand the specific training needs of key industries in the region; they then leverage this information in order to ensure their programs continue to address the Region's specific needs. The CWDB and regional sector partnerships—such as with the Technical College System of Georgia—collaborate to develop sector-based strategic-training programs and career pathways to prepare workers for in-demand occupations. Workforce activities, education, and supportive services also provide career pathways so that low-skilled adults, youth, and individuals with barriers to employment—or those requiring physical and/or programmatic accessibility—can enter or retain employment.¹⁵ The development and expansion of sector strategies through career pathways are designed to also meet the needs of employers, workers, and job seekers, as defined by the Workforce Innovation and Opportunity Act (WIOA). The comprehensive One-Stop service delivery system offers both customized training to the employees of small businesses and education to specific populations—such as disadvantaged adults and high-school students transitioning to college.

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

Region 12 has a growing labor workforce and strong partnerships with educational institutions that work with the unique needs of the region. The region benefits from having three technical colleges and five universities strategically placed to ensure individuals have access to a variety of in-demand training programs. One partnership is with the Technical College System of Georgia (TCSG), which is the state's primary mechanism for creating a job-driven education. TCSG in the region include Savannah Technical College, which covers Chatham, Effingham, Bryan, Liberty, and Long Counties; Coastal Pines Technical College, which covers Camden, Glynn, and McIntosh Counties; and Ogechee Technical College, which covers Bulloch and Screven Counties. Also of note: technical colleges are actively engaged in providing both jobs and workers to fill them, workers who otherwise had both academic and employment barriers to employment. Other partners are the University System of Georgia (USG), including Savannah State University and the Savannah College of Art and Design (SCAD) in Chatham County; Armstrong State University in Chatham and Liberty Counties; Georgia Southern University in Bulloch County; and a Continuing Education Campus of the Georgia Institute of Technology (Georgia Tech's satellite campus). These training institutions have long-term working relationships with the CWDB and are actively involved with the latter's Business Services Team to identify and develop training programs based on employer input and needs. Staff then recruits qualified candidates into these programs. Upon successful completion of the training program, those candidates are then given first consideration for employment opportunities.

¹⁴ U.S. Government Accountability Office (GAO), "Workforce Development: Community Colleges and One-Stop Centers Collaborate to Meet 21st Century Workforce Needs," 2008, retrieved from www.gao.gov/new.items/d08547.pdf.

¹⁵ GDEcD, "We Speak Business Blog," www.georgia.org/blog.

The CWDB works closely with the TCSG and the USG, as well as with for-profit and non-profit education providers. This partnership enables all local workforce development agencies to provide customers with various educational programs that satisfy the USDOL mandate of customer choice. But this is not to say that Region 12's post-recession challenges are any different from those felt in other regions. Challenges include increased high school dropout rates (41.6%), low GED completion, and low postsecondary enrollment. Since such completion rates only contribute to the workforce crisis, a skilled workforce is critical for businesses in the ten-county region.

Strengths and Weaknesses

One of Region 12's most notable strengths is how its workforce development activities present many opportunities for personal growth, education, and career/job employment success. And yet, there is a weakness as well in that the region doesn't always reap the benefits of those programs. For example, the region trains many candidates for industry sector/high-demand occupations (e.g., RNs and LPNs), but, once trained, many apprentices seek jobs outside the region; many head to cities like Jacksonville or Atlanta.

Another important strength of the ten-county Coastal Region is the tremendous growth in high-demand, target sectors, namely healthcare, manufacturing, logistics & warehousing, and hospitality. However, there is a need for more-effective marketing strategies to attract career/job seekers willing to stay within or move to the region.

The Coastal Region is also both a top vacation destination and a hub for transporting materials via its ports. The challenge remains for the CWDB to showcase, to both businesses and workers, the significant value the region offers. To that end, the Board seeks to leverage the region's strong visibility to raise public awareness of the growing, sustainable job opportunities in the various sectors. It does this by specifically reaching out to the residents and students traditionally underrepresented in the job market, including but not limited to: displaced workers, ex-offenders, veterans, the long-term unemployed, youth connected to the foster care system, single parents/single pregnant women, individuals with disabilities, homeless individuals, older individuals, and low-income individuals.¹⁶ The CWDB is diligently working to eliminate barriers to employment through job-driven training and apprenticeships.

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

The CWDB's mission: "building tomorrow's workforce, today," closely aligns with the region's goals to build a healthy economy. The CWDB's strategic vision is to provide a globally competitive workforce with goals that both meet the needs of local employers as well as attract new businesses. Mirroring the state and regional goals for an educated and skilled workforce, the CWDB's programs for employment and training ensure that youth and adults—including underrepresented communities of color, persons with disabilities, or those with barriers to employment—have access to education and training so they

¹⁶ Bird, K., M. Foster, and E. Ganzgl, (2014). "New Opportunities to Improve Economic and Career Success for Low-Income Youth and Adults: Key Provisions of the Workforce Innovation and Opportunity Act (WIOA)," September 2014, retrieved from www.clasp.org/resources-and-publications/publication-1/KeyProvisionsofWIOA-Final.pdf.

can be competitive in the market place. To improve a job seeker’s chances of hire, the CWDB’s supportive service delivery systems at the various job centers help to reduce barriers to employment, education, and training by assisting customers in completing a GED or high school diploma; by enhancing knowledge, skills, and abilities through technology; and by filling gaps in employment with apprenticeship placements and on-the-job training experience. In addition, in order to ensure its providing exactly what the region needs, the CWDB also has mechanisms in place for public comment, employer evaluation, and client feedback from participants in WIOA programs.

Performance measures are closely aligned with federal performance accountability measures, and are clearly specified in all contracts with the agencies that make up the Coastal service delivery system. Below are the CWDB’s performance measures of PY2015. All performance measures are tracked, those that do not meet performance measures create an accountability plan for the upcoming funding cycle. Performance measures for PY2016 levels have not yet been negotiated.

	PY15 Coastal Negotiated Levels	PY15 State Levels
ADULTS		
Entered Employment Rate	76.0%	73.1%
Employment Retention Rate	90.0%	85.0%
Average 6-Month Earnings	\$15,500	\$12,800
DISLOCATED WORKERS		
Entered Employment Rate	78.0%	76.5%
Employment Retention Rate	92.0%	90.0%
Average 6-Month Earnings	\$15,500	\$17,062
YOUTH		
Placed in Employment/ Education Rate	62.0%	66.0%
Attainment of Degree or Certificate	72.0%	73.0%
Literacy/Numeracy Gains	39.0%	51.0%

The success of the local community-based service-delivery providers in achieving their goals directly affects the overall success of the regional plan. And so, it is important to track all performance levels. For example, the CWDB uses a web-based customer intelligence platform that contains a real-time data warehouse, proprietary customer segmentation, performance dashboards, target customer communications, and feedback. Data mining and analytics features within Geographical Solutions (GIS) mapping provides virtual real-time data and integrated workforce development systems that are accessible to the ten-county region and the CWDB’s One-Stop and job centers in order to monitor participants, provide case management, report data, and coordinate with other economic development agencies and employers in economic growth initiatives.¹⁷ Program performance measures are tracked through the state’s GIS Solutions and as outlined by state and federal guidelines and WIOA outcomes. Performance for site visits and attendance of public workshops are tracked manually.

¹⁷ Geographic Solutions, Inc., “Solutions for Economic Developers,” 2016, retrieved from <https://www.geographicsolutions.com/virtual-onestop-solutions-economic.asp>.

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

The CWDB’s comprehensive One-Stop delivery system and six job centers have been closely involved with partners and providers to coordinate the core programs (e.g., WIOA Adult & Dislocated Worker, Youth, Wagner-Peyser, and Georgia Vocational Rehabilitation Agency [GVRA]). The alignment of resources that govern the implementation of the core programs throughout the region include, but are not limited to: Individual Training Accounts (ITA), Incumbent Worker Training (IWT), and On-the-Job Training (OJT). The established response to industry needs for the coordination of core programs and resources are as follows:¹⁸

Programs		Resources
Healthcare:	Career Pathways, targeting TANF, SNAP, HUD, and low-income individuals	ITA and IWT
Manufacturing:	Engineering, Industrial Maintenance, and mixed competency-based technical and leadership training	ITA, IWT, and OJT
Logistics & Warehousing:	CDL, Lean Six Sigma, Supply Chain Management, Certified Logistics Associate & Technician	ITA, IWT, and OJT
Hospitality:	Training and education required in the workforce marketplace to build the economies, to include tourism	IWT and ITA

Partners are responsible for the delivery of a broad range of services focused on education, workforce education, and training from a diverse pool of participants. As directed by the operator of the One Stop center, core partners agree through Memoranda of Understanding (MOU) to make core services both available and seamless. These partners will also participate in cross-training, as well as establish with the local board shared success indicators, operating strategies, and procedures—and customer flow, where appropriate—for effective seamless service delivery. The CWDB’s workforce development system works with all required core partners (Adult, Dislocated Worker, and Youth, Vocational Rehabilitation, and Wagner-Peyser). The WIOA Adult & Dislocated Worker programs, in coordination with the Wagner-Peyser (WP) Employment Service (ES), are both the primary pieces of the one-stop delivery system and the foundation of the workforce system. This system provides universal access to career and training services to meet the diverse needs of participants. The CWDB’s workforce system delivers enhanced access and flexibility for work-based training options, such as RA, OJT, CT and IWT. Training is supported through the state’s Eligible Training Provider List (ETPL), which includes training providers with a proven capacity of securing quality employment outcomes for participants. Other types of career and training services offered include comprehensive and specialized skill assessments, literacy activities, career planning, and labor market information.

The CWDB will strategically monitor programs and resources across the ten-county region to ensure a robust and integrated system that is capable of assisting individuals at various states of life to realize their career goals. For example, assessment testing is required prior to approval of in-demand training. Those individuals who do not meet the minimum scoring requirements are offered academic services (e.g., GED, Adult Literacy). Targeted training opportunities in the ten-county region allow WIOA eligible participants to update and learn new skills based on real in-demand jobs in their local areas. This

¹⁸ Data supplied by client.

produces a win-win situation for both businesses and program participants: job seekers find new jobs, and area employers hire workers with the up-to-date skills required of their open positions. In short, job centers provide specific training to serve the critical needs of job seekers in each designated county, and regional support among the regions provides employers with a pool of experienced workers to meet future labor needs.

DESCRIPTION OF STRATEGIES AND SERVICES

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

The Coastal Workforce Development Board (CWDB) will continue to incorporate strategies and services throughout the region that focus on business engagement. Employer engagement is critical in efforts to increase the employment outcomes for individuals within the ten-county region. For example, a thriving port, increased tourism, a strong manufacturing sector, and a significant military presence all contribute to the Coastal Region's now-strong economy. This in turn contributes to an even larger workforce within a population of more than 886,000.¹⁹

The CWDB's sector strategies for the region are as follows:²⁰

- **Commitment to Sector Strategies:** The CWDB has identified priority sectors in the region, and will work toward identifying sector employers, partners, and additional resources to both engage support and accomplish its goals.
- **Establishment of System Partnerships:** The CWDB will enlist employers to provide industry and occupational data regarding workforce issues, including recruitment and training issues related to identifying skills gaps (see more below). This more meaningful occupational data will lead to better outcomes for all involved.
- **Recruitment and Training:** The CWDB will use the employer-provided industry and occupational data to identify skill gaps within each sector. Regarding each skill gap, asset mapping will determine whether appropriate training is available in the local area with which to address those skill gaps. It is essential that all training programs address the industry and occupational requirements and standards of the employers within the ten-county region. If local training programs do not exist or are insufficient, employers and regional education/training providers will together develop the job-driven training needed to meet the specific knowledge, skills, and abilities required of the sector.

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

According to the U.S. Chamber of Commerce, "small businesses account for three-quarters of all new jobs in the United States and embody the spirit of innovation, entrepreneurship, and individual initiative."²¹ The CWDB will focus on these businesses by becoming their virtual human resource personnel office, thus making the ten-county region the most business-friendly workforce for employers. As some of these businesses have available jobs in high-demand job occupations, employer engagement will accomplish a dual benefit for the CWDB, with themes as follows:

- **Job Placement, Retention, and Advancement:** Provide better up-front training and job matching, appropriate and effective supports (e.g., childcare and transportation); financial

¹⁹ Savannah Economic Development Authority (SEDA), "Your Talent Pipeline," retrieved from www.seda.org/Business-Attraction/Workforce.

²⁰ Data supplied by client.

²¹ U.S. Chamber of Commerce, "Small Business Nation," retrieved from <https://www.uschamber.com/small-business-nation>.

incentives for firms and employees; changes in the practices of internal labor markets; and peer supports and mentoring.

- **Employers are Customers and Job Seekers are Deliverables:** Provide an array of intensive services with incentives for employers; design programs that both create an atmosphere of high expectation for job seekers and stay connected to employers through recruitment and participants through long-run case management.
- **One-Stop Job Centers and Job Placements/Career Advancement:** Create new employer-driven job initiatives and programs to improve basic skills (including teaching English as a second language), develop relative technical competencies, and strengthen understanding of soft skills (e.g., curricula in job-readiness, work ethics, critical thinking, oral communication, teamwork, personal qualities, and interpersonal relations) training for an end goal of full-time employment.
- **The Best Economies to Improve Labor Markets:** Implement practical and effective regional links between jobs and low-income communities; incorporate inner-city revitalization efforts (e.g., locating jobs, access to labor markets).
- **Ideas, Best Practices, and Replication:** Create innovate new approaches, build solid evidence for effective practices, and scale up or replicate promising models so that these models are adopted more widely.
- **Labor Market Changes:** Create desired changes in the labor market; and incorporate a conceptual framework that both identifies opportunities for change and builds alliances around the strategies that produce measurable results.

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

The CWDB's Business Services Representatives work with employers to create a tailored approach to addressing their workforce needs. They offer business customers a full range of services designed to assist in the development and retention of a quality workforce. And as the representatives have access to an extensive talent pool, they assist businesses in finding quality candidates that match all employment needs.

The CWDB's comprehensive One-Stop and six job centers offer a wide range of Human Resource services, such as job-description development, wage research, recruitment, and pre-hire assessments; they also host job fairs and special events in order to attract candidates. Through a variety of state and federal programs, the CWDB is able to provide a number of training options to help businesses develop a trained, skilled, and educated workforce. For example, training that focuses on unique technical labor needs include, but is not limited to, On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training (CT), Work Experience (WeX), Layoff Aversion, Registered Apprenticeship (RA), Data Systems, Virtual OneStop System (VOS), Career Coaches, and G*Stars. The combination of community partnerships and the regional university and technical college system offers the most complete solutions to ensure participants are qualified to fulfill employers' needs.

Business services available in Region 12 are listed below:

- **On-the-Job training (OJT):** OJT provides reimbursements to employers to help compensate for the costs associated with both training newly hired employees and the interim loss of production. Employers may receive up to 50% of the wage rate.
- **Incumbent Worker Training (IWT):** IWT offers funding assistance to companies to provide skills training or to upgrade temporary and/or part-time employees to full-time, permanent employees. IWT can be used to help avert potential layoffs, to increase the skill level of employees so they can be promoted within the company, or to create backfill opportunities. Companies will receive the funding assistance needed to meet the demands of the rapidly changing economy, and the employees will receive the training necessary to upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for promotion and wage increases. Employers may receive up to a 90% tuition reimbursement.
- **Customized Training (CT):** Employers often encounter skill gaps in their workforce, as well as difficult-to-fill positions. CT provides job seekers with technical and skill training that is tailored to the specific requirements of the employers in their area, thus augmenting the region's talent pool.
- **Work Experience (WeX):** All participants placed at a work site have received training regarding workplace expectations, whether in a classroom setting or one-on-one. This work-based training, WeX, is tailored to the employer's needs. The CWDB can also provide background checks, drug screens, or additional employer-specific assessments. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the employer and participant in maintaining a positive work experience through the duration of the assignment. Note that, unlike with OJT, with WeX there is no employer commitment to hire the participant.
- **Layoff Aversion:** Employers can take advantage of resources within the Layoff Aversion program so as to retain current employees. In particular, if a layoff occurs as the result of the retooling or upgrading of equipment, Layoff Aversion strategies can help upgrade the skills of the current workforce, which reduces the cost of replacing those employees. These strategies enable companies to invest in their workforce, increase production levels, and reduce administrative costs associated with turnover.
- **Registered Apprenticeships (RA):** RA is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business. There are currently more than 1,000 occupations—including careers in healthcare, information technology, transportation, and energy—in which apprenticeship is used to meet business needs for qualified workers. RA aligns perfectly with sector strategies, industry partnerships, and other investments in meeting the needs of the business community.

To ensure that the region is appropriately served and represented, the CWDB has divided the region into three separate subregions. Each subregion is served by a member of the CWDB Business Services staff and at least one member of the contract staff.

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

The CWDB Board has two members who represent economic development: one on the regional level—Georgia Department of Labor (GDOL)—and one on the local level—Savannah Economic Development Authority (SEDA). These two board members routinely connect the Business Services Team to employers looking for assistance. The CWDB also coordinates economic development through meetings, presentations, and events with county developmental authorities and chambers of commerce; it also participates in regional workforce projects and discussions. Through its partnerships with the Economic Development division of the Georgia Technical College System (GTCS), the CWDB is able to connect with the GTCS's state-of-the-art laboratories, teaching facilities, and professors to develop custom employee development and training programs for our business and industry partners. In this joint effort, the CWDB provides the funding opportunity and the GTCS provides the technical training and business-centered curriculum.

As a member of the chambers of commerce in the ten-county region, the CWDB's strategic planning process includes elected officials, educational entities, chambers of commerce, industrial development authorities, city and county administrators, businesses, and the public at large. As a member of the Georgia Coastal Indicators Coalition (GCIC)—made up of community members and advocates working together through a comprehensive, coordinated approach for planning and accountability—the CWDB serves as a resource for agencies addressing overall health and well-being, while also leveraging resources for community initiatives.

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

The CWDB will work with the Georgia Department of Labor (GDOL), which operates the state's unemployment services. The GDOL provides specialized assessment and testing of applicants; labor market information; evaluation and assessment of knowledge, skills, and abilities; and referrals to training and support services. The CWDB engages in the following activities to help strengthen the delivery of these services:

Attends the Reemployment Services and Eligibility Assessment (RESEA) sessions hosted by Unemployment Insurance (UI) staff operated by the GDOL. These sessions are run in collaboration with the comprehensive One-Stop center and Wagner-Peyser provider;

- Conducts joint assessments of RESEA participants and those in need of other services;
- Runs the One-Stop orientations that provide information about the programs offered as well as instructions for registering;
- Provides assistance to job seekers, enrolling them in the comprehensive suite of job search training sessions offered through the region's curriculum training;
- Follows up with job seekers to encourage registration and to submit their résumés for potentially further assistance in connecting them to job placement services.

The CWDB will also continue to innovate and connect customers with industry/sector strategies and Career Pathways to meet the needs of unemployed workers. Opportunities will extend beyond the WIOA-required core partners to also include programming that best serves the region's population, including job-driven training and apprenticeships. This strategy offers both businesses and job seekers a dynamic and highly effective employment and training solution. The ten-county one-stop system constantly seeks options for expanding training under WIOA, as well as opportunities to implement Incumbent Worker Training (IWT), career readiness and On-the-Job (OJT) Training.

SECTOR STRATEGY DEVELOPMENT

Provide a description of the current regional sector strategy development for in-demand industry sectors.

Through sector partnerships, employers work together with education, training, labor, and community-based organizations to develop plans to close skill gaps. An organization with industry expertise, capacity, and credibility among partners is charged with playing a convener role, and the leadership of employer members is critical for developing strategies that respond to the industry's workforce needs.

Sectors

Using Emsi economic-modeling software, the CWDB has identified Region 12's four main industries, as determined by total jobs, impact on the region, and predicted growth. These four industries are as follows:

- Manufacturing
- Logistics & Warehousing
- Healthcare
- Hospitality

The CWDB already enjoys partnerships with the manufacturing and logistics industries. The Board will next work to create partnerships with healthcare and hospitality sectors in order to identify workforce issues and implement training or services to meet employer needs.

With this sector-based, localized approach, the CWDB acquires precise information on jobs in demand, required skill sets, training program requirements, and candidate-assessment factors, all of which improve the end-goal process of successfully transitioning job seekers into qualified, reliable job holders.

The sector strategies for Region 12 amount to these four priority industries undergoing a three-phased alignment process, as follows:

- **Commitment to Sector Strategies:** The CWDB has identified priority sectors in the region, and will work toward identifying sector employers, partners, and additional resources to both engage support and accomplish its goals.
- **Establishment of System Partnerships:** The CWDB will enlist employers to provide industry and occupational data regarding workforce issues, including recruitment and training issues related to identifying skills gaps (see more below). This more meaningful occupational data will lead to better outcomes for all involved.
- **Recruitment and Training:** The CWDB will use the employer-provided industry and occupational data to identify skill gaps within each sector. Regarding each skill gap, asset mapping will determine whether appropriate training is available in the local area with which to address those skill gaps. It is essential that all training programs address the industry and occupational requirements and standards of the employers within the ten-county region. If local training programs do not exist or are insufficient, employers and regional education/training providers will together develop the job-driven training needed to meet the specific knowledge, skills, and abilities required of the sector.

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

The CWDB maintains partnerships with regional economic development agencies and the university and technical college systems to offer the most complete solutions to existing and potential employment needs. Partners participating in sector-strategy development are as follows:

- Economic Development
- County and regional development authorities
- GDOL
- Technical College System
- University systems
- Local chambers of commerce
- The Society of Human Resource Management (SHRM) or employer associations
- Military
- Local and regional employers

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

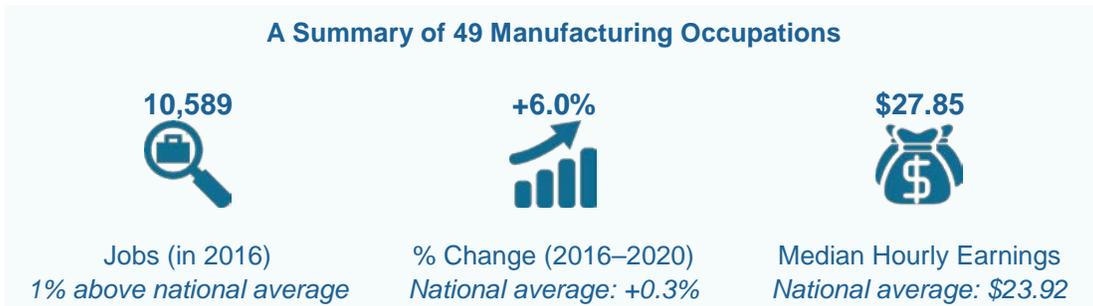
The CWDB, which includes two individuals from economic development, meets regularly with local businesses in order to share agency service information and provide customer referrals for services not available at the center. The CWDB also presents at and for developmental authorities, chambers of commerce, and employer associations.

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

To identify the four priority sectors in Region 12, the CWDB used Emsi's comprehensive economic modeling software, which collates information from data sources such as the Georgia Department of Labor, Workforce Information and Analysis, and the Quarterly Census of Employment and Wages regarding such data as the cost of living in a region, unemployment figures, prominent occupations and the like. Using the criterion of three major factors—total number of jobs, impact on the region, and the predicted growth of the industry/in- demand jobs—the CWDB identified its region's four dominant sectors: Manufacturing, Logistics & Warehousing, Healthcare, and Hospitality.

Manufacturing

Within the manufacturing sector in the region there are 49 occupations. Region 12 had 10,589 jobs in 2016, which is 1% above the national average. Between 2016–2020 there is expected to be an increase of 636 jobs or 6%. The median hourly earnings is \$27.85—which is above the national average of \$23.92.



Source: Occupation Snapshot Emsi Q2 2016 Data Set

Logistics & Warehousing

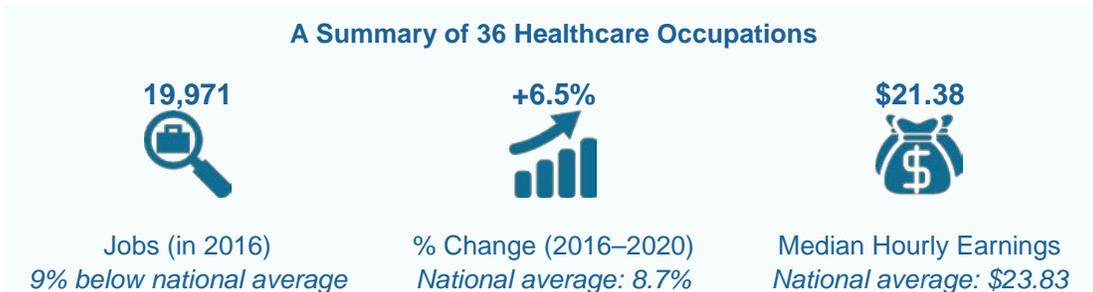
Within the logistics sector in the region there are 36 occupations. Region 12 had 38,839 jobs in 2016, which is 7% above the national average. Between 2016–2020 there is expected to be an increase of 1,226 jobs or 3.2%. The median hourly earnings is \$21.10, which is below the national average of \$22.82.



Source: Occupation Snapshot Emsi Q2 2016 Data Set

Healthcare

Within the healthcare sector in the region there are 36 occupations. Region 12 had 19,971 jobs in 2016, which is 9% below the national average. Between 2016–2020 there is expected to be an increase of 1,289 jobs or 6.5%. The median hourly earnings is \$21.38, which is below the national average of \$23.83.



Source: Occupation Snapshot Emsi Q2 2016 Data Set

Hospitality

Within the hospitality sector in the region there are 32 occupations. Region 12 had 50,185 jobs in 2016, which is 17% above the national average. Between 2016–2020 there is expected to be an increase of 2,253 jobs or 4.5%. The median hourly earnings is \$13.18, which is below the national average of \$15.92.



Source: Occupation Snapshot Emsi Q2 2016 Data Set

The projections of modest growth in in-demand industry sectors are important to the future of the Coastal Georgia economies, especially in Wholesale Trades, Manufacturing, and Logistics & Warehousing. In terms of occupational growth, both Healthcare and Practitioners and Technical Occupations offer strong growth potential and competitive wages. With the growing emphasis on “green jobs” and “green technology,” the region is also well-suited to take advantage of job openings in up-and-coming industries such as protecting wildlife or ecosystems, reducing pollution or waste, reducing energy usage, or lowering carbon emissions. These types of jobs will be incorporated into the mix of targeted industries moving forward.

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

Target sector industry sectors include, but are not limited to, Manufacturing, Logistics & Warehousing, Healthcare, and Hospitality.²² Selection and analysis of these target industries led to the focus of economic development efforts. For each of the target industries, the strategy was to identify the niche to determine if concentration efforts were warranted.

- Subsectors that offer particular value to the ten-county economy
- Strong growth or notability in the state’s economy
- Support by partners and participant placement into job opportunities that meet employer needs

The CWDB’s comprehensive One-Stop and job centers will help the CWDB determine the development or redevelopment of underutilized or poorly utilized programs for sector strategy planning.

Participating employers;

Participating employers include, but are not limited to: The Home Depot, Gulfstream, Lowe’s, Nine Line Apparel, Polycase, G-Force Aerospace Technologies, West Penn, Fulfillment.com, Interstate Paper,

²² See note 14.

International Greetings USA, Alcoa, Briggs & Stratton, Koyo Bearings USA, D & J Trucking, and Arizona Chemical.

Target occupations;

The CWDB's target occupations within each sector are:

- **Manufacturing:** general managers, operations managers, industrial production managers, quality control, industrial engineers, aerospace engineers, etc.
- **Logistics & Warehousing:** dispatchers, warehouse managers, forklift operators, freight handlers, stock/inventory controllers, warehouse supervisors, distribution managers, procurement managers, business development managers, etc.
- **Healthcare:** registered nurses (RNs), licensed practitioner nurses (LPNs), medical assistants, dental assistants, EMTs, pharmacy techs, etc.
- **Hospitality:** concierges, food service managers, hotel/resort desk clerks, janitors/cleaners, amusement and recreation attendants, lobby attendants and ticket takers, etc.

Training programs;

The CWDB will work collaboratively with employers and academic institutions to create and implement connected, standardized training programs toward participants gaining knowledge, skills, and credentials that lead to employment promotion and higher earnings. For example, the CWDB provides Individual Training Accounts (ITA) for scholarships in in-demand training for up to two (2) years and \$12,000. Additional funding will be provided directly to employers through Incumbent Worker Training (IWT) grants, wage subsidies, and customized training initiatives. For example, through the comprehensive One-Stop system and six job centers, adults, dislocated workers, and out-of-school youth needing training are provided Individual Training Accounts (ITAs) and access to a list of eligible providers and programs of training. Funded through the WIOA Title I, ITAs are used to purchase individual training services for these adults, dislocated workers, and out-of-school youth. The CWDB recently funded a cohort of nine (9) job seekers for training to become Fast Track Warehouse and Distribution Specialists. The job seekers earned certifications as certified logistics associates (CLA) and/or certified logistics technicians (CLT).

Target Populations.

The CWDB target populations include:

- Low-wage incumbents
- Unemployed individuals (to include long-term unemployed and those with barriers to employment)
- Recipients eligible for Temporary Assistance for Needy Families (TANF)
- Recipients eligible for Supplemental Nutrition Assistance Program (SNAP)
- Ex-offenders
- Youth and young adults

- Recipients eligible for Housing and Urban Development (HUD) subsidies
- Veterans
- Technical College students

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

With the goal of developing individualized programs that recognize each job seeker's unique needs, the CWDB's future plans in strategy development for targeted sectors will focus on helping individuals attain education and employment at the highest appropriate level as quickly as possible. In addition, meeting agendas will be expanded to include local employer partners that can provide information about and connections to other resources, grants, and employment trends, thus facilitating coordination among employment services inside the one-stop system. For example, in building a pipeline for the future workforce, a collection of manufacturing companies in Liberty County have formed the Liberty County Manufacturing Collaboration (LCMC) so as to concentrate on the advanced manufacturing sector. This group has developed a pre-apprenticeship rotational program with Liberty College & Career Academy and four major manufacturing companies. In another example, the Savannah-Chatham Area Transit Authority provides services along the Highway 80 Corridor, which has a high concentration of employers in manufacturing and logistics. Future plans to develop the transportation system are underway so as to improve accessibility to these employers. Another strategic priority is to design a delivery system of programs, services, and activities to meet the needs of all customers in the Coastal Workforce System. Strategic priorities for all counties have emphasized the need for a universal design for career readiness at the One-Stop job centers. Universal design strategies include marketing and outreach, service coordination, and communications among business service units in order to provide workforce professionals with concrete strategies to guide the CWDB and/or local strategic planning efforts.

DESCRIPTION OF THE ONE-STOP DELIVERY SYSTEM

Provide a description of the one-stop delivery system in the local area that includes the items detailed below.

The Workforce Innovation and Opportunity Act (WIOA) of 2014 reaffirms that the role of the customer-focused one-stop delivery system—a cornerstone of the public workforce investment system—is to enhance and increase the coordination among several key employment, education, and training programs to improve job seeker employability.²³ The CWDB is governed by the WIOA, which was reauthorized and signed in 2014, replacing the Workforce Investment Act (WIA) of 1998. The WIOA presents an extraordinary opportunity for the workforce system to accelerate its transformational efforts and demonstrate its ability to improve job and career options for our citizens through an integrated, job-driven public workforce system that links diverse talent to our nation’s businesses. It supports the development of strong, vibrant regional economies where businesses thrive and where people want to live and work.

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

The Coastal Workforce Development Board (CWDB) will ensure the continuous improvement of eligible providers of services through its comprehensive One-Stop delivery system and six job centers.

In order to become an eligible provider, all potential training providers in Region 12 must submit an application to the CWDB that includes specific performance and cost data for each program. If upon CWDB review the provider programs are approved and all requirements (such as accreditation) are met, the Board may approve the provider and submit the application to the Georgia Department of Economic Development-Workforce Division (GDEcD-WFD) for placement on the Eligible Training Provider List (ETPL). The performance of ETPL providers are shared with CWDB members at their regular meetings. Placement and performance information is reviewed by staff and reported regularly. Eligible providers are required to include standards that maximize the effectiveness of curriculums and instruction, and to prepare students for transition into the workforce. The ETPL, which is continuously updated, provides individuals with the most current information regarding a wide variety of training programs and occupational choices. Providers who are not meeting performance expectations, or are not providing the training in demand areas required, are removed from the local area’s list of training providers. Customers are also informed of training providers’ performance so as to ensure they select providers who can both train them in demand-employment areas and provide successful placement into employment.

²³ USDOL, ETA, *Federal Register*, “Workforce Innovation and Opportunity Act: Notice of Proposed Rulemaking,” Code of Federal Regulations (CFR), Title 20, Parts 601, 651, 652, et al., vol. 88, no. 73, April 16, 2015, retrieved from <https://www.gpo.gov/fdsys/pkg/FR-2015-04-16/pdf/2015-05530.pdf>.

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

Acting as the administrative entity and grant recipient, the CWDB will facilitate access by ensuring universal access to the comprehensive One-Stop and six job centers across the ten-county region. Local-area staffs connect employers, educators, WIOA customers, and partners on a daily basis. Plans to increase services and access for these key stakeholders include increased virtual access to technology that is already in place. For example, both the Georgia Work Ready Online Participant Portal data interface and Geographical Solutions facilitate the sharing of key workforce data between core partners. In addition, the CWDB will continue to support the existing and emerging regional partnerships for an integrated workforce system. The CWDB supports the deployment of an innovative approach to industry-sector modeling as a proven driver of employment and re-employment that aligns with the real demands of local businesses, resulting in long-term career success.

The strategically located job centers are both physical and electronic access points to resources and services that are crucial to providing relevant services to career/job seekers. WIOA pre-application forms, eligibility information, workshops, trainings, and customer satisfaction surveys are also available, both online and upon request. The CWDB anticipates hosting live and recorded streaming workshops and programs, including material that will allow job seekers to invest time in their professional development as their personal schedules allow. In short, the CWDB facilitates the services that the comprehensive One-Stop delivery system and job centers provide to adults, youth, and dislocated workers—along with any referrals to providers, as needed.

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

The term “individual with a disability” is defined in the current Section 188 regulations as an individual with “a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment.”

The One-Stop and job centers in the system are required to provide reasonable accommodation for individuals with disabilities so as to ensure equal access and opportunity. The term “reasonable accommodation” is defined in the current Section 188 regulations as “modifications or adjustments to an application/registration process that enables a qualified applicant/registrant with a disability to be considered for the aid, benefits, services, training, or employment that the qualified applicant/registrant desires”; or “modifications or adjustments that enable a qualified individual with a disability to perform the essential functions of a job, or receive aid, benefits, services, or training equal to that provided to qualified individuals without disabilities”; or “modifications or adjustments that enable a qualified individual with a disability to enjoy the same benefits and privileges of the aid, benefits, services,

training, or employment as are enjoyed by other similarly situated qualified individuals without disabilities.”²⁴

All CWDB one-stop centers, contractors, and admin staff are expected to meet the needs of customers by ensuring universal access to programs and activities for all eligible individuals. Universal access includes understanding local needs; marketing and outreach; involving community groups and schools; effecting collaboration, including partnerships and linkages; staff training; intake, registration, and orientation; assessments and screenings; and service delivery.

One the goals of the CWDB to achieve its strategic vision is to improve services to individuals with disabilities and other protected groups in order to increase access to high-quality workforce services and to prepare them for competitive integrated employment. CWDB plans to accomplish this goal by implementing the following service strategies and objectives:

- The CWDB will assess and consider the needs of the local population, including individuals with disabilities, in the design and delivery of services, including: developing appropriate intake procedures, screening devices, and comprehensive assessments, if necessary; determining the nature and mix of services and supports provided; and analyzing training-program needs for all personnel, core partners, and those agencies working out of the One-Stop system in order to accomplish the objectives of the program.
- The CWDB will bring together core program entities’ staff, key partner staff, and the business community to integrate services and supports, “blend” and “braid” funds, and leverage resources across multiple service delivery systems.
- The CWDB will create systemic change in service-delivery design and relevant programs by establishing partnerships, processes, policies, alternate assessments, and programs that better connect education, training, workforce, and supportive services to improve employment outcomes.
- CWDB will seek to include individuals with disabilities representing the full spectrum of physical, mental, cognitive, and sensory disabilities in all planning, including development of policies, manuals, and guidance.
- The CWDB will promote more active engagement with the business sector on order to identify the skills and support that workers with disabilities and other protected groups need, as well as to better communicate those needs to the core programs’ staff, other key partners, education and training providers, job seekers, and state decision-makers.
- The CWDB will continue to provide to individuals with disabilities physical and programmatic accessibility to all employment and training services.
- The CWDB will also assess the physical and programmatic accessibility of all its centers, as well as the facilities of all training vendors.
- The CWDB will work with its core program partner, Georgia Vocational Rehabilitation Agency (GVRA), to provide extensive pre-employment transition services to youth with disabilities so they can successfully obtain competitive integrated employment.
- The CWDB will improve the employment outcomes of individuals with disabilities—and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits—by refining and expanding services available through its local centers so as to better connect them to existing successful Career Pathways programs.

²⁴ USDOL, “Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide,” retrieved from <https://www.dol.gov/oasam/programs/crc/Section188Guide.pdf>.

- The CWDB will provide more diversified job-driven training opportunities, including work-based training approaches such as On-the-Job Training (OTJ), summer programs, Registered Apprenticeships (RA), internships, paid work experience, etc.
- CWDB's plans to develop marketing and recruitment material that mention services are available to individuals representing the full range of physical, mental, cognitive, and sensory disabilities; they will also include diverse images representing individuals with disabilities.
- The CWDB commits to increasing the number of individuals with disabilities and other protected groups who earn credentials—including high school diplomas, industry-recognized certificates, and two- and four-year postsecondary degrees—that enable them to compete for employment along a career pathway in targeted industries and in other high-demand and emerging occupations.
- CWDB will work towards presenting to community organizations, partner agencies, job seekers, and others explaining that individuals with challenges to employment, including individuals with disabilities, are encouraged to take advantage of the programs and services offered.
- The CWDB will ensure that cross-training between staff and community organizations is provided to facilitate the exchange of up-to-date information on available services, supports, resources, and critical disability-related employment topics, such as: interacting with job seekers with disabilities, disclosure issues, social security disability work incentives, the Americans with Disabilities Act (ADA) and other disability employment law, employer resources on hiring job seekers with disabilities, reasonable accommodations, and valuable community resources.

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

As defined by the WIOA, the one-stop partners' role is to ensure that its employment, education, and training programs are evidence-based and data-driven, as well as accountable to participants and the public. They establish a performance-accountability system that applies across the core programs by generally applying the primary indicators of performance: entry into unsubsidized employment at two points in time, median earnings, attainment of postsecondary credentials, measurable skill gains, and effectiveness in serving employers.²⁵ Other roles include, but are not limited to, the following:

- Fostering regional collaborations to meet the needs of regional economies, and promoting alignment of workforce development programs with regional economic development strategies to meet the needs of local and regional employers.
- Enhancing access to high-quality services through the network of the One-Stop system. The WIOA does the following: helps job seekers and employers acquire the services they need both in centers and online, clarifies the roles and responsibilities of the One-Stop partner programs, includes the TANF program as a required One-Stop partner (unless the Governor objects), requires competitive selection of One-Stop operators, and requires the use by the One-Stop system of a common one-stop delivery identifier or brand, to be developed by the Secretary of Labor.
- Improving services to individuals with disabilities. The WIOA stresses physical and programmatic accessibility, including the use of accessible technology to increase individuals with disabilities' access to high-quality workforce services.
- Making key investments for disconnected youth. The "WIOA emphasizes services to disconnected youth to prepare them for successful employment by requiring that a minimum of

²⁵ See note 25.

75% of youth formula program funds be used to help out-of-school youth (OSY), in contrast to the 30% required under the WIA.”²⁶

- Following on the previous entry: monitoring formula program funds to be used to help OSY. The WIOA increases OSY’s access to WIOA services, including pre-apprenticeship opportunities that result in registered apprenticeship. It adds a requirement that at least 20% of formula funds at the local level be used on work-based training activities such as summer jobs, On-the-Job training (OJT), and apprenticeships.
- Helping employers find workers with the necessary skills. For example, the WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven— matching employers with skilled individuals. The WIOA also require local boards to promote the use of industry and sector partnerships that include key stakeholders in an industry cluster or sector that work with public entities to identify and address the workforce needs of multiple employers.
- Additional resources available to potential entrepreneurs include no-cost or low-cost business development seminars and webinars offered by the Small Business Administration. To strengthen vocational skills needed to run their own business, some individuals may be provided financial assistance to pay for single non-degree classes such as a bookkeeping class at a technical college. Job seekers interested in WIOA-funded entrepreneurship training programs must choose the program of training from the state’s Eligible Training Provider List (ETPL).

The region’s workforce development resource contributions of the One-Stop partners include, but are not limited to, the education and training of core programs briefly described below.

- **WIOA Adult, Dislocated Worker, and Youth:** The WIOA provides for career and training services. The WIOA Adult & Dislocated Worker programs, in coordination with the Wagner-Peyser (WP) Employment Service (ES), are both the primary pieces of the One-Stop delivery system and the foundation of the workforce system. The One-Stop system provides universal access to career and training services to meet the diverse needs of all participants. The WIOA delivers enhanced access and flexibility for work-based training options, such as Registered Apprenticeships (RA), On-the-Job Training (OJT), Customized Training (CT), and Incumbent Worker Training (IWT). Training is supported through the state’s Eligible Training Provider List (ETPL), which identifies training providers with a proven capacity of securing quality employment outcomes for participants. Other types of career and training services offered include comprehensive and specialized skill assessments, literacy activities, career planning, and labor market information.
- **Wagner-Peyser Employment Services:** A critical role of this program is to identify potential matches between employers and job seekers. Employment Services staff work cooperatively and collaboratively with the Local Workforce Development Boards and Workforce Connection Centers to provide universal access to an integrated array to workers, job seekers, and employers, such as entry, review, and maintenance of job listings in the Georgia Portal, specialized assessment and testing of applicants, job search assistance, reemployment services to unemployment insurance claimants, labor market information, evaluation and assessment of knowledge, skills, and abilities, and referral to training and support services. The program’s service delivery approach includes self-service, facilitated self-help, and staff assisted services, and involves a number of other tools and resources.

²⁶ USDOL, ETA, *Federal Register*, “20 CFR Parts 603, 651, 652, et al., Workforce Innovation and Opportunity Act; Final Rule, retrieved from <https://www.doleta.gov/wioa/Docs/wioa-regs-labor-final-rule.pdf>.

- **Adult Education:** Adult Education programs provide opportunities for learning basic literacy skills; placement and retention in employment and workplace programs; obtaining a High School Equivalency (HSE); enrolling in postsecondary education programs; and English Learning Acquisition (ELA) and civics instruction. The Technical College System of Georgia (TCSG) delivers both GED and adult education. Referrals will be made to the appropriate technical college in the local area; GED preparation, online academics, and classroom instruction will be offered at the Savannah One-Stop, the Rincon job center, and the Hinesville job center.
 - The Technical College System of Georgia is the state’s primary mechanism for creating a job-driven education. TCSGs in the region—which include Savannah Technical College, which covers Chatham, Effingham, Bryan, Liberty, and Long Counties; Coastal Pines Technical College, which covers Camden, Glynn, and McIntosh Counties; and Ogeechee Technical College, which covers Bulloch and Screven Counties—are strategically placed to ensure individuals have access to a variety of in-demand training programs. It is essential that technical colleges be actively engaged in the education process so they can provide offerings suitable for workforce customers—many of whom will have academic and employment barriers—and are both in-demand and industry relevant
 - The CWDB has purchased Odysseyware, an academic-based software, which empowers teachers with unprecedented flexibility in customizing courses and the student learning experience. CWDB will use Odysseyware when there are gaps in services or where TCSGs cannot provide services. Teachers and administrators can alter the instructional sequence of courses, insert units, lessons, projects or quizzes from other Odysseyware courses; insert teacher-created, custom lessons; delete or skip lessons; and set individual course levels for each student. Both this course customization and the ability to adjust the instructional sequence of lessons and units ensures alignment between online and traditional curriculums and teacher-led instruction.
 - The University System of Georgia (USG) includes Savannah State University and the Savannah College of Art and Design (SCAD) in Chatham County, Georgia Southern University in Bulloch County, Armstrong State University in Chatham and Liberty Counties, and a Continuing Education Campus of the Georgia Institute of Technology (Georgia Tech’s satellite campus in Savannah).
- **Vocational Rehabilitation:** The Georgia Vocational Rehabilitation Agency (GVRA) serves individuals with all other disabilities. These programs provide guidance and counseling, transition services, job search and placement, and assistive technology and equipment, as well as other services tailored to the specific needs of their respective clients. Services to participants are individualized and are based on a comprehensive evaluation of the person’s strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. Service types range from medical, psychological, vocational evaluations, and counseling.

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

Ross Innovative Employment Solutions, a private for-profit organization, in response to a Request for Proposal (RFP) was awarded the One-Stop Operator contract under a competitive bid-procurement process according to Section 121(d)(2)(A) of the Workforce Innovation and Opportunity Act (WIOA) (WIOA, 2015, p. 20603), following all appropriate protocols. The contract began on 7/1/2015.

Submissions are submitted through the CWDB's fiscal agent, the City of Savannah's webpage supplier portal, and are received in accordance with the instructions detailed in the RFP for One-Stop Conditions. The CWDB submitted an RFP for the One-Stop Operator position; it was opened on 03/10/2015 at 5:00 PM and closed 04/21/2015 at 1:30 PM.²⁷ A pre-proposal conference was scheduled to discuss the scope of services/work and resolve any questions and/or misunderstandings, along with a pre-bid proposal meeting held on 03/25/2015 at 11:30 AM. All proposals received manually were delivered to the City's Purchasing Department—Third Floor, City Hall, 2 E. Bay St. Savannah, Georgia 31401; proposals received in the mail were sent to P.O. Box 1027, Savannah, Georgia 31402.

A cost-benefits analysis—along with financials and ability to meet the contract requirements, as well as additional criteria—are all part of the RFP evaluation process. The Selection Committee is made up of experts and leaders in workforce development who have direct knowledge and experience of issues facing Coastal Workforce Services' target client base. This independent review panel provides an objective review and assessment of all proposals. Proposals selected for funding are scored and ranked based upon the evaluation criteria outlined in the RFP. Priority may be given to those proposals that illustrate the most comprehensive range of services for a reasonable cost while also complying with established guidelines for achieving required performance measurements. Once the contract is tentatively awarded contract negotiations are initiated. The negotiations include financials, statement of work, and programming.

²⁷ Coastal Workforce Investment Board (CWIB), "Request for Proposal, Event 3062, #15-WIOA-01, One-Stop Operator," March 10, 2015, retrieved from www.bidnet.com/bneattachments?/344882079.pdf.

AWARDING SUB-GRANTS AND CONTRACTS

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

Under the City of Savannah's Purchasing Ordinance, the Coastal Workforce Development Board (CWDB)/Coastal Workforce Services (CWS) is required to follow the City's (fiscal agent) Purchasing Policies and Procedures. The competitive process used to award sub-grants and contracts under WIOA Title I is in conjunction with the City of Savannah Purchasing Department. A Request for Proposals (RFPs) solicitation for workforce development services is generally limited to purchases where the commodity or service is highly technical in nature or for items where there are no well-defined specifications. Under an RFP, proposers are provided a general description/explanation of the requirements of the user agency and are allowed to develop a proposal that best suits the user agency's needs.

The criteria for selecting the winning proposal is not based solely on price; it also includes factors such as a vendor's financial capacity, technical expertise, experience in the service or commodity being requested, facilities and support, ongoing training, and many other factors. The award criteria are listed in the RFP and may be evaluated by a committee of several individuals instrumental in developing the RFP. An RFP allows for a process of negotiating the conditions of an offer prior to contract execution. Contents of an RFP are not made available to the public until all negotiations have been made and an award has been issued. RFPs may also contain proprietary information about a patent or manufacturing process that must be kept as confidential information. Once the bids are scored by a Review Committee, a recommendation is made to the CWDB for discussion and approval. The Bidder/Service Provider is then notified, pending City Council approval, after which the Service Provider enters into contract negotiations with designated CWS staff. When an equitable agreement has been reached between both parties, a contract is finalized for execution.

EEO AND GRIEVANCE PROCEDURES

Briefly describe local procedures and staffing to address grievances and complaint resolution.

Individuals applying for or receiving services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by the Coastal Workforce Development Board (CWDB) will be treated fairly. If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Participants who believe they have been harmed by violation of either the Workforce Innovation or Opportunity Act or regulations of the program have the right to file a grievance. Grievances should be filed in accordance with the written procedures established by the CWDB.

Complaint Process

All complaints/grievances related to Workforce Innovation and Opportunity Act (WIOA) programs are to be filed within one year of the date of the event that gave rise to the grievance. Every attempt will be made to resolve the issue/complaint without escalating to a written grievance/complaint. If the issue is unable to be resolved to the individual's satisfaction, then a grievance should be submitted. All grievances shall be in writing and contain, to the extent practicable, the following information:

- The full name, address, and telephone number of the petitioner;
- The full name and address of the party against whom the grievance is made;
- A clear and concise statement of the facts, including the pertinent dates, constituting the alleged violation;
- The provision of the act, regulations, grant, contract, or other agreements under the act believed to have been violated;
- The relief requested; and
- The complainant's signature and date of signing.

CWS staff will provide a copy of the complaint to the WIOA Equal Opportunity (EO) Officer within forty-eight (48) hours of the filing. Provider staff should assist the complainant both in completing the written statement and in referring the CWDB Complaint form to the EO Officer.

Note that, though telephoned complaints cannot be accepted as formal grievances, they should nonetheless be documented.

A grievance will be considered to have been filed when the reviewing authority receives from the complainant a written statement, including the information specified above, that contains sufficient facts and arguments with which to evaluate the complaint.

A grievance may be rejected by the CWDB if:

- It lacks merit;
- It is determined that the petitioner fails to state an issue that is grieved;
- There is no relief that can be granted;
- The petitioner fails to comply with the procedures prescribed in this policy.

If a grievance is rejected, the CWDB will inform both the petitioner and respondent in writing of the reason(s) for rejection. The notification will be issued as soon as possible—or, at the latest, within sixty

(60) days from the date the grievance was filed—and will include the opportunity to appeal to the Georgia Department of Economic Development-Workforce Division.

For local grievances, a hearing shall be conducted within thirty (30) days from the date the grievance was filed; a decision must be rendered no later than sixty (60) days from the date the grievance was filed. For WIOA-related grievances, a local-level hearing shall be conducted. A local-level hearing is not required if the grievance can be resolved without a hearing or the petitioner withdraws the grievance.

If a hearing is to be conducted, the CWDB will provide written notice to both the petitioner and the respondent. The notice shall include the date, time, and place of the hearing and a description of the hearing process (including the opportunity for the parties to present evidence, ask questions, etc.). The notice of the hearing shall indicate the issues to be decided. Notice shall be given not less than ten (10) days prior to the scheduled hearing date.

If the complainant finds the local hearing decision unsatisfactory, or if the CWDB does not respond to the complainant within the sixty (60) days stipulated, the complainant will have the opportunity to file a request for review by the state using the WIOA Complaint Information Form available on www.georgia.org.

For state-level grievances, either an informal resolution or a hearing will take place within sixty (60) calendar days of the filing. If the state does not respond within the sixty (60) days or if either party wants to appeal the decision, the WIOA allows for a formal appeal to the U.S. Department of Labor (USDOL). Such federal appeals must be made within thirty (30) calendar days of the receipt of the local or state decision. The USDOL will make a final decision no later than 120 days after receiving a formal appeal. The USDOL will only investigate grievances and complaints arising through the established procedures. The WIOA does not allow for federal intervention until and unless the proper, formal above-named procedures have been followed.

Procedure for Filing Discrimination-Related Complaints

The CWDB is prohibited from discriminating on the grounds of race, color, religion, national origin, age, sex, disability, political affiliation, or belief. This prohibition concerns beneficiaries of or participation in programs funded under the Workforce Innovation and Opportunity Act (WIOA), in admission or access to, opportunity or treatment in, or employment in the administration of or in connection with, any WIOA-funded program or activity.

Participants who feel they have been subjected to discrimination under a WIOA-funded program or activity, they may file a complaint within 180 days from the date of the alleged violation. Complaints should be submitted to:

Sheron Morgan, Assistant Director/EO Officer
Coastal Workforce Services
601 East 66th Street-Suite #201
Savannah, GA 31405
Phone: (912) 351-6381

If participants elect to file their complaints with the Georgia Department of Economic Development-Workforce Division (GDEcD, WFD), they must wait until the CWDB issues a decision or until thirty (30) days have passed, whichever is sooner, before filing with GDEcD, WFD.

Georgia Department of Economic Development-Workforce Division (GDEcD-WFD) Discrimination Complaint Process

Every WIA/WIOA grantee, sub-recipient, contractor, or other WIA/WIOA conduit or recipient entity must notify customers, applicants, employees, and members of the public of their rights under the laws enforced by the USDOL Civil Rights Center (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 180 days of the alleged discrimination. The complainant has the right to be represented in the complaint process by an attorney or other representative. If the complainant chooses to file the discrimination complaint with the CWDB or WFD, then the CWDB or WFD has ninety (90) days in which to resolve the complaint and issue a written Notice of Final Action. Options for resolving the complaint must include Alternative Dispute Resolution (ADR), at the complainant's choice.

Complainants dissatisfied with the resolution of their complaints, whether at the state or local level, may file a new complaint with the CRC within thirty (30) days of the date on which they received the Notice of Final Action. If either WFD or the CWDB 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-day period—in other words, within 120 days of the date on which the original complaint was filed.

Further, the WFD will offer full cooperation with any local, state, or federal investigation in accordance with the aforementioned proceedings, or with any criminal investigation. Relevant contact information follows.

State Compliance Representatives at the Workforce Division:

David Dietrichs
Georgia Department of Economic
Development's Workforce Division
75 Fifth Street, NW
Atlanta, GA 30308
Email: ddietrichs@georgia.org
Phone: (404) 962-4136
Fax: (404) 876-1181

Ben Hames, Deputy Commissioner
Georgia Department of Economic
Development's Workforce Division
75 Fifth Street, NW
Atlanta, GA 30308
Email: bhames@georgia.org
Phone: (404) 962-4005
Fax: (404) 876-1181

Compliance Representatives at the U.S. Department of Labor:

Director, Civil Rights Center (CRC),
U.S. Department of Labor
200 Constitution Ave, NW, Suite N-4123
Washington, DC 20210

Those submitting can use the form found at: <http://www.dol.gov/oasam/programs/crc/DL1-2014A-Rev-April-2011.pdf>. Those with Hearing Impairments may contact the Georgia Relay Center at (800) 255-0056 or by dialing 711.

Suspected Fraud, Abuse, or Other Alleged Criminal Activity

Any concerns regarding suspected fraud, abuse, or other alleged criminal activity should be directed to the Georgia Office of Inspector General via phone: (866) 435-7644 or email: inspector.general@oig.ga.gov.

LOCAL BOARDS AND PLAN DEVELOPMENT

LOCAL BOARDS

Provide a description of the local board that includes the components listed below.

The Workforce Innovation and Opportunity Act (WIOA) is landmark legislation strategically designed to strengthen public workforce systems across the United States in putting people to work, especially those with significant barriers to employment. WIOA designates there must be programs to provide coordinated, comprehensive services in four main categories: adult, dislocated workers and youth programs; Adult Education & Family Literacy Act program; the Wagner-Peyser Employment Service program; and Vocational Rehabilitation program.²⁸

The Coastal Workforce Development Board (CWDB) was created in July 2000 under the Workforce Investment Act (WIA, 1998) as one of twenty (20) designated service delivery areas throughout Georgia—Region 12—working to improve the unemployment and economy of each area. Now governed by the 2015 Workforce Innovation and Opportunity Act (WIOA), the CWDB seizes upon requirements within WIOA as an unprecedented opportunity to improve employability in Savannah—while simultaneously boosting the state’s economy.

The CWDB, which covers ten-counties offers a comprehensive One-Stop center in addition to six job centers. All seven sites form a regional collaboration with programs that are aligned with WIOA to connect businesses with qualified candidates and to promote relevant work-based training. The CWDB is tasked with building a strong and viable workforce development system to stimulate unprecedented growth; it is also responsible for the implementation of WIOA programs and county workforce development services within Region 12. The CWDB is composed of members from the public and private sectors, as is stipulated in the Opportunity Act. The Board meets every other month to consider policy and fiscal items.²⁹

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

It is the duty of the Chief Elected Official (CLEO) to appoint members to fill all vacancies. In accordance with § 679.320 (g) (1) through (3), those considered for board memberships must be first nominated by designated organizations. All selections must be consistent with criteria established under WIOA Sec. 107 (b), established by the Governor. A position on the CWDB is considered vacant in any of three circumstances: on the date the term expires, once a member has been deemed ineligible, or when a member is removed, resigns, or dies. The CWDB consists of twenty-five (25) members, including 13 private business owners. As all board members possess optimum policy-making or hiring authority, they are an excellent resource for aligning services, identifying business needs, and assisting the staff in ensuring policies are effective.

²⁸ See note 25.

²⁹ CWDB, “Coastal Workforce Investment Board,” 2010, retrieved from www.coastalworkforceservices.org/coastal-workforce-investment-m.

An individual may be appointed as a representative of more than one entity if the individual meets all the criteria for representation, including the criteria described in paragraphs (C) through (G) of § 679.320. Nominations for such appointments are based on the community sector represented (e.g., business, education, labor), and originate from various applicable sources, such as current board members, community partners, local chambers of commerce, educational agencies, labor organizations, and the general public.

As noted above, all candidates must be nominated by the local elected officials of the county they represent prior to being considered by the CLEO and the CWDB.

A nomination is made by submitting to the CLEO a completed Local Area Nomination Form along with the nominee's résumé (optional) and any other supporting documentation, such as a nomination letter. Once a nominee has been approved, the CLEO sends the nominee a letter officially notifying them of their appointment to the Board.

If, after a reasonable effort, the CLEO is unable to appoint board members as outlined above, the Governor may assist in the process.

The term limit for all board members is three years. Term limits will be staggered so that a majority of the terms do not end in any given year. The terms of all members may be staggered at the discretion of the CLEO to ensure no disruption of operations of the Board.

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

Once a board member is officially selected by the CLEO, an orientation session is scheduled. The orientation session is facilitated by senior members of the CWDB staff and covers the following:

1. Brief overview of the U.S. workforce development system
2. Flow of WIOA funding
3. Local elected officials/fiscal agent
4. Overview of the intent for WIOA
5. History and board structure
6. Committee structure and roles
7. Staff
8. WIOA services: Business Services, Job Seeker Services, and Youth Services
9. Data systems
10. Performance & outcomes
11. Q & A

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

The U.S. Departments of Labor and Education signed WIOA into law on July 22, 2014, with a joint purpose: 1) to help job seekers access the employment, education, training, and support services they need to succeed in the labor market; and 2) to match employers with the skilled workers they need to

compete in the global economy.³⁰ Based upon this operating guidance, the Coastal Workforce Development Board (CWDB) coordinates the workforce development activities amongst its ten-county region both by promoting the alignment of its centers and education entities and by improving the quality of participants in WIOA programming. Therefore, one of the primary roles of the CWDB is to provide broad vision and leadership as well as coordination of economic development and workforce programs for the ten-county workforce development system (i.e., Bryan County, Bulloch County, Camden County, Chatham County, Effingham County, Glynn County, Liberty County, Long County, McIntosh County, and Screven County). The CWDB continues to coordinate and participate in partnerships that horizontally align with business, such as organized labor, community organizations, economic development practices, and education that enhances the economic viability of the region.

In the state of Georgia economic development and workforce agencies are combined; this further reflect the close connection between the economic development strategies of the state and the CWDB's local plan for a WIOA-compliant workforce development system. It is the role of both agencies on the local level to form partnerships and align its services. For example, while the CWDB's board composition includes "a majority of business representatives, who are appointed from among individuals nominated by state business organizations and business trade associations,"³¹ the board also has two (2) members who represent economic development. The Chatham County Business Retention Action Team (BRAT) is a county affiliate with over eleven (11) organizations, including several local economic development agencies. The overall goal is to share information and resources, as well as to provide assistance in serving businesses more comprehensively, effectively, and efficiently—thus enabling them to improve their economies.

The CWDB also coordinates with government agencies, such as human services, education systems (e.g., public school systems, community colleges, and universities), unions, and industry and trade associations. Key to success is the flexibility in how the CWDB coordinates its efforts with other agencies and organizations. While economic development agencies are not a required partner for the workforce system, they are vitally involved in the CWDB's strategic planning efforts, providing critical information toward exploring sector strategies for added value when acquiring other partnerships in future industry trends. The CWDB is further charged with ensuring that the comprehensive One-Stop and six job centers are both business/customer-focused and outcome-based, with the placement of job seekers who meet businesses' hiring needs being a high priority. Because the CWDB maintains effective workforce development systems, it has enabled many quality connections, matching employers' specific needs with those seeking gainful employment.

³⁰ The U.S. Departments of Labor & Education, "TEGL No. 27-14," April 15, 2015, http://wdr.doleta.gov/directives/corr_doc.cfm?docn=7158.

³¹ Ibid.

The CWDB strives to create a demand-driven workforce system that:

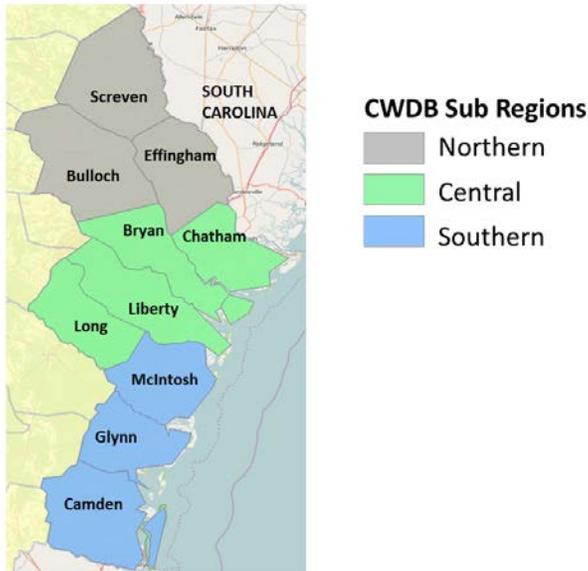
- Convenes and facilitates industry-led partnerships that strategically and operationally align the workforce development system and the technical college system to support regional economic growth
- Helps close skills gaps by ensuring job seekers gain the soft skills and credentials that employers require for jobs in demand now as well as those moving forward
- Promotes career pathways from educational, training, and workplace learning options toward employment by executing innovative services and programs
- Breaks down barriers to accessing job-driven training for the underemployed, those of low income, and those with significant barriers, especially for vulnerable populations like youth, the long-term unemployed, veterans, women, and groups not traditionally represented in growing industries and occupations
- Uses data to create and implement program design, accountability, and improvement, as well as to measure and evaluate employment outcomes

The CWDB is confident improved performance in placement and employer satisfaction will be obtained because of its focus on system strategies, improvement, and innovation; its data-driven decision making; its technical assistance and capacity building; the establishment and coordination of partnerships and collaborations; and the continued refinement of its policies and processes; as well as by providing clear and descriptive business analysis, board alignment, and purposeful implementation of services.

The CWDB considers employers to be the customers of the workforce development system. Therefore, it is the responsibility of the CWDB to completely understand the skill needs of these employers within the region, to identify the gaps between these needs and the current workforce and future trends, and to work to close these gaps. Without knowledge of these gaps and the ability to efficiently and effectively deploy resources to close them, the work of preparing the job seekers in this region will lack clarity and focus. As a result, the CWDB recognizes the job seekers to be the deliverables of the workforce development system. Therefore, it is the responsibility of the CWDB to ensure that employers have access to a qualified workforce that is ready, willing, and able to meet its needs. The job seeker is the one tangible output of the workforce development system; it is the quality of that seeker that ultimately gauges the CWDB's overall performance in ensuring improved employment outcomes.

In short, the CWDB is a demand-driven workforce development organization that is cognizant of the employers' needs. But even more importantly, the CWDB also works both to shape job seekers into employees who fit those needs and to bring the job-ready worker to the job market. Skilled labor is a key regional economic factor. Sufficient supply of such expertise calls for a diverse applicant pool derived from many sources, including the underemployed, unemployed, adult/youth/dislocated workers, degreed professionals, and recent graduates. Thanks to the efficacy and accessibility of the CWDB's workforce development services, all job seekers can become a qualified employee; and thanks to the CWDB's effective procedures, employers can be readily matched with qualified hires.

To ensure that Region 12 is appropriately served and represented, the CWDB has divided it into three subregions; each subregion is served by a member of the CWDB Business Services Unit. The subregions are:



South subregion: Camden, Glynn, and McIntosh
Central subregion: Long, Liberty, Bryan, and Chatham
Northern subregion: Bulloch, Effingham, and Screven

The CWDB’s Business Services Representatives work with employers to create a tailored approach to addressing their workforce needs. They offer business customers a full range of services designed to assist in the development and retention of a quality workforce. And as the representatives have access to an extensive talent pool, they assist businesses in finding quality candidates that match all employment needs. The CWDB’s comprehensive One-Stop and six job centers offer a wide range of Human Resource services, such as job-description development, wage research, recruitment, and pre-hire assessments; they also host job fairs and special events in order to attract candidates. Through a variety of state and federal programs, the CWDB is able to provide a number of training options to help businesses develop a trained, skilled, and educated workforce. For example, training that focuses on unique technical labor needs include, but is not limited to, On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training (CT), Work Experience (WeX), Layoff Aversion, Registered Apprenticeship (RA), Data Systems, Virtual OneStop System (VOS), Career Coaches and G*Stars all of which are described below. The combination of community partnerships and the regional university and technical college system offers the most complete solutions to ensure participants are qualified to fulfill employers’ needs.

WIOA-Funded Business Services Activities

On-the-Job training (OJT): OJT provides reimbursements to employers to help compensate for the costs associated with both training newly hired employees and the interim loss of production. Employers may receive up to 50% of the wage rate.

Incumbent Worker Training (IWT): IWT provides funding assistance to companies to provide skills training or to upgrade temporary and/or part-time employees to full-time, permanent employees. IWT can be used to help avert potential layoffs, to increase the skill level of employees so they can be promoted within the company, or to create backfill opportunities. Companies will receive the funding assistance needed to meet the demands of the rapidly changing economy, and the employees will receive the training necessary to upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for promotion and wage increases. Employers may receive up to a 90% tuition reimbursement.

Customized Training (CT): Employers often encounter skill gaps in their workforce, as well as difficult-to-fill positions. CT provides job seekers with technical and skill training that is tailored to the specific requirements of the employers in their area, thus augmenting the region's talent pool.

Work Experience (WeX): All participants placed at a work site have received training regarding workplace expectations, whether in a classroom setting or one-on-one. This work-based training, WeX, is tailored to the employer's needs. The CWDB can also provide background checks, drug screens, or additional employer-specific assessments. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the employer and participant in maintaining a positive work experience through the duration of the assignment. Note that, unlike with OJT, with WeX there is no employer commitment to hire the participant.

Layoff Aversion: Employers can take advantage of resources within the Layoff Aversion program so as to retain current employees. In particular, if a layoff occurs as the result of the retooling or upgrading of equipment, Layoff Aversion strategies can help upgrade the skills of the current workforce, which reduces the cost of replacing those employees. These strategies enable companies to invest in their workforce, increase production levels, and reduce administrative costs associated with turnover.

Registered Apprenticeships (RA): RA is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business. There are currently more than 1,000 occupations—including careers in health care, information technology, transportation, and energy—in which apprenticeship is used to meet business needs for qualified workers. RA aligns perfectly with sector strategies, industry partnerships, and other investments in meeting the needs of the business community.

Data Systems: CWDB uses innovative labor market software that aggregates and integrates data from over ninety (90) state, federal, and private sources; as such it offers the most in-depth and current data available. This software provides the following:

- Industry Cluster Analysis helps to identify the region's workforce and industry strengths, resulting in better understanding of what makes a region competitive.
- Business Engagement leverages in-depth knowledge of a region's key industries so as to target local business partners.
- Identifying In-Demand Jobs uses a data-driven approach to identify which industries and occupations are most critical to a region, as well as the role they play in their economy.
- Program Development better aligns local training with regional workforce needs.

- Impact Analysis increases understanding of the impact that local businesses or the Local Workforce Development Area (LWDA) have on the regional economy.
- Career Pathways, Planning, and Skills identifies local employers' skills needs, especially those skills transferable among different occupations.
- Real-Time Data Analysis efficiently identifies current local job openings, including the skills needed in each post.

The Virtual OneStop System provides integrated services via the Internet for individuals, employers, training providers, workforce staff, and one-stop partners.

- Virtual OneStop provides job seekers with an online system for posting résumés and connecting with employers; career tools allowing them to effectively find jobs that match their skill set, values, and interests; and user-friendly options for accessing the local labor market.
- With its state-of-the-art interface, Virtual OneStop allows employers to directly—or through the comprehensive One-Stop and six job centers' staff—provide assistance, post job orders, research, and find qualified candidates for their talent pool.
- Virtual OneStop provides comprehensive information on education, training programs, and financial aid.
- Virtual OneStop provides automated case management and financial tracking tools for One-Stops and their job centers.
- Virtual One-Stop provides efficient management of federal workforce programs, including the Workforce Investment Act, the Wagner-Peyser Act, and Trade Adjustment Assistance.
- Virtual OneStop offers direct state and federal reporting for real-time analyses.

In the fall of 2016, the Coastal Workforce Services website (www.coastalworkforceservices.org) will present a number of local career opportunities, along with the regional education and training. Job seekers will see a solid connection between the programs available to them and the real-world outcomes they can achieve. Career Coach will provide data regarding:

- Analytics: statistics regarding which careers and degrees students seek the most
- Employment: figures of the total jobs and annual openings by occupation for the region's current workforce
- Earnings: the earning potential down a specific career path
- Job Postings: current postings matched to specific careers
- System Alignment: digitally connection of the regional workforce system with economic development, career pathways, education, and employment

G*Stars software tracks and analyzes the data regarding individual job seekers within the system, including knowledge, skills, and abilities, as well as what types of One-Stop Job Centers services they have utilized. The traffic data that the system tracks identifies staffing needs and valuable training opportunities, such as public workshops. G*Stars will be implemented winter of 2017.

The CWDB has identified its region's four (4) main high-growth, high-demand industries: Healthcare, Manufacturing, Logistics and Warehousing, and Hospitality. By engaging with local employers, the CWDB can provide direct sector-based information on jobs in-demand, skill sets required, training program requirements, and candidate assessment factors—all to improve the successful transition *from*

training to employment. In order to create sector strategies for the region, the four priority sectors undergo a three-phased process.

1. **Commitment to Sector Strategies:** The CWDB will identify sector employers, partners, and additional resources; engage employer supporters; and secure sector engagement from employers.
2. **Establishment of System Partnerships:** CWDB will convene employers in each sector to provide industry and occupation data on various workforce issues, including recruitment and training issues related to identifying skills gaps. These partnerships will provide more meaningful occupational data, which will lead to better outcomes for both employers and job seekers.
3. **Recruitment and Training:** It is essential that all training programs address the industry and occupational requirements and standards of the major employers in the region. To that end, the CWDB will use the industry and occupational data gained from employers to identify skill gaps within each sector. Then, asset mapping will determine whether training is available in the local area to address those skill gaps. Should deficits in training programs be identified, employers and regional educational and training providers can work together to develop training programs to meet the specific knowledge, skill, and ability requirements of the sector.

Describe how local board members are kept engaged and informed.

Strategic planning meetings, various online communications systems, and economic development reporting all keep local board members engaged and continually informed. For example, a yearly calendar is provided so that members can schedule their attendance in advance. Important events, outcomes, or updates from the state are communicated through email or the committee system. Board members are encouraged to join and participate in a committee that both serves to further educate them on the local workforce system and allows them to provide guidance and direction for the day-to-day functions of the workforce system.

LOCAL BOARD COMMITTEES

Provide a description of board committees and their functions.

The Coastal Workforce Development Board (CWDB) considers its membership to be leaders of the communities they serve; those leaders have demonstrated experience and expertise in developing and implementing workforce-development core program functions. As a result, the committees and/or ad hoc subcommittees communicate the Board's vision and report on best practices to meet WIOA standards and conduct the required functions of the CWDB. Committee specifics include, but are not limited to, the following:

The Executive Committee is composed of the Chair, Vice-Chair, Chair of the Youth Committee, and no more than eight (8) members of the Board. The Executive Committee monitors and guides the administrative management of the Board. The Executive Committee will also act on the Board's behalf when the Board is not meeting. Any Executive Committee meeting in which any official business, policy, or public matter is formulated, presented, discussed, or voted upon by the committee shall adhere to the requirements of the Georgia Open Meetings Act. The Executive Committee shall act on behalf of the Board when quorums are not established at Board meetings. When the Executive Board acts on behalf of the Board due to a lack of quorum, the actions taken by the Executive Committee shall be considered the official acts of the Board. Any actions taken by the Executive Committee shall be immediately enforceable and will remain enforceable until such time as the action loses the Board's endorsement.

The Youth Committee provides information and assists with planning, operational oversight, and other issues relating to the provision of services to youth. The Youth Committee Members shall include: a member of the CWDB, who chairs the Youth Committee; members of community-based organizations who have demonstrated success in serving eligible youth; as well as other individuals with appropriate expertise and experience who are not members of the CWDB. Since the Youth Committee reflects the needs of the local area, members may represent the agencies of education, training, health, mental health, housing, public assistance, and justice—or be representatives of philanthropic or economic and community development organizations and employers. The Youth Committee may also include parents, participants, and youth [WIOA sec. 129 (c)(3)(C)]. The Youth Committee members may be voting members of the committee, but they are non-voting members of the CWDB.

The Economic and Workforce Alignment Committee (EWA) oversees all individualized intensive training services, including the recommendation for approval of specific training programs to be added to the statewide Eligible Training Provider List (ETPL); it also assesses each program's performance. In addition, the committee gathers local labor market information, identifies local employment trends, and ensures that the training services available are adequate to meet the needs of both employers and job seekers.

The Public Relations Committee oversees the development and implementation of the one-stop delivery system. It also develops and administers the Memorandum of Understanding (MOU) and Resource Sharing Agreement (RSA) for the selected partners, and oversees the effectiveness of service delivery in the workforce region. The Committee also provides oversight in the preparation of marketing to promote the services provided to the region's customers. In addition, the Committee develops strategies to improve both information materials and universal access to those materials so as to effectively communicate the Board's mission and services to the public and designated service providers.

Additional Ad Hoc Committees and Task Forces: The Chair may designate ad hoc committees or taskforces as needed. Ad hoc committees/taskforces may invite additional, non-voting members to the committee to provide needed expertise. The purpose of ad hoc committees and/or task forces is to develop work plans around specific issue-driven goals and measures. The Chair will clearly designate to any ad hoc committee the precise scope and time frame of its work. The committees are to be formed only when needed to accomplish specific work, and will disband when the work is completed. Ad hoc committees and taskforces are authorized only to make recommendations to the Board or Executive Committee; one exception is when an ad hoc committee has been delegated authority to take final action by resolution of the Board or Executive Committee. Such delegation of authority shall be by motion and vote approved by the Board or Executive Committee. The responsibilities of ad hoc committees and taskforces are to:

- Develop work plans to achieve Board-assigned goals and measures
- Periodically report to the Board on progress of work plans
- Support planning- and performance-related activities as required by WIOA.

PLAN DEVELOPMENT

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

The Coastal Workforce Development Board's local plan was developed in whole or in part by core partners, employers, providers, state and local government bodies, economic development interest groups and consultants, board members, and community outreach representatives. Guidance in serving workforce development populations and active participation of the U.S. Departments of Labor and Education were vital to the CWDB's success as an effective operating board. Other processes and activities used for the creation of this plan include, but are not limited to, WIOA governance,³² and the following:

- Meet the required functions of local workforce boards, as defined and required by the Workforce Innovation and Opportunity Act (WIOA) Section 107(d)³³
- Conduct a workforce research and regional labor market analysis that includes state, federal, and local workforce representatives to assist in the development and implementation of the local plan
- Conduct other research, data collection, and analyses related to the workforce needs of the regional economy as CWDB determines to be necessary to carry out its functions—*after receiving input from a wide array of stakeholders.*
- Convene, broker, and leverage system stakeholders to develop the local plan, as well as identify expertise and resources to support workforce development activities.
- Facilitate employer engagement with other entities so as to: promote business representation on the Board, support the utilization of the workforce system and workforce investment activities, meet business needs, support economic growth, and develop/implement proven and promising strategies to both meet the skill needs and expand employment and career advancement in in-demand industry sectors/occupations
- Spearhead the implementation of secondary and postsecondary educational institutions to ensure they provide training for specific career pathways
- Lead efforts to identify and promote proven, promising strategies for meeting the needs of employers, workers, and job seekers, including individuals with barriers to employment
- Develop strategies to use technology to maximize the accessibility and effectiveness of the CWDB's workforce development systems
- Conduct program oversight of adult, dislocated worker, and youth employment and training activities inside the comprehensive One-Stop and six job centers
- Negotiate collaborative agreements on regional and local performance with the Chief Local Elected Officials (CLEO) and the Governor.

³² See note 25.

³³ Ibid.

- Select a One-Stop Operator to in turn select eligible providers of both the CWDB's education and training services and provider career services
- Coordinate the activities concerning adult education and literacy, the Carl D. Perkins Career and Technical Education Act, and the Rehabilitation Act
- Develop a budget for the local board consistent with the local plan and the duties of the local board, subject to the approval of both the CLEO.
- Annually assess the physical and programmatic accessibility of the comprehensive One-Stop and smaller job centers in the ten-county region

The CWDB's process for public comment aligns with the WIOA requirements. The plan will be posted to the CWDB's website for thirty (30) days for the public to post comments, address any questions or issues. After the thirty days of public comment the final plan including public comments will be delivered to GDEcD-WFD.

SERVICE DELIVERY AND TRAINING

EXPANDING SERVICE TO ELIGIBLE INDIVIDUALS

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

The CWDB's membership is made up of local businesses, adult and youth service providers, non-profit organizations, community advocates, and representatives of organization labor; together, they carry out the core program functions and programs of the Workforce Innovation and Opportunity Act (WIOA). More importantly, both the Georgia Department of Labor and the Georgia Vocational Rehabilitation Agency (GVRA) have been and continue to be pivotal players in the CWDB's workforce development efforts.³⁴ Other major players—such as the Department of Human Services (e.g., Temporary Assistance for Needy Families [TANF] and Supplemental Nutrition Assistance Program [SNAP]), along with its divisions and departments, as well as the Georgia Family Connection Partnership—help to expand services that promote both the self-sufficiency and the employability of Savannah's residents. These programs and referral service systems particularly work to minimize the obstacles experienced by the WIOA-eligible individuals who already encounter considerable barriers to employment or hardships in obtaining work.

The CWDB will expand its access to employment, training, education, and supportive services by identifying creative and non-traditional marketing strategies to engage both the public and new partners. Partners include, but are not limited to, the Army Career Alumni Program (ACAP), the Army 3rd Infantry Division Transition Center, Armstrong State University, Bulloch County Economic Development Authority, Coastal Pines Technical College, Experience Works, Job Corps, Local Union 188, Paxen Learning Corporation, Savannah Area Chamber of Commerce, Savannah Economic Development Authority, Technical College System of Georgia and United Way of the Coastal Empire.³⁵ The CWDB provides critical real-time information assessments of the needs within the ten-county region; as such, it is able to develop strategies to improve local economies and facilitate career pathways and co-enrollment into core programs that are offered.

The Career Pathways model links progressive levels of education, training, credentials, and support services for specific occupations in a way that optimizes the progress and success of individuals with varying levels of abilities and needs. This approach helps individuals with different levels of skills and experiences earn industry credentials, remain engaged in education and employment, and achieve self-sufficiency. Career Pathways consists of a partnership among technical colleges, primary and secondary schools, workforce and economic development agencies, employers, labor groups, and social service providers.

The CWDB will continue to strengthen existing partnerships and create new partnerships to help adults, youth, and dislocated workers recover from the economic recessions of the past few years, which have adversely impacted Georgia's economies. Efforts to improve the job market will require the following:

³⁴ CWDB Coastal Workforce Services Business Plan, Area 20/Region 12, page 92, supplied by client.

³⁵ One-Stop Career Center, "CWIB Partners," retrieved from www.coastalworkforceservices.org/partners.

- Increasing the focus on serving the most vulnerable workers—namely, low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success. The CWDB will establish a referral system from the Georgia Division of Family and Children Services (DFCS) aimed at connecting Temporary Assistance for Needy Families (TANF) recipients with the workforce system. TANF is a core partner and will be provided space in the One-Stop center so as to meet with active participants and be a resource for individuals seeking cash assistance. The CWDB will also provide orientations on-site at the local DFCS offices.
- Expanding education and training options to help job seekers access good jobs and advance their careers. In the past, services were denied to individuals who tested below the ninth-grade level. The CWDB will offer in-house General Educational Development (GED) and credit recovery services, as well as links to adult education, pre-vocational training, and assessment services provided by the Georgia Vocational Rehabilitation Agency (GVRA). The CWDB has also partnered with Goodwill Industries of the Coastal Empire to provide a transitional jobs program—through Work Experience (WeX) activity—that helps job seekers with little to no job experience gain the skills needed to find self-sufficient employment. Both the GVRA and Goodwill will also assist the CWDB and providers in assessing and diagnosing individuals with learning disabilities and connecting them with the appropriate training and/or work placements.
- Improving the employability of disadvantaged and unemployed adults and youth through Earn While You Learn supportive services (e.g., funding for childcare, transportation, and education) and effective employment-based activities (e.g., On-the-Job Training, apprenticeships, and job placements). Low-income individuals who receive support services and job-driven training are able to attend WIOA-funded education and training, increasing their chances of hire.

DESCRIPTION OF SERVICE TO ADULTS AND DISLOCATED WORKERS

Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Exponential growth has caused the appointment of the Coastal Workforce Development Board (CWDB) to facilitate its adult and dislocated worker employment and training activities through its comprehensive One-Stop and six job centers. This design prepares job seekers for the labor force, whether reengaging after previously dropping out or entering for the first time. Issues of unemployment and employment disparities throughout the ten-county region provide the impetus for the CWDB's strategic focus for its local workforce development system.

The CWDB activities that benefit adults and dislocated workers include, but are not limited to, the following:

- Provide WIOA guidance and technical assistance to partners that implement workforce development strategic plans, work-based training plans, and employment placements
- Ensure that the CWDB is fiscal responsible and accountable in the management of federal funding
- Create innovative programs that are designed to meet the needs of employers and develop strategies for effectively preparing job seekers for work
- Refer those eligible to Adult Literacy, Basic Skills, and GED Preparation services.
- Revitalize the purpose of One-Stop and Job Centers and diversify the economy by both developing action plans and identifying new training programs within workforce development systems—all to improve job seeker employability and increase job placements
- Monitor the target industries and high-demand sectors within the ten-county region for concentration and industry trends so as to both grow Region 12 available assets and ensure vision alignment
- Create a coordinated, comprehensive, and uniform work-based program for On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Skills Training (CST), and Registered Apprenticeship (RA):
 - OJT provides a wage subsidy to employers—up to 50% and for up to ninety (90) days—for participants of the WIOA program.
 - IWT is used to avert potential layoffs by increasing employee skills for promotion within the company. Up to 20% of adult and dislocated worker funds to IWT.
 - CST is designed to meet the specific requirements of employers; training is conducted with the expectation that those who successfully complete the program will be hired.
 - RA is utilized for job seekers in Career Pathway programs and as a job-driven strategy for employers and in-demand industries.

The CWDB's expanded career and training services are provided through the comprehensive One-Stop and six job centers. They include, but are not limited to, the following:

- Eligibility Determination for funding and services
- Outreach, intake and orientation to the information and services available through the American workforce delivery system

- Initial assessment of skill levels (e.g., literacy, numeracy, and proficiency in the English language), aptitudes, abilities (e.g., skills gaps), and supportive service needs
- Job search and placement assistance and, in appropriate cases, career counseling, including—
 - Information on in-demand industry sectors and occupations, as well as non-traditional employment;
 - Appropriate recruitment and other business services on behalf of employers;
 - Referrals to and coordination of activities with partner programs and services;
 - Workforce and labor market employment statistics information, which includes: job vacancy listings; job skills necessary for job openings; and information on local in-demand occupations; and the earnings, skill requirements, and opportunities for advancement within those career pathways— plus;
 - Performance information and program cost information on eligible providers of training;
 - Information usable by and understandable to One-Stop and six job centers—regarding how the local area is performing on the local performance accountability measures;
 - Information usable by and understandable One-Stop and six job centers —relating to the availability of supportive services or assistance, provided by partners;
 - Referrals to supportive services or other needed assistance;
 - Information and assistance regarding filing claims for unemployment compensation;
 - Information and assistance regarding establishing eligibility for financial aid assistance for training and education programs.

Additional services are offered, if needed, in order for an individual to obtain or retain employment, including:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools, as well as in-depth interviewing and evaluation so as to identify employment barriers and appropriate employment goals;
- Development of an Individual Employment Plan (IEP) with which to identify employment goals and appropriate achievement objectives, as well as the appropriate combination of services for the participant to achieve those employment goals, including information on eligible providers of training services and career pathways;
- Group and Individual counseling;
- Career planning;
- Short-term pre-vocational services—including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct—so as to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; or
- English-language acquisition and integrated education and training programs; and
- Follow-up services—including counseling regarding the workplace—for participants in Workforce Innovation and Opportunity Activities authorized under this subtitle who are placed in unsubsidized employment for not less than twelve (12) months after the first day of the employment, as appropriate.

DESCRIPTION OF RAPID RESPONSE SERVICES

Provide a description of how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

The federal Worker Adjustment and Retraining Notification Act (WARN), enacted by the U.S. Congress, alerts city managers to offer protection to workers, their families, and communities by requiring employers to provide notice—to the affected workers and the appropriate unit of local government—sixty (60) days in advance of closings and mass layoffs.³⁶ This applies to both hourly and salaried employees, managerial and supervisory employees, except employees who worked less than six (6) months in a twelve-month period or employees who work less than twenty (20) hours per week. Employers are advised to follow WARN reporting requirements and provide written notice to dislocated workers and elected officials of the community where the layoff or closure will occur, as well as to submit Layoff and Closing notifications to WARN via the online portal

The Coastal Workforce Development Board (CWDB) operates in accordance with the U.S. Department of Labor, Employment and Training Administration, to offer support and guidance to employers about WARN regulations (20 CFR Part 639). The CWDB recognizes that Rapid Response is a gateway to the workforce system for both dislocated workers and employers and is a component of a demand-driven system. The central purpose of Rapid Response is to help laid-off workers quickly transition to new employment. The CWDB's Rapid Response acts as both a provider of direct reemployment services and as a facilitator of additional services and resources. The comprehensive One-Stop and six job centers takes an ongoing approach to planning, identifying, and responding to layoffs, as well as to preventing or minimizing their impacts whenever possible. To ensure high quality and maximum effectiveness, Rapid Response strategies include: informational and direct reemployment services for workers; convening, facilitating, and brokering connections, networks, and partners; and solutions for businesses in transition, growth, and decline.

Rapid Response usually involves layoffs of twenty-five (25) or more employees in the service area. Once an employer provides notice of impending layoffs, Rapid Response Unit meets with them to obtain company-specific layoff information, worker-supplied descriptions of the supportive services available to them, labor market information, and contact persons for follow-up and questions regarding layoff-aversion efforts. Also, referrals are made to the appropriate social service agencies, training providers, educational institutions, and economic development agencies. WARN alerts are also communicated to other local partners, such as elected officials and service providers, regarding the possibility of a mass-dislocation event happening in an area. In situations whereby the actual size of the dislocation is uncertain, state Rapid Response Teams will investigate and make a determination as to the size and scope of the potential layoff event. If information about a dislocation is received by the CWDB within any of the ten-county regions in confidence, staff will alert the state's Rapid Response Team no later than when the potential layoff turns into an actual dislocation event. Even in a "confidential" layoff, the comprehensive One-Stop and six job centers throughout the ten-county region encourage the employers to contact the State of Georgia's staff or a local Rapid Response Team Coordinator.

³⁶ GDEcD, "Submit Layoff/Closing Notification (WARN)," retrieved from www.georgia.org/competitive-advantages/workforce-division/rapid-response/submit-layoffclosing-notification-warn.

As part of the regional Rapid Response Team, the CWDB responds to layoffs or potential layoffs of at least twenty-five (25) workers according to state requirements. The process is as follows:

1. Upon receipt of the WARN notice, the team notifies essential entities and staff of a potential layoff event.
2. Team then contacts the employer within forty-eight (48) hours of notice of layoff.
3. Next, it informs both employers and employees of the available CWDB services and resources.
4. The team also assesses the reason for the plant closing or mass layoff. If it seems feasible the business closing or mass layoff might be averted, the CWDB, in conjunction with the local One-Stop job center, provides technical assistance to investigate possible layoff aversion strategies.

Additional services provided *on an as needed or requested basis* may include the following:

- Facilitating workshops on job search techniques, interviewing skills, résumé building, salary negotiation, etc.;
- Enrolling eligible job seekers into WIOA to provide case management, support services, and funding for in-demand training;
- Providing referrals to core partners and community resources;
- Offering individual and group counseling;
- Performing skills assessment and case management;
- Reviewing Labor Market Information (LMI) and matching to job openings;
- Conducting regional group meetings to work with local partners in assisting dislocated workers;
- Interacting at job fairs, expos, and opportunities fairs.

DESCRIPTION OF YOUTH SERVICES

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

The purpose of the CWDB's Youth Services program is to assist young adults, ages 16–24—who face significant barriers to employment success in the labor market—by providing resources and support to overcome those barriers and successfully transition into self-sufficient adulthood. Governed by the Workforce Innovation and Opportunity Act (WIOA), the CWDB outlines a vision for youth that supports an integrated service delivery system for state and local areas to leverage other federal, state, local, and philanthropic resources to support In-School Youth (ISY) and Out-of-School Youth (OSY). WIOA funding enables the delivery of a comprehensive array of youth services that prepare youth for postsecondary educational and employment opportunities, attainment of educational and/or skills training credentials, and obtainment of employment with career opportunities. This process is organized and coordinated around fourteen (14) WIOA youth program elements, as follows:

1. **Tutoring/Study Skills Training** includes instruction and evidence-based dropout prevention and recovery strategies that lead to completion of a high school diploma or equivalent (including a recognized certificate of attendance or similar document for youth with disabilities) or preparation for postsecondary credentials.
2. **Alternative Secondary School Services** includes referral to formal alternative education programs or formal dropout recovery services, as appropriate.
3. **Work Experiences (WeX)** are planned and structured learning experiences that take place in a workplace for a limited period of time. They may be paid or unpaid and may occur in for-profit, non-profit, or public sectors. As with all workplace relationships, labor standards and laws apply. WeXs provide youths with opportunities to explore careers and develop skills. WeXs must include a combination of academic and occupational education components.
4. **Occupational Skills Training** is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required of certain occupational fields, at the entry-, intermediate-, and advanced-skill levels. Priority must be given for training that leads to recognized postsecondary credentials that are regionally in-demand.
5. **Education**, offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster, refers to the integrated education and training model in which required education and training occur concurrently and contextually with workforce preparation activities and workforce training. Such a program element must describe how workforce preparation activities, basic academic skills, and hands-on occupational skills are to be taught within the same time frame and how they are connected to training in a specific occupation, occupational cluster, or career pathway.
6. **Leadership Development** encourages responsibility, confidence, employability, self-determination, and other positive social behaviors, such as: exposure to post-secondary educational possibilities, community and service-learning projects, peer-centered activities, including peer mentoring or peer tutoring, organizational and team work training, including team leadership training, training in decision-making, including prioritization and problem solving, citizenship training, including life skills such as parenting and work behavior training, civic engagement activities which promote the quality of life in a community, and activities that

place the youth in a leadership role such as serving on a youth leadership committee or a Standing Youth Committee.

7. **Supportive Services** for youth are those that enable them to participate in WIOA activities and may include: linkage to community services, referrals to health care, and cost assistance with: transportation, childcare, housing, uniforms, work attire, work-related tools, protective gear, educational testing, and reasonable accommodations for youth with disabilities.
8. **Adult Mentoring** is a formal, in-person relationship between a youth participant and an adult mentor that includes structured activities wherein the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee. The activity must last for a period of at least twelve (12) months and must be with an adult mentor other than the assigned Youth Case Manager. Adult mentoring may include workplace mentoring, where the local program matches a youth participant with an employer or employee of a company.³⁷
9. **Follow-Up Services** are critical services that must be provided for at least a twelve-month period following the youth's exit from the program. They are designed to help ensure that the youth is successful in employment or postsecondary education/training. Follow-up services may include: leadership activities, regular contact with the youth's employer to help address work-related issues, assistance with career pathway development or in securing a better paying job, assistance with further education or training and participation in work-related peer support groups, and adult mentoring or other services determined appropriate based on the needs of the participant. Follow-up must include more than just an attempted contact and must be documented in order to receive a performance outcome.
10. **Comprehensive Guidance and Counseling**, which is individualized to the participant, may include career and academic counseling, drug and alcohol abuse counseling, mental health counseling, and referral to partner programs.
11. **Financial Literacy** is education or activities that: assist youth in opening checking and savings accounts at banks and in making informed financial decisions; support youth in learning how to manage spending, credit, and debt—including student loans, consumer credit, and credit cards; teach the significance of credit reports and credit scores, as well as rights regarding credit and financial information; teach how to assure accuracy of a credit report, how to correct inaccuracies, and how to maintain or improve good credit; support a participant's ability to understand, evaluate, and compare financial products and services; inform participants about identity theft, including their rights with and protections from; and support the financial-literacy needs of non-English speakers through use of multilingual financial literacy and education materials.
12. **Entrepreneurial Skills Training** is training that provides the basics of starting and operating a small business. This training must develop the skills associated with entrepreneurship, such as: taking initiative, creatively seeking out and identifying business opportunities, developing budgets and forecasting resource needs, understanding various options for acquiring capital—and the trade-offs associated with each option, and how to communicate effectively and to market oneself. Approaches to teaching youth these skills may include: educational programs that introduce youth to the basics of starting and running a business; enterprise-development supports and services that help the youth develop their own business through access to small loans or grants—or that provide individualized assistance in development of viable business ideas; and experiential programs in which youth get experience in the day-to-day operation of a business.

³⁷ Data supplied by client.

13. **Provision of Labor Market and Career Awareness Information** are services that inform youth about jobs that are in demand in the local labor market and that may include career awareness and exploration activities and career counseling.
14. **Activities Toward Postsecondary Education**, designed to transition youth to further schooling, include information about and preparation for college entrance, including information about applying to colleges, financial aid, entrance testing, student life, and prerequisite courses.

In addition to coordinating services around the fourteen (14) WIOA youth program elements CWDB stays connected with the local public schools to foster a partnership in order to provide services and training on in-demand occupations approved by the Board. In the near future CWDB will collaborate with the local public schools to provide information about in-demand occupations in the local areas and regions. One of the current ways CWDB is staying connected with the local public schools is by serving as a board member on the Savannah Graduates program. The mission of Savannah Graduates is to lead a collaborative action plan to align resources and advocate to increase the number of individuals with degrees and credentials for workforce development in Savannah-Chatham County. Savannah Graduates program is working to increase the percent of adults who have more than high school diploma by:

- Creating an informed and sustainable partnership that is focused on attainment and workforce development
- Enhancing pathways to college for all Savannah-Chatham County students
- Creating a culture of college completion

The Coastal Workforce Development Board (CWDB) facilitates the Jobs for Georgia Graduates (JGG) Out-of-School (OOS) programs in Brunswick, Hinesville, Savannah, and Statesboro. JGG is a partnership of local schools, businesses, community organizations, and the Georgia Department of Labor. This collaboration results in graduates that are productive employees in the job market and involved community members. The Jobs for America's Graduates (JAG) Out-of-School Program the national network and agency designed to serve youth (ages 16–24) who have left the traditional school system but are interested in completing the requirements for a high school diploma or GED.³⁸ JGG, specific to Georgia, is a specialized program in Savannah, Hinesville, Statesboro, and Brunswick that targets those dropouts who experience more severe academic, economic, family, and personal barriers. The CWDB/JGG also collaborates with professional associations to prepare youth for in-demand occupations. Trained career specialists provide both counseling and classroom instruction in six competency categories: Career Development, Job Attainment, Job Survival, Basic Skills, Leadership and Self-Development, and Personal Skills Competencies. The federally funded programs provide and include a twelve-month follow-up period with a primary mission to improve: employability and technical skills development, professional association, and job development and job placement services that will result in a sustainable job/career after completion of the programs, or graduation/enrollment in a postsecondary education/training program or the military.

³⁸ Jobs for America's Graduates (JAG), "Out-of-School Program Application," retrieved from www.jag.org/jag-model/out-of-school.

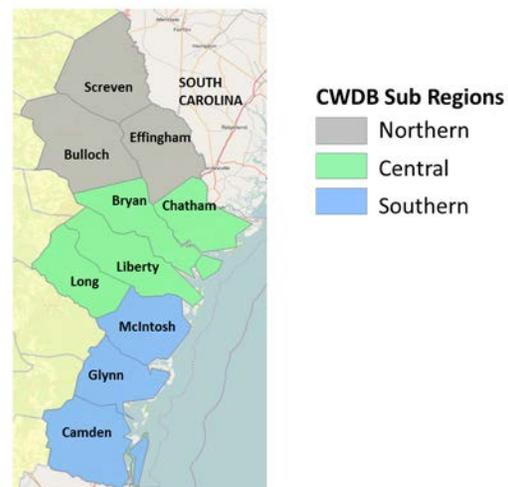
IMPLEMENTATION OF WORK-BASED LEARNING INITIATIVES

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

The role of the Coastal Workforce Development Board (CWDB) is to facilitate its various business activities. For example, Employer Engagement requires partners to first work with employers, industry associations, and unions to determine local hiring needs, and then design responsive training programs and services to meet those needs. It also seeks employer commitments to providing work-based learning opportunities and hiring program graduates. The CWDB's Business Services Representatives work with employers to create a tailored approach that addresses their workforce needs. The Representatives offer employers a full range of services to assist in the development and retention of a quality workforce. Employer service delivery includes:

- Access to an extensive talent pool;
- A wide range of Human Resource services, such as job description development, wage research, recruitment, pre-hire assessments, and qualified job fairs;
- A variety of state and federal programs that provide a number of training options for developing a strong, skilled, and educated workforce;
- Training that focuses on unique technical labor needs, including: On-the-Job Training (OJT), Incumbent Worker Training (IWT), Work Experience (WeX), Customized Training (CT), Layoff Aversion, and Registered Apprenticeship (RA).

Partnerships with regional economic development agencies, universities, and technical colleges systems offer the most complete solutions to fulfilling both existing and future employment needs. In addition, the hosting of hiring events and job fairs help businesses and industry sectors to recruit, retain, and develop qualified talent. To ensure that the region is appropriately served and represented, the CWDB has divided the region into three (3) separate sub regions: South sub region (Camden, Glynn, and McIntosh); the Central Sub region (Long, Liberty, Bryan, and Chatham), and the Northern Sub region (Bulloch, Effingham, and Screven).



To follow are a few of the CWDB's implemented initiatives; these WIOA-funded services provide subsidies or reimbursements to employers to help allay training costs. They include, but are not limited to:

- **Incumbent Worker Training (IWT):** IWT provides funding assistance to companies to provide skills training or to upgrade temporary and/or part-time employees to full-time, permanent employees. IWT can be used to help avert potential layoffs, to increase the skill level of

employees so they can be promoted within the company, or to create backfill opportunities. Companies will receive the funding assistance needed to meet the demands of the rapidly changing economy, and the employees will receive the training necessary to upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for promotion and wage increases. Employers may receive up to a 90% tuition reimbursement.

- **Customized Training:** Employers often encounter skill gaps in their workforce, as well as difficult-to-fill positions. CT provides job seekers with technical and skill training that is tailored to the specific requirements of the employers in their area, thus augmenting the region's talent pool. CWDB funds 100% of the training and related costs for eligible applicants, whether the training is conducted onsite or at a technical college.
- **Work Experience (WeX):** All participants placed at a work site have received training regarding workplace expectations, whether in a classroom setting or one-on-one. This work-based training, WeX, is tailored to the employer's needs. The CWDB can also provide background checks, drug screens, or additional employer-specific assessments. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the employer and participant in maintaining a positive work experience through the duration of the assignment. Note that, unlike with OJT, with WeX there is no employer commitment to hire the participant.
- **Layoff Aversion:** Employers can take advantage of resources within the Layoff Aversion program so as to retain current employees. In particular, if a layoff occurs as the result of the retooling or upgrading of equipment, Layoff Aversion strategies can help upgrade the skills of the current workforce, which reduces the cost of replacing those employees. These strategies enable companies to invest in their workforce, increase production levels, and reduce administrative costs associated with turnover.
- **Registered Apprenticeships (RA):** RA is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business. There are currently more than 1,000 occupations—including careers in health care, information technology, transportation, and energy—in which apprenticeship is used to meet business needs for qualified workers. RA aligns perfectly with sector strategies, industry partnerships, and other investments in meeting the needs of the business community.
- **Up-Skill Backfill:** This approach begins with an analysis of the specific skills current employees need in order to move either up or laterally into hard-to-fill job vacancies. Once the needed skills are identified, the appropriate core partners and other agencies will collaborate to design and deliver the required education and skills training.

PROVISION OF INDIVIDUAL TRAINING ACCOUNTS (ITA)

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

Through the comprehensive One-Stop and six job center system, adults, dislocated workers (DW), and out-of-school youth (OOS) have access to a list of the training available from eligible providers, including real-time consumer information, costs, and provider performance. Abiding to WIOA Title 1 governance, the CWDB uses ITAs to purchase individual training services for the targeted populations in need.³⁹ By this means, the ITA is established on behalf of a participant, based on services selected by participants, *but in consultation with the case manager*. These services include WIOA-funded and non-WIOA-funded partner training services, such as the following:

- Occupational skills training, including training for non-traditional employment;
- On-the-job training;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job-readiness training;
- Adult education and literacy activities in combination with other training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training.

Individuals who meet the eligibility criteria as defined by the Workforce Innovation and Opportunity Act (WIOA) are eligible to pursue an Individual Training Account through the CWDB. Approved training services activities must directly prepare the participant for a specific in-demand occupation. Each sub region (northern, central and southern) has a specific list of in-demand occupations approved by the Board. Below lists each sub regional in demand occupation.

³⁹ See note 25.

Bryan, Chatham, Liberty, & Long Counties

Occupation in Administration Specialization

Accountants & Auditors	Administrative Assistants
HR Specialist	

Occupations in Education

Preschool/Elementary/Middle/Secondary

Occupations in Logistics/Manufacturing

Warehousing	Civil Engineers	Mechanical Engineers
Industrial Engineers		Civil Engineers
Production, Assembly, Installation		

Occupations in Information Technology/Engineering

Computer Engineers, Software	Systems Computer Programmers
Application Developers	Computer Systems Analysts
Equipment Installer & Repairer	Electrician
Software	

Occupations in Machine Trade

Aerospace Engineers	Aircraft Mechanic Service Technician
Industrial Machinery Mechanics	Service Technician Aviation Structural
Automotive Mechanic Service Technician	Technology

Occupations in Management

Operations Manager (Lean)	(Lean) Management Analyst
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Occupations in Medicine, Health and Life Science

Nursing – PCT, LPN, RN EMT & Paramedic	Dental Hygienists
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Occupations in Law Enforcement

Basic Law Enforcement	Firefighter
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Occupations in Structural Work

General Maintenance & Repair	Steamfitters
Welders & Cutters	Pipe Fitters
Plumbers	

Occupations in Transportation

Truck Drivers-Tractor Trailer	Warehousing Equipment Operator
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Occupations in Tourism

Culinary Arts

The level of ITA funding award to the participant is based on both the demand for training and the total amount of funding allocated annually for the participant’s training services. Federal and state financial aid grant resources—such as Pell Grants, Veteran Education Benefits, federal Supplemental Educational Opportunity Grants (FSEOG), and work-study—are leveraged prior to utilizing ITA scholarships for training. WIOA funding is always the payer of last resort. *Before* utilizing any federal ITA funding, local providers are directed to conduct a comprehensive assessment of the costs, including all financial aid resources available to minimize any out-of-pocket expense to the participant. ITA tuition assistance is capped at \$6,000 per year for two years, its total to not exceed \$12,000 per person.

ITA Coverage: ITA costs required to complete selected training may include, but are not limited to: tuition and fees, books, tools, uniforms, tests, and medical immunizations/tests. ITA costs *does not* include supportive services' costs related to the ITA (e.g., transportation or child care). Costs must be reasonable and necessary, and *must* represent a sound investment of public funds

Duration of ITA Scholarships: Total length of enrollment in the training service activity shall not exceed twenty-four (24) calendar months from the start date. All ITAs are required to have an effective date and an expiration date. ITAs are valid for a period of one semester, one quarter, or an equivalent division of training from the date of issuance with renewal of the funding for each subsequent training period—contingent upon successful completion of the previous training period, continued satisfactory progress, and funding availability.

ENTREPRENEURIAL SKILLS TRAINING AND MICROENTERPRISE SERVICES

Provide a description of how the area will coordinate and promote entrepreneurial skills training and microenterprise services.

Rather than choosing to enroll in a formal training program to attain an entrepreneurship-training certificate, many job seekers are interested in self-employment, and thus explore independent routes. The CWDB has identified several resources in the region to assist these individuals in locating no-/low-cost self-employment preparedness workshops, such as those offered in Bulloch, Camden, and Chatham counties. For example, entrepreneurs in Savannah interested in starting a small business are referred to the Savannah Entrepreneurial Center (SEC). The SEC's mission is to "increase local business creation and to support the economic empowerment of residents through the delivery of comprehensive business training and development services."⁴⁰ The SEC also operates the Micro and Small Business Development Program and the Minority- and Women-Owned Business Enterprise Program.

Primary services include business technical assistance, classroom training, business networking opportunities, and referrals to business, financial resources, and business incubator space. Other regional resources include the Business Innovation Group (BIG) at the College of Business Administration at Georgia Southern University, which is committed to contributing to the economic growth and prosperity of the region. BIG provides a series of programs, lectures, workshops, and services to area business leaders, entrepreneurs, and government officials. For example, in Brunswick, the University of Georgia's Small Business Development Center (SBDC) provides tools, training, and resources to help small businesses grow and succeed. With seventeen (17) offices in Georgia, the SBDC provides access to capital, legal/compliance guidance, marketing classes, and business planning. Additional resources available to potential entrepreneurs include no-/low-cost business development seminars and webinars offered by the U.S. Small Business Administration. So as to strengthen vocational skills needed to run their own business, some individuals may be provided financial assistance to pay for single non-degree classes, such as a bookkeeping class offered at a technical college. Job seekers interested in taking a WIOA-funded entrepreneurship-training program must choose a program of training on the state's Eligible Training Provider (ETP) list.

⁴⁰ City of Savannah, "Savannah Entrepreneurial Center," retrieved from www.savannahga.gov/index.aspx?NID=1296.

COORDINATION WITH EDUCATION PROGRAMS

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

The Coastal Workforce Development Board (CWDB)'s ten-county region focuses on specific occupational clusters and career pathways. A periodic review of services is conducted to ensure not just that the education and trainings provided match with employer and industry demands but, even more importantly, that they align with the requirements of secondary and postsecondary educational standards. In addition, representatives from secondary and postsecondary institutions sit on the board so as to advise on trainings at the various institutions, preventing unnecessary duplication. While the WIOA's core functions remain focused on connecting qualified individuals to employment, incorporating policies as governed by WIOA legislation requires more collaborative effort when it comes to providing postsecondary credentialing. For all these reasons, the CWDB has developed strong partnerships with education.

Region 12 benefits from having three (3) technical colleges and five (5) universities strategically located throughout its ten-counties; as a result, individuals have access to a variety of in-demand training programs. For example, the Technical College System of Georgia (TCSG) is the state's primary mechanism for creating a job-driven education. TCSGs in the region include Savannah Technical College, covering Chatham, Effingham, Bryan, Liberty, and Long Counties; Coastal Pines Technical College, covering Camden, Glynn, and McIntosh Counties; and Ogeechee Technical College, covering Bulloch and Screven Counties. Technical colleges are actively engaged in providing relevant training and in-demand education to meet employers' needs—as well as providing alternatives for success to individuals with barriers to employment. Important partners in these endeavors include, but are not limited to, the University System of Georgia (USG), Savannah State University, the Savannah College of Art and Design (SCAD) in Chatham, Georgia Southern University in Bulloch, Armstrong State University in Chatham and Liberty, and the Continuing Education Campus of the Georgia Institute of Technology (Georgia Tech).

These training institutions, which have long-term working relationships with the CWDB, have been actively involved with the One-Stop Job Center Business Services teams so as to identify and develop training programs based on employers' needs. The staff then recruits for these programs suitable individuals, who will be provided first consideration for employment opportunities upon successful completion of the training program.

The CWDB also offers support to lower-income individuals in postsecondary education. It connects many public and community-based entities—which can especially help technical colleges tap into additional resources for their working/adult students who need wraparound support services and employment assistance. WIOA directly provides for individual training accounts (ITA), group training contracts, and other assistance that could be used as tuition support for students in credential programs who might otherwise not qualify for most federal student aid—due to the program length or non-credit nature of the program.

DESCRIPTION OF SUPPORTIVE SERVICES

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

Providing public transportation in areas where transportation challenges represent a primary barrier to employment is a coordinated effort of partners and workforce development teams within the ten-county region. For example, in Savannah “a Resident Team successfully advocated for a Chatham Area Transit Transfer Pass, eliminating full fare for every leg of a trip” (Step Up Savannah, 2015, p. 4). The Coastal Development Board (CWDB) will make particular effort to ensure both that job seekers have better access to public transit (and/or other forms of transportation assistance) and that employers can better receive workers from rural areas.

Providing public transportation in areas where transportation challenges represent a primary barrier to employment is a focus of the comprehensive One-Stop and six job centers. The CWDB partners with both non-profit and state government employment service providers throughout the ten counties. Our network of community-based employment service providers offers high-quality employment services in the neighborhoods where job seekers are located. Clients who participate in a variety of employment and training programs all have access to supportive service funds to assist their transportation needs. The CWDB has written appropriate policies in place for each program and funding source to ensure that a wide variety of appropriate support services, including assistance with transportation, are available to those participating in career and training services. These funds are reserved for services that are not otherwise available from other sources. For example, supportive service requests originate at the case manager levels as individual service needs are perceived.

Decisions about providing supportive services are made in accordance with Workforce Innovation and Opportunity Act (WIOA) guidelines and applicable federal, state, and local policy. If, after supervisory review, there are any questions about the provision of a particular request, the employment service provider staff consults with Employment and Training staff. The written policies list the types of support services available, including maximum dollar amounts and/or frequency limits. A participant financial need statement, which is completed for all assistance and support received, is maintained in the client’s file for fund distribution accountability purposes.

- If a client meets the eligibility requirements of WIOA, but desire or need subject matter expertise in social services—such as homelessness, substance abuse, returning citizens, or mental illness—they are referred to the appropriate government entity for help.
- If a client’s barrier to employment is simply long-term unemployment—for twenty-seven (27) weeks or longer—and they meet the employer’s workforce needs, the CWDB provides on-the-job training to improve employability.

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 the job-driven activities authorized under WIOA. The provision of supportive services is determined on an individual basis. Supportive Services are limited to individuals receiving Basic Career Services; however, such

individuals must be registered as a WIOA participant and are subject to performance outcomes. Supportive Services—which include, but are not limited to, employment or training-related clothing, tools, equipment, supplies, and transportation—may be provided to program participants when they are an allowable (authorized) program expense; when they are necessary to enable an individual to participate in program (employment and training) activities; and when job seekers are unable to obtain supportive services through other community programs and resources. All support services must be provided in accordance with the WIOA guidelines for both adults and youth.

Supportive Service Limits and Conditions

Programs:	<u>Adult and Dislocated Worker</u>
Cap:	\$3,000 per participant in a 12-month calendar year
Exceptions:	Requests to waive the cap may/will be approved at the discretion of Coastal Workforce Services (CWS). Requests will be decided on a case-by-case basis.
Programs:	<u>Youth (In-School and Out-of-School)</u>
Cap:	\$3,000 per participant in a 12-month calendar year
Exceptions:	Requests to waive the cap may/will be approved at the discretion of CWS. Requests will be decided on a case-by-case basis.

Additional support services may be provided as long as they are reasonable and necessary in order for the participant to remain in training and/or obtain or retain employment. These may include, for example, work clothing (including clothing for interviews), application fees and GED fees, auxiliary aides and services for participants with disabilities, business licenses, drug testing as required for employment, background checks, and haircuts. Prohibited support may include meals; rent deposits or housing deposits; mortgage payments; car payments; fines; travel costs other than mileage reimbursement; and lodging or hotel costs. Documentation is critical for fund accountability. Support Services may be awarded providing that the provision of the service is included in the participant's Individual Employment Plan (IEP) or, for youth, Individual Service Strategy (ISS). At a minimum, the following documentation must be maintained in the participant's file:

- The Individual Employment Plan (IEP) or Individual Service Strategy (ISS) must specify the activity or goal to be met in order to qualify for the support service.
- The IEP/ISS must specify services that are planned in order for the participant to continue in Career or Training Services.
- The IEP/ISS must indicate justification of the need for the support service.

Additional documentation beyond the initial WIOA-eligibility criteria include, but are not limited to: evidence of resource coordination efforts (e.g., participant and/or contractor contacts with community agencies), explanation of how that support will assist the participant, description of the service to be provided (e.g., transportation, childcare), and the amount requested and completion of the CWDB-created Request for Support Services Form. This form indicates the amount requested, a time frame for receipt of support, method of payment, and justification of need. All completed documentation will be retained in the participant's case file, entered in the Virtual OneStop System (VOS), and reconciled every sixty (60) days as required. Support service types and amounts must be entered into VOS in the case notes. Failure to enter the information in both places may/will result in a disallowed cost.

COORDINATION WITH CORE PARTNERS

DESCRIPTION OF THE WORKFORCE SYSTEM

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

The workforce development system is made up of partnerships with local entities committed to carrying out core programs in the coastal area. Partners are responsible for the delivery of a broad range of services focused on education, workforce education, and training from a diverse pool of participants. Core partners agree through Memoranda of Understanding (MOU) to make core services available as directed by the operator of the One-Stop center. These partners will also participate in cross-training, as well as establish with the local board shared success indicators, operating strategies, and procedures—and customer flow, where appropriate—for effective seamless service delivery.

To address the strengths and weaknesses of Coastal Georgia's economy and workforce conditions, the workforce system partners serve a broad spectrum of the state's population, providing training and services to adults and youth, including dislocated workers, low-income individuals, individuals training for non-traditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment, including older individuals, individuals with limited English-speaking proficiency, and individuals with disabilities.

The CWDB's workforce development system works with all required core partners, namely Adult & Dislocated Workers, Youth, Vocational Rehabilitation, and Wagner-Peyser. The WIOA Adult & Dislocated Worker programs, in coordination with the Wagner-Peyser (WP) Employment Service (ES), are both the primary pieces of the One-Stop delivery system and the foundation of the workforce system. This system provides universal access to career and training services to meet the diverse needs of participants. The CWDB's workforce system delivers enhanced access and flexibility for work-based training options, such as Registered Apprenticeship, On-The-Job training, Customized Training, and Incumbent Worker Training. Training is supported through the state's Eligible Training Provider List (ETPL), which includes training providers with a proven capacity of securing quality employment outcomes for participants. Other types of career and training services offered include comprehensive and specialized skill assessments, literacy activities, career planning, and labor market information.

These core programs, including education and training activities are briefly described below.

WIOA Adult

The WIOA Adult program provides individuals eighteen (18) years or older at the time of application with career and training services. While this group is made up of primarily disadvantaged and low-income individuals with barriers to employment, under the WIOA priority the Adult program has been expanded to include those with basic job-skill deficiencies as well. The training and services available to the Adult participant include: occupational skills training, including training for non-traditional employment; on-the-job training; incumbent worker training; programs that combine workplace

training with related instruction, which may include cooperative education programs; training programs operated by the private sector; skill upgrading and retraining; entrepreneurial training; transitional jobs; job-readiness training provided in combination with services described above; adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with services described above; and customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.⁴¹

WIOA Youth

The WIOA Youth program serves individuals between the ages of 16 and 24, including school dropouts and youth deficient in basic literacy; many are runaways and/or homeless. Individuals aged 18–24 are eligible to participate in both adult and youth programs as dual participants. The fourteen (14) elements of the WIOA youth service program include:⁴²

- Tutoring/study-skill training evidence-based dropout prevention and recovery strategies;
- Alternative Secondary School Training referrals to alternative education programs;
- Work Experience, including activities such as summer youth employment, pre-apprenticeships, internships, job shadowing, and on-the-job training;
- Occupational skills training on performing actual task and technical functions;
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Leadership development encouraging responsibility, confidence, employability, self-determination, and other positive social behaviors;
- Supportive services designed to enable youth to participate in WIOA activities;
- Adult mentoring: formal, in-person relationships between a youth participant and an adult mentor;
- Follow-up services: critical services provided for at least a twelve-month period following the youth's exit from the program;
- Comprehensive guidance and counseling individualized to each participant;
- Financial literacy education or activities related to financial literacy and educational materials;
- Entrepreneurial skills training provides the basics of starting and operating a small business;
- Provision of labor market and career awareness information imparts information to youth about jobs in demand in the local labor market;
- Activities to prepare youth to transition to postsecondary education: information about and preparation for college entrance.

Dislocated Workers

Under the Title I WIOA, the basic requirements to qualify as a dislocated worker is that the worker be:

- Terminated or laid-off, or in receipt of a notice of termination or layoff;
- Employed at a facility at which the employer has made a general announcement the facility will close within 180 days;

⁴¹ USDOL, ETA, "WIOA Overview," <https://www.doleta.gov/wioa/Overview.cfm>.

⁴² USDOL, ETA, WIOA.

- Normally self-employed (including employment as a farmer, a rancher, or a fisherman) but unemployed as a result of general economic conditions or natural disasters;
- A displaced homemaker;
- Unlikely to return to the previous industry or occupation;
- The spouse of a member of the Armed Forces on active duty; or
- An individual who has demonstrated sufficient attachment to the workforce.

As for additional individuals who qualify, military service members are eligible to receive support as dislocated workers as long as they satisfy the eligibility requirements noted above, especially regarding termination or layoff. Military service members can also become eligible for services while on active duty as long as they have an imminent separation date and are unlikely to return to their previous industry or occupation.⁴³

Veterans are eligible if they have served at least one active day in the Army, Marines, Navy, Coast Guard, or Air Force and were discharged under conditions other than dishonorable.

A spouse of a military member is eligible if the military member: died of a service-connected disability, is missing in action, was captured in line of duty by a hostile force, has been forcibly detained or interned in line of duty by a foreign government or power, or any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs.

The CWDB provides three primary services to Adult and Dislocated Workers, military service members, veterans, and spouses:

- Basic career services: available to all individuals seeking services through One-Stop systems;
- Individual career services: available at all One-Stop centers; however, individual assessments will be used to determine if individualized services are appropriate for the dislocated worker;
- Follow-up services: services appropriate for those individuals placed in unsubsidized employment, for up to twelve (12) months after the first day of employment.⁴⁴

Vocational Rehabilitation

The Vocational Rehabilitation (VR) program is a critical component of the workforce system. VR partners provide services to help individuals with disabilities acquire skills needed to pursue in-demand jobs and obtain competitive integrated employment.⁴⁵ The Georgia Vocational Rehabilitation Agency (GVRA) serves individuals with disabilities. While the primary service provided to participants is vocational counseling and guidance by VR counselors, programs also provide transition services, job search and placement services, assistive technology and equipment, and other services tailored to the specific needs of the participant. Services are individualized, based on a comprehensive evaluation of the participant's strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. Some of the types of services available include the following:

- Medical, psychological, and vocational evaluations

⁴³ USDOL, ETA, WIOA TEGL No. 03-15, retrieved from https://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15_Acc.pdf

⁴⁴ USDOL, ETA, WIOA TEGL No. 03-15, retrieved from https://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15_Acc.pdf

⁴⁵ U.S. Department of Education, Office of Special Education and Rehabilitative Services, Rehabilitation Services Administration (RSA) Technical Assistance Circular (TAC): "RSA-TAC-15-02," August 17, 2015, retrieved from <https://www2.ed.gov/policy/speced/guid/rsa/tac/2015/tac-15-02.pdf>.

- Counseling and guidance
- Medical and psychological treatment
- Help with expenses resulting from participation in rehabilitation
- Job search and placement services
- Transition-to-work services for disabled high school students
- Supported employment persons with severe disabilities
- Rehabilitation technology
- Vocational and other training
- Disability and employment assessment
- Occupational licenses, tools, and other equipment
- Interpreter services
- Assistance in maintaining employment
- Post-employment services
- Special modifications to vehicles

Wagner-Peyser Employment Services

A critical part of the Wagner-Peyser program is to identify potential matches between employers and job seekers. Employment services staff will work cooperatively and collaboratively with the CWDB and the One-Stop center to provide universal access to workers, job seekers, and employers. The employment services staff enter, review, and maintain job listings in the Georgia Portal. The staff also conduct specialized assessment and testing of applicants and provide job search assistance; reemployment services to unemployment-insurance (UI) claimants; labor market information; evaluation and assessment of knowledge, skills, and abilities; and referrals to training and support services. The program's service delivery approach includes self-service, facilitated self-help, and staff-assisted services.

Adult Education

Adult Education programs provide opportunities for: learning basic literacy skills; placement and retention in employment and workplace programs; obtaining a High School Equivalency (HSE); enrolling in postsecondary education programs; and English Learning Acquisition (ELA) and civics instruction. The Technical College System of Georgia (TCSG) delivers both GED and adult education. Referrals will be made to the appropriate technical college in the local area; GED preparation, online academics, and classroom instruction will be offered at the Savannah comprehensive One-Stop center and the Hinesville job center.

The workforce system in Region 12 encompasses many partners and agencies serving a wide array of customers. There are seven access points within the region. The comprehensive One-Stop center located in Savannah (Chatham County) and six additional job centers are located in Bulloch, Camden, Effingham, Glynn, Liberty, and Screven Counties. The public housing authority—as well as partners providing literacy programs, military transitioning services, resettlement services, and services to older workers—are all well informed of the WIOA services available to their customers.

The CWDB aligns services through the MOU process and works with community partners to create a resource network that will be dedicated to connecting qualified individuals to employment through

providing resources and in-demand training leading. The One-Stop system provides a strategic connection to the workforce system that will leverage each agency's expertise in a logical advancement of services and resources that move people into career-track employment.

The CWDB has developed policies and procedures that govern service delivery to ensure alignment of services in support of the strategies identified in the state plan. Policies exist for customized training, Individual Training Accounts (ITA) tuition and training, out-of-state requests, needs-based services, youth programs, handling grievances, and ensuring equal opportunity for all. Each policy outlines its purpose, key definitions, general qualifications, and restrictions.

The CWDB currently works independently with the core partners. The CWDB's local plan and the establishment of MOUs will strengthen alignment, support innovative models to enhance resources to target populations, develop career pathways, and create innovative programming to meet the workforce needs of the region. The CWDB will align services through the MOU process and work with community partners to create a resource network that will be dedicated to connecting qualified individuals with industry-recognized credentials to employers. The One-Stop system provides a strategic connection to the workforce system that will leverage each agency's expertise in a logical advancement of services and resources that move people into career-track employment.

All of the career services offered are also available for eligible seasoned workers. In addition, career advisors partner with the CWDB to provide a variety of services specifically for seasoned workers. Career advisors provide services such as customer assessments, job referrals, limited supportive services (transportation), and referrals to partner agencies that may assist with utilities and clothing. Referrals are also available for basic computer and Internet classes to help seniors keep their skills up-to-date and relevant in today's employment market.

The CWDB is also considering ways to increase access for the international community by working with organizations that are multi-lingual, that are located in parts of the county with the largest concentrations of immigrant/refugee populations, and that will assist with developing alternative access points and/or resource centers.

The CWDB provides online training for selected eligible WIOA Adults, Dislocated Workers, and Youth. The CWDB approves distance learning on a case-by-case basis; in general, the participant must meet the requirements set forth in the distance-learning policy and must be judged as highly likely to successfully complete online training. An assessment checklist is used to determine whether the participant has the technology skills and the equipment necessary to successfully complete the required courses and earn a credential leading to employment.

The CWDB is exploring how to implement a universal intake system to coordinate data sharing, promote co-enrollment, and reduce the instances of duplicated service. Each core partner will share in the cost for the system and MOUs will be created to ensure a value-added customer service experience is provided to all individuals entering the center.

COORDINATION WITH WAGNER-PEYSER

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

According to the U.S. Department of Labor, the Wagner-Peyser Act, established in 1933 and amended in 1998, is a nationwide system of public employment offices that are part of the One-Stop services delivery system. “The Employment Service focuses on providing a variety of employment-related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers; re-employment services to unemployment insurance claimants; and recruitment services to employers with job openings.”⁴⁶

Under the current system, Wagner-Peyser (WP) services are offered at the Georgia Department of Labor (GDOL) offices in Savannah, Hinesville, Statesboro, and Brunswick. The CWDB is not co-located with GDOL, and currently WP services are not offered. The CWDB will work with GDOL to complete a Memoranda of Understanding (MOU) that aligns services and ensures that both agencies will work side by side in One-Stop resource rooms and that WIOA-funded staff do not duplicate any Wagner-Peyser staff efforts. The CWDB currently works with the regional GDOL staff as part of the Business Services team. The team ensures that the resources are tailored to fit the needs of the employer through recruitment, training, or HR services. With the utilization of the Georgia Work Ready Online Participant Portal (GWROPP) and the integration of the Virtual OneStop (VOS) modules, employers can log in to VOS to find candidates through focused résumé searches.

The CWDB contractors will provide core, registration, enrollment, case management, job development, job placement, and retention services for program participants. At the One-Stop center and each job center, a service provider will be responsible for provision of all WIOA-program services. This clear delineation of roles and responsibilities within a single location prevents duplication of service and promotes easier access.

⁴⁶ USDOL, ETA, “Wagner-Peyser/Labor Exchange,” updated March 09, 2010, retrieved from https://www.doleta.gov/programs/Wagner_Peyser.cfm.

COORDINATION WITH ADULT EDUCATION

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

All adult education participants are referred to the Technical College System of Georgia (TCSG) facility in their local area. The TCSG provides to adult-education participants opportunities for: learning basic literacy skills, placement and retention in employment and workplace programs, obtaining a High School Equivalency (HSE), enrolling in postsecondary education programs, English Learning Acquisition (ELA), and civics instruction. The referral process to the TCSG is especially helpful in the rural areas (Long, Effingham, Screven) of the region. So that these areas are provided with adult education programs, eligible participants are referred to the local technical college system for adult education first; if there is a gap in services, the CWDB may step in to assist individuals.

The CWDB works with all partners in a coordinated strategy to increase capacity and improve effectiveness in partnering with employers, government and public-sector entities, non-profit and community-based organizations, education systems, and labor organizations. As part of this greater system, a high level of communication takes place across programs, facilitating maximum benefits to eligible participants.

COORDINATION WITH VOCATIONAL REHABILITATION

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

The Georgia Vocational Rehabilitation Agency (GVRA) serves individuals with disabilities. The services include guidance and counseling, transition services, job search and placement, and assistive technology and equipment—as well as other services tailored to individuals’ specific needs. Services are individualized, based on a comprehensive evaluation of the participant’s strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice.

Currently there is no cooperative agreement with the Georgia Vocation Rehabilitation Agency (GVRA). Local Memoranda of Understanding (MOUs) and agreements will be coordinated to include space for GVRA staff and for the provision of technical training to staff and partners—to include the needs of individuals with disabilities and the design and delivery of services, including the development of appropriate intake procedures, screening devices, and comprehensive assessments. The creation and implementation of a standard referral process will result in a stronger connection with the Business Services team.

PERFORMANCE, ETPL AND USE OF TECHNOLOGY

DESCRIPTION OF PERFORMANCE MEASURES

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

Local levels of performance have not been negotiated. Upon completion of performance negotiations, a description will be provided. Negotiations are expected to take place on September 13, 2016.

ONE-STOP SYSTEM PERFORMANCE AND ASSESSMENT

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

The Coastal Workforce Development Board (CWDB)'s One-Stop system will be assessed based on pending negotiated performance levels, the customer satisfaction surveys available in the Georgia Work Ready Online Participant Portal (GWROPP), and employer surveys that will be distributed by the sub-regional business services representatives. These results will be correlated and evaluated by the public relations committee, which is designated to oversee the development and implementation of the One-Stop delivery system. The table below outlines the eleven (11) performance indicators currently being tracked by the CWDB.

One-Stop Operator Performance Indicators				
Indicators	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.
New business using center	5	5	5	5
Partner Collaboration meetings addressing populations with additional barriers held per quarter	3	3	3	3
Outreach/recruiting activities organized each quarter	3	3	3	3
Best Practices meetings between job center partners per quarter	1	1	1	1
Staff disability trainings conducted in at least one job center per quarter	1	1	1	1
Recruitment events held during non-traditional hours	1	1	1	1
Service Centers receiving at least 75% customer satisfaction rates based on customer service surveys	5	5	5	5
Number of Individuals successfully completing soft-skills training	30	30	30	30
WIOA soft-skills workshops scheduled	6	6	6	6
WIOA orientations scheduled	6	6	6	6
Job-readiness workshops scheduled	6	6	6	6

ETPL SYSTEM

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

Provide a description of the public notification to prospective providers

Public notifications to prospective providers will be announced in the regional newspapers, via solicitation, and on the CWDB website (www.coastalworkforceservices.org). The CWDB staff will collect and review all applications and present them with recommendations to the Economic & Workforce Alignment Committee for recommendations and approval. Applications will be accepted throughout the year.

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

The CWDB's Economic & Workforce Alignment Committee evaluates providers and proposed training programs for initial eligibility, based on (at a minimum) criteria of proven effectiveness, local employer/industry demand, accreditation, and customer accessibility. The CWDB staff conducts a review of each application in accordance with the review criteria set forth in the request for Individual Training Account (ITA) application packet. At a minimum, the review of applications includes verification that:

- The performance and cost information requested in the application packet is complete and the applicant has submitted accurate supporting documents;
- The costs of the training program are associated with only classroom training or a structured regimen that leads to a certificate, an associate degree, a baccalaureate degree, or the competencies needed for a specific occupation or occupational group as recognized by employers and determined prior to training; and
- The specific occupation for which the training is proposed must be included on the sub regional in demand list of occupations in the Local Workforce Development Board plan.

The CWDB staff make recommendations on each application to the Economic & Workforce Alignment Committee. The Committee will review the applications, staff recommendations, and any other relevant information. The committee will then make a recommendation to the Workforce Development Board for approval or denial.

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

Process for Providers

The Workforce Innovation and Opportunity Act (WIOA) specifies that the application procedures for the identification of eligible providers shall “establish a process for a provider of training services to appeal a denial or termination of eligibility under this section that includes an opportunity for a hearing and prescribes appropriate time limits to ensure prompt resolution of the appeal” (WIOA Section 122(c)(1)).

Should an Eligible Training Provider (ETP) wish to make a complaint the following steps should be taken:

1. Every effort should be made to resolve the issue at the local level (both informally and formally, in accordance with the local policy).
2. Once all local options have been exhausted, the provider may follow the appeals procedure outlined below.

Local Level

All ETP complaints should be submitted in writing via email to kbarnes@savannahga.gov. Every effort will be made to resolve the issue at the local level. Training providers may request an in-person meeting with the CWDB administration to discuss the details of their complaint. A decision will be made no later than two (2) business days after the complaint is submitted/heard. The training provider will be contacted via email with the decision or may be asked to provide additional information relevant to the complaint.

Training providers whose inclusion in the Eligible Training Provider List (ETPL) are declined or whose eligibility is terminated can choose to appeal the rejection of their program. Any training provider appeal must be submitted in writing via email to smorgan@savannahga.gov within fourteen (14) days after notification of the decision. The request must include the justification for the appeal. Training providers also have the right to request an in-person meeting to discuss their appeal with the CWDB.

State Level

At the state level, an appeal must be submitted in writing, within forty-five (45) days of the local board’s decision, to:

WIOA Services Director
Georgia Department of Economic Development’s Workforce Division
75 Fifth Street, NW, Suite 845
Atlanta, Georgia 30308

The appeal must be signed by an authorized individual from the training provider and should include:

- Name of the training provider;
- Address and phone number of the training provider;
- The specific program that was denied (if applicable);
- A copy of the local board’s decision;
- An explanation of why an appeal is being filed; and

- If applicable, documentation of any specific factor (e.g., conflict of interest, nepotism, procedural non-adherence, etc.) that put the aggrieved training provider at a competitive disadvantage.

Process for Customers

Any customer who has a complaint about the WIOA services received at a One-Stop center or job center must first attempt to reach a resolution at the center by speaking with the WIOA supervisor. If resolution is not achieved, the customer should next speak with the job center manager.

If satisfactory resolution is not reached at the job center within thirty (30) days of the time the complaint was presented, the customer may then file a written grievance with the CWDB, the Governor's Office of Workforce Development (GOWD), or the U.S. Department of Labor's Civil Rights Center (CRC).

Complaints filed with the CWDB shall contain the following:

- The full name, telephone number, and address of the person making the complaint;
- The full name and address of the person or organization against whom the complaint is made;
- A clear but brief statement of the facts, including the date(s) that the alleged violation occurred;
- The provision of the Act, regulations, grant, or other agreements under the Act believed to have been violated; and
- The relief requested.

A request will be considered to have been filed when the reviewing authority receives from the customer a written statement, including the information specified above, containing sufficient facts and arguments with which to evaluate the complaint. All complaints of discrimination must be filed within 180 days of the occurrence.

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

For a program to remain eligible to receive Individual Training Account (ITA) funds for new enrollments, the CWDB shall compare program-level performance outcomes against established minimum standards covering the preceding program year.

Since the WIOA requires all ETPs to furnish information about their courses of study and program outcomes as a part of the annual subsequent eligibility process, for a training provider to remain on the statewide list of approved providers it is mandatory that the ETP provide the required information/documentation. Once required documentation is received ETP will receive written notice they are an approved provider.

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

The CWDB has developed policies and procedures to direct the way partners work together to carry out the workforce development programs. The list of policies includes:

The **Customized Training Policy** was established to provide guidelines for delivering customized training opportunities to Adults & Dislocated Workers where WIOA Title I funds are being used. This agreement is between the CWDB and the ten counties of Region 12 with the goal of increasing employer productivity while also providing a means for new and incumbent employees to advance their careers and increase their income.

The **Individual Training Account (ITA) Tuition and Training Policy** was developed to provide policy and guidance for planning, coordinating, and tracking training services for customers enrolled in ITA programs that utilize Title I WIOA funds. The goal of this policy is to ensure effective use of WIOA funds for serving customers who both have the skills and qualifications to successfully participate in the selected program of training services and who will benefit from assistance.

The **Pick-Up Policy for Individual Training Accounts** offers guidance for serving customers who apply for WIOA Title I services while enrolled in a technical school or college-level training program. The term “pick-up” refers to students already enrolled or previously enrolled in training at a technical school or college who, for a variety of reasons, find themselves in need of WIOA assistance.

The **Out-of-State Training Policy** governs requests for approval of training services offered outside the state of Georgia. Since this policy exists to promote customer choice, the state may approve such choice if: one, the program of study leads to work in demand occupations as determined by the CWDB, and two, if there is already in place a Training Provider Agreement with the provider.

The **Grievance and Equal Opportunity Policy** establishes guidelines for filing a grievance/complaint if any individual, group, or organization feels excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any such program or activity funded by WIOA and/or paid for by the CWDB because of race, color, religion, sex (except as otherwise permitted under Title IX of the Education Amendments of 1972), national origin, age, disability, political affiliation, belief, or citizenship/status as a lawfully admitted immigrant authorized to work in the United States.

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

The CWDB utilizes the Georgia Work Ready Online Participant Portal (GWROPP)’s Virtual OneStop System (VOS) to track both programmatic and financial customer activity. The TrackSource Management System is used to manage and create cost commitments, training vouchers, and any other costs pertaining to a participant’s ITA.

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

The CWDB's Individual Training Accounts Policy provides guidance for training services provided under Title I of WIOA. The following describes the use of the statewide ETPL, including financial and duration limits, out-of-area training, and service to out-of-area customers.

- Training/Program of Study (including Continuing Education) must lead to training-related employment identified as a demand/growth occupation in the Coastal Service Delivery Region.
- Training must result in an adequate employment wage for the customer to attain self-sufficiency without the aid of public assistance.
- Training funds (tuition, books, supplies, fees, tools, uniforms, equipment, testing/exams, and any prerequisite expenses as defined by the Payment of Prerequisite Expenses Policy) will not exceed the cost of the program of study at a state school (Board of Regents or Technical College System of Georgia [TCSG]) and may not exceed \$12,000 per customer. Tuition costs should only include mandatory fees as stated by the Board of Regents or the TCSG. Specific descriptions and criteria for each expense item are contained in the program profiles on file at the CWS. A maximum of \$40 per customer, per term (semester), is allowable for desk supplies. The purchase must be substantiated with receipts showing that the supplies are included on the approved supply list. Support service payments are not included in the \$12,000 limit.
- Training cannot exceed 104 weeks (two years).
- WIOA Title I funds will not be provided for general academic programs (e.g., General Studies).
- WIOA Title I funds (whether for training or support) cannot be used for developmental courses.
- All potential customers must apply for all available grants and scholarships—including the Pell Grant and the HOPE Scholarship/Grant—with which to cover training expenses.
- WIOA Title I funds will not be used for payment of late fees caused by customer error or delay. Customers will be responsible for these fees.
- Customers will not be permitted to “sit out” any semester without just cause.
- Students must maintain at least a cumulative 2.5 grade point average (GPA) and must be making satisfactory progress toward their training and employment goals.
- Students must maintain a full-time class schedule of a minimum of twelve (12) hours per semester or the equivalent should the school/provider be on another type of system.
- Part-time study is permitted in special circumstances, such as if the customer is employed.
- WIOA Title I training funds cannot be used for master's or doctorate programs.
- Out-of-state tuition and related fees charged to customers who do not meet the educational institution's Georgia residency requirements will not be paid with WIOA funds. For these customers, the equivalent of the Georgia in-state tuition and related fees will be paid with WIOA funds; the customer will be required to pay the remaining tuition and related fees.

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

Registered Apprenticeship (RA) programs are not subject to the same application and performance information requirements, or to a period of initial eligibility or initial eligibility procedures, as are other providers because they go through a detailed application and vetting procedure to become an RA program sponsor with the U.S. Department of Labor. The Georgia Department of Economic Development-Workforce Division (GDEcD-WFD) will work with the federal Office of Apprenticeship (OA) to develop a mechanism via which all RA programs within the state will be contacted regarding their interest in inclusion on the ETPL. The CWDB will follow all policies and guidance provided by the GDEcD-WFD concerning RA programs.

IMPLEMENTATION OF TECHNOLOGY

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

Currently, the Coastal Workforce Development Board (CWDB) utilizes the Georgia Work Ready Online Participant Portal (GWROPP) with the integration of the Virtual OneStop System (VOS) modules for participants and employers. Via these two systems, each participant will have access to a variety of tools that can merge employment data, build résumés, and track job searches.

The CWDB has purchased a module of the GWROPP that allows employers to log in to VOS to find candidates through focused résumé searches.

The CWDB has purchased from Emsi (Economic Modeling Specialists International), economic-modeling software that provides real-time Labor Market Information (LMI) data. Emsi draws from ninety (90) different data sources in order to provide data on regional dashboards, workforce analysis, in-demand occupations, business-attraction tools, and strategic planning. This data is used to enhance the CWDB's planning regarding current and future workforce demands in Region 12.

The Career Coach is a particularly versatile tool, one that the CWDB utilizes to provide job seekers and youth an educated strategy for the future. For example, Career Coach allows the CWDB to view statistics about what degree students search for most. It provides data regarding total jobs and annual openings by occupation for Region 12's current workforce. It can also identify the earning potential further down a specific career path, display current postings in the region matched to the careers that job seekers search for most, and digitally connect the workforce system with economic development, career pathways, education, and employment. Career Coach also provides a crosswalk with a military member's Military Occupational Specialty (MOS) and what the civilian occupation would be.

The CWDB has purchased (or is in the process of purchasing) various software tools to augment its program efficacy. ACT WorkKeys assessments assist employers in finding, hiring, and developing quality talent. "WorkKeys® is a skills assessment system that helps employers select, hire, train, develop, and retain a quality workforce. The assessments measure foundational and soft skills."⁴⁷ Odysseyware academic-based software empowers educators with unprecedented flexibility to customize both courses and the student learning experience.

The CWDB also plans to purchase G*STARS software to track and report specified customer demographics. G*STARS software tracks and analyzes individual job seekers in the system, including knowledge, skills, and abilities and what types of services they are participating in at the comprehensive One-Stop or six job centers within the region. The system allows CWDB to track center traffic for staffing needs or to identify valuable public workshops. It also aligns Business Services, as well as training and support costs.

With the Georgia Department of Economic Development-Workforce Division (GDEcD-WFD) August 2016 release of the new statewide unified brand—WorkSource Georgia—the CWDB will launch a new website

⁴⁷ ACT, "About WorkKeys: What We Test—and Why," retrieved from <http://www.act.org/content/act/en/products-and-services/workforce-solutions/act-workkeys/about-act-workkeys.html>.

to provide customers with information on the region (demographics, businesses), in-demand occupations, the Career Coach assessment link, services, partner links, and board information.

STATE INITIATIVES AND VISION

STATE BRANDING

Provide a description for how the area will adopt and utilize the state brand.

As of August 1, 2016, the Georgia Department of Economic Development-Workforce Division (GDEcD-WFD) launched the statewide program WorkSource Georgia as a unified brand to align all nineteen (19) Local Workforce Development Areas (LWDAs) in an effort to “more effectively connect job seekers with careers in the state’s leading industries.”⁴⁸ This brand will promote a unified appearance across the One-Stop system and help connect each LWDA with Workforce Division (WFD). The new brand will coincide with a marketing effort to promote the resources available from the core partners and is expected to launch Program Year 2016. The Coastal Area will utilize an aggressive marketing strategy to bring awareness to the state/local brand and identify efforts to increase activity throughout the One-Stop system. Those efforts will include advertising (print, radio, news releases, and social media), implementation of a new, interactive website where employers, job seekers, veterans, and youth can learn about the mission and services provided and request assistance. The CWDB will also offer on-site special events and information sessions/tours for community partners, elected officials, and the general public at the newly branded, newly upgraded facilities: the One-Stop in Savannah, and the job centers in Hinesville, Rincon, and Statesboro.

⁴⁸ Georgia Department of Economic Development-Workforce Division (GDEcD-WFD), “State Launches WorkSource Georgia,” August 1, 2016, retrieved from <http://www.georgia.org/newsroom/press-releases/state-launches-worksource-georgia>.

STATE INITIATIVES

Describe how the area will coordinate with WFD state initiatives, including: Go Build Georgia, Operation Workforce, WorkSmart Georgia, and the High Demand Career Initiative.

As the CWDB looks to implement the new brand and system, it will be important to connect to state-sponsored special initiatives.

Go Build Georgia: Boasting more than 7.2 million employees nationwide, industrial and commercial construction has long been one of the nation’s largest industries. And yet, today construction company owners both across the nation and right here in Georgia face a growing shortage of tradesmen such as pipefitters, steel workers, boilermakers, electricians, and carpenters. The CWDB will connect their website to that of Go Build Georgia, highlighting the in-demand careers in the region aligned with skilled-trades apprenticeships and training. The CWDB has established relationships with the pipefitters union and with construction companies throughout the region, which will augment efforts to market the training opportunities to youth, the unemployed and underemployed, and veterans.

Operation Workforce is an online portal providing resources and services to Georgia’s veterans. As veterans are the number one priority in the workforce system, the CWDB will offer services geared to their unique skills and needs. The CWDB website (www.coastalworkforceservices.org), will have a section for veterans, from which it will link to the Operation Workforce home page. These resources and others will enable veterans to translate their military occupational classifications into productive civilian occupations.

Georgia WorkSmart is a work-based learning initiative operated by the Georgia Department of Economic Development. The initiative promotes work-based learning programs (apprenticeships, internships, on-the-job training, etc.) as a workforce development tool; it also assists Georgia companies in developing and implementing customized programs to meet their specific hiring and training needs. The CWDB will look to connect interested employers through the Business Services Team to the wide variety of value-added services that WorkSmart offers.

High-Demand Career Initiative (HDCI): The HDCI “provides consistent, trained, reliable workers to private sector businesses.”⁴⁹ As such, it and the CWDB share the same goal—to identify a range of in-demand and difficult-to-fill positions, as well as essential workforce skills that are difficult to find in potential employees. The CWDB will continue to work with the Department of Economic Development, the Technical College System of Georgia (TCSG), the University System of Georgia (USG), local chambers, and developmental authorities so as to continuously improve avenues enabling employers to express their workforce needs and solve their workforce issues.

⁴⁹ GDEcD, “High Demand Career Initiative,” 2016, retrieved from <http://www.georgia.org/competitive-advantages/workforce-division/programs-initiatives/high-demand-career-initiative-hdci>.

SPECIAL POPULATIONS

Describe how the area will provide services to the special populations specified in the state plan, to include ex-offenders, veterans, at-risk youth, long-term unemployed, adult learners and individuals with disabilities. If the region has identified additional target groups, please list.

The CWDB recognizes the need for an innovative plan for connecting special populations to employment, training, adult education, and vocational rehabilitation programs created under WIOA.

The CWDB will work to:

- Increase the focus on serving the most vulnerable workers—low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success;
- Expand education and training options to help target participants access good jobs and advance their careers;
- Help disadvantaged and unemployed adults, veterans, ex-offenders, and youth “earn while they learn” through support services and effective employment-based activities; and
- Align planning and accountability policies across core programs to support more unified approaches to serving low-income, low-skilled individuals.

Ex-offenders

Regarding the process of reintegrating offenders into their communities and families, the State of Georgia faces an enormous challenge: to successfully guide ex-offenders toward gainful employment while nonetheless ensuring uncompromised public safety. Research shows that 1 in every 33 American adults is under correctional control; in Georgia, the number is 1 in every 13. Though Georgia has only the ninth largest population in the nation, it has the fourth largest inmate population in the nation. And of that inmate population, approximately 95% will be released back into the community. Research has also determined that offenders who have job-skills training are more successful in maintaining a crime-free life after incarceration. According to the Department of Corrections

To assist offenders in successfully reintegrating with their communities, the CWDB is committed to working with partners in the region to offer returning citizens a variety of holistic services, including Resiliency Training, Mentoring and Coaching, Housing, Financial Literacy, Anger Management, Life and Soft Skills Training, Volunteer Opportunities, Employment Assistance, and Vital Records Recovery Assistance.

Veterans

Although experience shows that veterans generally enjoy a favorable employment rate overall, many military individuals initially find it difficult to compete successfully in the labor market. A Chatham County Workforce Development Analysis prepared by the Armstrong State University Center for Regional Analysis found that “20% [of employers] reported having issues with successfully hiring entry-level workers from the substantial local military population.” They also reported that “members of the military experience difficulty transitioning from the military environment to the workplace environment.”

There is a need of workforce development services for transitioning service members, their spouses and children, and civilians affected by recent military cuts. To this end, the CWDB will be hiring a Military Services Coordinator (MSC). The MSC will be a recently dislocated member of the military from the region or an individual with years of military experience. The position will be part of the CWDB Business Services Team and will actively work to connect the target population with customized solutions to achieving their employment and career needs. The MSC will focus on the existing skills of the veterans, matching them with the openings in the region's in-demand sectors and ensuring that the CWDB's commitment to the priority of service for veterans is followed and expanded wherever necessary.

At-risk-youth

A similarly tailored approach is being used to implement programming designed to meet the needs of hard-to-serve at-risk youth. The tailored approach will work with local technical colleges, community-based organizations, and the workforce system. The primary mission: to recover dropouts and to provide a range of counseling, employability- and technical-skills development, professional association, job development, and job-placement services that will result in either a quality job leading to a career after graduation and/or enrollment in a postsecondary education and training program. Since the CWDB also operates a YouthBuild program, it will look to co-enroll at-risk youth so as to supplement both funding activities.

PRIORITY OF SERVICE

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

The Workforce Innovation and Opportunity Act of 2014 (WIOA) requires that priority be given to “public-benefits recipients, other low-income individuals, and individuals who are basic-skills deficient” when providing career and training services using WIOA Title I Adult funds. For precisely these individuals, the services provided with adult funds can be a pathway toward the middle class. The proposed regulations implement the statutorily required priority for the use of adult funds. This policy memorandum both creates a priority-of-service procedure for how job seekers from certain populations are able to access adult services and establishes priority access to these services.

Regarding the priority requirements for the WIOA Title I adult program: for this policy memorandum, the term “covered individual(s)” refers to veterans and eligible spouses. Individualized career services and training services must be given on a priority in the following order:

1. Covered individuals (veterans and eligible spouses) who are low-income (may include unemployed individuals), recipients of public assistance, or are basic-skills deficient;
2. Individuals (non-covered) who are low-income (may include unemployed individuals), recipients of public assistance, basic-skills deficient, or individuals with a documented disability;
3. Covered individuals (veterans and eligible spouses) who are *not* low-income and are *not* recipients of public assistance or basic-skills deficient;
4. Special populations identified by the Coastal Workforce Development Board, the CWDB Executive Committee, or the Business Services Committee;
5. Ex-Offenders;
6. All other eligible individuals needing additional assistance to obtain and maintain employment.

Consistent with TEGL 26-13, the definition of “eligible spouse” includes same-sex spouses.

The individual job seeker must be identified and categorized prior to enrollment. Priority of service is initiated on the local level and must follow the standard procedure created by the Coastal Workforce Development Board.

Veterans Priority of Service

Per WIOA regulations—38 U.S.C. 101(2)—the definition for “veteran” applies across all qualified job training programs for the purpose of priority of service. That definition includes two key criteria:

- Service in the active Army, Marines, Naval—including Coast Guard, or Air Service; and,
- Discharge under conditions other than dishonorable.

Under this definition, the term “veteran” means a person who served at least one day in active military, Naval, or Air Service who was discharged or released under conditions other than dishonorable. Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of “active service” does not include full-time duty performed strictly for training purposes, nor does it

include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities (for example, in response to natural disasters).

It is important to note that the definition of “veteran” in the Jobs For Veterans Act (JVA), the Priority of Service Regulations, and TEGL 10-09 differs from both the definition that applies to the reporting of Wagner-Peyser services as well as the definition concerning eligibility to receive services from a Disabled Veterans Outreach Program (DVOP) specialist or a Local Veterans Employment Representative (LVER) staff member. The WIOA “veteran” definition that requires the individual to have over 180 days of active service still applies both to Wagner-Peyser reporting and to eligibility for DVOP and LVER services—but does not apply to priority of service in DOL-funded employment and training programs. It is the responsibility of the program operator to ensure that policies and procedures and staff training reflect the correct eligibility definition.

Eligible Spouses

The regulation specifies spouses of any of the following veterans:

1. Any veteran who died of a service-connected disability;
2. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than ninety (90) days:
 - a. Missing in action
 - b. Captured in line of duty by a hostile force; or
 - c. Forcibly detained or interned in line of duty by a foreign government or power;
3. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
4. Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b) or c) above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g., if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member. Consistent with TEGL 26-13, the definition of “eligible spouse” includes same-sex spouses.

Eligible Programs

Below is a list of programs affected by the passage of the Priority of Service law. While not all-inclusive, this list nonetheless identifies many of the types of programs involving priority of service to qualified veterans. Note that, before priority of service can be extended to any covered person in these programs, the covered person *must* be qualified to participate in the program.

- WIOA Adult and Dislocated Worker
- Wagner-Peyser Employment Service
- Trade Act Programs

- National Emergency Grants
- Senior Community Service Employment Programs (SCSEP)
- Migrant and Seasonal Farm Worker Programs
- Indian and Native American Programs
- Job Corps
- WIA Demonstration Projects
- Labor Market Information Grants
- Career One-Stop Electronic Tools
- Other Internet-based self-service tools operated by DOL programs

Priority of service means that veterans and eligible spouses are given priority over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job-training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons for services.

This means that a veteran or an eligible spouse either receives access to a service earlier than would a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of the non-covered person.

Implementation of priority of service applies to both the physical, in-house services as well as to virtual/electronic services or points of entry.

To follow are examples of how such precedence might apply:

- 1) Three (3) individuals apply for training services. One is receiving public assistance, one is a low-income veteran, and one does not fall into a priority category. There are two training slots available. In this scenario, the first two individuals take precedence over the third, meaning that the public-assistance recipient and the low-income veteran will receive training services while the non-covered person will not.
- 2) The workforce board purchases ten (10) slots for a short-term training program. Fifteen (15) persons apply, seven (7) of whom are eligible for priority of service and eight (8) of whom are not. All seven (7) of those entitled to priority of service will receive training slots, while only three (3) of the non-covered persons will receive training slots.

Execution of Priority of Service

All veterans and eligible spouses will be identified at the point of entry in all service centers. Point of entry can include a reception area, resource rooms, websites, self-service computers, and informational bulletin boards. Once identified, veterans and eligible spouses will be informed of their entitlement to priority of service; the full array of employment, training, and placement services available under priority of service; and any applicable eligibility requirements for those programs and/or services.

In order to correctly fulfill regulation requirements, each service center in region 12 should have a processes in place at the point of entry to the system so as to identify veterans and eligible spouses entitled to priority of service.

It is important to distinguish between identifying a veteran for priority of service and verifying a veteran's status. At the point of entry, it is neither necessary nor appropriate to require verification of the status of a veteran or eligible spouse.

If an individual self-identifies as a veteran or eligible spouse at a service center, that individual should be provided immediate priority in the delivery of employment and training services.

When a veteran or eligible spouse undergoes eligibility determination for enrollment (e.g., in WIOA Adult programs), it is appropriate to initiate verification of veteran status.

If a veteran or an eligible spouse, at the point of eligibility determination and enrollment, does not have documentation verifying their eligibility for priority of service, he/she is to be afforded access on a priority basis to all services provided by program staff (including Basic Career Services) while awaiting verification.

Means by which individuals eligible for priority of service can learn of their status include the following:

- Signs posted at all service delivery points in the service center identify priority populations;
- Upon initial enrollment and during subsequent service center visits when a capacity sign-in sheet is used to assist in determining order of services or access to equipment;
- Posting on the CWDB's website (www.coastalworkforceservices.org) to make individuals aware of the priority of service policy;
- Applicants identified as eligible within the priority population will be informed of the availability of more intensive services available by the Local Veterans Employment Representative; referrals will be made appropriately for such services.
- The 24-hour hold on any Employ Georgia job posting will be adhered to throughout the ten-county region. During the 24-hour hold, new job orders will be restricted to state veteran's staff to be shared with veterans and eligible spouses.
- If applications are collected on behalf of an employer, CWS will prioritize the applications of veterans and eligible spouses over any other applications. This will ensure that the applications of "covered persons" are reviewed before "non-covered persons."
- Covered persons will receive services before non-covered persons. Staff will follow the ranking order established on page 2, 3 paragraph 3, of this policy when providing WIOA-funded services.
- If funding is not available to cover all applicants, a waitlist will be created; as covered persons will be identified on the waitlist as a higher priority for service. they will be served before non-covered persons.
- Covered persons must be provided information on the full array of employment, training, and placement services available, as well as regarding any applicable eligibility and priority of service requirements for those programs and/or services.
- Internal monitoring will be conducted to ensure that priority of service policies and procedures are implemented and followed at all program service delivery points.

DVOP Specialists

It is important to note that the definition of "veteran" in the Jobs for Veterans Act (JVA), the Priority of Service Regulations, and TEG 10-09 differs from both the definition that applies to the reporting of Wagner-Peyser services as well as the definition concerning eligibility to receive services from a Disabled Veterans Outreach Program (DVOP) specialist staff member. The WIOA veteran definition that requires

the individual to have over 180 days of active service still applies both to Wagner-Peyser reporting and to eligibility for DVOP and LVER services—but does not apply to priority of service in DOL-funded employment and training programs.

DVOP Specialists must limit their activities to providing services to eligible veterans and eligible spouses—as defined in 38 U.S.C. 4101(4) and 4211(4)—who meet the definition of an individual with a Significant Barrier to Employment (SBE), or are members of a special population identified by the Veterans' Employment and Training Service in the Department of Labor (USDOL-VETS).

It is the responsibility of the service center staff to identify eligible veterans and eligible spouses, and to formally refer them to a DVOP Specialist, while continuing to provide such eligible veterans and eligible spouses with all other appropriate services and programs in accordance with the requirements of Priority of Service.

ATTACHMENTS

1- LOCAL WORKFORCE DEVELOPMENT BOARD MEMBER LISTING

Member Name	Title	Entity	Board Category
Michael King	Chair		Local Business Representatives
Paul Teague	Vice Chair	Atlanta Gas Light	Local Business Representatives
Edward Bland		R Edward Bland CPA, PC	Local Business Representatives
Anthony Golden		Wells-Fargo	Local Business Representatives
Dorothy Glisson		Fad N' Fashion	Local Business Representatives
Larry Moore		Empowering People Consultant	Local Business Representatives
Willie Thompson		Pepsi Bottling	Local Business Representatives
David Atkins		The Atkins Agency	Local Business Representatives
Mark Corrigan		TrackSource Management Systems (Entre)	Local Business Representatives
Denise Kelly		Pelote Construction	Local Business Representatives
Mary Harpter		MJNH Consulting	Local Business Representatives
Rudolph Quarterman		Coastal Environmental Construction Management Inc.	Local Business Representatives
Fred Hill		The Sack Company	Local Business Representatives
William Stankievs		American Packing and Crating	Local Business Representatives
Brett Petra		Savannah Plumbers and Pipefitters Local188	Labor Organizations/Registered Apprenticeship Program
James Johnson		United Association of Plumbers & Pipefitters Local 177	Labor Organizations
Tara Jennings	Youth Committee Chair	Coastal Georgia Indicators Coalition	Community Based Organization
Genevieve Wynegar		LCCCA Family Connections	Community Based Organization
Cheryl Britton		Youth Emp & Training	Community Based Organization
Kathy Love	Higher Education/Adult Education & Literacy	Savannah Technical College	Education and Training
Leigh Acevedo	Economic and Community Development	SEDA	Education and Training
Patti Fort	Wagner Peyser	GA Dept. of Labor	Education and Training
Candace Mimms	Vocational Rehabilitation	GA Vocational Rehabilitation	Education and Training
Earline Davis		Housing Authority of Savannah	Economic & Community Development who represent Transportation, Housing and Public Assistance Programs
Alyce Thornhill	GA Department of Economic Development		Other
Stephanie Cutter	City of Savannah		Other

2- LOCAL NEGOTIATED PERFORMANCE

WIOA Performance Measure	PY16 Goal	PY17 Goal
Adult Q2 Entered Employment	TBD	TBD
Adult Q4 Entered Employment	TBD	TBD
Adult Median Earnings	TBD	TBD
Adult Credential Rate	TBD	TBD
Adult In-Program Skills Gain	TBD	TBD
DW Q2 Entered Employment	TBD	TBD
DW Q4 Entered Employment	TBD	TBD
DW Median Earnings	TBD	TBD
DW Credential Rate	TBD	TBD
DW In-Program Skills Gain	TBD	TBD
Youth Q2 Placement in Employment or	TBD	TBD
Youth Q4 Placement in Employment or	TBD	TBD
Youth Median Earnings	TBD	TBD
Youth Credential Rate	TBD	TBD
Youth In-Program Skills Gain	TBD	TBD
Employer Measure	TBD	TBD

3- COMMENTS THAT EXPRESS DISAGREEMENT

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:
Comment:

4 - SIGNATURE PAGE

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

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____