

THREE RIVERS WORKFORCE DEVELOPMENT BOARD

LOCAL PLAN

Program Year 2016 – Program Year 2019

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Acknowledgements

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Strategic Elements, Governance and Structure

- 1. Identification of the Fiscal Agent** – Provide an identification of the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III) as determined by the chief elected official.

The Three Rivers Regional Commission acts as the fiscal agent for the Three Rivers Workforce Development Board (TRWDB). The Three Rivers Regional Commission is responsible for grant management, budgeting, and fiscal compliance.

Three Rivers Regional Commission
120 North Hill Street
Griffin, GA 30224
(678) 692-0510

Executive Director: Lanier Boatwright
Workforce Services Director: Robert Hiatt

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

The 10-county region that encompasses Three Rivers is economically and geographically diverse. The region encompasses three interstates, several population centers, and is adjacent to a large metropolitan area. The area's economy is relatively diverse and includes several major industries including manufacturing, health care, and

logistics. Table 1 shows a high-level overview of the region's industries. The largest percentage increase in jobs over the past 10 years have been in educational services; administrative and support and waste management and remediation services; management of companies and enterprises; health care and social assistance; professional and scientific services; and accommodation and food service. The largest percentage decrease in jobs over the past 10 years have been in crop and animal production; mining, quarrying, and oil and gas extraction; construction, finance and insurance; and real estate and rental and leasing. The most specialized industries (based on their location quotient) when compared to the United States as a whole are manufacturing, utilities, and administrative and support and waste management and remediation services.

Table 1. Regional High-Level Industry Snapshot, 2006 and 2015

NAICS	Description	2006 Jobs	2015 Jobs	2006 - 2015 Change	2006 - 2015 % Change	2015 Location Quotient
11	Crop and Animal Production	1,547	749	(798)	(52%)	0.36
21	Mining, Quarrying, and Oil and Gas	178	116	(62)	(35%)	0.13
22	Utilities	1,208	1,176	(32)	(3%)	1.80
23	Construction	13,310	9,191	(4,119)	(31%)	0.99
31	Manufacturing	29,905	29,094	(811)	(3%)	2.02
42	Wholesale Trade	5,225	5,417	192	4%	0.77
44	Retail Trade	20,662	22,006	1,344	7%	1.17
48	Transportation and Warehousing	3,607	4,015	408	11%	0.71
51	Information	3,144	2,600	(544)	(17%)	0.77
52	Finance and Insurance	4,481	3,456	(1,025)	(23%)	0.50
53	Real Estate and Rental and Leasing	1,967	1,600	(367)	(19%)	0.55
54	Professional, Scientific, and Technical	3,458	4,182	724	21%	0.36
55	Management of Companies and Enterprises	886	1,371	485	55%	0.53
56	Administrative and Support and Waste Management and Remediation Services	10,550	16,003	5,453	52%	1.41
61	Educational Services	1,032	1,675	643	62%	0.49
62	Health Care and Social Assistance	16,097	21,253	5,156	32%	0.95
71	Arts, Entertainment, and Recreation	1,535	1,498	(37)	(2%)	0.50
72	Accommodation and Food Services	13,048	14,782	1,734	13%	0.97
81	Other Services (except Public)	4,839	5,411	572	12%	0.78
90	Government	30,460	27,303	(3,157)	(10%)	1.11
TOTAL		167,249	173,379	6,130	4%	

Source: Economic Modeling Specialists Inc.

The region has several industries that are seeing significant growth. Table 2 shows the fastest growing industries over the past 10 years. Four of these are linked to the region's growing role in automobile manufacturing (this includes temporary-help services as

many auto manufacturers use staffing firms to assist with placements). Automobile manufacturing has grown significantly in the region due to Kia's operations in West Point. The region is also seeing large job gains in health care, hospitality, retail and company management.

Table 2. Top 10 Fastest Growing Industries, 2006-2015

NAICS	Description	2006 Jobs	2015 Jobs	2006 - 2015 Change	2006 - 2015 % Change	2015 Earnings Per Worker
561320	Temporary Help Services	3,965	7,618	3,654	92%	\$24,527
336111	Automobile Manufacturing	2	3,359	3,357	176,976%	\$81,344
322100	General Medical and Surgical Hospitals	3,981	7,147	3,166	80%	\$66,695
624120	Services for the Elderly and Persons with Disabilities	671	1,885	1,214	181%	\$15,905
722511	Full-Service Restaurants	5,127	6,142	1,014	20%	\$17,683
425910	Warehouse Clubs and Supercenters	1,409	2,389	981	70%	\$30,339
445110	Supermarkets and Other Grocery (except Convenience) Stores	2,988	3,881	892	30%	\$23,357
336390	Other Motor Vehicle Parts Manufacturing	174	1,050	876	503%	\$56,848
336360	Motor Vehicle Seating and Interior Trim Manufacturing	0	637	637	N/A	\$51,764
551114	Corporate, Subsidiary, and Regional Managing Offices	852	1,360	509	60%	\$105,550

Source: Economic Modeling Specialists Inc.

Another way to understand trends and the needs of regional employers is by analyzing online job postings for the region. Table 3 shows the top 10 in-demand jobs in the Three Rivers region according to online job board analysis (e.g., Monster, Indeed). Employers are looking for truck drivers (common in every region), nurses, retail workers, and hospitality employees. The posting intensity (calculated as the total postings divided by unique postings) is a measure of volume and helps to give an idea of the relative demand of the positions.

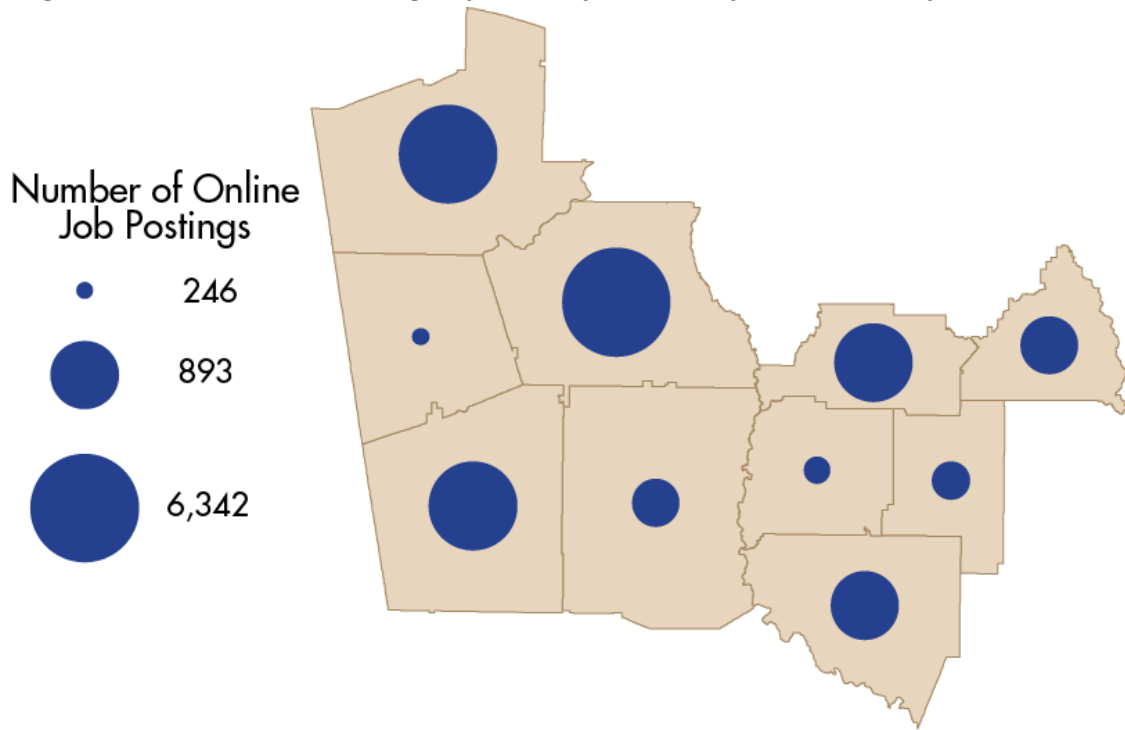
Table 3. Job Posting Analytics, Top 10 In-Demand Jobs

SOC	Name	Jan 2016 Unique Postings	Avg. Total (Jan 2014 - Jan 2016)	Avg. Posting Intensity (Jan 2014 - Jan 2016)
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,935	16,317	9 : 1
29-1141	Registered Nurses	552	1,980	6 : 1
41-1011	First-Line Supervisors of Retail Sales Workers	319	1,503	5 : 1
41-2031	Retail Salespersons	297	1,039	5 : 1
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	173	805	6 : 1
43-4051	Customer Service Representatives	171	499	4 : 1
41-2011	Cashiers	124	484	5 : 1
29-1127	Speech-Language Pathologists	113	266	4 : 1
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	107	687	6 : 1
29-2061	Licensed Practical and Licensed Vocational Nurses	94	351	5 : 1

Source: Economic Modeling Specialists Inc.

Figure 1 shows the jobs postings by county posted from February 2015 to January 2016. The data shows that the most job openings, according to online job posting analytics, are located in Coweta, Carroll, Troup, and Spalding counties.

Figure 1. Online Job Postings by County, February 2015-January 2016



Source: Carl Vinson Institute of Government, Burning Glass

The TRWDB first sector strategy is being developed in the manufacturing industry. Table 4 shows the top in-demand manufacturing occupations according to online job posting analytics.

Table 4. In-Demand Manufacturing Positions, Online Job Posting Analytics February 2015-January 2016

Occupation	# of Job Postings
Industrial Engineer	147
Manufacturing Machine Operator	137
Assembler/Fabricator	113
Production Worker	112
Forklift/Pallet Jack Operator	86
Scheduler/Appointment Setter	84
Production Supervisor	68
Quality Manager	61
Quality Inspector/Technician	60
Manufacturing Engineer	55

Source: Burning Glass

Table 5 presents the top in-demand occupations for the local area. The list was developed based on feedback collected from major industries during the plan development process, traditional labor market information, real-time labor market information, feedback from the Business and Industry committee, and the Governor’s High Demand Career Initiative report.

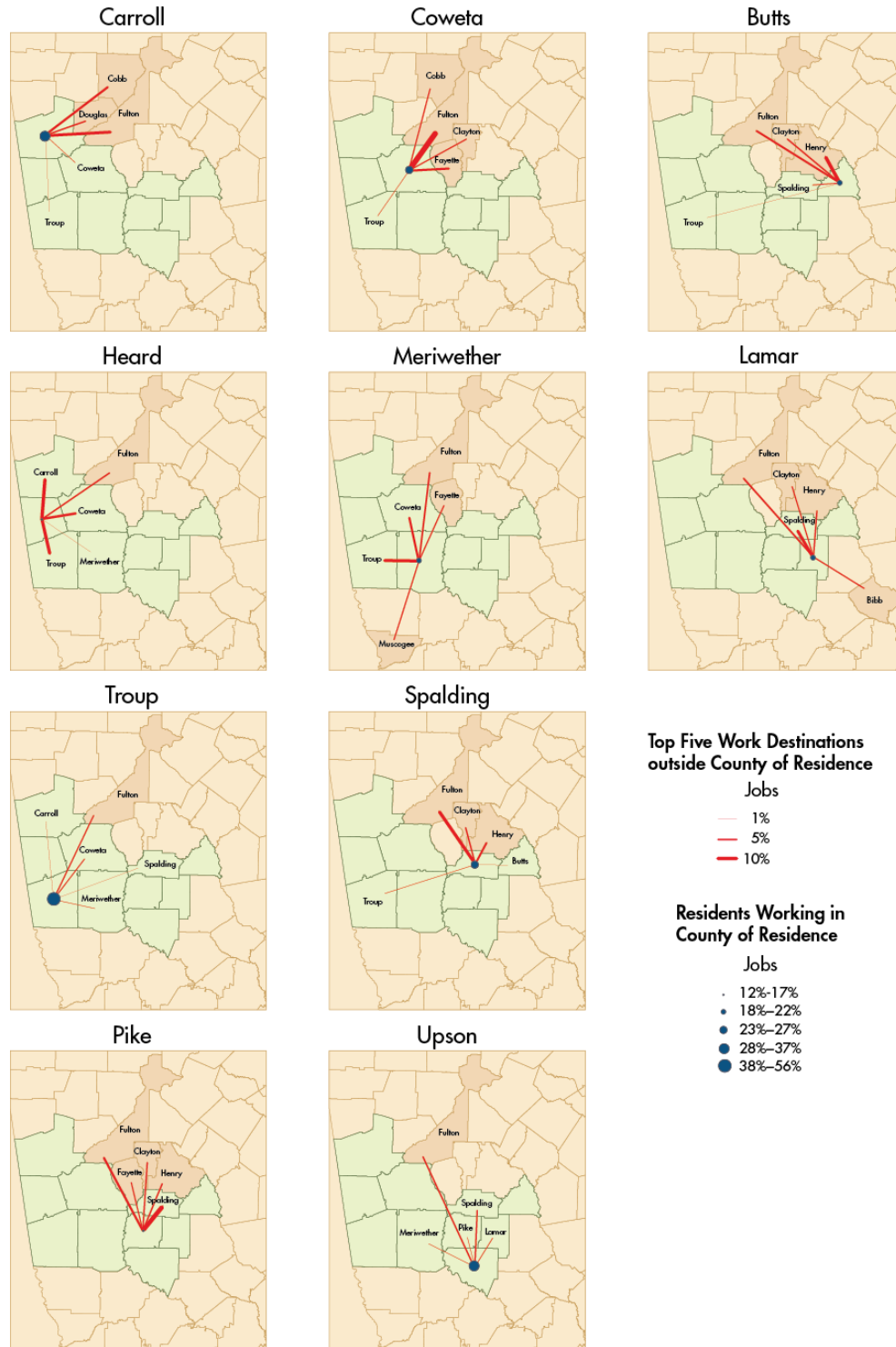
Table 5. Three Rivers Workforce Development Board In-Demand Occupation List

Occupation	
Assembly Supervisor	Maintenance and Repair Worker
Automotive Service Technician and Mechanic	Maintenance Technician
Aviation Mechanic	Network Specialist
CNC Operator	Pharmacy Technician
Customer Service Representative	Registered Nurse
Diesel Mechanic	Software Developer
Forklift Operator/Warehouse Worker	Team Assembler/Manufacturing Associate
Licensed Practical Nurse	Truck Driver
Machinist	Welder

The region has significant commuting activity both within and outside of the region: 56.9% of the region’s population works outside of the region on a daily basis, while 43.3% of the region’s workforce comes from outside of the region. The commuting data demonstrates the need to work cooperatively throughout the region and with other neighboring regions (e.g., Atlanta, Middle Georgia, River Valley). Figure 2 on the next page shows the outflow commuting patterns for each county in the region. The dot at the center of each county indicates the percentage of the county’s workforce that works within the county. For example, 22.4% of residents in Butts County work within the county. The red lines extending from each county show the top 5 commuting patterns. For example, the top commuting pattern for Coweta County residents is to Fulton County (24.7% of Coweta residents commute to Fulton County).

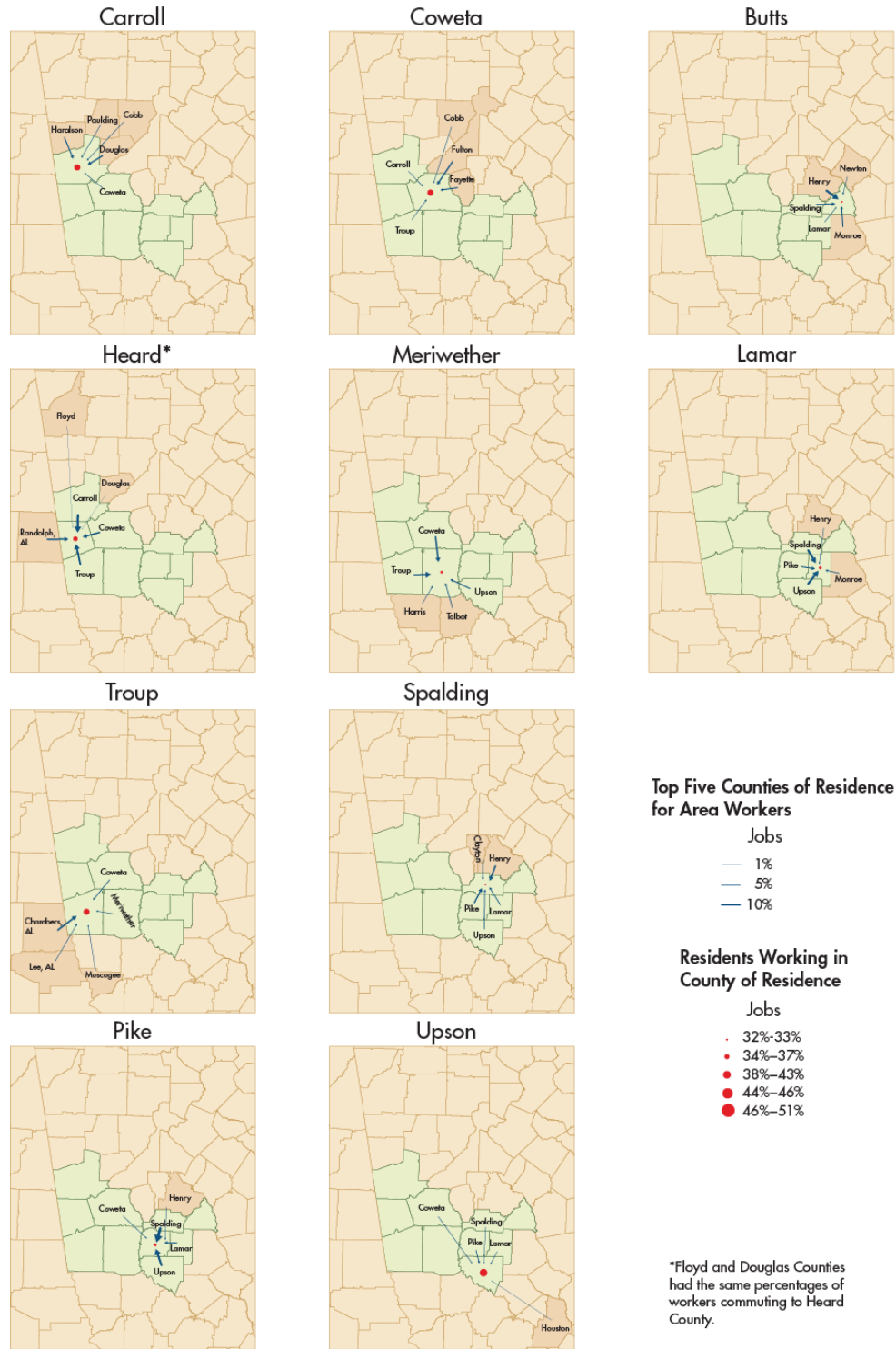
Figure 3 shows the inflow commuting patterns for the region. The dot size shows the percent of the county’s workforce that is derived from within the county and the red lines show the top five commuting in-flows (live outside the county but work inside the county). For example, 8.3% of the workforce in Troup County resides in Chambers County, AL.

Figure 2. Three Rivers Region Commuting Patterns Outflow



Source: U.S. Census Bureau OnTheMap, Carl Vinson Institute of Government

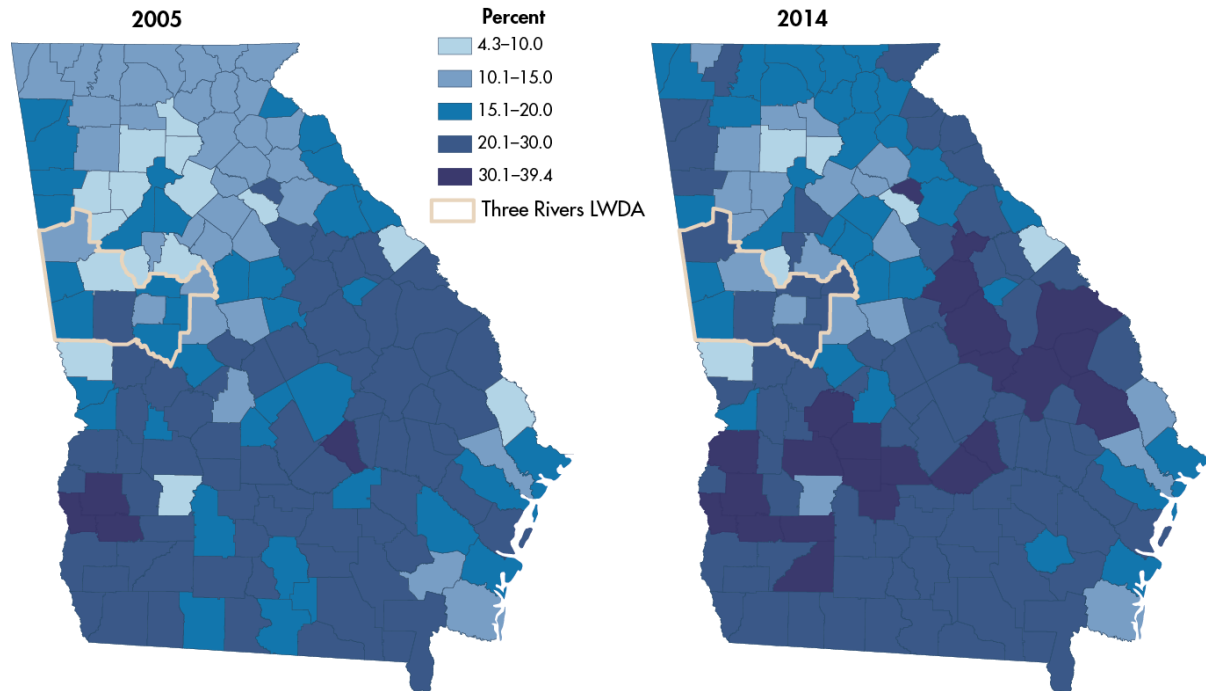
Figure 3. Three Rivers Region Commuting Patterns Inflow



Source: U.S. Census Bureau OnTheMap, Carl Vinson Institute of Government

As part of analyzing the workforce development needs in the region, it is important to understand the current economic condition of its subparts. Figure 4 shows the poverty levels in 2005 and 2014. The economic condition of the region largely mirrors that of the state. Figure 3 shows that there is some diversity and growing levels of poverty in the region.

Figure 4. Three Rivers Region Poverty Levels, 2005 and 2014



Source: U.S. Census Bureau American Community Survey, Carl Vinson Institute of Government

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

The TRWDB analyzed the skills and knowledge necessary to meet the employment needs of industries in the region by conducting listening sessions with three key industry sectors, analyzing job postings, and reviewing the findings of the Governor's High Demand Career Initiative.

The largest knowledge and skill deficit in the region is soft skills, which encompasses behaviors like showing up to work on time, getting along with co-workers, following directions, adhering to company rules, teamwork, critical thinking, time management, ethics, and basic etiquette/respect. Companies also highlighted the difficulty of hiring employees who can pass a drug test; many companies shared that many candidates will either lose interest in the job when a drug test is mentioned or fail to attend the drug test screening. Human resource and plant managers in manufacturing stated that if they could find individuals with basic soft skills they would handle the rest of the hard skills training. The industry sector listening sessions and a review of online job posting data makes it clear that a “one-size fits all” service delivery strategy will not work in this diverse region.

A comprehensive picture of the skills and knowledge desired by local employers can be gained by analyzing core competencies listed in job ads. Most online job ads in the region list the required soft skills, hard (technical) skills, and any applicable certifications or licenses. Tables 6, 7 and 8 on the following pages show the top soft skills, hard skills, and certifications/licenses listed in online job ads posted in the TRWDB region.

Table 6. Job Posting Analytics: Top 10 Soft Skills, 2015-2016

Skill	Postings with Skill
Scheduling (Project Management)	46,855
Leadership	17,095
Learning	9,791
Coordinating	8,407
Leading	7,970
Listening	6,089
Cleanliness	4,469
Ethics	3,490
Speech	3,325
Literacy	1,705

Source: Economic Modeling Specialists Inc.

Table 7. Job Posting Analytics: Top 10 Hard Skills, 2015-2016

Skill	Postings with Skill
Management	52,619
Training	47,778
Sales	40,673
Customer Service	39,559
Recruitment	39,436
Insurance	31,409
Retailing	30,808
Health Care	28,868
Arc Welding	27,857
Driving	27,671

Source: Economic Modeling Specialists Inc.

Table 8. Job Posting Analytics, Top 10 Certifications/Licenses, 2015-2016

Certification	Postings with Certification
Commercial Driver's License (CDL)	27,355
Registered Nurse	10,983
Licensed Practical Nurse	5,155
Nurse Practitioner	1,264
Certified Nursing Assistant	1,004
Patient Care Technician	887
Licensed Vocational Nurses	867
Board Certified	829
Certified Apartment Property Supervisor	707
Transportation Worker Identification Credential (TWIC) Card	694

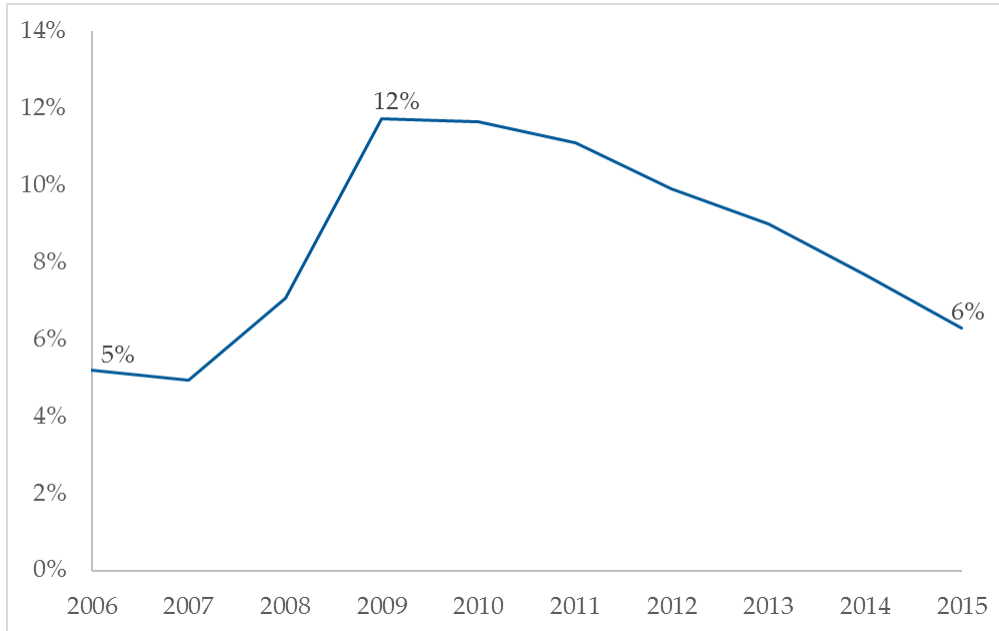
Source: Economic Modeling Specialists Inc.

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

Labor Market Trends

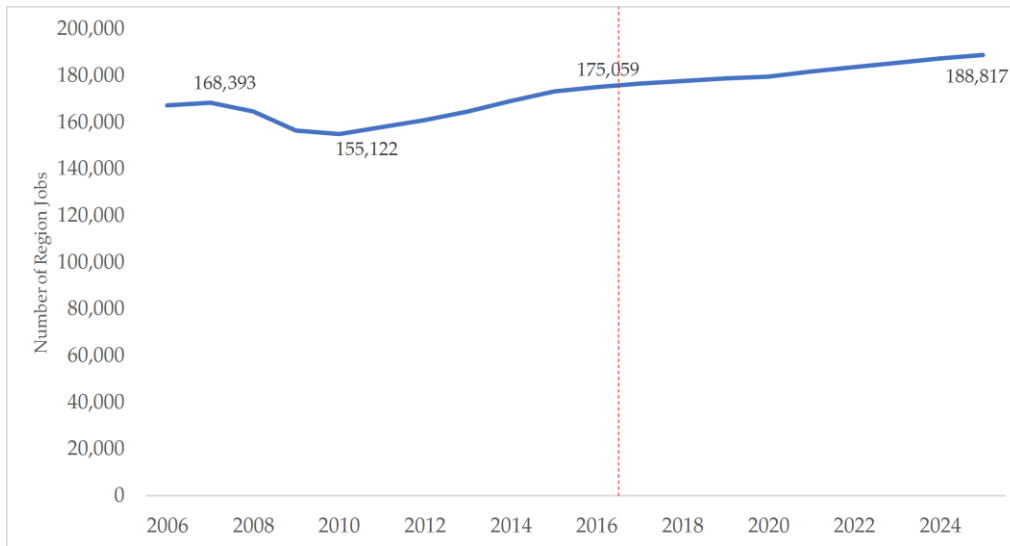
The labor market in the Three Rivers region mirrored state and national trends over the past decade. Figure 5 on the next page shows the 10-year unemployment rate trend for the region. The current low unemployment rate (6%) indicates that the region has largely recovered from the recession. Figure 6 shows the employment trend from 2006 to 2025. The region lost around 12,000 jobs during the recession but has recovered those in the post-recession period. Employment projections based on current trends show that the region will add around 20,000 jobs during the next 10 years.

Figure 5. Unemployment Rate Trend, 2006-2015



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics

Figure 6. Regional Employment Trend and Projection, 2006-2025

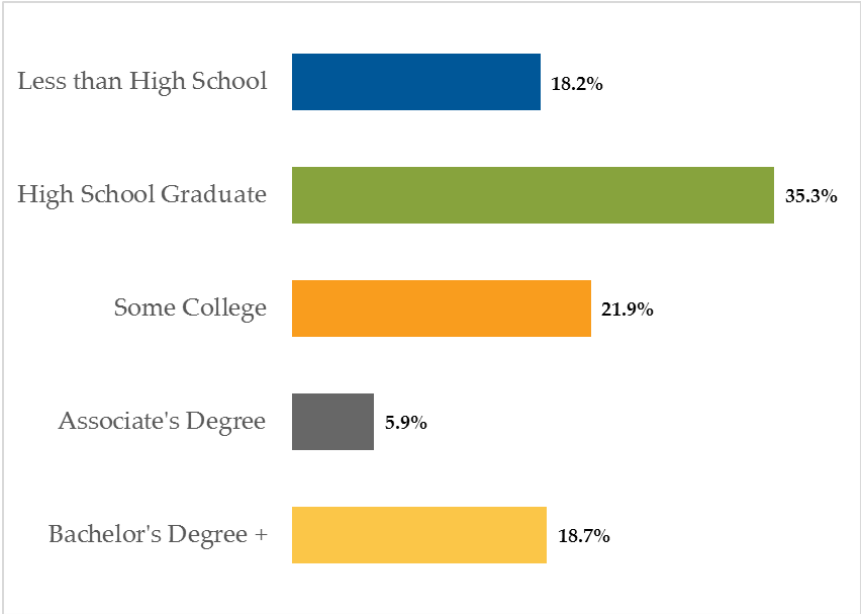


Source: Economic Modeling Specialists Inc.

Educational Attainment

The local area has a diverse level of educational attainment. Figure 7 shows the region's educational attainment level for the population age 25+. More than 50% of the region's population age 25+ has a high school diploma or less. Only 6% of the region's population has an associate's degree and 19% has a bachelor's degree or greater. Job posting analytics and employer engagement demonstrate that more jobs are requiring advanced education. Many local companies indicated that their minimum education requirement is a high school diploma/GED. The data in Figure 7 demonstrates a need to continue up-skilling individuals through adult education and post-secondary education.

Figure 7. Regional Educational Attainment Age 25+

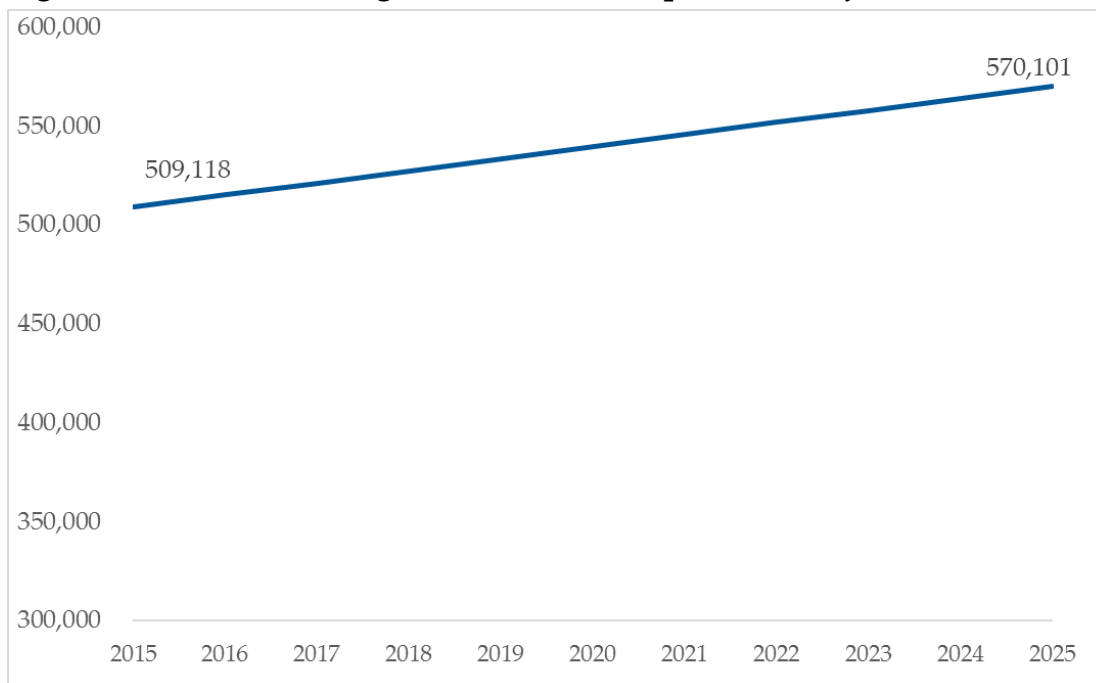


Source: U.S. Census Bureau, American Community Survey (2014, 5-Year Estimates)

Population Trends

The Three Rivers region is projected to add more than 60,000 residents during the next 10 years. Figure 8 shows the short-term population projections developed by the Governor’s Office of Planning and Budget for the TRWDB region. The local area is projected to see steady growth, but the pace of the growth varies at the county level. Table 9 on the next page shows the long-term population projections for each county in the region. Seven counties are projected to see an increased population while the population in three counties is expected to decline over the next 30 years. The majority of long-term growth is expected to be in Coweta and Carroll counties.

Figure 8. Three Rivers Region Short-Term Population Projections, 2015-2025



Source: Governor’s Office of Planning and Budget (2015)

Table 9. County Long-Term Population Projections, 2015-2045

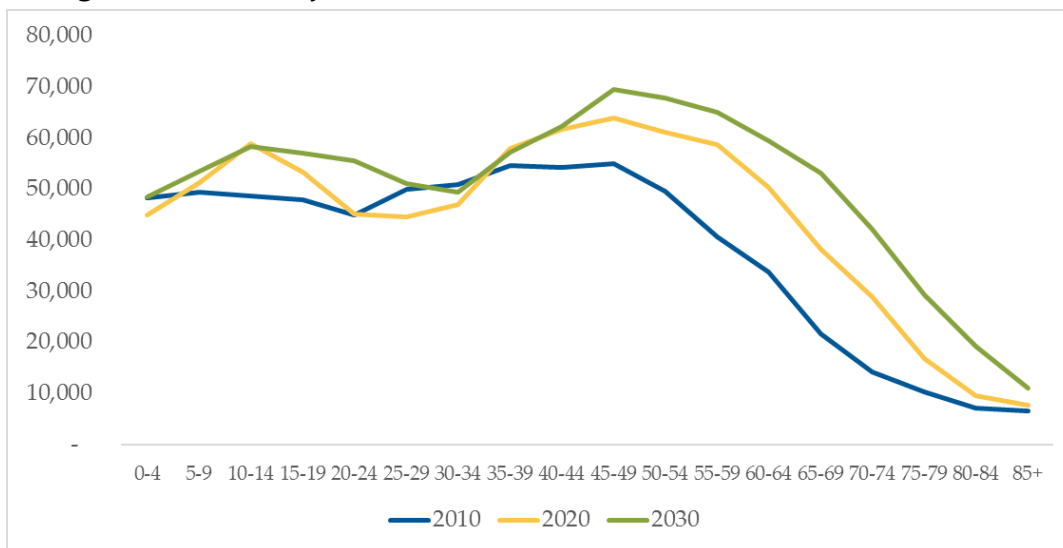
County	2015	2025	2035	2045	% Change 2015-2045
Butts County	23,718	25,410	26,595	27,452	16%
Carroll County	115,587	131,562	147,277	163,556	42%
Coweta County	138,639	167,226	197,952	230,355	66%
Heard County	11,630	11,875	11,616	10,956	-6%
Lamar County	18,233	19,611	21,231	23,084	27%
Meriwether County	21,186	20,788	19,818	18,513	-13%
Pike County	18,166	20,050	21,830	23,605	30%
Spalding County	64,749	68,623	70,455	70,636	9%
Troup County	70,569	78,285	85,563	91,907	30%
Upson County	26,642	26,672	25,888	24,667	-7%
TOTAL	509,118	570,101	628,225	684,731	34%

Source: Governor’s Office of Planning and Budget (2015)

Regional Age Structure

The age structure (that is, the number of people at various age levels) is expected to shift significantly over the next 20 years. This shift in age structure will have significant implications for workforce development and education in the region. Figure 9 shows the age structure projections developed by the Governor’s Office of Planning and Budget. The TRWDB region will continue to “gray” as the population ages. In 2010 there were 14,000 residents age 70-74, but projections show that in 2030 the region will have 42,000 residents age 70-74. The region will see some growth in the youth population but will see little growth in middle-age residents.

Figure 9. Age Structure Projections, 2010-2030



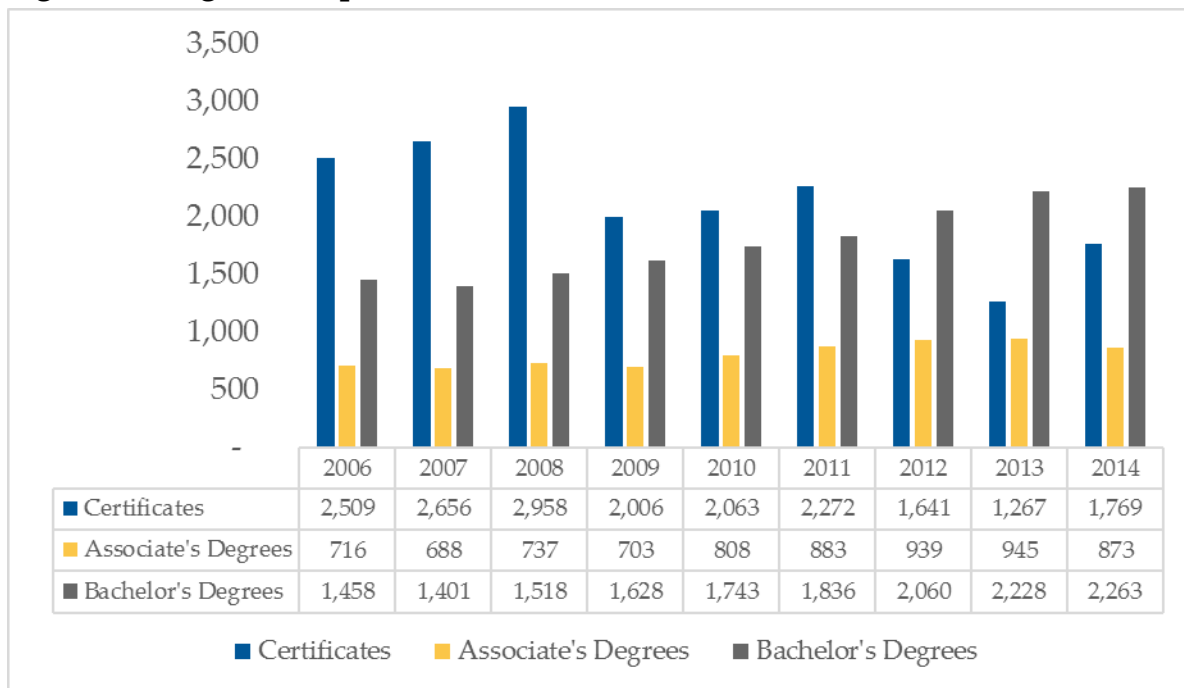
Source: Governor’s Office of Planning and Budget (2012)

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

The TRWDB region has a strong and diverse workforce development activity network that includes two technical colleges, private training providers, two University System of Georgia institutions, several college and career academies, and career and technical

education programs in every school district. Figure 10 shows the regional degree completion trends from 2006 to 2014. There has been a large reduction in the number of certificates issued, a slight uptick in the number of associate’s degrees, and a large increase in bachelor’s degrees awarded over the study period. These trends show the strength of the education and training network in the Three Rivers region, but also may indicate that degree production does not fully align with the job openings in the region. Most employers engaged with the planning process cited a need for technical skills that are typically taught in certificate programs.

Figure 10. Degree Completion Trends, 2006-2014



Source: Economic Modeling Specialists Inc.

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

Vision: Employees with quality jobs and employers with qualified employees

Mission: The Three Rivers Workforce Development Board exists to support and promote workforce development and job development to meet the needs of employers and employees in the region.

- Key Strategic Elements**
- 1) **Incorporate Soft Skills Development in all Programs**
 - 2) **Explore Innovation and Flexibility**
 - 3) **Partnership Building**
 - 4) **Serving Existing Employers**

The TRWDB aims to align its service offerings with economic development and key regional industries to ensure that employers have the talent they need and that individuals have the training and support they need to find employment with sustaining wages. The board will invest its program dollars into high-yield programs that prepare adult and youth clients with the essential skills, technical skills, and experience they need to succeed in the 21st-century workplace. The board will also leverage its role as a convener and connecting entity in the region to align programs, services, and resources among the many governmental and non-governmental entities involved in workforce development, education, and economic development. For example, TRWDB will use its convening capacity to bring together regional partners (e.g., community service board, law enforcement, education, health providers) in 2017 to discuss drug and substance abuse issues. Many employers highlight addictions as a

key barrier to employment in the region. The convening will develop regional strategies to combat addictive behavior in the region.

The key factor to continued success and strong performance is building and strengthening relationships with employers throughout the region. The TRWDB needs to have a clear understanding of employers' workforce needs (e.g., soft skills, technical skills, work experience, the number of openings) so that it can link the services provided to gainful employment opportunities. The Business and Industry Committee, along with sector strategies and business services program, will serve as the "front door" connection to employers.

The board will also ensure that program offerings and service delivery strategies are in place to serve individuals with barriers to employment. This will be done through staff training, building stronger relationships with partner organizations (e.g., Georgia Vocational Rehabilitation Agency [GVRA], Family Connections, the Re-entry Coalition, Goodwill), and building stronger employer relationships. Career Facilitators (CFs) will work with the appropriate partner organizations and board resources to develop customized employment strategies and provide wraparound support services, as necessary.

Youth clients will be served with a similar strategy to individuals with barriers to employment. The TRWDB aims to prepare youth to enter the workforce, post-secondary education, or the military with the skills and experience necessary to be self-sufficient and on a career path rather than just simply getting a job. The board will serve youth clients with redesigned out-of-school youth contracts and programs that focus on teaching essential skills and technical skills related to the employment opportunities that exist in the region.

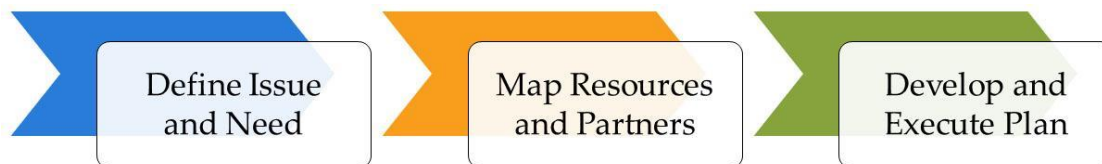
- f. **Taking into account the analyses described in sections "2. a-e" (above), provide a strategy to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals.**

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

The key strategy to addressing workforce and talent needs in the region is detailed in Figure 11. The first step will be to define the issue and identify the needs. Once a clear problem statement has been identified, board members and staff will identify Workforce Innovation and Opportunity Act (WIOA) and partner resources that can be used to address the issue. Finally, once the resources and partners have been mapped, the TRWDB will develop and execute a plan to resolve the need.

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

Figure 11. Three Rivers Three-Step Coordinated Strategy Process



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

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

The key to engaging and serving employers in the Three Rivers region will be a reinvigorated business services strategy. The focus for the strategy includes: listening to employers; utilizing needs assessments and data to guide efforts; promoting and marketing business services (e.g., Incumbent Worker Training, On-the-Job Training [OJT], and other training services); and using sector strategies to provide a high-level of customized service to key industries.

The board's Business and Industry Committee will oversee and advise on employer engagement. The TRWDB Business Service Specialist and Management Team will engage with the chambers of commerce and economic development organizations in the region to ensure that businesses, especially small businesses, are aware of business services and training programs.

- b. How will the area support a local workforce development system that meets the needs of businesses in the local area? Discuss the area's workforce services 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.**

Alignment to the needs of the business community in the local area will be achieved through a robust business services strategy. (See the discussion in 2(b) that discusses the reinvigorated business service strategy that TRWDB has adopted.) Business and organized labor representatives are involved in the planning and development of the business services strategy through participation on the Business and Industry Committee and also through their involvement in the local plan development process.

The local area offers a robust suite of business services including:

- OJT: Reimbursement of a portion of wages during a training period;
- Incumbent Worker Training: Financial assistance to help offset the cost of upskilling current employees;

- Customized Training: Supporting an employer’s workforce needs by reimbursing a portion of their training costs;
- Rapid Response: Providing guidance to employers and re-employment support through local area services to employees who are laid off;
- Job Fair Partnerships: Partner with the Georgia Department of Labor (GDOL), Goodwill Industries, and other employment partners to host regular job fairs;
- Sector Strategy Development: The board will use sector strategies as a business service to provide a high-level of support to key regional industries;
- Partnership Building: The business services team will aid in referrals for service by developing and sustaining relationships with the business community, educational institutions, other government programs, and nonprofits in the region.

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

Historically the local area has not fully engaged with economic development professionals and programs in the region. Over the past year, the TRWDB has prioritized relationship building with the region’s economic development team by visiting with economic development professionals, development authorities, and other economic development organizations across the region.

Economic development professionals were identified as a key stakeholder group in the development of this local plan. A focus group was held with economic development professionals to gather feedback, explain the purpose and services of the board, and to learn the best ways to support and engage with them. The board will utilize the Business and Industry Committee to strengthen this relationship.

The local area is focused on supporting economic development professionals across the region, including the Georgia Department of Economic Development (GDEcD) Existing Industry Representative, development authority staff members, economic development

organization leaders, and other economic development professionals. The board will continue to educate economic development partners about the services through outreach visits, periodic group meetings, and invitations to board meetings and functions.

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

The local area will continue to strengthen existing partnerships and explore new partnerships to better serve individuals receiving unemployment insurance (UI) benefits. Program management staff and career facilitators will partner closely with GDOL staff to process referrals and provide career and training services to UI recipients. Program management staff will provide training, updates, and materials to career center staff to ensure that UI customers receive information on training opportunities they may be eligible for. The local area will partner with GDOL on executing Rapid Response services. Additionally, the TRWDB will continue to strengthen relationships and service delivery through strategic planning, process improvement, and training.

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

- a. **Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).**
- b. **Describe the plans for coordination of administrative cost arrangements including the pooling of funds for administrative costs (if applicable).**

The TRWDB is the only local area in the region.

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

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

One sector strategy has been developed in the manufacturing industry. The sector partnership involved leaders from business, government, and education. Two manufacturing firms (Mondo and Dongwon) represent the manufacturing community. The education and training providers are West Georgia Technical College and Southern Crescent Technical College, and the government partner is GVRA. Family Connections, a local social services non-profit in each county, is also involved. The TRWDB plans to recruit additional manufacturing partners, local chambers of commerce, and K-12 Career, Technical and Agricultural Education representatives. The TRWDB's Business and Industry Committee will assist with recruiting additional sector members during the planning phase.

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

The manufacturing sector partnership has not had a formal meeting since the completion of the sector partnership training. TRWDB program staff have maintained communication with the partners and recently identified a staff member to lead the sector strategy effort. Staff and key partners are currently planning the next phase of sector strategy development.

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

Manufacturing was selected as the first sector based on a review of both traditional and real-time labor market information (LMI), consultation with board members, and listening sessions with the community (e.g., High Demand Career Initiative meetings, Business and Industry Committee meetings, other public engagement).

Traditional LMI indicates a growing number of manufacturing positions in the region due to growth (e.g., the Kia plant and associated suppliers, rebounding economy, business expansions and relocations) and that manufacturing positions pay a family-sustaining wage. Real-time LMI indicates a large number of postings for manufacturing positions. Engagement with the manufacturing community identified that finding the talent with the right hard and soft skills in manufacturing was a challenge.

- d. **Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**
 - i. **Participating employers:** Mando and Dongwon
 - ii. **Target occupations:** Industrial Maintenance Technicians, Forklift Operators, Welders, and Team Assemblers/Manufacturing Associates
 - iii. **Training programs:** Workplace Fundamentals, Maintenance/Machinery Mechanics, Industrial Maintenance, Industrial Mechanical Systems, Industrial Systems Technology, Welding and Joining Technology, Manufacturing Certification
 - iv. **Target Populations:** Adults, dislocated workers, disengaged youth, ex-offenders, and individuals with disabilities

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

The current focus is the successful launch and sustainability of the manufacturing sector partnership. The next targeted sector will be healthcare. The TRWDB’s Business and Industry Committee, in consultation with board staff, will determine the appropriate time to launch this next initiative. Figure 12 illustrates the process that the TRWDB will utilize to launch future sector partnerships.

Figure 12. Sector Strategy Implementation



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

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

TRWDB staff ensure the quality performance of service providers on a quarterly basis by reviewing exits, related employment, and job seekers’ comments during follow-up interviews. Performance of all training institutions with WIOA-enrolled participants is monitored annually, and institutions may be removed from the approved provider list if monitoring reveals poor performance or non-compliance. Staff also review LMI and present it to the TRWDB to ensure the training offered continues to meet the economic conditions and workforce needs of businesses in the region.

In partnership with the regional technical colleges, the TRWDB works to ensure its training programs meet the needs of local employers. Additionally, one-stop operators

communicate TRWDB strategic objectives to partners and providers to ensure services are focused on these priorities.

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

The one-stop delivery system will serve as the nexus for service delivery in the Three Rivers region. The comprehensive one-stop centers will ensure that clients from across the region have access to the services they need to prepare for and find employment with a sustaining wage.

The board is currently exploring technology and service providers to deploy a virtual one-stop to provide 24/7 service that will be available from any computer or mobile data-equipped cell phone in the region. The virtual one-stop will include LMI, occupational data, training program descriptions, application paperwork, and case management functionality. The local area will continue to utilize its mobile unit to provide services in areas of the region that do not have access to one-stop locations.

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

The TRWDB will ensure that universal access exists across the workforce system in the region. The board, staff, one-stop operators, one-stop partners, and contractors will ensure compliance with the Americans with Disabilities Act of 1990 and WIOA § 188, including physical accessibility and program accessibility. Three Rivers program management staff and the Equal Opportunity Officer will review and ensure

compliance. The Equal Opportunity Officer will ensure that staff and partners receive ongoing professional development and are advised of changes in law and policy.

TRWDB partners with the Georgia Vocational Rehabilitation Agency (GVRA) to provide assistive technology for one-stop centers. GVRA also provides technical assistance and information to partners and providers on accessibility requirements.

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

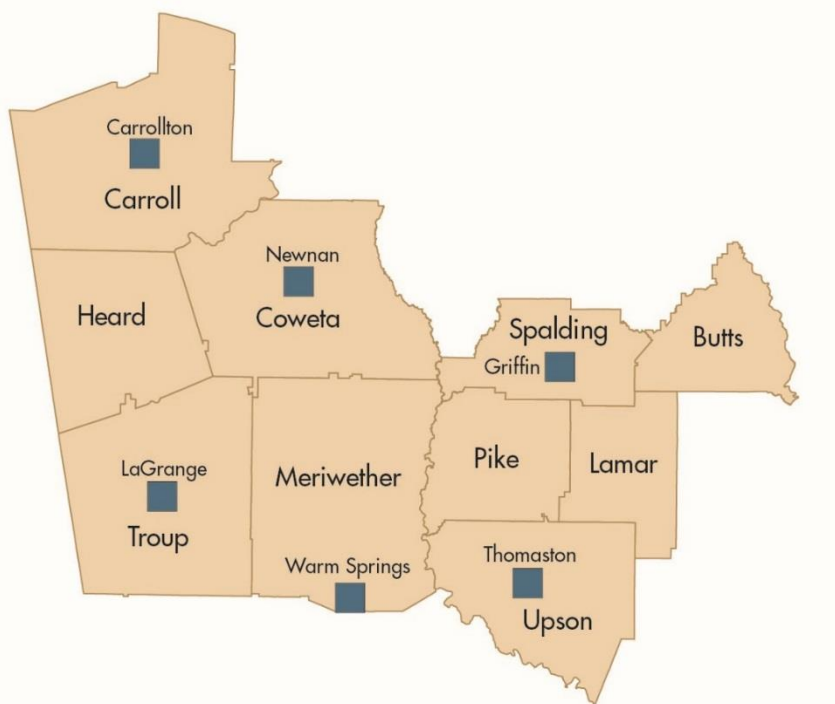
The roles and resource contributions of the one-stop partners are defined in the attached memorandum of understanding (MOU)/resource sharing agreement (RSA). The TRWDB is actively working to acquire the agreement and signatures of the one-stop partners on the MOU/RSA. All mandatory and additional one-stop partners are parties to the MOU/RSA. The exact contributions and roles of the one-stop partners cannot be detailed in the plan as the MOU/RSA is currently under review by the one-stop partners.

The overall role of the partners in the one-stop system is to design, implement, and manage a seamless system of service delivery focused on the needs and interests of job seekers and employers. The primary goal is to coordinate resources from partner agencies, thereby eliminating duplication and streamlining services.

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

Figure 13 shows the locations of the six one-stop career centers in the Three Rivers region. GDOL serves as the operator of five of the career centers (Carrollton, Griffin, LaGrange, Newnan, and Warm Springs). The local area serves as the operator of the career center in Thomaston. In accordance with WIOA and state policy, the TRWDB plans to conduct a competitive process to procure one-stop operators in Fiscal Year 2017.

Figure 13. Location of One-Stop Career Centers in the TRWDB Region



Source: Carl Vinson Institute of Government

Local area staff members are currently preparing for the upcoming competitive one-stop operator procurement by conducting market research, talking with local areas that have completed successful procurements, collecting request-for-proposal (RFP) documents, and refining the requirements and scope of work. The local area will develop cost and price analyses by identifying similar areas (e.g., population, geography, economic conditions), analyzing their service delivery costs, and developing reasonable cost estimates. Additionally, through its membership in the National Association of Development Organizations, Three Rivers staff participate in the workforce development networking group where they discuss procurement strategy, market research, RFP development, and other related items. The TRWDB will also leverage technical assistance provided by the state to ensure a quality one-stop operator selection process.

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

The local area will adhere to all applicable federal laws and regulations, state laws and regulations, and fiscal agent policy regarding procurement. The board intends to competitively procure services and programs required under WIOA. Staff members, in conjunction with the board and the appropriate committees, will develop a scope of work for the procurement. Market research will be undertaken to determine potential vendors, service delivery methods, and cost estimates based on the needs and geography of the region. Administrative and financial management staff will draft procurement documents based on the identified scope and relevant procurement procedures. Potential vendors will be notified through advertisements in the local papers, outreach to past vendors, posting on the board website, and other relevant communication strategies. The board will conduct comprehensive evaluations and make award decisions based on the policies and practices identified above.

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

When a complaint is received, regardless of topic, the complaint is forwarded to the Equal Opportunity Officer for documentation and resolution. The Equal Opportunity Officer will work with the complainant and other parties to resolve the complaint. The TRWDB's Grievance and Complaints Procedure is included as Attachment 6. The Equal Opportunity Officer for the local area is Hope King.

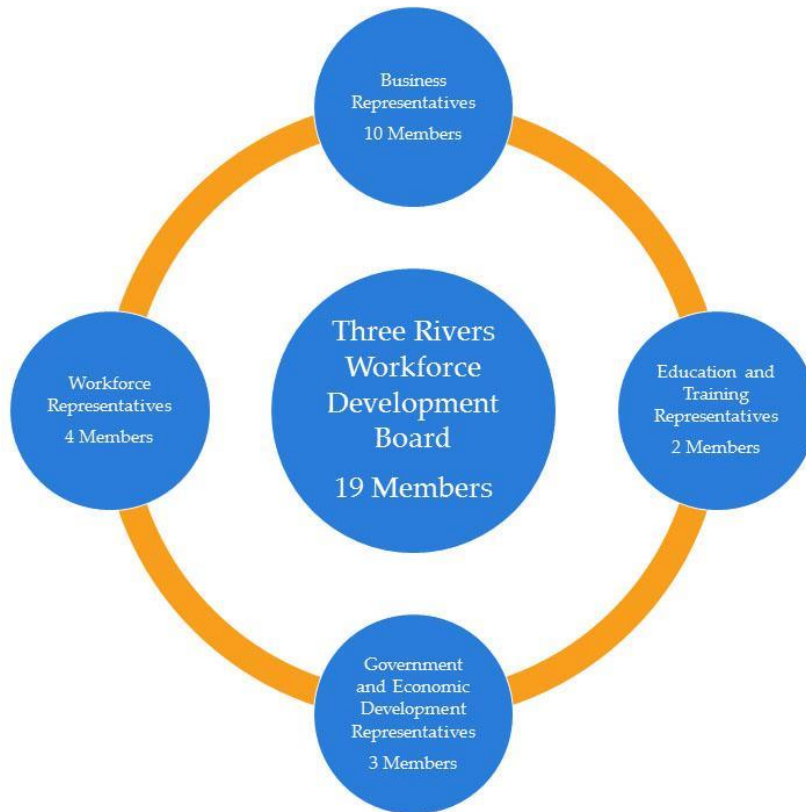
Each one-stop center has an agreed-upon complaint procedure and has identified a staff person to receive and resolve complaints.

Local Boards and Plan Development

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

Local board members are identified and selected in accordance with the TRWDB’s Chief Elected Officials Organization By-Laws. Figure 14 illustrates the current board membership structure. Attachment 1 includes the current board roster.

Figure 14. Board Membership Structure



One Business Representative is selected from each of the 10 counties in the region. The county commission chair and one of the county’s mayors (appointed via caucus of

mayors based on TRWDB by-laws) are responsible for identifying a local employer to serve on the TRWDB when there is a vacancy in the seat. The remaining board members are appointed by the Chief Local Elected Official. The Adult Education Representative is selected from the two adult education providers in the local area. The Labor Representatives are appointed in consultation with the Georgia AFL-CIO.

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

Each new board member is provided a two-page job description that details the roles, expectations, and guidelines for board members. The Workforce Board Director schedules a meeting with each new board member to review the job description and answer any questions about serving on the workforce board. Formal training is scheduled if more than one new board member joins at the same time. TRWDB staff is currently in the process of updating the member orientation booklet to reflect WIOA.

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

The TRWDB aims to forge a stronger relationship with economic development activities in the region. The board will coordinate and align workforce development investments with economic development by establishing clear lines of communication, ensuring that economic development professionals understand the TRWDB service offerings, and engaging regularly with development authorities and other economic development organizations. The local area will also engage economic development professionals in current and future sector partnership activities.

Economic development professionals were identified as a key stakeholder group for engaging in the plan development process. A listening session was held with economic development professionals and chamber of commerce leaders to ensure this plan meets their needs and to provide an opportunity to re-introduce the workforce board. The Workforce Board Director, Program Services Manager, and Business Services Specialist

all attend and participate in economic development meetings in the local region on a regular basis.

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

Members of the TRWDB are engaged through several mediums throughout the year. The TRWDB aims to have engaged board members who fulfill the strategic, leadership, and oversight roles established by WIOA. First, each board member is provided meeting packets in advance of meetings to allow for informed action. Second, the board has a robust committee structure to engage members between the bi-monthly meetings. Committees typically meet in non-board meeting months to keep members engaged. Third, TRWDB is planning a half-day planning workshop to engage board members in shaping the future strategic direction of the organization.

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

Committees serve a crucial role in engaging board members and accomplishing the strategic vision of the workforce board. Table 10 describes the current TRWDB committees.

Table 10. Three Rivers Workforce Development Board Committee Structure

Committee	Function
Budget	The Budget Committee is responsible for reviewing the annual budget and budget amendments.
Business and Industry	This committee is responsible for leading and advising on all efforts to engage the business community and economic development professionals. The members are charged with reviewing training programs to ensure they align with regional goals and industries. They also review and advise on OJT contracts and other related policy.
Marketing	The Marketing Committee is responsible for reviewing the marketing and communication efforts of the board. The committee will be charged with advising on the implementation of the new workforce brand.
One-Stop	The One-Stop Committee is responsible for the oversight and leadership of the local area’s comprehensive one-stop program. It reviews each center’s operations, oversees the resource sharing agreement, tracks performance, and manages the certification process.
Planning	The Planning Committee is responsible for strategic and operational planning.
Youth	The Youth Committee is responsible for the leadership and oversight of the youth program. It oversees the youth program contracts and youth program delivery and reviews and makes recommendations on the youth program budget.

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

The local plan development process was designed to maximize stakeholder input, ensure that the plan represents the interests and needs of the region, and ultimately produce a strategic action plan that will impact human capital needs in the region and improve the lives of individuals and families through jobs. Figure 15 displays the key elements that comprised the local plan development process.

Figure 15. Local Plan Development Process Elements



The key stakeholders in the plan development process were: local employers, board members, GDOL, GVRA, adult education leaders, local elected officials, labor

organizations, chambers of commerce, local economic development organizations, social/supportive service agencies, and K-12 and post-secondary education.

The plan development process involved: interviews with staff; a review of prior planning efforts; a full-day needs assessment summit with employers, educational leaders, and social/supportive service providers; facilitated meetings with economic development professionals, chamber of commerce leaders, and elected officials; a planning session with the workforce board; a review of LMI; and a public comment period.

Figure 16. Stakeholders Participate in Needs Assessment Summit



Public comments and feedback were solicited through multiple mediums. The draft plan was posted on the TRWDB website for review. Notification of the comment period was made through outreach to local media, advertisement in the local newspaper, and notification of mandatory partners.

Service Delivery and Training

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

Outreach is one of the most important ways the TRWDB is working to expand access to employment, training, education, and social/supportive services for eligible individuals, particularly individuals with barriers to employment. The board itself is actively involved in getting out into the community and providing information on who they are and what they do. The board established the Business and Industry Committee. (See sub-section 2 of the Local Plan and Board Development Section). The committee is made up of representatives of the existing businesses and industries located within the Three Rivers Regional Commission 10-county area. The intent of the committee is to review, analyze, and recommend training, work experience, and OJT services.

The TRWDB is contracting with a training provider who has a strong background in assisting ex-offenders. This provider has been able to assist the board in finding employment for ex-offenders in HVAC, an occupation that has not typically been open to them in the past. The board is also planning to work with several local organizations to help employers better understand the benefits of hiring returning citizens, how to insure or bond these individuals, the skills they may bring to the position, and how to better understand the information in a background check.

The board is exploring partnership opportunities to promote targeted job fairs for individuals with barriers to employment. Based on feedback, the TRWDB is also working on ways to incorporate targeted information sessions for other stakeholders,

such as economic developers and business and industry, to educate them about the important and vital work that the TRWDB does.

Youth Services contractors are working with youth who have gone through career pathways in school. Once these youth have graduated, the TRWDB is working to help them attain employment more quickly.

As a result of employer feedback, the board will work to expand and emphasize training on soft skills. Soft skills have been identified by employers as a significant issue in both recruiting and employee retention.

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

For Adult and Dislocated Workers, the TRWDB provides three tiers of service:

1. Self-Service
2. Basic Career Services
3. Individualized Training Services

The first level of service provided to Adult and Dislocated Workers within the local area is Self-Service. Self-Service is available to any citizen in the community. WIOA staff are available at the six comprehensive One-Stop Career Centers — Carrollton, Griffin, LaGrange, Meriwether, Newnan, and Thomaston. Basic Services include LMI, assistance with resources provided by GDOL (e.g., computers, copier, fax machines), orientation to the one-stop system and other services available through WIOA, and referrals to other agencies for public assistance or other services. The TRWDB also has mobile units that are deployed to remote or more rural areas and counties. These mobile units only provide WIOA services, whereas an individual may receive GDOL services at the One-Stop Career Centers.

WIOA services are intended to be more extensive when customers cannot get a job through Self-Service. Participants who receive at least one Self-Service and remain unemployed or are determined to lack self-sufficiency are then referred to Basic Career

Services. Basic Career Services may include a comprehensive assessment, development of an Individual Employment Plan (IEP), intensive job development, career counseling, soft skills development, and more. If determined to be in need of Basic Career Services, individuals will be referred to the SAGE assessment to determine their skills, abilities, interests, and aptitudes. Customers with unique needs, such as veterans or ex-offenders, are identified and offered specialized resources during case management with a CF. During case management, an IEP is developed for program or training services.

Under WIOA, it is no longer necessary for a participant to fail to secure employment prior to receiving training services. Individuals who lack marketable skills may be referred to Individualized Training Services. Individualized Training Services are funded by WIOA and include Occupational Skills Training, OJT, Skill Upgrading/Re-Training, and others. Options for training are determined on an individual basis and are implemented based on need, prior experience, and marketable skills.

3. 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 TRWDB has a standard method of handling Rapid Response services in response to plant closings and downsizing. The Business Services Division staff handles coordination of all Rapid Response activities for the area. Upon being contacted by the GDEcD Workforce Division, the Business Services Division staff ensure that all mandatory partners are aware of a Worker Adjustment and Retraining Notification (WARN) notice. If the staff finds out that a business is closing without having issued a WARN notice, they will contact both the closing business to offer Rapid Response services as well as notifying GDEcD.

If the company accepts the Rapid Response services for its employees, the Business Services Division staff develops potential information sessions for individuals affected by the layoffs or closures. Even if the company does not accept the services, all efforts are exhausted to make the company aware that the services are free and how they benefit the workers. All coordination efforts are disclosed to state Rapid Response

coordinators, and follow-up is conducted to ensure that services are provided to all companies for which a WARN notice is issued.

The TRWDB approves use of Rapid Response funds to assist with transition for affected workers. This can include professional services, in addition to WIOA services, for job search, resume preparation, financial counseling, counseling to deal with a layoff, and other services.

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

As the focus of youth services has shifted from providing services for both in-school and out-of-school youth to mostly out-of-school youth, the nature of the services has naturally changed. Out-of-school youth eligible for WIOA services are 16-24 years old, have dropped out of high school, do not have a GED or high school diploma, and are not currently employed or enrolled in post-secondary education.

The TRWDB is currently transitioning from a caseload that was driven heavily by in-school youth to one driven by out-of-school youth, by maintaining services to in-school youth currently enrolled to ensure that they graduate from high school. However, the TRWDB is not taking on any new in-school youth.

All Youth Services are provided through contractors and every contractor has a scope of work. The activities provided to youth include mentoring; tutoring; referral to other services, such as counseling; work experience; internships; job shadowing; employability skill training, including resume writing, computer research skills, and others; and financial literacy. The goal is for the youth to explore different careers and to help them figure out what they want to do after they have gained employability skills. All activities are available to individuals with disabilities.

Once basic eligibility is determined, the youth are assessed for the types of services they need and an IEP is created. After creating an IEP, the youth looking for employment are taught soft skills. Based on feedback from local employers and other partners, the TRWDB is looking to expand and improve soft skills training offerings. Soft skills have been identified as one of the biggest barriers to employment. Youth must successfully complete this training before moving on to work experience.

To encourage more youth to take advantage of work experience, the TRWDB recently lengthened the amount of time out-of-school youth may participate in work experience from 240 to 480 hours. In addition, the board increased the hourly wage that from \$7.25 per hour to \$8.50 per hour, with a raise available upon successful completion of the first 240 hours. To better align with WIOA and the needs of out-of-school youth, the TRWDB also recently changed the timing of their incentive program.

During the youth's work experience, the TRWDB receives evaluations from the employers. If the youth need improvement, the TRWDB will work to get them mentoring or counseling. The TRWDB works to ensure a youth receives adequate counseling before termination. Upon completion of the work experiences, the youth receives a final evaluation to see if they showed growth from the midpoint to the end of their work experience. The TRWDB has found this model to be successful, in that many youth have been offered unsubsidized employment by the sponsor company upon completion of the work experience.

For those seeking post-secondary education, the TRWDB helps the youth explore their interests and the types of education they need or might want, and then works with the youth to schedule tours of post-secondary institutions, helps them fill out the Free Application for Federal Student Aid and any college applications, obtain transcripts, and provide any other necessary tools and tips. The TRWDB provides financial assistance for youth as they apply for admission.

The TRWDB contractors also bring in guest speakers to put on workshops on teen pregnancy, parenting/family health, entrepreneurship, and other subjects. Upon completion of each workshop, the youth receive a certificate.

Once youth obtain unsubsidized employment on their own or enter post-secondary education, they are exited from the program and the TRWDB conducts a 12-month follow-up. The TRWDB will not exit out-of-school youth from the program until they have successfully gained employment, earned their GED, or entered post-secondary education. This ensures that the youth are self-sufficient prior to exiting the program.

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

The TRWDB has recently undertaken a number of steps to implement and improve work-based learning initiatives. One of these initiatives is to create a sliding pay scale for OJT so that smaller employers in the local area receive a larger wage reimbursement. Employers with 50 or fewer employees may receive up to 75% wage reimbursement; employers with 51-250 employees may receive up to 65%; and employers with 251 or more employees, up to 50%. The board determined that this sliding scale was appropriate for their area.

For Incumbent Worker Training, the board has been soliciting information from another successful workforce area. With the support of the Business and Industry Committee, the Board plans to develop a policy that will fit the needs of regional employers. The policy will align with state policy and guidance but will be more flexible than under the Workforce Investment Act. The board intends that the incumbent worker policy will no longer be used just to avert layoffs but could also be used to upskill or strengthen the skills of current employees or to meet new business needs.

In the area of Customized Training, each training is developed around employer needs, such as the manufacturing certificate. The board has taken the view that customized training and continuing education programs are not just about receiving credit for training but also about economic development and improving the whole community. The board plans to continue to implement customized training programs through agreements and/or contracts with training providers in partnership with local employers.

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

Individual Training Accounts (ITAs) are provided to individuals seeking and recommended for training assistance through review and evaluation by staff CFs. ITAs are utilized if a CF identifies that an individual needs training services to obtain employment, or to increase skill sets to obtain a higher wage. The TRWDB has established a \$5,000 annual funding limit per customer for ITAs.

A customer determined eligible to receive WIOA-funded training may, after consultation with a CF, select a provider from the State Eligible Training Provider List (ETPL). Currently, ITAs are provided under two technical college contracts. These contracts allow staff to review and create ITAs under policies established by the TRWDB.

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

CFs assist youth in choosing appropriate service providers and programs through a comprehensive assessment process. During this process, youth customers are required to complete a training readiness program. The program includes, but is not limited to, time management skills, financial management, decision-making skills, and study skills. These activities prepare youth for success in post-secondary occupational training.

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

Currently, entrepreneurial skills and microenterprise services training are primarily provided through Youth Services as the demand is noted in these customers. Youth Services contractors typically bring in speakers to talk about entrepreneurship. For Adult and Dislocated Workers, staff refer clients to local chambers of commerce and the U.S. Small Business Administration for additional assistance. The TRWDB is working to expand and promote opportunities for entrepreneurship and microenterprises.

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

The TRWDB works closely with local technical colleges to provide training opportunities to meet the demands of employers in the region. The local area collaborates with the continuing education departments, technical college leadership, and key staff to develop curricula customized to focus on programs and certificates identified as in-demand by industry, as well as soft skills. These agreements are intended to ensure that specific curriculum outside of the traditional credit system is established, and also reduces duplication of programs.

The Three Rivers region is home to several college and career academies and the board is working with each. Some staff members have participated in manufacturing days hosted by K-12 education and the college and career academies in the region. As a result of the information provided at these events, there have been discussions about ways the TRWDB can partner with youth in secondary education — either through apprenticeship programs (example: Coweta County’s new German apprenticeship

program), or by providing access to continued training after completion of studies at a college and career academy.

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

Payments for supportive services are available for qualified registrants in Individualized Training Services and/or classroom training and to out-of-school youth who are attending classroom-type training. Registrants must be making satisfactory progress in their training course to receive the payments.

Transportation

The TRWDB recognizes that transportation is an essential component of workforce development and that transportation in west central Georgia is a significant barrier to successfully completing training and obtaining employment. The board may directly fund and/or purchase transportation resources for individuals or an identified group of trainees. Such circumstances typically include occasions where a number of participants are attending the same training institution, program, or class; occasions when a training provider is making special arrangements to provide training for a particular group; individuals with disabilities requiring special transportation arrangements; and others. Funding transportation in these or other circumstances may be provided if the TRWDB determines that the services/activities are needed and will improve participants' opportunities to successfully complete training and obtain employment.

Contractors who provide Youth Services can purchase vouchers from the Three Rivers Regional Commission in certain counties so that youth can get back and forth to their meetings/work/testing. The TRWDB is investigating the expansion of these services to

counties that do not have transportation. Transportation and meals are funded at \$12 per day.

Childcare

The TRWDB funds a variety of other supportive services, primarily childcare. For one child, age 13 or younger who resides in the home of the registrant, reimbursement is limited to \$20 per day. Reimbursement of \$30 per day is available for two or more children. If both parents are in training, only one parent may receive the childcare reimbursement.

Other Supportive Services

Other supportive services available for youth clients include teen pregnancy counseling by the health department; medical needs, approved on a case-by-case basis (e.g., glasses, dental work, medical exams, shots); training supplies, such as the purchase of books, tools, shoes, uniforms, other occupation-specific equipment, or interview attire; and referral to other services such as counseling and mentoring.

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.).

Local Vision and Goals: The mission of the parties within the Workforce Development and the One-Stop System is to design, implement, and manage a seamless system of service delivery focused on the needs and interests of job seekers and employers. A primary goal is to coordinate resources from partner agencies, eliminating duplication, and streamlining services.

The workforce system in the Three Rivers region is made up of core partners and other workforce development programs. Collectively, the core partners represented in the system are the Georgia Department of Labor (Wagner-Peyser), Technical College System of Georgia (adult education), and the Georgia Vocational Rehabilitation Agency. Additional workforce development programs that comprise the one-stop system in the local area include the Three Rivers Area Agency on Aging (senior employment programs) and the Division of Family and Children Services (SNAP, TANF, child-care assistance, job preparation, Medicaid).

The TRWDB will serve as a regional convener for workforce development activities. This convening role will include the workforce system partners listed above and other organizations that have a role in training the region's talent pool. Other partners include the Carl Perkins-supported programs in the region (Career, Technical, and Agricultural Education programs in local school districts and occupational training programs at West Georgia Technical College and Southern Crescent Technical College). The TRWDB will help bring workforce development stakeholders to the table to

develop a coordinated strategic direction, ensure the seamless delivery of services, reduce duplication, and ultimately better serve the employees and employers in the region. The convener role will also help the board implement and coordinate the implementation of the strategic priorities identified in the state plan (e.g., ex-offenders, veterans, career pathways, sector partnerships).

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

Wagner-Peyser services are delivered by GDOL. They are key partners in the workforce system and in delivering services to clients. The TRWDB works with each GDOL Career Center manager and staff to: coordinate service delivery; ensure that a strong referral network exists; and reduce duplication of services. The key to ensuring seamless service delivery and avoiding duplication over the next four years will be ongoing communication and the implementation of the memorandum of understanding/resource sharing agreement. The Wagner-Peyser program provides job seekers with assessment tools, access to job search assistance, referrals to additional services (including WIOA Title I services), and provides services to businesses (e.g., referrals, job orders, specialized recruitment).

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

The local area has strong partnerships with its adult education and literacy providers in the region. West Georgia Technical College and Southern Crescent Technical College provide adult education services to individuals in the region. The TRWDB has a two-way referral system between WIOA Title I services coordinated by the TRWDB, and Title II services coordinated by the technical colleges. The board refers clients to adult education activities if they need assistance with completing a GED to further their career. Adult education refers clients to the TRWDB if they need additional training or support to find a career in the region. Workforce development activities are coordinated with Title II programs by involving adult education leadership staff in strategic planning and having a Title II representative on the TRWDB. Additionally, the MOU/RSA will govern program/service delivery in the one-stop system.

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

The TRWDB and GVRA will work together as partners to serve their clients in ways that promote successful employment outcomes. The MOU (see Attachment 5) details the role of GVRA as a mandatory partner in the one-stop system. The TRWDB and GVRA will execute an addendum to the MOU in Fall 2016 to cover the additional cooperative agreement requirements stipulated by WIOA. The TRWDB and GVRA will work together to serve individuals with disabilities through referrals, use of applicable

programs (e.g., ITAs, work experience, OJT, supportive services, GVRA accommodation assistance), and shared case management. Local area program managers recently conducted a presentation for GVRA staff on the Title I services and training programs available in the region. The partners will also work together to assist employers in the region with employing individuals with barriers to employment by providing social/supportive services, technical assistance, and OJT. GVRA and the TRWDB will continue to strengthen their relationship by hosting information sessions, joint training, process reviews, and other collaborative functions.

Performance, ETPL and Use of Technology

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

The TRWDB is awaiting additional information and performance levels for program year (PY) 2016.

The PY 2015 negotiated performance targets for the local area are in table 11

Table 11. TRWDB PY 2015 Negotiated Performance Targets

Performance Measure	PY15 LWDA Negotiated Rate
Adult Entered Employment	73%
Adult Retention	87%
Adult Average Earnings	\$12,500
Dislocated Worker Entered Employment	76%
Dislocated Worker Retention	92%
Dislocated Worker Average Earnings	\$14,500
Youth Placement in Employment/Education	70%
Youth Attainment of Degree/Certificate	65%
Youth Literacy/Numeracy Gains	35%

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

The TRWDB does not currently have any local one-stop performance standards. The board’s One-Stop Committee is responsible for reviewing WIOA law, WIOA regulations, and state guidance to develop local performance standards. The development of performance standards will also assist in the successful procurement for a one-stop operator in PY2016. The TRWDB assesses one-stop service delivery through data analysis, customer feedback, and site visits. TRWDB board members, staff, and partner organizations recently conducted the state’s one-stop evaluation process and plan to take any necessary action stemming from that.

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

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

The TRWDB solicits for new training providers through newspaper announcements and by sending letters to its list of bidders. The board’s website announces information regarding the opportunity for providers to submit proposals and provides a link to the application package. A record of all inquiries is maintained and providers who express interest are added to the bidders’ list for future notices.

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

With WIOA’s focus on quality customer outcomes, the TRWDB has developed a standard application, a set of evaluation criteria, and a provider/program responsiveness checklist to evaluate prospective training providers. In the application providers must describe a set of conditions to which they will adhere and activities they will provide for WIOA customers, if approved as eligible providers.

For initial provider determination, the TRWDB reviews each applicant’s past performance in the state-established categories, their accreditation status, evidence of training programs in growth occupations, and whether or not the provider is within reasonable commuting distance of the region’s participants. Staff also evaluate training success, compare costs, length of training, and anticipated wage at placement among similar providers. The board then conducts an on-site pre-operational review of new or unknown training institutions.

For those prospective providers deemed responsive, staff conduct employer and program graduate reference checks to ensure customers will receive quality training. Those providers recommended by the reviewers are forwarded to the GDEcD Workforce Division for review, acceptance, and inclusion on the ETPL.

Newly accepted providers may only receive 15 initial customer referrals. Additional referrals to the provider may be approved once the TRWDB determines that the provider is in full compliance with the agreement and is meeting minimum performance standards.

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

Any complaint by an individual, group, or organization is first addressed informally before a grievance is filed. Grievances are filed in accordance with the written procedures established by the TRWDB.

Once a grievance has exhausted the local procedures, the board follows the guidelines established by the state. If a complainant receives an unfavorable decision by the local hearing officer, the complainant has a right to request a review by the state, using the WIOA Complaint Information Form. The completed form is forwarded to the Deputy Commissioner, GDEcD Workforce Division, who acts as the Governor's authorized representative in the matter.

The Grievance and Complaint Procedure is included in the WIOA Service Manual and made available to customers and providers.

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

The performance of all training institutions with participants enrolled in WIOA is monitored on at least an annual basis. Institutions may be removed from the ETPL if monitoring reveals non-compliance with the Act or poor performance. The TRWDB uses state data along with participant data collected from all training institutions using the participants' grades, attendance, and progress reports. Data indicating the number of participants entering employment is also evaluated. If performance falls below the

region's standards (as set by GDECD Workforce Division), the provider is notified that corrective action is needed and additional enrollments are curtailed.

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

The TRWDB is the only local workforce development area in the region.

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

Career Facilitators provide recommendations for customers to receive ITAs. These recommendations are evaluated and approved by the TRWDB staff. Once an ITA is approved, the funds are tracked by Three Rivers Regional Commission accounting staff to ensure that invoices reflect only what has been approved in the ITA, and that costs do not exceed the cap. Any request for additional funds or to add time to the ITA requires approval by management. These processes are tracked internally with the voucher form, edit request, and ITA document. The local area uses Tracksource to track and manage a portion of the ITA activity; additional tracking is done in Georgia Work Ready Online Participant Portal.

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

Continued inclusion on the ETPL is contingent upon successful placement of enrollees, as evaluated by TRWDB staff on a quarterly basis.

The TRWDB has established a \$5,000 annual funding limit for each customer's ITA. Training must be in occupations identified by the TRWDB or through approval of exceptions, as stated in the area's ETPL application package. Training must be provided for at least 12 hours per week and the maximum length of training is 104 weeks.

Training programs must be within a reasonable commute of the TRWDB region, which may include in-state and out-of-state programs/institutions. Out-of-area training programs that are not within commuting distance and/or out of state may be approved on a case-by-case basis. All approved training must be located within the contiguous United States. Training programs must be on the state-approved list.

Priority for training services is given to Three Rivers area Adults, Youth, and Dislocated Worker applicants. Services for Dislocated Workers are also available to employees of companies located in the region's service area. Self Service is universally available to all customers, regardless of residence. Residents of other service areas wishing Basic Services and/or Individualized Training Services — other than Dislocated Workers, as stated above — are referred to their LWDB.

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

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

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

The TRWDB is currently undertaking a variety of technology-related initiatives to enhance customer experience. For example, the board uses GDOL's online applicant tracking system, Employ Georgia, to assist with employment placement. By incorporating Employ Georgia into how staff search for and recruit candidates, it is easier to see resumes and help employers fill positions. This system allows the TRWDB to search all available applicants by keyword, rather than contacting CFs individually, thereby allowing employers faster access to the most qualified applicant pool. The

TRWDB is working to keep mobile units up-to-date with technology, as staff are able to do assessments on mobile units by appointment.

To improve outreach, the TRWDB is engaging in more social media, particularly Facebook, Twitter, and Instagram. Social media is used both to target youth and to advertise workforce services to businesses. In addition, the board plans to update the assessments used to identify customers' occupational strengths and weaknesses. Assessments that are more interactive and user-friendly are being recommended for purchase and use across the region. Files for Adults and Dislocated Workers are kept electronically. As of July 2016, the board anticipates that all files will be cloud-based.

Finally, the board is actively pursuing the use of data analytics to better understand their customers — both employers and applicants — as well as what works in serving both and measuring outcomes.

State Initiatives and Vision

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

The local area plans to fully adopt the state brand. The name, color scheme, tagline, logo, and other brand elements will be phased in over time as web, print, social media, and consumable materials are updated or replaced. The Marketing Committee is responsible for overseeing and directing the adoption and utilization of the state brand in the local area.

2. **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.

The TRWDB will continue to actively participate in and support state workforce development initiatives. The staff will continue to identify opportunities to align programs, policies, and investments to meet the vision and goals of the state initiatives.

- Go Build Georgia: The TRWDB will continue to provide access to information about skilled trades, support referrals to www.gobuildga.com, and assist with creating profiles for WIOA participants on this site to identify skilled trades that are a fit for the local area's participants. Two industries under this initiative in which the local area has made training available are welding and manufacturing. Older Youth have also been referred to training in these areas under this initiative and the Older Youth ITA waiver.
- Operation: Workforce: The TRWDB will continue to enforce the priority-of-service policy to veterans, and to assist with and support referrals to the Operation: Workforce site, as a resource for veterans to translate their military skills into available civilian jobs.
- WorkSmart Georgia: The local area will continue to support, as needed, the Georgia WorkSmart/American Apprenticeship Grant site in the Three Rivers

region (Nesper in LaGrange, GA). The TRWDB will continue to work in partnership with West Georgia Technical College and the GDEcD Workforce Division to coordinate apprenticeship opportunities in the region and to provide key services approved by the TRWDB including social/supportive services, tuition, books, tools, supplies, and OJT.

- High Demand Career Initiative: The local area will continue to leverage the results of the 2014 High Demand Career Initiative report and 2015 meetings to inform program design and implementation. The TRWDB will support the High Demand Career Initiative in the future. Currently, the TRWDB has established a contract with both technical colleges in the region, West Georgia Technical College and Southern Crescent Technical College. West Georgia Technical College has identified 28 of the college's diploma and certificate programs that are supported by the Strategic Industry Workforce Development Grant (SIWDG). The majority of these programs are supported by the TRWDB. Supportive services are provided to these individuals, and students are assessed for additional needs outside of the funds provided by SIWDG program.

3. 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 TRWDB will work to provide opportunities to special populations through social/supportive services, customized training programs to address barriers to employment, and to provide referral services that best address needs.

The TRWDB approved training to provide soft skills and basic manufacturing skills to adult learners enrolled in West Georgia Technical College's Adult Education program. This program provides the opportunity for those who are almost GED-test ready to complete basic manufacturing training (providing an OSHA certificate), and soft skills training, while completing their GED.

As noted earlier, TRWDB plans to work with partners to make employers aware of the benefits of hiring ex-offenders and individuals with disabilities. Specific training tracks may be developed to provide mutual benefit to the area's employers and job seekers who may be overlooked as potential employees.

Apprenticeship and year-round work experience opportunities are being implemented to serve the at-risk out-of-school youth population.

4. 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.

Priority for Individualized Training Services will be given to recipients of public assistance or other low-income individuals, with added priority for individuals who are basic-skills deficient. This priority applies regardless of available funding levels.

Veterans and eligible spouses of veterans who meet eligibility requirements for adult programs receive the highest priority for individualized and training services. The region does not currently have any target groups in addition to those identified by the state. However, the TRWDB does partner with the two technical colleges in the area and other agencies for specific projects that assist one or more groups of individuals. In these instances, the TRWDB develops a plan to ensure that individuals served are eligible for WIOA-funded services.

Attachments

Attachment 1: Local Workforce Development Board Member Listing

Attachment 2: Local Negotiated Performance Measures

Attachment 3: Comments that Express Disagreement

Attachment 4: Signature Page

Attachment 5: Memorandum of Understanding/Resource Sharing Agreement

Attachment 6: Grievance Policy

Attachment 7: Acronym List

Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Sallie Barker	Communications Director	Upson Regional Medical Center	Private Sector
James Brown	Chief Operating Officer	Transitions Commute Solutions	Private Sector
Todd Browning	Senior Vice President	J. Smith Lanier Co.	Private Sector
Greg Burns	HR Manager	Mando America Corp.	Private Sector
Brandon Eley	Chief Executive Officer	2 Big Feet	Private Sector
Kevin Hilton	Plant Manager	Tencate Protective Fabrics	Private Sector
Missy Kendrick	Owner	Grason Enterprises	Private Sector
Kathy Knowles	President	Heard County Chamber of Commerce	Private Sector
Keven Sasser	Chief Operating Officer	Impact Performance Group	Private Sector
Josh Smith	Production Manager	American Woodmark Corp	Private Sector
Regina Abbott	Coordinator	Spalding County Family Connections	Workforce Representative
Mitch Byrd	Vice-President/Business Agent	International Union of Operating Engineers, Local 926	Workforce Representative
Keisha Ray	SCSEP Coordinator	Area Agency on Aging	Workforce Representative
Greg Webster	Training Director	Mechanical Trades Institute-Joint Apprenticeship & Training Trust	Workforce Representative
Steve Hendrix	Economic Development Director	Southern Crescent Technical College	Education and Training Representative
Karen Kirchler	Vice President, Adult Education	West Georgia Technical College	Education and Training Representative (Adult Education)
E. Jane Caraway	Director, Life Sciences, Corporate Solutions, Digital Entertainment, and IT	Georgia Department of Economic Development	Government and Economic Development
Deborah Carson	Regional Unit Manager	Georgia Vocational Rehabilitation Agency	Government and Economic Development
Gail Long	Career Center Manager	Georgia Department of Labor	Government and Economic Development



Attachment 2: Local Negotiated Performance Measures

TRWDB is awaiting further instruction from the GDEcD Workforce Division on PY2016 performance measures.

Attachment 3: Comments that Express Disagreement

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Attachment 4: Signature Page

The undersigned hereby agree to adhere to all applicable federal, state, and local laws, regulations, and policies in performing any duty associated with the funds made available 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: _____

Attachment 5: Memorandum of Understanding/Resource Sharing Agreement

MEMORANDUM OF UNDERSTANDING Local Workforce Development Area 8

Purpose

The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities of each partner as mutually agreed by the parties for the operation of the one-stop delivery system. The purpose of this MOU is to ensure that all one-stop partners are aware and accountable for the performance of the one-stop delivery system. Workforce Innovation and Opportunity Act (WIOA) mandates that each Local Workforce Development Board (LWDB), with the agreement of the Chief Elected Official (CEO), enter into a MOU between the LWDB and one-stop partners – including all entities that serve as partners offering services and contributing resources through Region 4 for which the Three Rivers Regional Commission LWDB provides policy, oversight and governance.

- A. WIOA Section 121 (c) requires that each LWDB, in agreement with the Chief Elected Official (CEO), develop and enter into an MOU between the LWDB and the one-stop partners, with all the entities that serve as partners in the one-stop delivery system that operates in Area 8 Region 4 – Three Rivers Region Workforce Area.
- B. WIOA Section 121 (b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with the LWDB.
- C. WIOA Section 121(b)(1) identifies federal programs that are required to make services available through each career center in the Three Rivers Workforce Area. The entities that receive the federal funds for each of these programs and/or have the responsibility to administer the respective programs in the area are required partners.
- D. WIOA Section 121 (b)(2) prescribes how entities that provide programs other than those required under WIOA Section 121 (b)(1)(B) may participate in the local areas delivery system as “additional partners” and may provide the services available under their programs through the workforce one-stop delivery system.
- E. WIOA Section 121 (b)(2)(A) details that both required and additional partners are included as parties to the MOU. All entities that participate in the one-stop delivery system as partners, whether required or additional, must be parties to this MOU and must abide by the terms prescribed herein and by all applicable federal, state, and local rules, plans, and policies as applicable and authorized under the Partner’s program and in keeping with federal guidelines.
- F. WIOA Section 121 (b)(1)(A)(iv) indicates that the requirements of each partner’s authorizing legislation continue to apply under the one-stop delivery system and that participation in the one-stop delivery system is in addition to other requirements applicable to each partner’s program under each authorizing law.

Parties

Workforce Development having selected a consortium as a one-stop operator enters into this MOU with the consortium, hereinafter referred to as the Operator or the Operator Consortium, and the affiliated partners listed below. The Consortium is comprised of Georgia Department of Labor – Region IV, Vocational Rehabilitation a Division of the Georgia Vocational Rehabilitation Agency, Department of Family and Children Services, and Three Rivers Regional Commission. The parties to this agreement include:

Partner Name	Name/Title/Address	Program/Role
Three Rivers Workforce Development Board	Kathy Knowles President, Heard County Chamber of Commerce 121 South Court Street Franklin, GA 30217	Workforce Development Board, Chair
Executive Committee	Mayor Kay Pippin P.O. Box 838 Jackson, GA 30233	Chief Elected Official
Georgia Department of Labor/ One-Stop Operator	Patti Fort Director, Regional Operations 2517 Tara Lane Brunswick, GA 31520	Unemployment Insurance, Wagner-Peyser, Veteran's Programs, TRADE
Carrollton Georgia Department of Labor/Career Center	Dennis Dorsey Manager 275 Northside Drive Carrollton, GA 30117	Unemployment Insurance, Wagner-Peyser, Veteran's Programs, TRADE
Griffin Georgia Department of Labor/Career Center	William Futrell Manager 1514 Highway 16 West Griffin, GA 30224	Unemployment Insurance, Wagner-Peyser, Veteran's Programs, TRADE
LaGrange Georgia Department of Labor/Career Center	Gail Long Manager 1002 Longley Place LaGrange, GA 30204	Unemployment Insurance, Wagner-Peyser, Veteran's Programs, TRADE
Newnan Georgia Department of Labor/Career Center	Mack Clark Manager 30 Bledsoe Road Newnan, GA 30265	Unemployment Insurance, Wagner-Peyser, Veteran's Programs, TRADE
Roosevelt Warm Springs Georgia Department of Labor/Career Center	Gail Long Manager 6391 Roosevelt Hwy. Georgia Hall Warm Springs, GA 31830	Unemployment Insurance, Wagner-Peyser, Veteran's Programs, TRADE
Technical and Adult Education Southern Crescent Technical College	Dr. Randall Peters President 501 Varsity Road Griffin, GA 30223	Adult Education and Literacy, Post-Secondary Vocational Education
Technical and Adult Education West Georgia Technical College	Steve Daniel President 202 Adamson Square Carrollton, GA 30117	Adult Education and Literacy, Post-Secondary Vocational Education

Vocational Rehabilitation (GVRA)	Jimmy Wilson Chief Financial Officer/Chief Operating Officer 200 Piedmont Avenue, SE West Tower, 5 th Floor Atlanta, GA 30334	Vocational Rehabilitation
Vocational Rehabilitation (GVRA)	Denine Woodson, Regional Director of Field Services (West) 1575 Highway 34 East Suite A Newnan, GA 30265	Vocational Rehabilitation
Vocational Rehabilitation (GVRA) Serves Coweta, Lamar, Pike, Spalding, and Upson Counties	Deborah Carson Rehabilitation Unit Manager 1815 North Expressway Suite E Griffin, GA 30223	Vocational Rehabilitation
Vocational Rehabilitation (GVRA) Serves Carroll and Troup Counties	Jason Williams Rehabilitation Unit Manager 185 Parkwood Circle Carrollton, GA 30117	Vocational Rehabilitation
Three Rivers Area Agency on Aging	Joy Shirley Director 13273 Highway 34 East P. O. Box 1600 Franklin, GA 30217	Senior Employment Program
Temporary Assistance for Needy Families (GDHS)	Julie Taylor District 4 OFI Administrator Carroll County 165 Independence Drive Carrollton, Georgia 30116	TANF, childcare assistance, job preparation, Food Stamps, Medicaid
Temporary Assistance for Needy Families (GDHS)	Judy Jones District Manager Carroll County 165 Independence Drive Carrollton, Georgia 30116	TANF, childcare assistance, job preparation, Food Stamps, Medicaid
Workforce Development a Division of Three Rivers Regional Commission	Robert Hiatt Governmental Services Division Director/Workforce Director 120 North Hill Street Griffin, GA 30224	WIOA Title I – Adult, Dislocated Worker, and Youth Programs

This agreement specifies the role of the Operator as coordinator of the services of the sites approved by the LWDB. It is understood by the parties that the Operator will identify an individual to serve as liaison to the LWDB in writing to Workforce Development. It is further understood that the Operator will notify Workforce Development as changes occur in the identity of the designee.

It is understood by the parties that all mandated partners as identified in the Workforce Innovation and Opportunity Act will be a party to this agreement. Mandated partners are the local entities described in

the Workforce Innovation and Opportunity Act. Other partner agencies may be included in the One-Stop. The operator will ensure that all participating partners understand and agree to this MOU. Representatives of the mandated partners will meet with Workforce Development (WIOA) and/or One Stop Committee/WDB on an agreed upon schedule to ensure the development and implementation of a seamless system of coordinated service delivery.

Duration

This MOU will begin _____ and remain in effect for three years.

Amendments

This MOU will be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services.

This MOU may be amended at any time by written agreement of the parties. All amendment requests must be submitted to Workforce Development and include:

1. The requesting party's name
2. The reason(s) for the amendment request
3. Each section of this MOU that will require revision
4. The desired date for the amendment to be effective
5. The signature of the requesting party's authorized representative

If the request is approved by the LWDB all affected partners will be required to sign the amendment and a fully executed amendment will be distributed to all parties.

Local Vision and Goals

The mission of the parties and of Workforce Development and the One Stop System is to design, implement, and manage a seamless system of service delivery focused on the needs and interests of job seekers and employers. A primary goal is to coordinate resources from partner agencies, eliminating duplication and streamlining services. The Parties to the Agreement seek to attain the goals given in the Region IV Workforce Regional Plan.

Roles and Responsibilities

General

The parties to this agreement assure that they will fully comply with the nondiscrimination and equal opportunity provisions of Section 188 of the Workforce Innovation and Opportunity Act and its implementing regulations at 29 CFR Part 37. These regulations prohibit discrimination in both participation and employment because of race, color, religion, gender, national origin, disability, age, or political affiliation or belief.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76, and local TRRC - Workforce Development grievance policies.

The parties to this agreement assure that facilities at all sites or centers afford accessibility and reasonable accommodation. Facilities will be programmatically and architecturally accessible. Reasonable accommodations will be made for individuals with disabilities.

The parties to this agreement will provide ongoing and continual notification that the sites do not discriminate on any of the prohibited bases in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of the Workforce Innovation and Opportunity Act.

It is expressly understood that this Agreement does not constitute a financial commitment, but rather intent to specific resources in the future as the parties' allocations and budgets are known and the one-stop system evolves. The One- Stop system is evolving. Neither its costs nor the partners' resource contributions remain static.

The parties agree to coordinate and share resources in accordance with the Resource Sharing Agreement. The Resource Sharing Agreement is incorporated into this MOU as Attachment A.

The parties commit to sharing services and resources to prevent duplication and overlap, and foster a more streamlined service delivery system.

The parties commit to meeting the performance standards set for Region IV Workforce Development.

The parties agree that centers will be certified by the Local Workforce Development Board using the criteria provided by TRRC – Workforce Development.

The Workforce Development Board

The Local Workforce Development Board's (LWDB) legislated responsibility is to be the policy and oversight entity responsible for organizing a comprehensive, community-wide response to the challenges of building a highly skilled workforce.

Quality assurance is an important part of the role of the LWDB under WIOA. The LWDB will establish minimum organizational and performance standards, which can be used to certify and evaluate the capability of organizations seeking to provide services as part of the local workforce system. These same standards will be used as a basis for evaluating the performance of certified suppliers, services, products, and other elements in the system. The LWDB will encourage and promote a structured, continuous improvement methodology. The Operator and Affiliated Partners assure that they will use the established standards as a basis for organizational self-assessment and improvement.

Through the implementation and certification of quality standards, the LWDB will provide one stop centers, program operators, affiliates, and other service providers with the oversight, on-going technical support and technical assistance they need in order to identify problems, take corrective actions, and meet performance expectations. The Operator will assure that the Center and affiliate sites meet the chartering criteria provided to each center.

The coordination of available resources – federal, state, and private sector – is a significant responsibility of Workforce Boards under WIOA. With the inclusion of major programs and Partners as Titles of the Workforce Innovation and Opportunity Act, it is clear that the LWDB is expected to coordinate resources in a way that fosters the overall functioning of an entire workforce development system, not just a single program. The parties commit to coordinating services and resources to enhance services to customers to prevent duplication and overlap, and to foster a more effective streamlined service delivery system.

The Operator

Workforce Development has identified the Georgia Department of Labor District VI-Region IV affiliates represented by the District Director, Region IV Division of Rehabilitation Services, and Three Rivers Regional Commission as the Operator Consortium. These agencies will thus be responsible for management, coordination of services, operations, financial accountability, legal obligations, and all reporting requirements of the full service center and affiliate sites. Through the business plan, the Operator will demonstrate its capability to set direction, manage overall operations, including staff oversight, customer services and continuous improvement. The business plan is a part of this agreement.

The duties of the Operator include, but are not limited to, the following:

- Design the integration of systems and coordination of services for the site and partners.
- Establish full service one-stop centers as approved by the LWDB.
- Manage and document resource sharing and fiscal responsibility for centers.
- Evaluate performance and implement required actions to meet standards of quality and performance set by state, federal, and local oversight agencies.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Plan and report responsibilities.
- Write and maintain a business plan.
- Act as liaison with the LWDB and centers.
- Monitor adherence to the provisions of the Memorandum of Understanding.
- Market services.
- Recruit additional partners and/or potential affiliate sites to better serve customers.
- Define and provide means to meet common operational needs, i.e. training, technical assistance, additional resources, etc.
- Facilitate the sharing and maintenance of data.
- Define clearly and communicate the strategic objectives of the LWDB to partners, customers and the community.
- Continuously assess customer needs and recommend to the LWDB any need for additional access points or mini sites.
- Respond to community needs.
- Facilitate team meetings on common issues – what works, what doesn't, etc.
- Select the site manager(s).
- Define the site manager's responsibilities in conjunction with the LWDB and the partners.
- Ensuring neutral brokering, the assurance that no organization, member, or partner of a

consortium is biased in any referral to itself or any other specific organization that provides education, training, and/or placement services. The Operator will ensure a record of referrals is maintained by the center(s).

- Ensure center and sites meet chartering criteria.
- Obtain signatures of Participating Partners on the MOU.
- Ensure that the sites are operated and services delivered in accordance with the Workforce Innovation and Opportunity Act.
- Ensure connectivity for affiliate sites and partners.

Partners

All participating partners will sign the Memorandum of Understanding. Partners will meet responsibilities as outlined in WIOA Section 121(b). Partners in each center or site will be defined as those entities signing the MOU and responsibilities shall include the following elements:

- Making career services applicable to each partners' program available to job seekers in the One-Stop delivery system. Career Services, as described in WIOA Section 134(c)(2), may include:
 - Outreach, orientation, intake
 - Initial and comprehensive skills assessments
 - Job search and placement assistance
 - Group, individual and career counseling and/or career planning
 - Provision of labor market information, including information on in-demand industries and occupations, job vacancies, skills required, wage information and nontraditional employment
 - Recruitment and business services on behalf of employers
 - Provision of referrals to and coordination of activities with other programs and services
 - Provision of local performance accountability and measures
 - Provision of program cost information on eligible training providers]
 - Follow-up services, as appropriate, for participants in workforce investment activities who are placed in unsubsidized employment.
- Provide access to training services and employment and training activities as described in WIOA
- A strong entrepreneurial approach designed to serve the customer and simplify bureaucratic systems;
- Bringing funded and/or in kind resources;
- Providing staff to be supervised by the managing entity, or providing state-of-the art electronic linkage in lieu of a staff person;
- Providing a needed service in the area as identified in the MOU with the lead agency;
- Sharing in the cost of the center as described in the Resource Sharing Agreement;
- Supporting the center's mission, goals, and business plan.
- Supporting the purpose of the WIOA, which is "to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth".

Goals and Objectives

The parties agree to the Goals and Objectives for the Region 4 Workforce Development One-Stop System as agreed to by the LWDB and published in the Region IV Workforce Plan.

Center Locations

Griffin One Stop Career Center
1514 Highway 16 West
Griffin, GA 30223

Carrollton One Stop Career Center
275 Northside Drive
Carrollton, GA 30117

Newnan One Stop Career Center
30 Bledsoe Road
Newnan, GA 30265

Workforce Development Center
1533 Highway 19 South
Thomaston, GA 30286

LaGrange One Stop Career Center
1002 Longley Place
LaGrange, GA 30240

Roosevelt Warm Springs Career Center
6391 Roosevelt Hwy.
Georgia Hall
Warm Springs, GA 31830

In addition services may be provided at other locations and/or events as needed or appropriate to best serve customers.

Services

The parties agree to the Workforce Delivery System described in the Region IV WIOA Plan. The Operator’s Business Plan is incorporated into this agreement upon approval by the LWDB. Additional information relative to service delivery strategies are attached to this document.

Data Collection

The local system partners will use the automated tools provided by WFD/GDOL for data collection and sharing across partner services. Local partners develop other means to ensure sharing of customer information.

Liability

The Operator is solely responsible and liable for its actions and its employees, agents and/or assigns. Each Partner is solely responsible and liable for the actions of its employees, agents, and/or assigns. The Operator has no responsibility or liability for the actions of the LWDB, which is solely responsible and liable for its actions and those of its employees. The Fiscal Agent is solely responsible and liable for its actions and those of its employees.

Disputes

The Operator will first attempt to resolve disputes occurring at the centers informally. Any partner in the Operator Consortium may call a meeting of all partners to discuss and resolve a dispute. The Operator will follow the process and procedures for dispute resolution as outlined in the business plan and consistent with the Board's grievance procedure. Should the Operator fail to resolve the dispute, it shall be referred to the Workforce Development Director who will convene a meeting of the parties to establish the facts of the dispute and identify any applicable policies and/or regulations for the parties to the dispute. The Workforce Development Director may mediate and resolve the dispute, if possible. A report of the dispute, its resolution, and relative information will be shared with the LWDB. If the dispute is not resolved, it will be given to the Chair of the LWDB who will place the matter on the agenda of a full meeting of the LWDB which shall attempt to resolve the dispute.

Confidentiality

The parties agree to honor the Share and Release Agreement. The Share and Release Agreement is signed by applicants indicating that they grant permission to release information to other agencies for the provision of services. Each partner agency's statement will be honored by other partner agencies. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving, or sharing information.

Cross- Referral

The parties adopt cross-referral arrangements, which are included in the local WIOA plan, including modifications. Individuals seeking basic, individual, and/or training services may be referred to the One Stop Centers or to an affiliate site. If a person seeks services at the One Stop Center rather than the partner's site, services should be made available to him or her without referral to another location (based on staffing ability and/or conflicting federal regulations). Participants may receive referral to appropriate training and education programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

Coordination of referrals will be made utilizing Workforce Development's referral forms for services offered to Adults, Dislocated Workers and Youth under Title I of WIOA and for services offered by partner agencies. Utilizing these forms will ensure appropriate methods are used to document the services to be provided, service begin and end dates, and referral status and follow-through. All referrals are required to be tracked by appropriate staff at the One-Stop Center and any information pertinent to referrals (including number and type of referral) should be made available to Workforce Development on a monthly or as needed basis.

Severable Provision

It is agreed that should any part of this Memorandum be found null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

<p>FOR Three Rivers Workforce Development Board:</p> <p>_____ Signature and Date</p> <p><u>Ms. Kathy Knowles, Chairwoman</u> Name and Title (printed or typed)</p>	<p>FOR Chief Elected Officials:</p> <p>_____ Signature and Date</p> <p><u>Mayor Kay Pippin, Chief Elected Official</u> Name and Title (printed or typed)</p>
<p>FOR Administrative Agent:</p> <p>_____ Signature and Date</p> <p><u>Lanier Boatwright, Executive Director</u> Name and Title (printed or typed)</p>	<p>FOR Workforce Development a Division of Three Rivers Regional Commission:</p> <p>_____ Signature and Date</p> <p><u>Robert Hiatt, Governmental Services Division Director/ Workforce Director</u> Name and Title (printed or typed)</p>
<p>FOR Area on Aging:</p> <p>_____ Signature and Date</p> <p><u>Joy Shirley, Director of Area on Aging</u> Name and Title (printed or typed)</p>	<p>FOR Department of Family and Children Services:</p> <p>_____ Signature and Date</p> <p><u>Julie Taylor, District 4 OFI Administrator</u> Name and Title (printed or typed)</p>
<p>FOR Area on Aging:</p> <p>_____ Signature and Date</p> <p><u>Kiesha Ray, Project Coordinator</u> Name and Title (printed or typed)</p>	<p>FOR Department of Family and Children Services:</p> <p>_____ Signature and Date</p> <p><u>Judy Jones, District Manager</u> Name and Title (printed or typed)</p>
<p>FOR the Operator Consortium:</p> <p>_____ Signature and Date</p> <p><u>Patti Fort, Director of Regional Operations</u> Name and Title (printed or typed)</p>	<p>FOR Carrollton Career Center:</p> <p>_____ Signature and Date</p> <p><u>Dennis Dorsey, Manager</u> Name and Title (printed or typed)</p>
<p>FOR Griffin Career Center:</p> <p>_____ Signature and Date</p> <p><u>William Futrell, Manager</u> Name and Title (printed or typed)</p>	<p>FOR Newnan Career Center:</p> <p>_____ Signature and Date</p> <p><u>Mack Clark, Manager</u> Name and Title (printed or typed)</p>
<p>FOR Meriwether Roosevelt Warm Springs and LaGrange Career Centers:</p> <p>_____ Signature and Date</p> <p><u>Gail Long, Manager</u> Name and Title (printed or typed)</p>	<p>FOR Region IV Rehabilitation Services:</p> <p>_____ Signature and Date</p> <p><u>Denine Woodson, Regional Director of Field Services (West)</u> Name and Title (printed or typed)</p>

<p>FOR GVRA – Vocational Rehabilitation:</p> <p>_____ Signature and Date</p> <p><u>Jimmy Wilson, Chief Financial Officer/Chief Operating Officer</u> Name and Title (printed or typed)</p>	<p>FOR GVRA – Vocational Rehabilitation:</p> <p>_____ Signature and Date</p> <p><u>Deborah Carson, Rehabilitation Unit Manager</u> Name and Title (printed or typed)</p>
<p>FOR GVRA – Vocational Rehabilitation:</p> <p>_____ Signature and Date</p> <p><u>Jason Williams, Rehabilitation Unit Manager</u> Name and Title (printed or typed)</p>	<p>FOR Southern Crescent Technical College:</p> <p>_____ Signature and Date</p> <p><u>Dr. Randall Peters, President</u> Name and Title (printed or typed)</p>
<p>FOR West Georgia Technical College:</p> <p>_____ Signature and Date</p> <p><u>Steve Daniel, President</u> Name and Title (printed or typed)</p>	<p>FOR Other:</p> <p>_____ Signature and Date</p> <p>_____ Name and Title (printed or typed)</p>
<p>FOR Other:</p> <p>_____ Signature and Date</p> <p>_____ Name and Title (printed or typed)</p>	<p>FOR Other:</p> <p>_____ Signature and Date</p> <p>_____ Name and Title (printed or typed)</p>

RESOURCE SHARING AGREEMENT Local Workforce Development Area 8

In accordance with the Workforce Innovation and Opportunity Act (hereinafter WIOA), this Resource Sharing Agreement (hereinafter RSA) is entered into by and between the Workforce Development Board (hereinafter LWDB) and the Partner Agencies listed below.

1. Partner Agencies:
 - a. Georgia Department of Labor
 - b. Division of Rehabilitation Services
 - c. Department of Technical and Adult Education
 - d. Department of Family and Children Services
 - e. Three Rivers Regional Commission/ Area Agency on Aging

2. **Purpose:** The WIOA regulations provide that the responsibility for the provision of and financing for applicable basic services and One-Stop operations is to be proportionate to the use of services at the center by individuals attributable to the Partners' programs. The purpose of this RSA is to provide a framework for each of the Partners' commitments regarding the allocation and sharing of operational costs and resources in the One-Stop system serving Region IV Counties. The One-Stop Operator, Three Rivers Regional Commission – Workforce Development, has been designated by the LWDB and will be responsible for coordination of services and ensuring that Partner Agencies adhere to the terms of this Agreement. Details of the One-Stop Operator's responsibilities will be more specifically outlined in the Operational Plan that is developed by the parties to this Agreement.

3. **Duration:** This RSA shall remain in effect from January 1, 2016 until December 31, 2016 or until the Partners absolve the partnership.

4. **Modification:** The Partners recognize that modifications to the RSA may be necessary during the period of performance. Any party may make a written request for modification to the LWDB. In order to be valid, any modification to the RSA must be in writing and signed by all of the parties. Assignment of any responsibilities under this RSA by any of the parties shall be effective upon written notice of the other parties.

5. **Termination:** Notwithstanding any other provision of this contract, in the event that any of the sources of Partner funds for services under this contract no longer exist or in the event the sum of all obligations by the Partner incurred under this and all other contracts entered into exceeds the balance of available funds, then the Partners' obligations under this Agreement shall immediately terminate upon receipt of written notification to the LWDB. The certification by the legal signatory of the Partner that occurrence of either of the events stated above shall be conclusive.

This agreement and applicable attachments to this Agreement may be terminated for cause, in whole or in part, by the LWDB at any time for failure to perform any of the provisions hereof. The termination shall be accomplished by notice in and mailed or delivered to the address of the Partner in this Agreement or the last known subsequent address. The Partner will be required to submit a final expenditure report to the LWDB, the One-Stop Operator, and to other applicable

Partners no later than 45 days after the effective date of written notice of termination. Upon termination of this Agreement or applicable attachments, the Partner shall not incur any new obligations after the effective date of the termination and shall cancel as many outstanding obligations as possible. The above remedies are in addition to any other remedies provided by law or the terms of this contract.

Any party to the Agreement may cancel or terminate that agency's part in the Agreement without cause; however, the Party seeking to terminate or cancel participation in this Agreement must give notice in writing of its intent to do so to the other Parties at least thirty (30) days prior to the effective date of cancellation or termination. The written notice must be mailed or delivered to the address shown above or to the last known subsequent address for the One-Stop Operator and to the LWDB.

The LWDB reserves the right to suspend this Agreement in whole or in part if the Partner(s) fail to comply substantially with the terms of this Agreement, to provide the quality of service required, or to meet the specified completion schedule of its duties under this contract. The suspension shall be accomplished by notice in writing to the Partner(s) and shall specify the reason, suspension date, required corrective action for reinstatement, and other pertinent information or actions required to protect the interests of One-Stop customers. The written notice of suspension shall be mailed or delivered to the Partners' address in this Agreement or to the last known subsequent address.

6. **Patent Rights:** Copyrights and Rights in Data: The Partners agree in patentable items, patent rights, processes, or invention are produced in the course of work supported and funded through this Agreement, the LWDB shall determine whether protection of the invention or discovery shall be sought. The LWDB will also determine how the rights to the invention or discovery, including any rights under any patent issued thereof, shall be allocated and administered in order to protect the public interest consistent with Government Patent Policy.

Except as otherwise provided in this Agreement, the author or the LWDB is free to copyright any books, publications, or other copyrightable materials developed in the course of, or under this Agreement. Should any copyright materials be produced as a result of this Agreement, the applicable federal agency and the LWDB shall reserve a royalty-free nonexclusive and irrevocable right to reproduce, modify, publish, or otherwise use and to authorize others to use the work for government purposes.

7. **Memorandum of Understanding:** This RSA including all attachments and modifications is incorporated by reference to the Memorandum of Understanding executed between the parties to this Agreement, including all modifications thereto. However, this RSA may fluctuate as the parties' budgets change. Modifications and/or expiration of the RSA shall not affect the validity of the Memorandum of Understanding.
8. **Shared Service:** *(Only applicable services should be checked, and a brief description should be provided)*
 - a) The Georgia Department of Labor agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
 - Outreach/Recruitment
 - Initial Assessment/Intake/Referral
 - Orientation Information Services

- Job Search/Job Placement
 - Follow-up Services for WIOA
 - Comprehensive Assessments
 - Career Counseling Planning
 - Case Management Service Coordination
 - Prevocational Services
- b) The Division of Rehabilitation Services agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment
 - Initial Assessment/Intake/Referral
 - Orientation/Informational Services
 - Job Search/Job Placement
 - Follow-up Services for WIOA
 - Comprehensive Assessments
 - Career Counseling Planning
 - Case Management/Service Coordination
 - Prevocational Services
- c) The Department of Technical and Adult Education agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment
 - Initial Assessment/Intake/Referral
 - Orientation Informational Services
 - Job Search/Job Placement
 - Follow-up Services for WIOA
 - Comprehensive Assessments
 - Career Counseling/Planning
 - Case Management/Service Coordination
 - Prevocational Services
- d) The Department of Family and Children’s Services agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment
 - Initial Assessment/Intake/Referral
 - Orientation Informational Services
 - Job Search/Job Placement
 - Follow-up Services for WIOA
 - Comprehensive Assessments
 - Career Counseling/Planning
 - Case Management/Service Coordination
 - Prevocational Services

- e) The Three Rivers Regional Commission/ Area Agency on Aging agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
 - Outreach/Recruitment
 - Initial Assessment/Intake/Referral
 - Orientation Informational Services
 - Job Search/Job Placement
 - Follow-up Services for WIOA
 - Comprehensive Assessments
 - Career Counseling/Planning
 - Case Management/Service Coordination
 - Prevocational Services

- f) The _____ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
 - Outreach/Recruitment
 - Initial Assessment/Intake/Referral
 - Orientation Informational Services
 - Job Search/Job Placement
 - Follow-up Services for WIOA
 - Comprehensive Assessments
 - Career Counseling/Planning
 - Case Management/Service Coordination
 - Prevocational Services

9. **Benefits Received:** The parties agree that the benefits to be derived from the above services will be:

- Increased customer access to programs;
- Cost-effective and efficient program delivery;
- Improved program retention due to a wider array of support for customers;
- Greater customer satisfaction;
- Non-duplication of services; and
- Strengthened relationships among partner agencies.

10. Contributed Resources:

- a) The Georgia Department of Labor agrees to contribute staff and other resources to the local One-Stop Center to perform the shared services.
- b) The Division of Rehabilitation Services agrees to contribute staff and other resources to the local One-Stop Center to perform the shared services.
- c) The Department of Technical and Adult Education agrees to contribute staff and other resources to the local One-Stop Center to perform the shared services.
- d) The Department of Family and Children Services agrees to contribute staff and other resources to the local One-Stop Center to perform the shared services.

- e) The Community Action for Improvement, Inc. agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services.
 - f) The Three Rivers Regional Commission/ Area Agency on Aging agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services.
 - g) The _____ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services.
11. **Resource Allocation:** The parties agree that the contributed resources and benefits set out in this Resource Sharing Agreement are in proportion to each other as determined by a reasonable estimate of the distribution of services and contributed resources to be made by each of the Partners over the course of this Agreement. Actual costs expended toward the provision of shared services and a measurement of actual benefit to each of the programs will be made available to the One-Stop operator by the parties at least on a quarterly basis. To the extent that the resources contributed or benefits derived become disproportionate, the parties agree to revisit and revise this Agreement as necessary. Resource allocation methodologies used will be in compliance with cost principles outlined in applicable OMB Circulars.
12. **Infrastructure Costs:** (WIOA Sec. 121) (WIOA Proposed Rule 678.755) Infrastructure costs will be funded through methods agreed upon by the local Workforce Development Board, Chief Elected Officials, and One-Stop partners. If the parties identified are unable to reach a consensus agreement on methods of sufficiently funding the costs of infrastructure of One-Stop centers for a program year, the State infrastructure funding mechanism shall be applicable to the local area for that program year, and for each subsequent program year for which those entities and individuals fail to reach an agreement. The LWDB, Chief Elected Officials, and One-Stop partners will identify an infrastructure and shared budget, which will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to relative benefits received, and that complies with chapter II of title 2 of the Code of Federal Regulations (or any corresponding similar regulation or ruling).

Work Statement Narrative
For Services Beyond Partner's Applicable Core Services

Partner Agency: _____ Contact: _____
Service: _____ Address: _____
Max. No. to be Served: _____ Phone/Fax: _____
Cost: _____ Email: _____

- I. Goals and Objectives
- II. Performance Benchmarks
- III. Work to be Performed
 - A. Referral Process
 - B. Entry Requirements
 - C. Description of Service
 - D. Outcomes
- IV. Administrative Details
 - A. Implementation Schedule
 - B. Subcontracting Assignment
 - C. Reporting Requirements
 - D. Invoicing

Attachment A-1 is inapplicable at this time

Cost Analysis Summary

Personnel	% of Time:	Salary per period	# of periods:	Total
Position:				
Position:				
Position:				
Position:				
Position:				
				Total <input type="text"/>
				Total
Fringe Benefits				
Fringe Benefit Breakdown:	Rate:	Applied to:		
FICA/Medicare	7.65%			
Health Insurance				
Retirement				
State Merit Assessments				
Worker's Compensation				
Unemployment Insurance				
Liability Insurance				
Other _____				
				Total <input type="text"/>
				Total
Travel				
	No. of units	Cost per Unit		
Staff Mileage Reimbursement				
Subsistence Reimbursement				
				Total <input type="text"/>
				Total
Supplies				
Office Supplies				
Service-related Supplies				
				Total <input type="text"/>
				Total
Other Costs				
Postage				
Telephone				
Facilities				
Equipment				
Staff Training Tuition/Fees				
Other (Specify):				

Non-Direct Costs:				
Item and basis _____				
Item and basis _____				
Item and basis _____				
Item and basis _____				
				Total <input type="text"/>
				Total
Indirect Costs				
	Rate:	Applied to:		
Attach approval letter				
				Total <input type="text"/>
				Total
GRAND TOTAL COST OF SERVICE:				

If Service is being sold on a fee basis, please attach a budget narrative explaining the rationale for arriving at the fixed fee from the total cost of the service as outlined in the line item budget.

Attachment 6: Grievance Policy



Serving Bufts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup and Upson Counties

1210 Greenbelt Drive - P.O. Box 97
Griffin, GA 30224
Office: 770-229-9799
Toll-Free: 1-877-633-9799
Fax: 770-229-9924
www.threeriversrc.com

TRRC Workforce Development Grievance and Complaints Procedure

GENERAL POLICY

If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Applicants and Participants for services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by the TRRC Workforce Development and/or the Three Rivers Regional Commission Board will be treated fairly. Grievance/complaints should be filed in accordance with the written procedures established by Three Rivers Regional Commission Workforce Development. Signed and dated grievance forms with accurate contact information are included in all participant case files. **If you believe you have been harmed by the violation of the Workforce Innovation and Opportunity Act or regulations of this program, you have the right to file a grievance/complaint.**

EQUAL OPPORTUNITY POLICY

TRRCWD adheres to the following United States law: "No individual shall be excluded from participation, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any such program because of race, color, religion, sex, national origin, age, disability, political affiliation or belief, or citizenship/status as a lawfully admitted immigrant authorized to work in the United States." References include: The Workforce Innovation and Opportunity Act of 2014 P. L. 113-128 USDOL Regulations Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act of 2014 29 C.F.R. § 38.36 effective July 22, 2015.

COMPLAINTS OF DISCRIMINATION

TRRCWD is prohibited from, and does not engage in, discriminating against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity.

The complainant has the right to be represented in the complaint process by an attorney or other representative.

If you think that you have been subjected to discrimination under a WIOA-funded program or activity, you may file a complaint within 180 days from the date of the alleged violation with the Workforce Development TRRC, WIOA Equal Opportunity Officer, Hope King, Three Rivers Regional Commission, P.O. Box 818, 120 North Hill Street, Griffin, GA, 30224, (678) 692-0510, hking@threeriversrc.com. **OR**

Complaints may also be filed with the Georgia Department of Economic Development, Workforce Division, David Dietrichs, WIOA Title I Equal Opportunity Officer, 75 Fifth Street, NW, Suite 845, Atlanta, GA 30308, 404-962-4136; DDietrichs@georgia.org; FAX: 404-486-1181; TTY/TDD 1-800-255-0056. **OR**

A complainant may be filed directly with the Director, Civil Rights Center, U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210. Or at the website below:
<http://www.dol.gov/oasam/programs/crc/external-enforc-complaints.htm>.

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Furthermore, the USDOL Civil Rights Center provides a complaint form which should be utilized, if sending a discrimination-based complaint, and can be found at the website detailed above.

If the complainant chooses to file the discrimination complaint with The Workforce Development TRRC or Georgia Department of Economic Development, Workforce Division, (GDEcD,WD) then GDEcD,WD or the TRRCWD has 90 days to resolve the complaint and issue a written Notice of Final Action. Options for resolving the complaint must include alternative dispute resolution, at the complainant's choice.

If the complainant is dissatisfied with the resolution of his/her complaint at TRRCWD or the State level, the complainant may file a new complaint with the Civil Rights Center (CRC) within 30 days of the date on which the complainant receives the Notice of Final Action.

If GDEcD,WD, or TRRCWD fails to issue the Notice within 90 days of the date on which the complaint was filed, the complainant may file a new complaint with CRC within 30 days of the expiration of the 90-day period (in other words, within 120 days of the date on which the original complaint was filed).

TRRCWD will offer full cooperation with any local, state, or federal investigation in accordance with the aforementioned proceedings, or with any criminal investigation.

COMPLAINTS OF FRAUD, ABUSE OR OTHER ALLEGED CRIMINAL ACTIVITY

In cases of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644. There is no charge for this call.

COMPLAINTS AGAINST PUBLIC SCHOOLS

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

ALL OTHER COMPLAINTS (VIOLATIONS OF THE ACT OR REGULATIONS)

All other complaints must be filed within one-hundred eighty (180) days after the act in question by first submitting a **written** request for resolution to:

WIOA Equal Opportunity Officer, Hope King
Three Rivers Regional Commission
P.O. Box 818
120 North Hill Street
Griffin, GA 30224

Complaints filed with TRRCWD must contain the following:

- A. The full name, telephone number, email (if any), and address of the person making the complaint.
- B. The full name, address and email of the person or organization against whom the complaint is made.
- C. A clear but brief statement of the facts including the date(s) that the alleged violation occurred, including the identification of all relevant parties.
- D. Relief requested.
- E. Complainant's signature and date.

For the grievance submission form, see page four of these procedures or the website: <http://www.threeriversrc.org>

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

Upon receipt of the complaint, the TRRCWD WIOA Equal Opportunity Officer will initiate efforts with the complainant

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and others involved to bring about a resolution as soon as possible. This will include a meeting of all parties with the hope of reaching a mutually satisfactory resolution. If the complaint has not been resolved to the satisfaction of the complainant within thirty (30) days, the TRRCWD WIOA Equal Opportunity Officer will arrange appointment of a hearing officer to conduct a hearing for settlement of the complaint to be held within 60 days of grievance filing.

In the event TRRCWD arranges a hearing for settlement of the complaint, the complainant(s) will be given a written notice of the date, hour, place of the hearing, a statement of the authority and jurisdiction under which the hearing is to be held, a reference to the particular section of the Act, regulations, sub-grants or other contracts under the Act involved, a notice to all parties of the specific charges involved, a statement of the right of both parties to be represented by legal counsel, an indication of the right of each party to present evidence both written and through witness and a statement of the right of each party to cross-examination. Hearing officers who are independent of the TRRCWD and who have been approved by all concerned parties will be responsible for conducting the hearing.

Hearings on any grievance/complaint filed shall be conducted within thirty (30) days of failed informal resolution. Written decisions shall be rendered not later than sixty (60) days after the hearing. Attempts at informal resolution may proceed during the 30-day period between the filing and hearing of the grievance/complaint and prior to the rendering of a decision on the grievance/complaint.

If the complainant(s) does not receive a written decision from the Hearing Officer within sixty (60) days of the hearing of the grievance/complaint, or receives a decision unsatisfactory to the complainant(s), the complainant(s) then has/have a right to request a review by the State using the WIOA Complaint Information Form found at <http://www.georgia.org/competitive-advantages/workforce-division/technical-assistance/>.

Ben Hames, Deputy Commissioner
Georgia Department of Economic Development, Workforce Division
75 Fifth Street, NW Suite 845
Atlanta, GA 30308
Phone: 404-962-4005
FAX: 404-876-1181

The Deputy Commissioner shall act as the Governor's authorized representative. Either an informal resolution or a hearing will take place within 60 calendar days of the filing. If the State does not respond within the 60 days, or either party wants to appeal the decision, WIOA allows for a formal appeal by certified mail, return receipt requested to Secretary, U.S. Department of Labor, 200 Constitution Avenue, NW, Washington, DC 20210, Attention: ASET (202) 693-3015. A copy of the appeal must be simultaneously provided to the appropriate ETA Regional Administrator and the opposing party.

Federal appeals must be made within 30 calendar days of the receipt of the local or State decision. Department of Labor (DOL) will make a final decision no later than 120 days after receiving a formal appeal. DOL will only investigate grievances and complaints arising through the established procedures. WIOA does not allow for federal intervention until and unless the proper, formal procedure has been followed.

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

I CERTIFY THAT I HAVE RECEIVED A COPY OF THIS POLICY AND PROCEDURES.

NAME

DATE

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Attachment 7: Acronym List

CF	Career Facilitator
ETPL	Eligible Training Provider List
GDEcD	Georgia Department of Economic Development
GDOL	Georgia Department of Labor
GVRA	Georgia Vocational Rehabilitation Agency
IEP	Individual Employment Plan
ITA	Individual Training Account
LMI	Labor Market Information
LWDB	Local Workforce Development Board
MOU	Memorandum of Understanding
OJT	On-the-Job Training
OSHA	Occupational Health and Safety Administration
PY	Program Year
RFP	Request for Proposal
RSA	Resource Sharing Agreement
SIWDG	Strategic Industry Workforce Development Grant
SNAP	Supplemental Nutrition Assistance Program
TANF	Temporary Assistance for Needy Families
TRWDB	Three Rivers Workforce Development Board
UI	Unemployment Insurance
WARN	Worker Adjustment and Retraining Notification
WFD	Workforce Division
WIOA	Workforce Innovation and Opportunity Act