

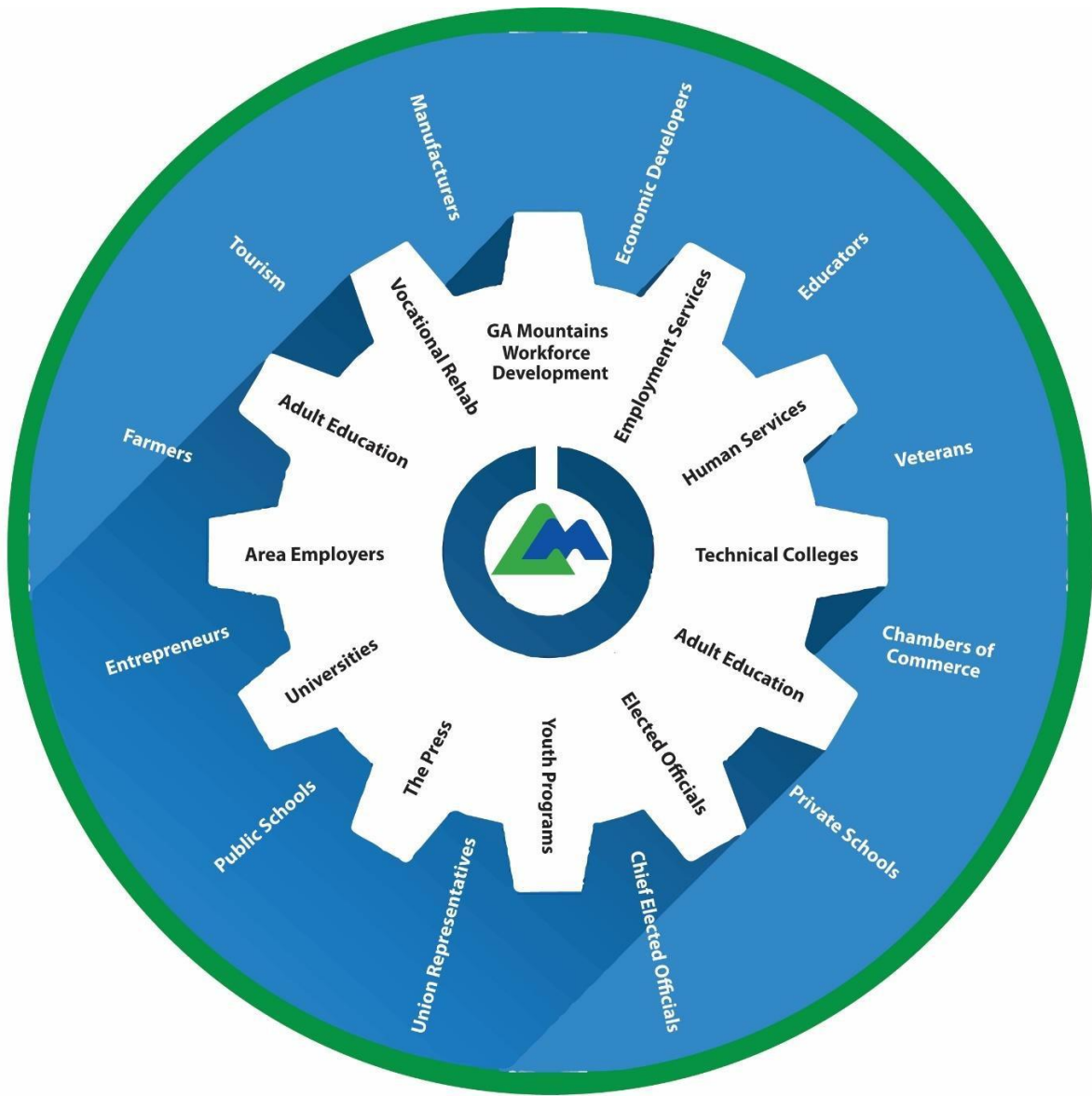
2018 WorkSource Georgia Mountains Modification Revisions and Additions

WorkSource Georgia Mountains (WSGM) has published Program Year 2018 Revisions to the Program Year (PY) 2016-2020 Workforce Innovation and Opportunity Act (WIOA) Local Plan for the Georgia Mountains Local Workforce Development Region.

WSGM receives WIOA funding to coordinate the delivery of employment and training activities in the Georgia Mountains region of Georgia. The Georgia Mountains region includes the following counties: Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White, along with 38 municipalities within these counties.

A Modification to the 2016 Georgia Mountains Workforce Development Board Plan is required to be submitted to the State no later than November 30, 2018 and include updated performance measures and any changes to regional and local conditions. The plan must be posted for a 30 day comment period and approved by the WSGM Board. 2018 revisions and additions include:

1. Strategic Elements, Governance and Structure, Section 2. Description of Strategic Planning Elements (a) an analysis of the regional economic conditions (b) an analysis of the knowledge and skills needed and (c) an analysis of the workforce in the region. Revisions include updated information.
2. Strategic Elements, Governance and Structure, Section 3. Revisions were made to Description of Strategies and Services.
3. Strategic Elements, Governance and Structure, Section 3 d. Linkages between the one-stop delivery system and UI programs. Revisions included Rapid Response transition to GDOL.
4. Strategic Elements, Governance and Structure, Section 5. Sector Strategy Development, Updates were made to B. Meetings and Strategies.
5. Strategic Elements, Governance and Structure, Section 6 Description of the One-Stop Delivery System. Additions include the selection of a One Stop Operator.
6. Local Boards and Plan Development, Section 1 Local Boards (a). Revisions reflect new board membership and (d) additions to how board members are engaged and informed.
7. Local Boards and Plan Development, Section 6 (2). Revisions include changes to WDB Committee structure.
8. Service Delivery and Training, Section 2 Description of service to adults and dislocated workers. Revisions include changes to the ETPL Policy, Rapid Response transition to GDOL, and the addition of adult and dislocated worker internships.
9. Service Delivery and Training, Section 4, Youth Services. This section has been updated.
10. Service Delivery and Training, Section 5 Work based learning initiatives. Revisions include updates to IWT and (h) Apprenticeships.
11. State Initiatives and Vision, Section 2. Revisions were made to include new Strategic Populations coordination.
12. All Addenda and Attachments were updated.



GEORGIA MOUNTAINS REGIONAL COMMISSION
GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT PLAN
2016-2019

**WorkSource Georgia Mountains
PLAN
2016 – 2020
Updated (10-2018)**



WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)*

The Workforce Innovation and Opportunity Act (WIOA) is a federal law, signed into effect on July 22, 2014, replacing and superseding the Workforce Investment Act of 1998. This law represents a renewed commitment to workforce development with an eye to the future through innovation and support for individual and national economic growth. It is aimed at increasing opportunities, particularly for those facing barriers to employment, and invests in the important connection between education, business and industry, and career preparation. It looks to the prosperity of workers and employers and focuses on the economic growth of communities, regions, and states to enhance our global competitiveness as a country.

For a complete online copy of the Workforce Innovation and Opportunity Act, [link here](#)

**An Equal Opportunity Employer/Program
Auxiliary Aids Available Upon Request to Individuals with Disabilities**

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INTRODUCTION

There are now 703,279 people living in the thirteen-county WSGM Region. Of these, approximately 352,909 are currently employed as part of the civilian labor force. At least 12,085 people in this region are actively looking for work. Some of these individuals are underemployed. There are employers throughout the region who are trying to find dependable, skilled workers to fill positions in their businesses and industries and to keep the local economy strong.

Through the years, multiple variations of workforce programs have made attempts to link these entities. Admittedly, some have not been entirely effective— yet some are now quite positive and successful in their measurable results.

It can be a complicated system, consisting of many complex components, and it is not always easy to understand or to access. Graphs, diagrams, and charts are tools used to consider the unique characteristics and needs of a local area when designing an effective plan for its workforce. These statistical reports are informative, and several of them are included here for reference. It is, however, essential to remember that the end purpose of all the plans and programs is for the betterment of life for the people of this region – for employers, and for employees. Describing and illustrating the various moving parts of a workforce system, while discovering ways those parts can better work together, will continue to challenge us all.

This working plan provides a framework for understanding how this area is responding to a different way of thinking about true innovation and opportunity for its local workforce to function as a more effective, coordinated whole. The WSGM Area has chosen to implement part of Governor Deal’s initiative for using available technology by distributing this plan online.

Throughout the document, there are hyperlinks to resources and additional information, including future updates, when possible. A chief goal of WorkSource Georgia Mountains (WSGM) is to continue to provide useful links, not only to offer ready access to important workforce information, but also to establish better channels of connection and communication between everyone involved in any aspect of the region’s workforce. We welcome the opportunity to work together more closely – and more effectively.

About the Cover:

Valuable insights and ideas concerning the area’s workforce as presented in this plan were derived from personal interviews and discussions with over 60 individuals throughout the Georgia Mountains Region. These area citizens represent a spectrum of those individuals, businesses, and organizations who are involved with the workforce in this area. They represent: private sector employers; organized labor; area newspapers; small businesses; farmers; law enforcement personnel; veterans; individuals seeking employment; area technical colleges; governmental officials; Chambers of Commerce; economic development staff members; training providers; service providers; youth; area workforce development staff; educators; and other targeted employment groups. (See Addenda Items 1.4 and 1.5.) The gears represent the importance of industry in this region. They also represent the value of “working together”, sharing information and resources, to make available innovative training and employment opportunities for those who want to work, and for those who want to hire, thus creating a stronger, more vibrant regional economy.

ACRONYM LIST

ACS	American Community Survey
ADA	Americans with Disabilities Act
AEFLA	Adult Education & Family Literacy Act
AOP	Agricultural Outreach Plan
ASL	American Sign Language
BER	Benefits Eligibility Review
BGLI	Burning Glass Labor Insight
BLS	Bureau of Labor Statistics
BSU	Business Services Unit (housed in GDOL)
CAD	Computer Aided Design
CAP	Client Assistance Programs
CAP	Corrective Action Plan
CAPI	Customized Apprenticeships & Paid Internships
CCR	College & Career Readiness Standards
CCSS	Common Core State Standards
CIL	Centers for Independent Living
CJCC	Georgia Criminal Justice Coordinating Council
CLEO	Chief Local Elected Official
CNC	Computer Numerical Control Operator
CR	Customized Recruitment
CRC	Certified Rehabilitation Counselors
CRCC	Commission on Rehabilitation Counselor Certification
CRP	Community Rehabilitation Programs
CSB	Community Service Boards
CSPD	Comprehensive System for Personal Development
CSPM	Client Services Policy Manual
CSU	Constituent Services Unit
DBHD	Georgia Department of Behavioral Health and Developmental Disabilities
DCA	Georgia Department of Community Affairs
DCH	Georgia Department of Community Health
DCS	Georgia Department of Community Supervision
DFCS	Division of Family & Children Services
DHS	Georgia Department of Human Services
DJJ	Georgia Department of Juvenile Justice
DOAS	Georgia Department of Administrative Services
DOC	Georgia Department of Corrections
DoDD	Division of Developmental Disabilities (DBHDD)
DSU	Designated State Unit
DVOP	Disabled Veteran Outreach Program
EG	Employ Georgia (GDOL)
EMSI	Economic Modeling Specialists Intl
ERP	Eligibility Review Process
ES	Employment Services
ESP	Extended Services Plan
ETA	Employment & Training Administration (USDOL)
ETP	Eligible Training Provider
ETPL	Eligible Training Provider List
EXCEL	Executive Commitment to Excellence in Leadership
FB	Federal Bonding
FY	Fiscal Year
GDOE	Georgia Department of Education
GALIS	Georgia Adult Learners Information System
GA-PRI	Georgia Prisoner Reentry Initiative
GDEcD	Georgia Department of Economic Development
GDOL	Georgia Department of Labor
GED	General Education Development test

GEPS	Georgia Enterprises for Products & Services
GLME	Georgia Labor Market Explorer
GOTSR	Governor's Office of Transition, Support & Reentry
GSE	Georgia Standards of Excellence
GVRA	Georgia Vocational Rehabilitation Agency
GWROPP	Georgia Work Ready Online Participant Portal
GWS	Georgia Workforce System
HDCI	High Demand Career Initiative
IATSE	International Association of Theatrical & Screen Employees
IAWP	International Association of Workforce Professionals
ICR	Information Collection Request
IDEA	Individuals with Disabilities Education Act
IELCE	Integrated English Literacy & Civics Education
IEP	Individualized Education Plan
IPE	Individualized Plan for Employment
IPS	Individualized Placement & Support
ISY	In-School Youth
ITA	Individual Training Account
ITP	Individualized Transition Plan
IWT	Incumbent Worker Training
JFF	Jobs for the Future
LEOs	Local Elected Officials
LVERs	Local Veteran Employment Representatives
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board
LWIA	Local Workforce Investment Area
MHS	Migrant Head Start
MIS	Management Information System
MOA	Methods of Administration
MOU	Memorandum of Understanding
MSFW	Migrant & Seasonal Farmworkers
NAICS	North American Industry Classification System
NASWA	National Association for State Workforce Agencies
NDI	Non-Destructive Inspectors
NDT	Non-Destructive Testers
NDWG	National Dislocated Worker Grants
NEG	National Emergency Grant
NFJP	National Farmworker Jobs Program
NPRM	Notice of Proposed Rulemaking
NRS	National Reporting System
O*Net	Occupational Information Network
O.C.G.B.	Official Code of Georgia Annotated
OA	Office of Apprenticeship (USDOL)
OAE	Office of Adult Education (TCSG)
OCTAE	Office of Career, Technical & Agricultural Education (USDOE)
OJT	On-the-Job Training
OOS	Order of Selection
OSY	Out-of-School Youth
PIP	Performance Improvement Plan
PLC	Programmable Logic Controller
PWP	Personal Work Plan
PY	Program Year
REA	Reemployment Assistance Program
RESEA	Georgia's Reemployment Services & Eligibility Assessment
RFA	Request for Application
RSA	USDOE Rehabilitation Services Administration
SCSEP	Senior Community Service & Employment Program
SDVS	Georgia Department of Veteran's Services

SE	Supported Employment
SES	Supported Employment Services
SETA	Southeastern Employment & Training Association
SILC	Statewide Independent Living Council
SIWDG	Strategic Industries Workforce Development Grant
SMA	State Monitor Advocate
SNAP	Supplemental Nutrition Assistance Program
SPC	Statistical Process Control
SPMI	Serious & Persistent Mental Illness
SRC	State Rehabilitation Council
SSDI	Social Security Disability Insurance
SSDR	State Service Delivery Regions
SSI	Supplemental Security Income
STAR	Staff Technical Assistance & Review
STEM	Science, Technology, Engineering, and Math
SUP	State Unified Plan
SWAT	Special Workforce Assistance Team
SWDB	State Workforce Development Board
SWIS	Statewide Workforce Investment System
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance for Needy Families
TCSG	Technical College System of Georgia
TCSG OWD	Technical College System of Georgia Office of Workforce Development
TEGL	Training Employment Guidance Letter
TFSP	TANF Family Service Plan
UCX	Unemployment Compensation for Ex-service members' program
UGA	University of Georgia
UI	Unemployment Insurance
UI and RO	Unemployment Insurance & Regional Operations
UIREA	UI Re-Employment Assistance
USDA	United States Department of Agriculture
USDOE	United States Department of Education
USDOL	United State Department of Labor
USG	University System of Georgia
VR	Vocational Rehabilitation
VRP	Vocational Rehabilitation Program
WARN	Worker Adjustment & Retraining Notification
WDB	Workforce Development Board (local)
WEX	Work Experience
WIA	Workforce Investment Act
WIG	Workforce Implementation Guidance Letter
WIOA	Workforce Innovation & Opportunity Act
WOTC	Work Opportunity Tax Credit
WP	Wagner-Peyser Act/programs
WSP	TANF Work Support Program
YDC	Youth Detention Center



A. Strategic Elements, Governance, and Structure:

1. Identification of the Fiscal Agent

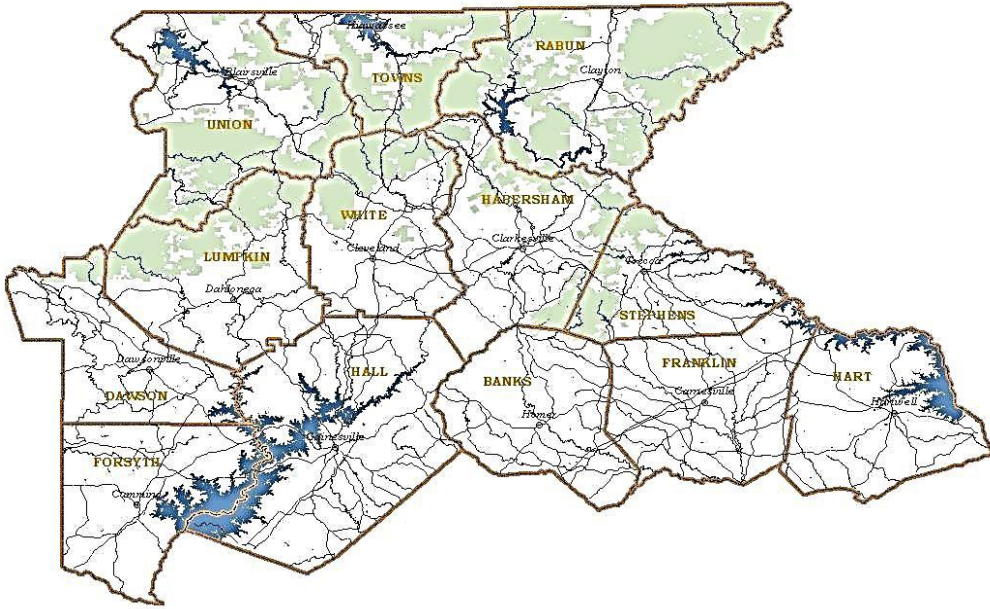
Provide an identification of the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III) as determined by the chief elected official.

The Chief Local Elected Official (CLEO) of the 13 county WorkSource Georgia Mountains (WSGM) WIOA Area 2 has designated the Georgia Mountains Regional Commission (GMRC) as the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III).

Georgia Mountains Regional Commission
Heather Feldman, Executive Director
P.O. Box 1720 Gainesville, GA 30503
770. 538.2626

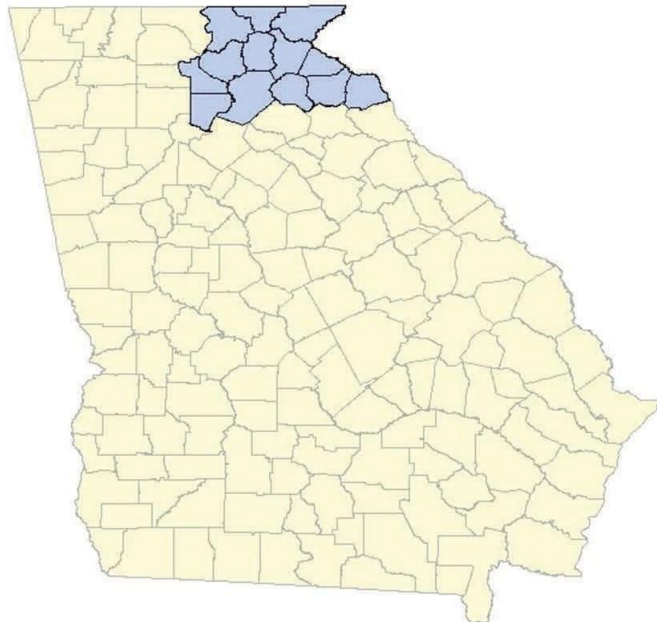
The Georgia Mountains Regional Commission (GMRC) is a sub-state district created by local governments in 1962 under provisions of Georgia Enabling Law. The purpose of the GMRC is to locally promote and guide proper development of human, natural, physical, social, and economic resources in the Georgia Mountains Region. The GMRC is guided by a forty-four (44) member Council and is composed of individuals appointed by the Governor, Lieutenant Governor, Speaker, and one county elected official, one city elected official and one private sector individual from each of our 13 counties. City, County, and private sector representatives are chosen by the cities and counties they represent. The GMRC is responsible for all policy decisions.

Source: [Georgia Mountains Regional Commission website](#)



WorkSource Georgia Mountains Area 2

Encompassing approximately 3,500 square miles, the WSGM Region is in the foothills of the Blue Ridge Mountains. North Carolina borders the region to the north, and South Carolina borders to the east, while other Georgia counties border the region to the south and west. The current estimated population for the region is 703,279. The GMRC serves the following 13 counties: Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White, along with 38 municipalities within these counties.



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 Georgia Mountains Region has gradually transformed itself from an area reliant on manufacturing and agriculture, to one more diversified in health care, tourism, distribution, retail, and a variety of industrial and high-tech companies. Problems surrounding future economic and community development for the region include, but are not limited to, shortages of skilled labor, out-migration of young adults, and lack of quality neighborhood housing for employees. The availability of key quality sites and/or buildings for new business remains a continuing challenge. The one-time reliance on major employers has lessened, but there is still some vulnerability in several counties. Thus, continued diversification along with economic growth, are usually recognized as primary goals for the Georgia Mountains Region.

Additionally, the entire region has a solid manufacturing base and strong desire to maintain and expand manufacturing jobs. Many local manufacturing firms have marginal ties with other firms in the region, and companies have located and expanded here due to quality labor force, low cost of doing business, historic location of company in the area, and quality of the transportation system.

Within the durable goods manufacturing sector, automotive parts manufacturing is an important employment cluster within the WSGM Region. There has been an increase recently within this cluster.













Examples of recent growth include:


The 2017 year-end summary includes 29 new and expanded businesses in Gainesville-Hall County announcing 900 jobs and \$170 million in capital investment.

- Firms expanding their North American business included King's Hawaiian, Zebra Technologies, Mincey Marble, Etori, Bitzer US, Mars Wrigley Confectionary, Milliken & Co., Performance Foodservice, and ZF.
- Kubota has completed a 502,000 sq.ft. facility on their new 180-acre campus on Highway 365 in Gateway Industrial Centre, with a \$220 million investment and 580 additional jobs. Kubota employs 1,300 in Gainesville-Hall County.
- Mars Wrigley Confectionary added 170 new jobs and \$60 million in new equipment at their Hall County facility, making it the largest fully integrated chewing gum manufacturer in the world.
- Tatsumi Intermodal USA, Inc., a logistics inventory management company has completed their second facility in Hall County, a 113,000 sq. ft. building in Gateway Industrial Centre on Highway 365. This is Tatsumi's fourth expansion since locating in 2001.
- King's Hawaiian Bakery in Oakwood was named Georgia's 2017 Manufacturer of the Year by Governor Nathan Deal.

In 2016, Haering, a German automotive precision components company announced their location in the Gateway Industrial Park in Hart County, Georgia. At a total investment of \$54M, Haering will create up to 800 jobs within 10 years. Additionally, in May 2015, Nifco KTW, a German automotive supplier of injection molded components announced the location of its U.S. operations in Toccoa, Stephens County, Georgia creating 200 jobs and investing \$27M within its first five years. Nifco KTW supplies many automotive manufacturers around the world including BMW and Mercedes Benz. The development and growth of this sector over the past twenty years has significantly impacted virtually every county within the WSGM Region.

Automotive Industry Suppliers in Georgia Mountains Region

Location	Number of Plants
Cumming Forsyth County	
Lavonia Franklin County	
Toccoa Stephens County	
Gainesville Hall County	
Mount Airy Habersham County	
Flowery Branch Hall County	
Carnesville Franklin County	
Dahlonega Lumpkin County	
Demorest Habersham County	
Hartwell Hart County	
Blairsville Union County	
Dawsonville Dawson County	

 One Supplier

As the automotive industry continues to develop in the southeastern United States, the Georgia Mountains Region is strategically positioned to attract new investment capital and new jobs within this sector. The region's infrastructure is continuing to provide top quality support to the region's economic clusters. Important components of the public infrastructure system to support all segments of the region's economy include, but not limited to: skilled labor force, strong workforce development facilities, advanced technological resources, and adequate physical infrastructure that includes an adequate water supply, reliable wastewater treatment capabilities, transportation resources, and an expanding communications system.

The impact of tourism and tourism related industries continues to have a tremendous effect on the economy of the WSGM Region. As a primary gateway to the Blue Ridge Mountains, the region annually hosts over seven million visitors to the many mountains, lakes, rivers, museums, and downtowns of the region. At 729 feet, Amicalola Falls is the highest waterfall in Georgia and is considered as one of the seven "Natural Wonders of Georgia". One of the most breathtaking canyons in the Eastern U.S., Tallulah Gorge is 2 miles long and 1,000 feet deep and is one of the most visited attractions in Georgia. The rowing and kayaking site of the 1996 Olympics is located on Lake Lanier in Gainesville, Hall County, Georgia. It is the only 1996 Olympic Venue still used for its original purpose. The venue is host to year-round competitions, training, and special events. Link: [Lake Lanier Olympic Park](#)

At an estimated economic impact of over \$9.5 billion in 2017, the film industry in Georgia continues to flourish, especially in the Georgia Mountains area. All 13 counties within the Georgia Mountains Region are certified as "Camera Ready". The mountains, lakes, and small towns make the Georgia Mountains an ideal location. Several movies and television shows were filmed in the Georgia Mountains Region in the last year. Every year tourism generates substantial employment, payroll income and tax revenues for the region.

Source and link: http://www.gmrc.ga.gov/CEDS_Annual_Update_2017_FINAL.pdf

Healthcare continues to be a thriving industry for the region. As the population of the region increases, additional medical services are needed to meet the demand for specialty services. Northeast Georgia Medical Center (NGMC) Braselton opened its doors in 2015, providing citizens access to cutting-edge technology and quality healthcare. The 100-bed facility represents the first new hospital (not a replacement or relocated) facility built in Georgia in nearly 20 years. The campus also houses a Medical Office Building and an Urgent Care facility. A new state-of-the-art labor and delivery center opened at this location in the fall of 2016. (Source and link: [Northeast Georgia Health System](#)). Northside Hospital-Forsyth completed a three-story addition to its building. The expansion offers a new in-patient oncology unit as well as a new in-patient post-surgical unit, adding a total of more than 60 new patient beds. St. Mary's Health Care System has committed to investing an additional \$2.4 million in St. Mary's Sacred Heart Hospital in Lavonia to improve patient safety and upgrade technology and services in areas ranging from the mother/baby unit to the operating rooms.

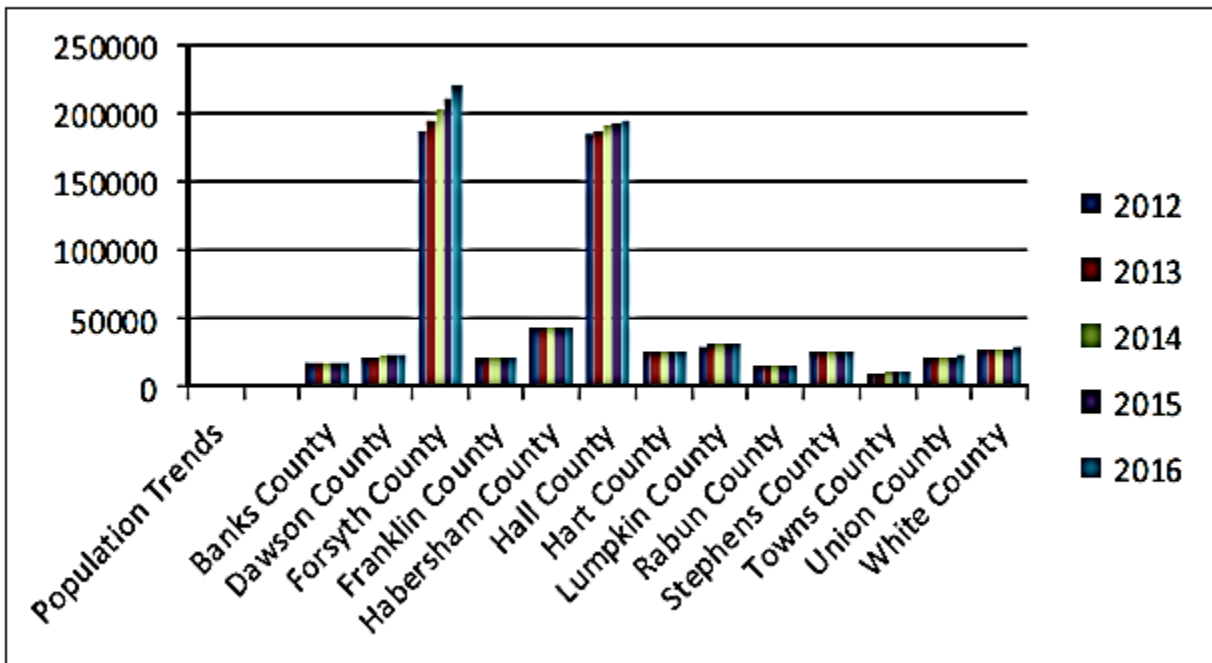
Source: *Forsyth County News*, June 11, 2016.

In attempting to predict the future economic profile of the WSGM Region, it is helpful to gain an understanding about the historic population growth patterns of the region and the existing population profile. Studying current

trends can be useful for decision makers as they prepare for regional changes in population age, location, and household makeup. Improving the economic health of the region is a common goal and it requires that policy makers understand how changes in the region’s population will affect the opportunities for economic growth.

The WSGM Region has grown tremendously over the past several decades and was estimated in 2017 to be 703,279. In fact, the region’s population growth in recent years has exceeded both the state and national rates, and it appears this trend will continue in the future. Much of the growth taking place within the region is occurring in areas where transportation corridors are present. Other migration factors can be attributed to individual economic factors, retirement population, and urban growth and spillover from Metropolitan Atlanta. GDOL anticipates the region’s population in 2025 will be approximately 805,059 persons, reflecting an anticipated 30.3% growth.

Georgia Mountains Region—Population



Source: U.S. Census Bureau

Source and link:

<http://www.gmrc.ga.gov/CEDS Annual Update 2017 FINAL.pdf>

An analysis of WSGM offers a picture of diversity in geography, in workforce composition, and in employers and industry sectors. Much of the Georgia Mountains region has made a strong comeback from the economic crisis of 2008.

To gauge the employment needs of employers in existing and in-demand industries in all areas of Georgia, Governor Nathan Deal launched the High Demand Career Initiative (HDCI) in April of 2014. Link: [HDCI Report](#)

In WSGM, the following trends concerning the region’s workforce have been noted that (1) training in soft skills/ workplace skills are needed. This type of skills training is offered to some regional residents through *Georgia BEST*, a business ethics student training program developed through the Georgia Department of Labor with input from area employers. The Hall County School system was one of the first to pilot this initiative. Also, Osborne Wood Products and ASI-Southeast, both Stephens County employers, helped to pilot this program.

(2) The existing workforce is aging, and a large percentage of these individuals are retiring, so employers are concerned about replacing these individuals with competent, skilled employees. Especially in skilled trades, there are not enough younger people training to fill the demand. (3) Some area employers have difficulty recruiting employees who can pass background screenings and drug tests. (4) There is a strong demand for basic educational skills. Employers indicate they are looking for individuals with “work ready skills,” such as proficiency in reading, mathematics, statistics, and writing. Consequently, there is an increasing need to begin introducing Science, Technology, Engineering, and Mathematics (STEM) to students at a younger age, and made part of the curriculum.

TEN SOFT SKILLS / WORKPLACE SKILLS

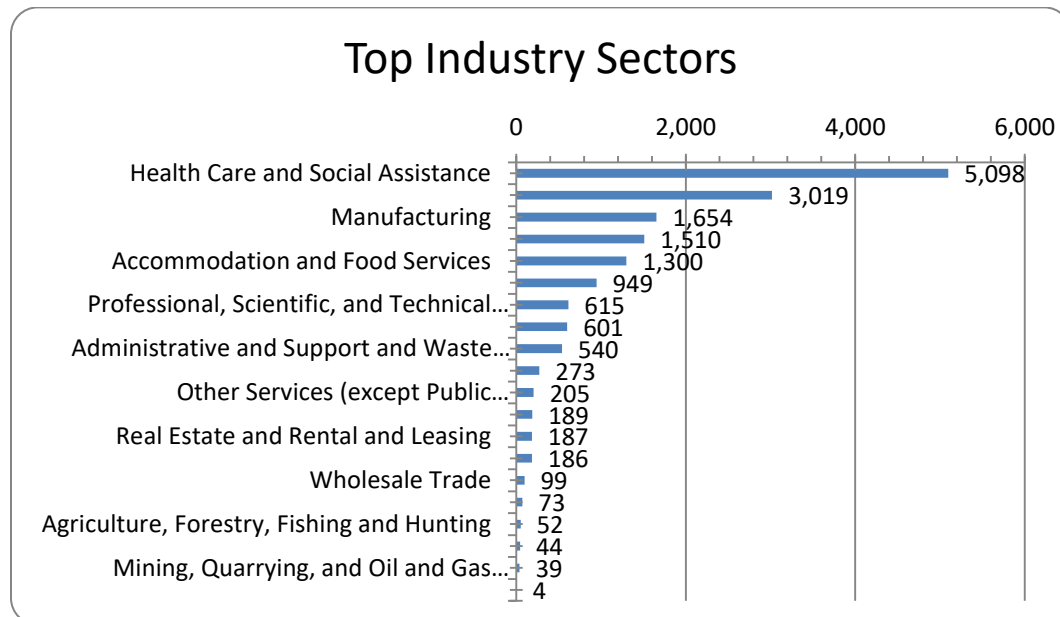
1. Professional Image;
2. Attendance/Punctuality;
3. Attitude/Respect;
4. Social Media Ethics;
5. Discipline/Character;
6. Oral/Written Business Communication Skills;
7. Productivity/Academic Performance;
8. Responsibility/Organization;
9. Self-Management/Time-Management; and
10. Teamwork/Work Habits.

Source and link: [Georgia BEST Program Fact Sheet](https://explorer.gdol.ga.gov/vosnet/mis/current/stem.pdf)

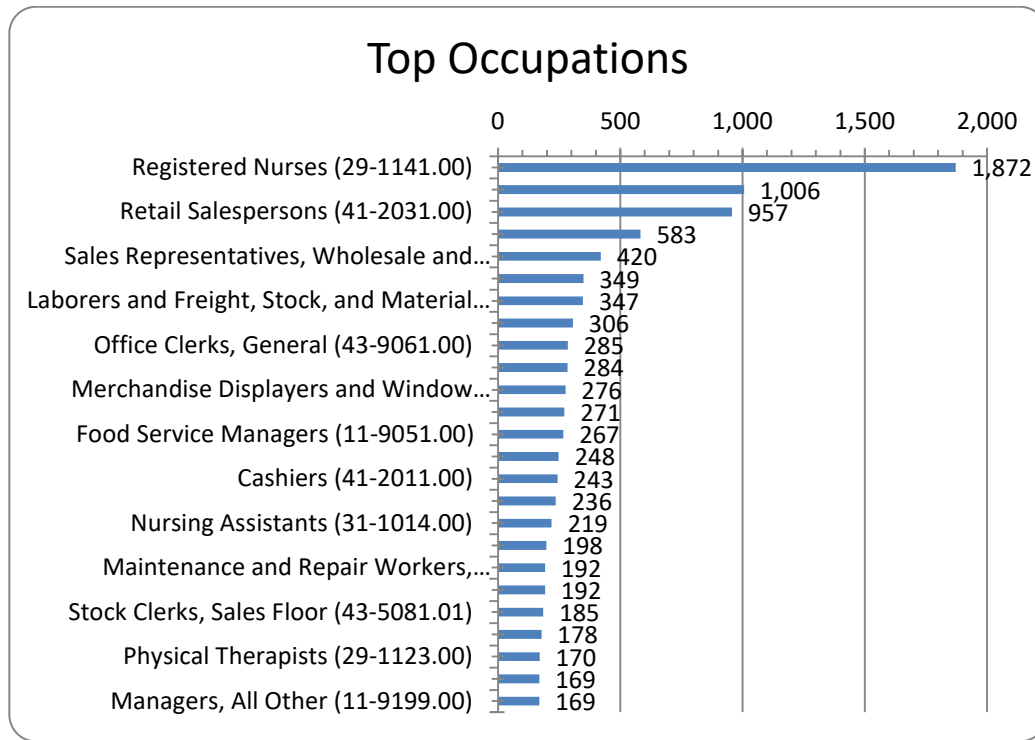
<https://explorer.gdol.ga.gov/vosnet/mis/current/stem.pdf> (Georgia’s STEM Careers to 2024)

With an increase in commercial building projects in several areas of the region, especially in Dawson, Forsyth, and Hall County, there is an increasing shortage of local skilled trades’ workers. To address these needs, employers use on-the-job (OJT) training, and incumbent worker programs to identify, assess, and train both current and prospective employees. Employers also emphasize the importance of OJT in the employee development process. These programs help them fill positions requiring specialized experience.

Burning Glass Labor Insight was utilized as a determinant of the real time Top Industry Sectors in the region. Burning Glass real time data is based on 19,562 job postings in the region from 9/1/2017 through 8/31/2018.



Burning Glass real time data on top occupations is based on 19,562 job postings in the region from 9/1/2017 through 8/31/2018. Top occupations mirror the Top Industry Sectors with a continuing need for health care workers.



Occupations in the Health Care & Social Assistance Sector are the top occupations listed for long term growth in the WSGM for 2014-2024, all with an annual growth rate of 3.6%-4.9%.

- Physicians Assistants
- Physical Therapists
- Emergency Medical Technicians and Paramedics
- Occupational Therapists
- Home Health Aides
- Nurse Practitioners

Healthcare and Social Assistance is reported to be the top industry sector for employment in the WSGM area at 5,098. Registered Nurses, at 1,872, is listed as the top occupation for the region.

Source: Burning Glass Snapshot, 9/1/2017 – 8/31/2018 for Georgia Mountains area.

Additional occupations in the medical field listed among the top occupations with the highest growth rate projected through 2022: Diagnostic Medical Sonographers, Physical Therapists and Physical Therapist Assistants. When considering projected long term growth for occupations in the region by annual openings, the highest number is for Retail Salespersons at 570 annually. The number of Laborers and Freight, Stock and Material Movers is projected at 260 annually. Construction Laborers are at 80 and Heavy and Tractor-Trailer Drivers are estimated at 90 annually.

Associate degree programs are offered through area technical colleges and other providers for healthcare occupations included in “Georgia’s Hot Careers to 2026” as well as Long Term Occupational Projections. These are: Dental Hygienists, Physical Therapist Assistants, Radiologic Technologists, Registered Nurses, and Respiratory Therapists. This chart includes skills and abilities, work activities, and occupational characteristics of these healthcare occupations.

Source: https://explorer.gdol.ga.gov/vosnet/mis/current/hot_careers_current.pdf

At least one of the major regional healthcare providers maintains a separate department to solicit qualified applicants and to determine appropriate credentialing for perspective employees.

Source: Interview with employer

WGSM utilized multiple data sources including Burning Glass and GDOL to determine growth and demand occupations for the region. Growth and Demand Occupations for WSGM are included as Addenda 5.7.

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.

Area employers report a strong need for soft skills training across age levels. As mentioned above, soft skills training is being offered through area middle and high schools in the Georgia BEST program <https://dol.georgia.gov/georgiabest>. However, this does not include all high school students, and it does not involve individuals who are out of school, so there is still a great need for this type of training beyond that being offered through the schools. Other areas of knowledge and skills area employers in the in-demand industry sector of Automotive Manufacturing need in employees are: the ability to read engineering drawings and instructions; math and computer skills, robotics; technical writing; lean management; tool & die; CAD (computer assisted design); and the ability to work independently.

In the in-demand industry sector of Life Sciences and Healthcare, employers need employees with these skills and attributes: analytical skills; healthcare certifications; experience in clean room environments; and attention to detail.

In the in-demand industry sector of Logistics and Transportation, some of the skills and attributes employers are seeking in employees are: ability to multi-task; certified forklift operator; SQL, and robotics.

Sources: Employer interviews and [HDCI Report](#)

A shortage of skilled talent exists in the manufacturing industry in this region, and this shortage is likely to become more severe in the coming years. Manufacturing has become more efficient through automation, which has resulted in a reduction in workforce size overall. Although the workforce is smaller, a greater percentage of remaining manufacturing roles require skilled workers who need many months and, in some cases, years of experience and training to perform the jobs. This workforce trend is expected to continue with increasing demands for advanced automation, requiring highly-skilled workers. For example, a skilled welder is a critical player in the manufacturing of many metal-based products. In addition to mastering the craft of welding itself, an entry-level welder must master basic trigonometry, geometry, metallurgy, and blueprint reading. The Georgia Mountains region is attracting new businesses to the region, and these employers need workers with skills to operate increasingly complex machinery. Such equipment may be unique to a specific employer, and thus training for operation of that equipment may require customization in the form of on-site apprenticeships.

Source: Georgia Unified State Plan

<https://tcsge.edu/wp-content/uploads/2018/06/Georgia-Unified-State-Plan.pdf>

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.

The workforce in the WSGM Region is diverse in skills and workforce readiness. For a statewide county by county view of information on adults without a high school diploma or a GED, and about the significant impact this has on lifetime earnings, see [Atlanta PBA30 America](#).

The most recent unemployment figures (preliminary for July 2018) for the Georgia Mountains Region reflect

almost full employment at 3.4 %, one of the lowest in the state. Updated information concerning Civilian Labor Force Estimates, statewide and by region, can be found through [Labor Market Information, GDOL Explorer](#).

GEORGIA MOUNTAINS AREA 2 Area Labor Force - Employment and Unemployment Data

The table below shows preliminary estimated labor force, employment and unemployment information in Georgia Mountains Workforce Area, Georgia for June, 2018. These figures are not seasonally adjusted.

Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Georgia Mountains	352,909	340,824	12,085	3.4%	Yes
Georgia	5,161,7731	4,957,992	203,781	3.9%	Yes
United States	162,245,000	155,965,000	6,280,000	3.9%	Yes

Source: GA Dept. of Labor, Workforce Statistics & Economic Research, Local Area Unemployment Statistics Unit

CIVILIAN LABOR FORCE ESTIMATES (Not Seasonally Adjusted) Georgia Mountains

County	<u>PRELIMINARY July 2018</u>				<u>REVISED June 2018</u>				<u>REVISED July 2017</u>			
	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate
Banks	9,619	9,303	316	3.3	9,717	9,380	337	3.5	9,233	8,829	404	4.4
Dawson	12,089	11,677	412	3.4	12,024	11,586	438	3.6	11,776	12,288	488	4.1
Forsyth	118,317	114,608	3,709	3.1	118,039	114,010	4,029	3.4	115,537	110,905	4,632	4
Franklin	10,374	9,946	428	4.1	10,336	9,925	411	4	10,059	9,506	553	5.5
Habersham	19,634	18,853	781	4	19,721	18,932	789	4	19,397	18,405	992	5.1
Hall	104,922	101,594	3,328	3.2	104,780	101,164	3,616	3.5	101,252	97,507	4,195	4.1
Hart	11,685	11,151	534	4.6	11,638	11,174	464	4	11,315	10,731	584	5.2
Lumpkin	16,869	16,262	607	3.6	16,899	16,246	653	3.9	16,550	15,821	729	4.4
Rabun	7,415	7,134	281	3.8	7,298	6,983	315	4.3	7,291	6,948	343	4.7
Stephens	11,216	10,626	590	5.3	11,198	10,664	534	4.8	11,098	10,422	676	6.1
Towns	3,765	3,547	218	5.8	3,720	3,476	244	6.6	3,846	3,575	271	7
Union	10,222	9,856	366	3.6	10,211	9,806	405	4	10,208	9,733	475	4.7
White	16,782	16,267	515	3.1	16,704	16,164	540	3.2	16,015	15,378	637	4
Total	352,909	340,824	12,085	3.92	323,586	339,510	12,775	4.06	343,577	329,048	14,979	4.87

Employment Wage Statistics

The table below shows Preliminary estimated average wage information Georgia Mountains Workforce Area, Georgia for the 4th quarter, 2017.

Area Name	Total Average Employment	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
WSGM	244,274	\$18.28	\$731	\$38,012
Georgia	4,425,000	\$25.68	\$1027	\$53,404
United States	145,921,000	\$27.73	\$1,109	\$57,668

* Assumes a 40-hour week

Source: Georgia Dept. of Labor, Workforce Statistics & Economic Research, Quarterly Census of Employment and Wages Program

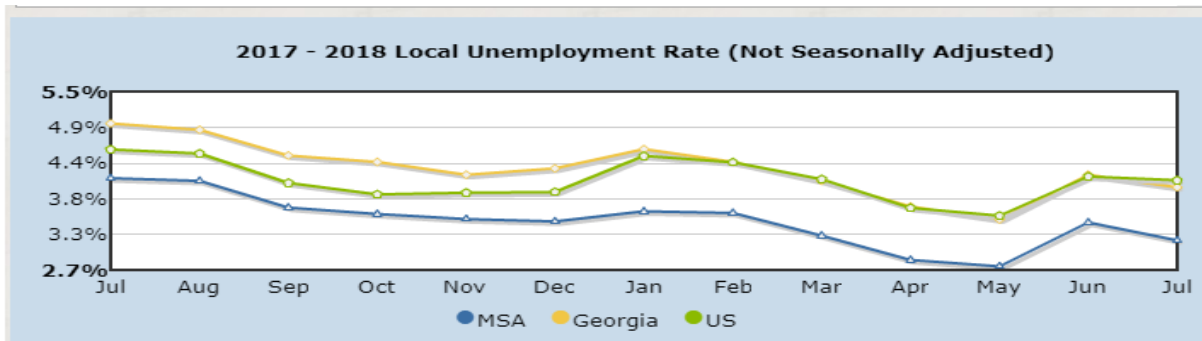
Total employment in WSGM Area is expected to reach 278,470 by the year 2024, up from over 238,330 jobs in 2014. The growth equates to an average of more than 4,000 new jobs added each year. One of this area's main industries is poultry processing. A principal city in the area, Gainesville, has been titled the "Poultry Capital of the World", as it is the national leader in the production of broiler chickens and the third largest producer of chicken eggs, making it the state's largest manufacturer of food products. Key industries in addition to food product manufacturing include education, health services, administrative and business support services, and construction.

The top largest employers (4th quarter 2017 and 1st quarter 2018) in WSGM Area are listed below:

- Fieldale Farm Corporation
- Gainesville City School System
- Hall County
- Hall County School System
- Ingles Market, Inc.
- Kubota Manufacturing of American Corporation
- MarJac Poultry
- Northeast Georgia Medical Center, Inc.
- Northside Hospital, Inc.
- Pilgrims Pride Corporation
- Publix Super Market, Inc.
- The Kroger Company
- University of North Georgia
- Victory Processing, Inc.
- Walmart

Source: Source: Source: Georgia Department of Labor, Workforce Statistics & Economic Research, Local Area Unemployment Statistics

Unemployment in the WSGM Region continues to remain low overall as compared with state and national rates. For several recent months, the region’s unemployment has been among the lowest in the state. Unemployment rates for 2017-2018 reflect the downward trend for the region.



Source: Source: Georgia Department of Labor, Workforce Statistics & Economic Research, Local Area Unemployment Statistics

Georgia’s Hot Careers is a two-page, summary listing of occupations in demand in Georgia, including educational level required, skills and abilities needed, work activities, annual average wage, and projected number of openings through 2026. This is a useful, graphic overview from several perspectives.

https://explorer.gdol.ga.gov/vosnet/mis/current/hot_careers_current.pdf

The Local Area Profile for the WSGM Area including current charts and graphs may be found at:

<https://explorer.gdol.ga.gov/vosnet/mis/Profiles/msa/gainesville.pdf>

Manufacturers can take advantage of Quick Start, which provides no-cost customized training in classrooms, mobile labs, or manufacturing facilities. There can be benefits to the whole state’s economy when employees are trained for manufacturing jobs. Georgia’s Department of Economic Development is available to help in maximizing business growth in the U.S. and abroad. Employers can also take advantage of the resources available through the [Center of Innovation for Manufacturing](#).

Occupational Employment Distribution

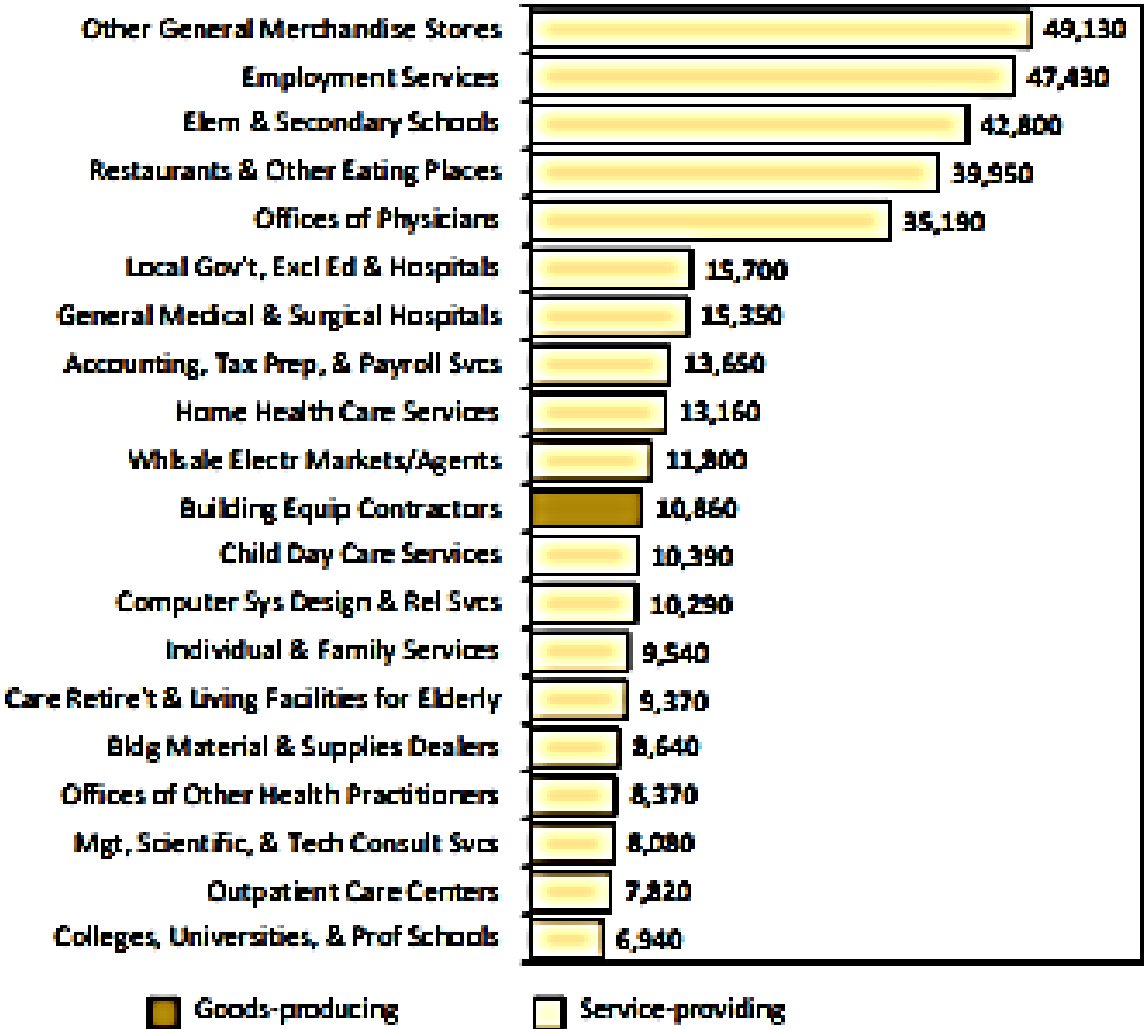
The 2014 total estimated number of employed in WSGM Area, Georgia was 238,330. The largest major occupational group was Office and Administrative Support at 33,450 (14%); Production Occupations at 27,560 (12%); Sales and Related Occupations at 27,180 (11%); Transportation and Material Moving Occupations at 20,010 (8%); Education, Training, and Library Occupations with 15,230 (6%); Business and Financial Operations at 14,760 (6%); Management Occupations with 12,960 (5%), and Healthcare Practitioners and Technical Occupations with 12,460 (5%) of the estimated employed.

Source: Source: Source: Georgia Department of Labor, Workforce Statistics & Economic Research, Local Area Unemployment Statistics

Looking ahead, it is helpful to look at Georgia’s Workforce Trends to 2024, statewide. Generally, the WSGM Area reflects these statewide trends for employment projections – growth in health care and service industries; in elementary and secondary school education, and (interestingly) in employment services. Based on this report, there will continue to be a strong need in Georgia for people to work connecting other people to employers.

Most Job Growth by Detailed Industry

At the detailed industry level, health care and social assistance dominate the top twenty list of most growing in the state. Other general merchandise stores will lead in employment growth in Georgia from 2014 to 2024 with over 49,000 new jobs projected to be created in the detailed industry. Employment services along with elementary and secondary schools round out the top three with over 47,400 and nearly 43,000 jobs added, respectively, by 2024. Of the top twenty detailed industries in job growth, ten are in health care and social assistance while four are in professional and technical services.



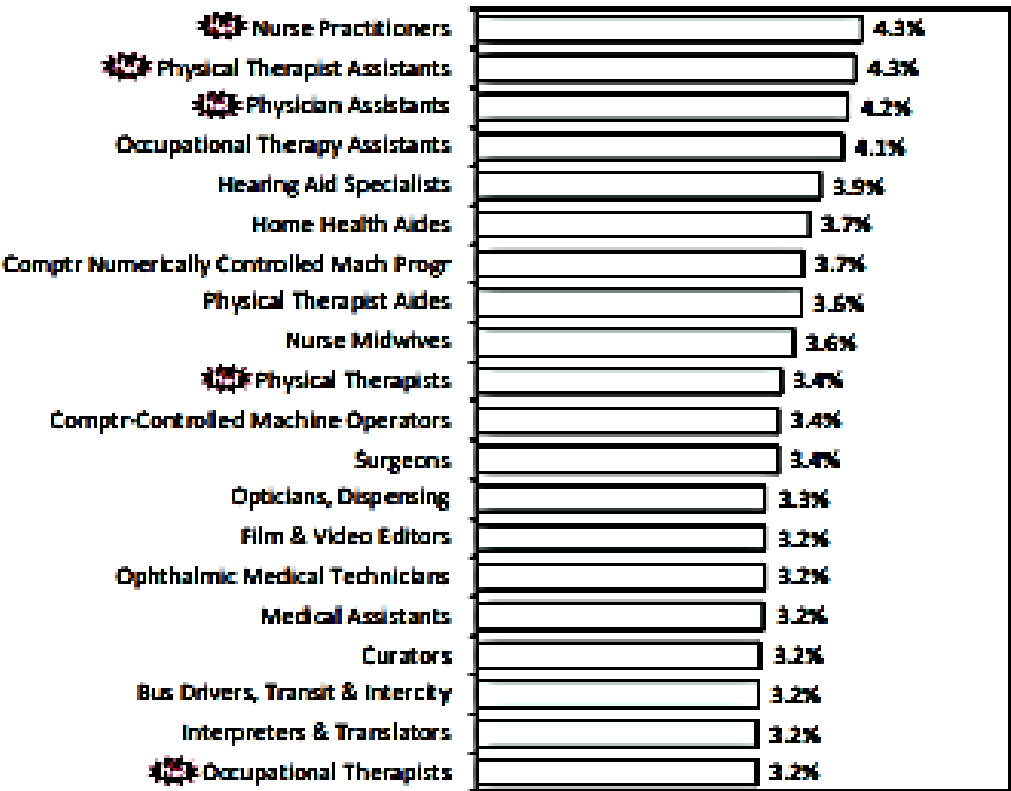
Source: Georgia Department of Labor, Workforce Statistics & Economic Research

Source: GDOL Explorer

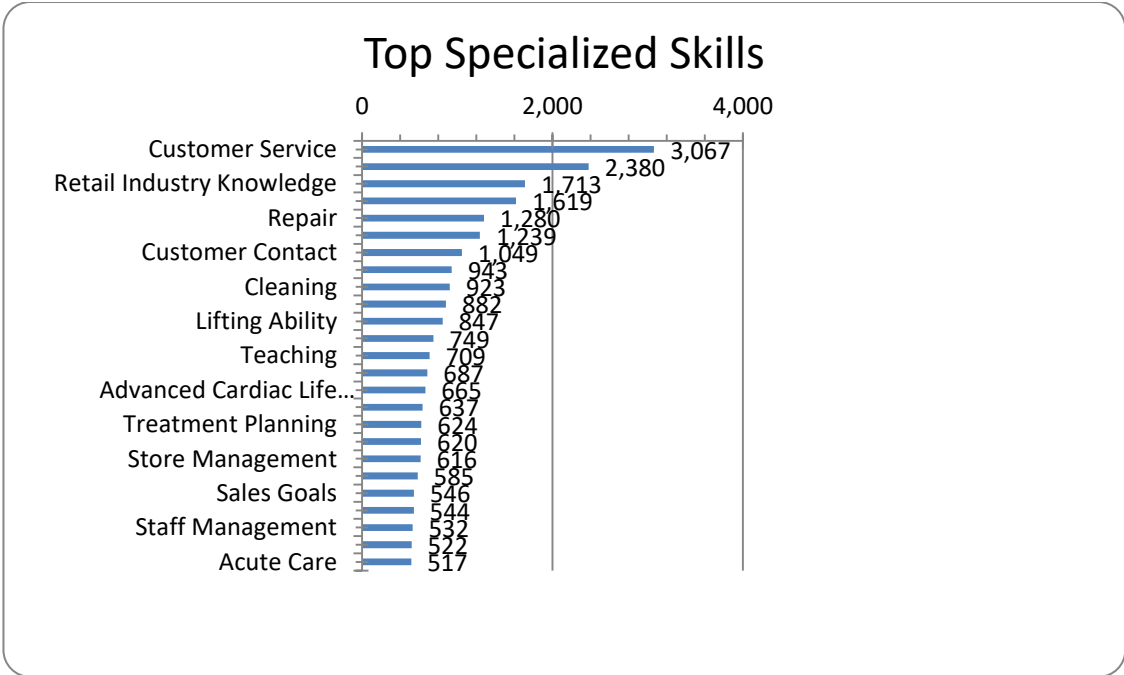
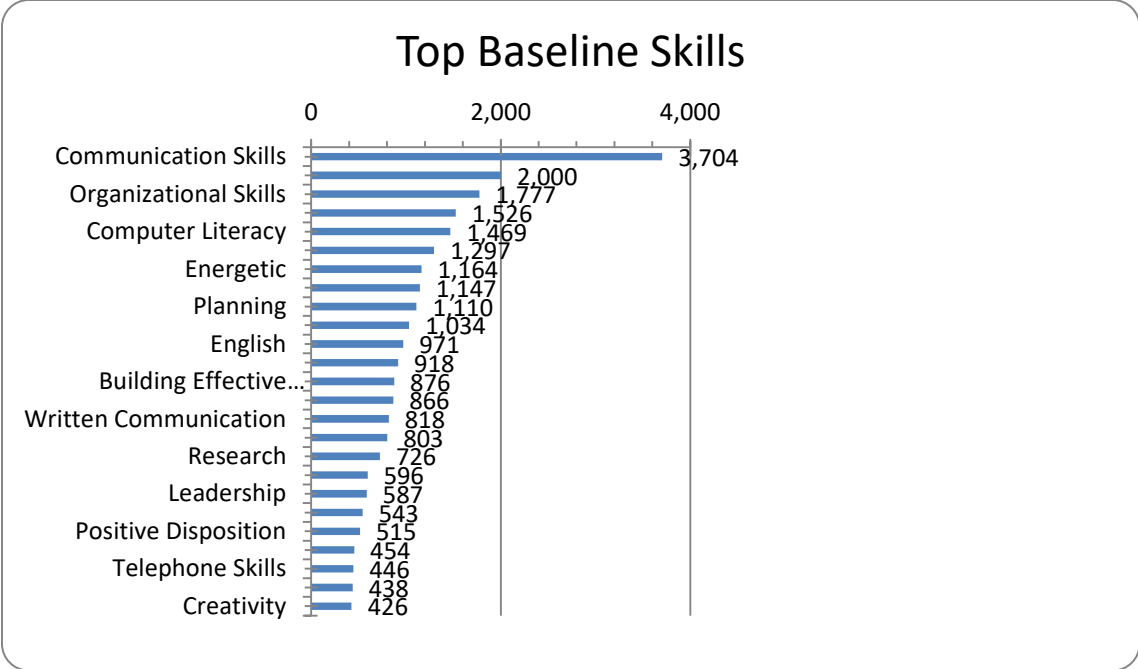
Fastest Growing Occupations

The 20 fastest growing occupations, in terms of average annual growth, through 2024 in Georgia are dominated by health care and health related professions. Fifteen of the 20 are in the health field and nine of the occupations generally require a bachelor's degree or higher.

Though all the jobs listed are fast-growing in Georgia, that does not always mean they will create a large number of jobs. Hearing aid specialists, CNC machine programmers, nurse midwives, and curators are all fast growing occupations but will struggle to each produce 150 new jobs through 2024. Whereas medical assistants and home health aides will produce nearly 8,000 and 4,000 jobs, respectively, over the projection period.



Source: Georgia Department of Labor, Workforce Analysis & Economic Research



Source: Burning Glass 9/1/2017-8/31/2018
 Data from 19,562 Job Postings

Top Baseline skills and Top Specialized Skills needed for jobs as verified in 19,562 employer job postings in the WSGM Area during reporting period 9/1/2017 – 8/31/2018 correlate with those skills needed in the Top Demand Industry Sectors and Top Occupations.

Educational Levels of the Region's Labor Force

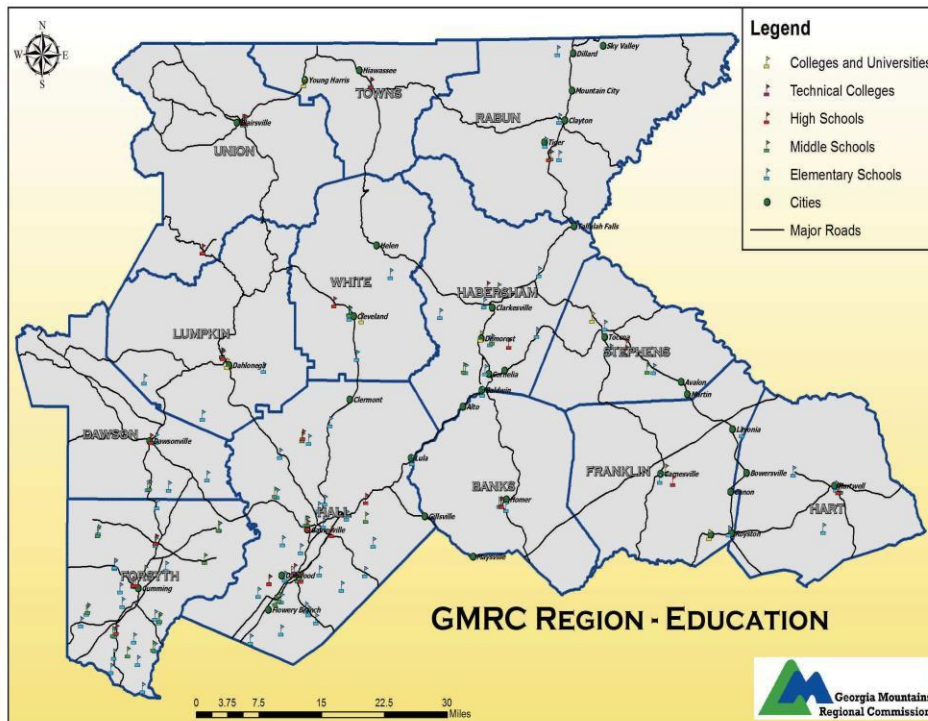
Less than 20% of adults in the region's workforce have not completed high school in the majority of the regions counties. In Banks, Habersham and Stephens Counties between 20% and 25% of adults are without a High School diploma. Data for Franklin county shows over 25% of the adults are without a high school diploma. Since so many jobs now require a high school education, these statistics regarding educational levels of the region's workforce point to a need for adult education services.

The economic development programs provided through the colleges and technical colleges provide customized training and other services for business and industry to help existing companies remain in the area and succeed. These programs also serve as a stimulus for new business start-ups. Quick Start training and services are provided to attract new companies to the area, to assist companies to expand, and to help existing companies implement new technologies.

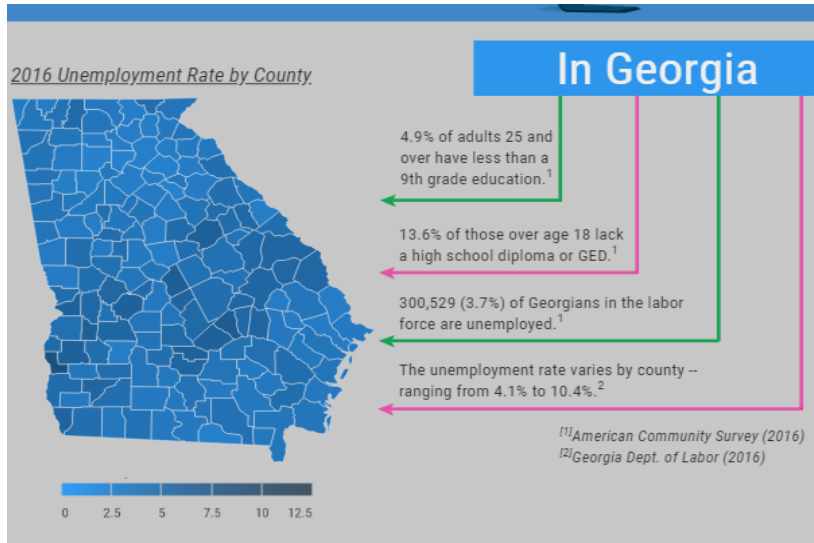
EDUCATION OF THE LABOR FORCE IN THE GEORGIA MOUNTAINS REGION
PERCENT DISTRIBUTION BY AGE

	<u>18-24</u>	<u>25-34</u>	<u>35-44</u>	<u>45-64</u>	<u>65+</u>
Elementary	4.9%	9.2%	6.4%	5.3%	13.6%
Some High School	19.5%	11.9%	9.2%	9.4%	14.8%
High School	34.9%	29.7%	27.3%	31.7%	31.2%
Some College	33.7%	20.4%	18.4%	20.2%	16.6%
College 2 Year	3.0%	6.3%	7.2%	7.1%	3.6%
College 4 Year	3.7%	16.0%	22.3%	17.0%	12.2%
Post Graduate	.4%	6.5%	9.2%	9.3%	8.0%

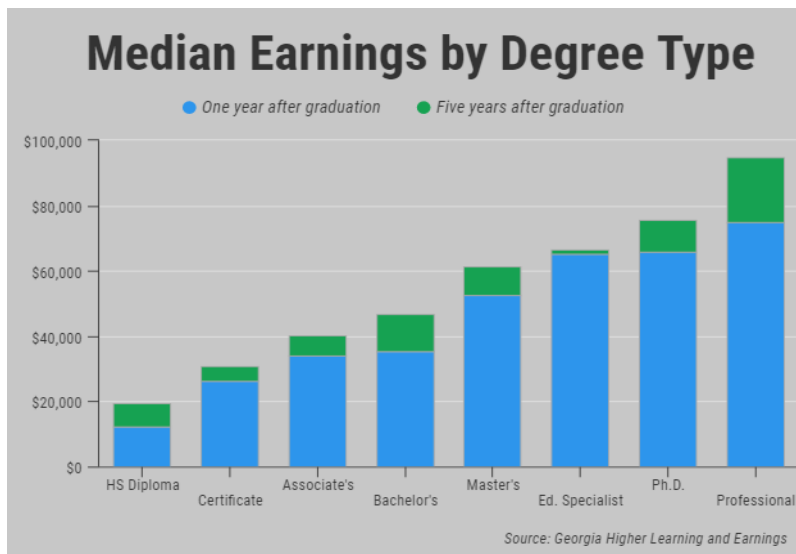
Source: US Census Bureau - 2010



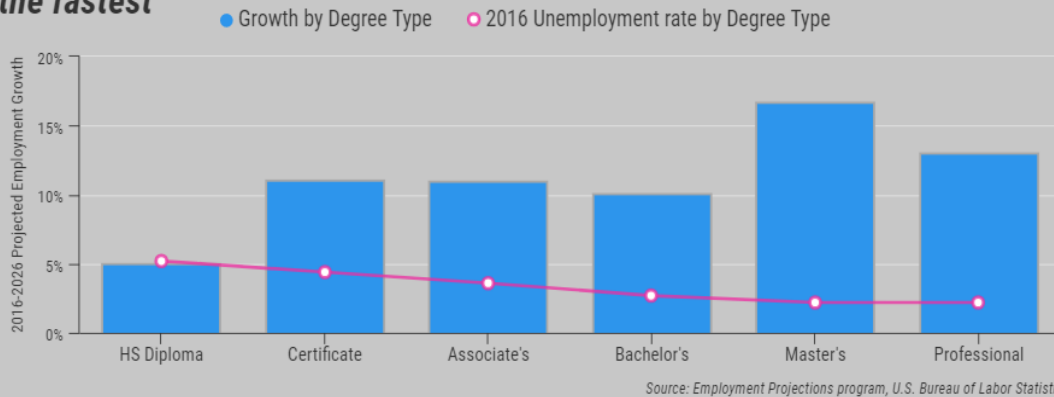
The Governor’s Office of Student Achievement’s report on “Education and Employment in Georgia” indicates a state total of 4.9% of adult 25 and over have less than a 9th grade education.



As noted in the report, median earnings increase exponentially with higher levels of education.

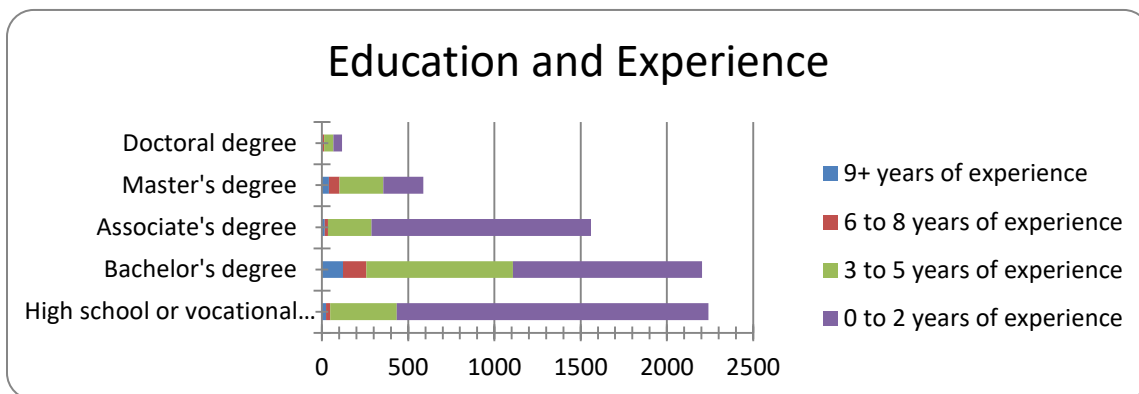


Occupations requiring a higher entry-level education are projected to grow the fastest



SOURCE: Georgia's Office of Student Achievement

The need for advanced education can also be seen in the occupational requirements. Of the 19,562 Burning Glass reflected job postings, 72% of records have been excluded because they do not include both a degree level and experience requirements. As a result, the chart below may not be representative of the full sample but reflect actual employer posting education and experience required.



At a September 2018 Georgia Partnership for Excellence in Education Regional Summit, the EDQuest Georgia summary of opportunities in each core area (Foundations for Learning, Quality Teaching, Quality Leadership, Supportive Learning Environments, Advanced Instructional System, Clear Pathways to Post-Secondary Success and Adequate and Equitable Funding) was presented for discussion. The Greater Hall Chamber of Commerce Workforce Development Taskforce and the University of North Georgia were major partners in the summit.

At a 2014 region-wide summit on education and economic development, sponsored by the University of North Georgia, over one hundred individuals participated in discussion sessions at three different locations throughout the region. The summary report from this initiative offers valuable recommendations regarding education and the Georgia Mountains workforce. The following is a list of recommendations from the REED initiative:

- Partner with the community
- Agree on a unity of purpose and goals for success
- Take advantage of emerging technologies to develop innovative models
- Engage students with the community through work and service
- Match students with mentors who will model workplace skills and abilities
- Teach students core work ethics and behaviors
- Assist each student in developing a plan
- Assess student progress toward meeting goals
- Recognize and celebrate student success
- Give students a vision and assist them in navigating the education

experience • Consider the barriers of poverty, language, and culture • Implement family and social support systems that will assist students with the challenges of daycare, transportation, and financing • Provide students access to technology in their communities • Offer adequate scholarships, lowering the cost of access to post-secondary education • Design education projects and programs that take advantage of technology and increase participation • Use emerging technologies to support instruction • Work with what you've got to address challenges to education • Offer a variety of educational opportunities • Partner with local organizations and communities • Provide adult education services at no charge • Ensure the completion of the General Educational Development test from every student • Educate the incarcerated, those who lack basic education and training • Break out of the "survivor" mode and allocate the necessary resources for planning • Plan thoroughly, strategically, and intentionally • Develop clear definitions • Pool resources and build on what is already there • Secure local political support • Seek private-public partnerships • Use emerging technologies to assist the plan and to communicate • Involve talented leaders and entrepreneurs • Broaden diversity and adjust to difference • Embrace geographic shifts • Reach across sectors and jurisdictional lines • Create trust by downplaying ego and concern for who gets the credit • See the project through to the end • Engage leaders who have the fortitude to bring a big vision • Move forward despite reservations • Suspend typical practices; for a larger outcome, you have to look at things differently • Structure partnerships and collaborations among differing organizations, agencies, and investors so that everyone benefits • Explore all avenues for resources and find funding from organizations outside of the traditional government and banking systems • Involve local political support, talented leaders, and entrepreneurs • Call for commitment from all stakeholders • Communicate, communicate, communicate.

Source: North Georgia [REED](#) (Regional Education and Economic Development Task Force Summary, February 2014)

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.

WSGM's goal, under the leadership of the GMRC and the TCSG, is to build a world-class workforce that: enables individuals to achieve their highest potential; ensures employers have the skilled workers they need to compete effectively in the global economy; and to capitalize on the untapped potential of underemployed and dislocated workers, youth, and other job seekers with special needs. WSGM provides funding for education and training to eligible individuals to enhance their current skills or learn a new trade. Funding and services are also supplied for Georgians who lose their job because of plant closures, mass layoffs, and other effects of the changing economy. WSGM administers the Workforce Innovation and Opportunity Act (WIOA) funded by the federal government.

Individuals who live in or who have been separated from their jobs in Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White Counties may be eligible for WIOA assistance through WSGM.

The forms of assistance and training available to eligible individuals:

- Training funds - assistance with tuition, books, and program supplies
- Supportive Services - assistance with transportation costs and childcare, described in detail in Addenda 5.2
- Incumbent Worker Training - described in detail in Addenda 5.11.
- On-the-Job Training (OJT) - described in detail in Addenda 5.12
- Internships - described in detail in Addenda 5.13
- Apprenticeships –described in Section E.3.

OJT assists adults and dislocated workers with gaining experience, knowledge, and skills in demand industries. Customers must be unemployed, underemployed or be a displaced homemaker seeking employment that leads to self-sufficiency. Details for OJT are included in section C.5 Implementation of Work-Based Learning Initiatives and Addenda 5.12. Internships and Apprenticeships are also available.

Section E.3 includes a detailed description of how Apprenticeships are approved.

For assistance with occupational skills training, applicants must enroll in an approved Growth and Demand Occupation Program at an approved area school. (See Addenda 5.7 and 5.6.)

Three customer groups are assisted:

Youth (ages 16-24)

Adults (18+, if employed must be income eligible, new to the workforce, etc.)

Dislocated Workers (18+, currently on unemployment, laid-off from previous employer, etc.)

WSGM has expanded its services throughout the region by using its Mobile Training Units or Career Coaches. Not only do these units allow staff to offer assessment and training at numerous sites, they also serve as moving marketing tool, building public awareness of the program. (See Addenda 5.9 for an MTU Guide). For 2018, the mobile training units will expand overview services throughout the 13 counties.



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Identified strengths of WSGM activities include:

- Committed, experienced personnel providing education and training programs
- A variety of quality programs available in the region, being implemented by professional staff
- Implemented a One-Stop center through co-location of services
- Mobile training units (MTUs) travel throughout the region on a scheduled basis to provide employment services on a regular schedule
- Employers appreciate having a source of trained workers who have a true incentive to work
- Good communication among partners allows training programs to be geared to finding solutions to employer needs
- Workforce board members are knowledgeable and committed to employers and jobseekers
- An attitude of sincere desire to provide the best service possible is evident throughout the workforce system
- There are several board members as well as staff members who are willing to try different approaches to workforce development
- Strong commitment to develop innovative services to reach targeted groups
- Wise use of funding in providing an effective variety of training services
- Thoroughness in verifying and documenting eligibility for services
- Flexibility when dealing with programmatic and budgetary changes brought about by new legislation and regulations
- Willingness to seek out new partners to increase effectiveness of services

Identified challenges of the existing workforce program are:

- Due to the rural nature of some of the area, not all education and training programs are conveniently located near all segments of the region's population
- The many components of the workforce development program can be difficult to understand for both employers and for individuals seeking training and employment
- Funding is not always available for updating technology rapidly enough in training environments to keep pace with employers' needs for their manufacturing operations
- There are challenges when coordinating digital records from multiple entities providing services to a customer
- Some segments of the total system are underutilized due to perceptions about complexity and length of timeframe for application and approval process
- A strong, comprehensive marketing plan for workforce development in the region could improve utilization of services for employers and for individuals
- Consistency in messages concerning purpose and goals, including an identifiable image, are challenging when acronyms, regulations, program design, and program providers change

Source: Personal interviews with over 60 individuals in the WSGM Region, June and July 2016. See Addenda Items 1.4 and 1.5 for list of individuals interviewed and for sample discussion topics.

The State will leverage Office of Adult Education (OAE) through its role in the one-stop system to provide technical assistance to educational institutions and customers. OAE will work with EPLs to enhance program effectiveness, increase the ability of providers to meet established performance standards, and enhance access to other educational institutions. The OAE will also help connect customer needs with financial resources such as the Georgia HOPE scholarship and the Carl Perkins Act program.

Enhanced Training Resources

The OAE will provide professional development/technical assistance via phone, webinar, teleconference, on-site training, and seminars. To ensure that local training providers are adequately equipped to foster continuous improvement and maintain an ability to meet the needs of Georgia's workforce, OAE will:

- Deliver technical assistance to increase the ability of instructors to provide impactful instruction and obtain desired results in key areas. Technical assistance will incorporate techniques gleaned from contemporary research and resources related to best practices in andragogy. Topics may include integrated education and training, and CCR standards.
- Provide information regarding the role of adult education as a key component in the delivery of one-stop center services. Training will include resources to enable a local provider to establish, build upon, or maintain effective relationships with other core providers.
- Provide training related to the use of technology to improve classroom effectiveness and program outcomes. Training may focus on NRS processes and the effective use of the statewide data system in order to maintain accurate student data. The OAE may also provide technical assistance to prepare instructors and program administrators to identify and utilize technology to enhance classroom experiences.

Increased Access to Financial Resources

Many scholarship programs in Georgia can be used in conjunction with WIOA funding to make post-secondary degree attainment a reality for Georgia students with financial needs. Georgia's HOPE Scholarship is available to Georgia residents who have demonstrated high academic achievement. The scholarship provides money to assist students with the educational costs of attending a HOPE eligible college in Georgia. In addition to the HOPE scholarship, Carl Perkins Act funds are used within Georgia to fund vocational-technical education. The Perkins Act defines career-technical education as organized educational programs offering sequences of courses directly related to preparing individuals for paid or unpaid employment in current or emerging occupations that don't require a baccalaureate or advanced degree. Programs include competency-based applied learning which contributes to an individual's academic knowledge, higher-order reasoning, problem solving skills, and the occupational-specific skills necessary for economic independence as a productive and contributing member of society. Carl Perkins Act funds are allotted between GDOE, as the secondary-level recipient, and TCSG, as the post-secondary recipient.

GDOE, in accordance with the Perkins Act, will distribute funds on an annual basis to eligible recipients according to several allocation factors. The majority of the funds are distributed based on two main factors:

- Local population of school-age children relative to state population of school-age children; and
- Percentage of local system enrollees whose families qualify for free/reduced school lunch

An additional portion of the funds may be withheld from allocation under the above formula and may be allocated based on a combination of factors that include, but are not limited to, the following:

- Rural or urban designations;
- Local percentage of CTAE enrollees; and
- Local number of CTAE enrollee.

Carl Perkins Act secondary funds may only be used for students in grades 7-12, and only for new programs or improvement of existing programs. Carl Perkins Act also encourages state and local recipients to ensure that students are engaged in programs related to high-skill, high-wage, or high-demand occupations.

TCSG, in accordance with Section 132(a) of the Perkins Act, distributes post-secondary Perkins funds to eligible institutions within the state by a formula which allocates funding proportionately to the college's percent of the statewide total of Pell grant recipients. No grant provided to any institution under this section shall be for an amount less than \$50,000. Any amount which is not allocated pursuant to Section 132(c) (2) shall be redistributed to eligible institutions in accordance with provisions of this section. From amounts made available under subsection 112(a)(1), TCSG will allocate up to a 10% reserve to each eligible recipient as allowed under Section 112(c)(1) of the legislation. The reserve will be allocated using the percentage of rural areas in the State. Rural areas will be determined by the percent rural population for the college's service area according to 2000 census data.

- 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.**

Members of the WSGM Board, along with staff, held a strategic planning meeting. A mission statement was established, and these committees were formed: Cooperation & Collaboration; Job Seeker Skills; Public Awareness; and Board Development.

Following are recommendations made by the committees and approved by the WDB:

These values will guide WSGM in all decisions.

- Collaboration
- Communication
- Compassion
- Customer Focus
- Innovation
- Integrity
- Participation
- Quality Focus
- Respect
- Strong Leadership
- Transparency

WDB Mission Statement:

To achieve sustainable economic growth and individual self-sufficiency by developing, sustaining, and promoting employment resources and opportunities for all job seekers and employers through community partnerships.

Cooperation & Collaboration

Success Vision

1. Employment opportunities and services for job applicants are easy to locate and accessible to the public.
2. Job seekers have the necessary tools to prepare themselves for employment opportunities in the current job market and the ability to utilize these tools.
3. All providers cooperate fully to further enhance collaboration and improvement of the program.
4. There is a high awareness of WSGM mission and services continuum among job seekers and employers.
5. Ideally, a level of full employment is reached in our area where all employees are able to find work which pays them an enhanced wage to adequately support their household.

Goals

1. Open communication among all agencies and resources to better collaborate and improve services to clients in our area.
2. Service gaps are identified to eliminate possible weaknesses in the program, allowing for better service to the area
3. Target services are enhanced, with a strong focus on both the unemployed and underemployed; youth, both in school and out; dislocated workers; and On-the-Job Training Strategies
4. Develop a comprehensive inventory of services available to potential employees and employers
5. Increase agency administrators' awareness of employment and training (WIOA) services by increasing visibility and communication

Job Seeker Skills

Success Vision

1. Job applicants will be trained in an occupation that has been determined to be one of growth and demand in this region, and one that leads to a secure position with financial stability and a higher median income.
2. All eligible job seekers are fully employed reducing the real unemployment rate, taking into account both underemployed and discouraged individuals no longer looking for work.
3. Customers are encouraged to make earning a high school diploma or GED a priority, and they are made aware of greater opportunities and advancements when they hold a degree.
4. A high school diploma provides assurance to an employer that an applicant has met certain basic education standards. By focusing on a higher graduation rate, we are bettering the future workforce.

Goals Job Seekers receive education and training in a specialized field making them attractive to employers requiring specific industry needs.

Public Awareness

Success Vision

WSGM is recognized throughout the area as the voice of workforce development. When media representatives seek an expert opinion concerning issues related to the workforce, they contact the WSGM Board Chair. Employers and job-seekers alike come to the One-Stop for service and are pleased with results

Goals

1. Positive "name recognition" is developed for the WSGM and its activities/programs to increase visibility and promotion through word of mouth in our communities.
2. Relationships with local news media are developed, making certain that the WSGM program's name and benefits stay in the public eye.
3. Employers are made aware of the benefits they receive through WSGM, from a skilled workforce to on-the-job training

Strategies

Develop a broad multi-media campaign:

1. Create PSA's, articles, and flyers, making general information easily accessible.
2. Develop an infomercial to air on access channels of area Technical schools and Universities to appeal to some of our target audience – those students who are currently in school and motivated to graduate and enter the workforce.
3. Work with the area Chambers of Commerce to become a trusted source for businesses to turn to when looking for potential employees.
4. Connect with those Civic Clubs having a mission of giving back to the community and raising public awareness for programs like WSGM.
5. Provide information to governments, increasing program transparency and gathering public opinion to help shape the program.
6. Target high school juniors and seniors to provide information on WSGM services and assistance available for obtaining a postsecondary education
7. Connect with local law enforcement officers who encounter eligible individuals who may benefit from WSGM services
8. Encourage staff members including DFACS, Foster Care, and Housing programs to direct their clients to WSGM
9. Connect with programs at local churches to make them aware of WSGM services available to individuals who are trying to better themselves.
10. Offer information about WSGM services to those who are seeking services through the Department of Labor Career Centers
11. Host educational classes to filter program information to the community in a clear, accessible way.
12. Send E-mail notices through Chambers of Commerce, keeping businesses informed with up-to-date information on current services.
13. Establish a PR person who handles communication with all media outlets ensuring that information is communicated in a correct, timely, and clear manner to both participating and potential clients and employers.
14. Develop an educational campaign through area Chambers of Commerce showing potential employers the benefits of partnering with WSGM.

Board Development

Success Vision

1. WDB has such a reputation for success that there is a waiting list to sit on the board.
2. WDB members talk about WDB activities at their local civic group meetings. WDB members often have access to organizations or individuals who could benefit from knowing about and becoming involved with our program.
3. WDB members can attend regional (SETA) and national (NAWB) meetings giving WDB members a valuable network of resources and contacts outside of their home area.
4. WDB meetings should be an enjoyable environment being both productive and dedicated to raising the quality of the program.
5. The WDB conducts an annual self-assessment and makes changes based on the findings.
6. The WDB includes active representatives from all 13 counties, ensuring we are reaching all communities we work with.
7. Most of the WDB members play a role in both the public and private sectors of our communities.
8. Members who wear two or more hats put their employer hat on top.

Goals Create and support a Workforce Development Board that is representative of the community, effective stakeholders, and enjoyable for all members. A diverse board will help us to reach all facets of our local communities and provide services to all eligible individuals.

Strategies

1. Implement an on-going orientation program for new members to assist them in adapting quickly to current policies and issues
2. The Board is examining. Include a Board development topic in every Board meeting ensuring our programs are constantly moving forward and evolving.
3. Create a committee system around topics identified by strategic planning, allowing members to focus on the issues which they feel strongly about and are best able to relate and discuss.
4. Create a “buddy system” to reinforce commitment of clients.
5. Develop a job description for WDB members to clarify the individual roles they play in developing and shaping our programs.
6. Individuals who are creating jobs in the community can offer valuable input to the WDB. Strengthening the presence of the private sector on the WDB will help the board have an idea of the opportunities, services, and skills crucial to success in today’s workforce.

In the GMRC’s 2017 Annual Update of their Comprehensive Economic Development Strategy and Regional Plan, [CEDS for GMRC](#) the following issues related to workforce and education are listed along with methods of addressing them:

- Lack of labor skills to support a diverse group of industries
 - Work directly with the businesses to identify lack of skills levels needed for their business.
 - Work with high school, technical colleges to prepare individuals in the needed skill sets.
- Lack of basic soft skills and state standards that do not match with industry needs
- Perception of low educational attainment by local residents
 - Publicize with area newspapers the positive educational and skills attainment achieved in the region
- Increasing demand for high quality education facilities and programs
 - Start a school mentor/Junior Achievement program in every junior
 - High and high school in the region
 - Program promoting Career Days in primary and secondary schools
 - Develop program linking local schools with area Technical Colleges
 - Develop an entrepreneurship training program for teachers
 - Identify and create a database of entrepreneur support resources in the region
 - Creation of an entrepreneurial network
 - Develop a hi-tech strategy for the region
 - Further develop Apprenticeship Programs

The WDB works closely with the CEDS Committee, and is aligned with the regional workforce and educational strategies they have recommended in this most recent report.

- 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.**

To achieve the strategic vision and goals described above, WSGM will coordinate core programs and align available workforce resources in the thirteen county WSGM region. This will be accomplished in the following manner:

1. Memoranda of Understanding (MOU) including all core partners is in the annual reconciliation

- process and is being updated.
2. The core partners will continue their regular one-stop partner meetings to assure effective alignment of all services.
 3. Core partner staff members will participate in cross training to assure that all job seekers are served efficiently and effectively, wherever they enter the system.
 4. The value of each partner's contribution to the effectiveness of a coordinated system is to be honored and respected. Resources can be multiplied when responsibilities are shared.
 5. Spatial design for the physical locations of services is important. A pleasant, welcoming environment is customer-centered. A well-planned design can assist in a better flow among available services.
 6. Digital and electronic connections and coordination are crucial to the success of coordinating core programs and aligning resources.
 7. Additional partners beyond those mandated by law should be sought to make available the most comprehensive and effective level of service for customers. Not every partner can be co-located, but links can be made to a wide variety of service options.
 8. All partners should make use of the best of technology for communication and effectiveness – digital calendars, smart boards, and online resources.
 9. All partners should also be encouraged to use traditional communication tools – face to face conversations, building of respect and trust between co-workers
 10. Innovation should be encouraged and celebrated. There are always different, and some- times better, ways of providing services.

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?

WSGM Board will coordinate with local technical colleges and economic development organizations to solicit high demand employers to meet on a regular basis to have roundtable discussions concerning training and hiring needs. WDB will seek to coordinate programs with educational and training partners to fill these needs. The discussions were held by a convener who is recognized as being knowledgeable in the high demand fields.. Special efforts will be made to recruit small employers and employers in in-demand industry sectors and occupations as members of the WSGM Board. Personal contacts continue to be made with small employers and with employers in in-demand industry sectors by members of WSGM Board and staff members.

WSGM engages employers in the following ways:

- Staff network with employers at employer committee meetings throughout the thirteen-county area
- Networking outside the organization leads to meetings with variety of employers
- Staff speaks at Chamber of Commerce meetings, Kiwanis meetings and North Georgia Technical College's Manufacturing Summit
- Staff regularly participate in panel discussions for Georgia Academy for Economic Development
- WSGM Director regularly attends and networks at Hall County Eggs and Issues meeting
- Staff attends apprenticeship information meetings with Manufacturing companies set up by the Apprenticeship Coordinator
- A formal outreach program is underway to recruit manufacturing employers to participate in Georgia Mountains Sector Strategies

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.

WSGM will provide a local workforce development system that meets the needs of employers in the region through offering services identified as being useful to them. The local workforce board includes two labor representatives who actively participate in WIOA planning.

Business services offered through the system include:

- Recruitment of job applicants
- Screening of job applicants
- Job Postings/Orders
- Job/Employee matching
- Skills Assessments
- Available space for employer interviews
- Labor Market Information
- Census Data
- Unemployment Insurance information
- Job Fairs
- On-The-Job Training
- WSGM staff members attend GMRC meetings
- GDOL staff members are associated with the various Chambers of Commerce and attend meetings regularly
- Availability of MTUs (Mobile Training Units)
- Apprenticeship Program
- IWT (Incumbent Worker Training)
- Comprehensive Economic Development Meetings
- Rapid Response Workshops

WSGM will respond to existing and future needs of businesses to produce a more skilled workforce. The delivery system will be an integral part of the economic and community development initiatives for the region. The vision of the WSGM is to have and to promote a well- trained, well educated, highly skilled and qualified workforce that is actively engaged in lifelong learning, and is fulfilling the needs of local employers. This workforce will be critical to the attraction and retention of successful business and to regional economic development. The workforce development system will ensure that employers, educators, job seekers and workers work together to promote economic development throughout the WSGM area.

The WSGM Director and other staff members are an integral part of workforce and economic development committees and related organizations throughout the region. Their involvement includes: membership and speaking engagements at Chamber of Commerce events, presence at job fairs, personal meetings with area employers to develop services such as: On-The-Job Training, Incumbent Worker Training, and Apprenticeship Programs. The Director and staff also interact daily with the WSGM board members, seeking their input concerning the needs of area businesses and how to meet those more effectively.

One of the well-received employer outreach efforts in the WSGM area is the High Demand Career Initiative focus on area manufacturers. A convener continues to hold individual meetings with manufacturers at their companies, discussing with them their specific workforce needs. WSGM has also sponsored a group meeting with several area manufacturers, along with regional provider partners. At this meeting, moderated by a

convener, the manufacturers were the main speakers. They had the opportunity to describe their workforce needs, and the representatives of other organizations were only allowed to ask questions of the manufacturers.

Layoff Aversion can be a valuable service for employers. Layoff aversion requires creative thinking on the part of employers as well as employment professionals in developing strategies for upgrading skills of existing workers

THE LAYOFF AVERSION MINDSET



when that strategy is needed to keep businesses open.

Additionally, discussions are being held with organized labor concerning possible alternative training options. With commercial construction increasing, there is a great need for plumbers and pipefitters in this region and in the Atlanta area. WSGM Board (WDB) members have contributed to the development of these strategies through participation in meetings and personal interviews. The members have collaborated to identify workforce needs of both the area's employers and of individuals seeking training and employment. Based on this information, they have set goals and objectives for offering workforce services for the area. As part of the development of the current WIOA plan, members of WDB have contributed their input regarding adjustments needed to provide more effective and efficient workforce services.

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.

WSGM has a good working relationship with economic development partners. Those partners include the following:

Lanier Technical College (LTC)-WSGM works directly with LTC as a Core Partner. A representative of LTC has a seat on the WDB. The Adult and Youth Programs use LTC as an ITA for many programs. WSGM works directly with LTC with employer conferences and Apprenticeship Programs.

North Georgia Technical College (NGTC) - WSGM works directly with NGTC as a Core Partner. A representative of NGTC Adult Education has a seat on the WDB. The Adult and Youth Programs use NGTC as an ITA for many programs. WSGM participates in a bi-annual economic development conference with NGTC.

Athens Technical College (ATC) - WSGM works directly with ATC as a Core Partner. The Adult and Youth Programs use ATC as an ITA for many programs.

University of North Georgia (UNG) - WSGM works directly with the Economic Development Staff of UNG with meetings on a regular basis.

Development Authorities /Chambers of Commerce- A number of development authorities are on the WDB and some are on the CEDS committee. Regular contact is also through the Sector Strategies Meetings.

GMRC Economic Development /CEDS Committee- Regular planning sessions through the GMRC and with representation from WSGM serving on the committee.

Goodwill Industries- Contact is on regular basis with ongoing joint projects and regular meetings.

GDOL -WSGM works directly with the Regional Representative serving on the WDB and as a One Stop Partner.

Georgia Vocational Rehabilitation- Serves on the WDB and as a One Stop Partner.

GDEcD - WSGM works with Regional Representative.

The CEDS committee is playing an active role in developing strategies for the region's workforce. Their work on researching and publishing the CEDS Report has been very useful for the WDB to study and to blend with the goals they have developed. The 2017 CEDS update includes these strategies regarding the area's workforce and economic development:

GOAL: To attract and retain business and industry by promoting education and workforce development.

- Strategy WD1: Lower the high school dropout rate.
- Strategy WD2: Retain graduates and the educated workforce within the region.
- Strategy WD3: Partner with local schools, businesses/industries, and civic organizations to promote the importance of an educated workforce.
- Strategy WD4: Increase basic and technical skills.
- Strategy WD5: Help alleviate unemployment and underemployment in the Georgia Mountains Region.
- Strategy WD6: Address lack of family support.
- Strategy WD7: Address challenges facing the unemployable citizens.

Source: http://www.gmrc.ga.gov/CEDS_Annual_Update_2017_FINAL.pdf

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

Linkages between the one-stop delivery system and unemployment insurance programs in the Georgia Mountains area are strengthened by having a One-Stop Center. Unemployment insurance claimants will have access to labor exchange services and career counseling included under Title I. They will also have available activities to assist them in obtaining jobs in in-demand industries and occupations.

Vocational Rehabilitation – Adult Education – Unemployment Insurance – DFCS will all be offered through the One-Stop. WSGM will continue working with these groups and more using open lines of communications to improve services and eliminating duplications that may exist. Partner groups will continue to meet bimonthly. Every meeting will allow one member to explain their program to the other partners. One-Stop goals and programs will be emphasized to promote “Better Practices”.

Throughout the region, close coordination between the DOL offices and various components of the workforce development system will be promoted by all involved parties. Staff member training sessions will be held to familiarize all One-Stop members with the programs and requirements of unemployment insurance programs. Opportunities will be provided for staff members of One-Stop providers to meet with staff members of unemployment insurance programs to share program information and to develop channels of communication.

Georgia's approach to Rapid Response leverages the relationships and knowledge of local workforce areas to help provide services to dislocated workers. Rapid Response teams include Department of Labor Rapid Response staff, WSGM staff, representatives from GDOL local career centers, and other economic development or community partners. The WSGM assists workers in accessing community resource services to support their transition to a new job or career. The WSGM must maintain appropriate program alignment

among the various employment programs and financial assistance agencies. This should include how the WSGM works with local offices which handle Trade Adjustment Act (TAA), Temporary Assistance for Needy Families (TANF), Wagner-Peyser and Unemployment Insurance to avoid duplication of services.. WSGM staff also assist Trade eligible customers in completing the Trade Act Application for Training Form (DOL – 2417) for Trade Assistance.

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). N/A

b. Describe the plans for coordination of administrative cost arrangements including the pooling of funds for administrative costs (if applicable). N/A

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.

On November 3, 2016, a strategic planning meeting was held at Lanier Technical College, and individuals representing numerous industries and partner organizations provided valuable input for the development of the High Demand Career Initiative in the WSGM Region, with an initial focus on Advanced Manufacturing. Participants compiled an inventory of existing services. Additionally, a SWOT – Strengths, Weaknesses, Opportunities, and Threats – analysis regarding the Advanced Manufacturing Sector in the Georgia Mountains region was completed. The following organizations were represented at that meeting:

- Goodwill of North Georgia
- GA Dept. of Economic Development
- Cumming Forsyth Chamber of Commerce
- Lanier Technical College
- Plumbers Pipefitters & HVAC Service Technicians Local Union #72
- IMS Gear
- Development Authority of Rabun County
- Hall County Government
- Greater Hall Chamber
- GA Vocational Rehabilitation Agency
- Hart County Industrial Building Authority
- WSGM
- Legacy Link, Inc.
- GA Poultry Federation
- Hart County College and Career Academy Board
- Lanier Career Academy
- Hopkins Associates
- MTI/JATT
- Job Corps/CHP International, Inc.
- Osborne Wood Products
- North Georgia Technical College
- Freudenberg/NOK Sealing Technologies
- GVRA/Ablegeorgia
- University of North Georgia
- Forsyth County Schools
- White County
- Georgia Department of Community Affairs
- King's Hawaiian
- GMRC WSGM

- Electric Cities of Georgia
- Georgia Department of Labor
- Georgia Power
- Fieldale Farms Corporation
- GMRC
- Habersham Career Center
- Department of Community Supervision
- Gainesville Career Center

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

Some years ago, Dr. Mark Ivester, then Vice President of Economic Development, now North Georgia Technical College (NGTC) President, developed what is called the Economic Development Council. This Council meets once in the fall and once in the spring as well as a large Summit once a year. The council is composed of Industry Leaders, School Superintendents, and Development Authority Directors from the NGTC Service Area which includes: Habersham, Stephens, White, Franklin, Rabun, Towns, Union, and Fannin Counties. The purpose of the group is to promote Industry in this Service Area. The meetings have speakers on topics related to the Council, discussions on topics of interest, and new ways to promote workforce development in the region, such as sector strategies. The Economic Development Council met at North Georgia Technical College in September 2016. Those attending were: manufacturing leaders, development authority directors, school superintendents. WSGM sponsored this meeting.

Additionally, Lanier Technical College collaborates regularly with area employers and Economic Development Directors of local Chambers of Commerce to host meetings focusing on the workforce needs of local employers. WSGM Board will be involved as a sponsor of such meetings in the future.

The following entities were represented at an initial pre-planning meeting in Gainesville, GA in September, 2014 to launch the process of sector strategy development for the Georgia Mountains Region, and to proceed with identification of priorities for sector strategies. The focus of this meeting was healthcare. It was determined that the region would be planning for this sector as one of its top priorities through HDCI.

- Industry Representatives
- University of North Georgia
- GDEcD
- CEDS
- WDB
- Local School Systems K-12
- Georgia Vocational Rehabilitation Agency (GVRA)
- Georgia Power Company
- Goodwill of North Georgia
- Electric Membership Corporations
- Regional Manufacturers
- North Georgia Technical College
- Lanier Technical College
- Athens Technical College
- WSGM Staff
- WellCare
- UCB

- MedAssets
- Immucor
- HealthSouth
- Denedron
- GDOL
- Local Chambers of Commerce/Local Economic Development Professionals
- Department of Economic Development Existing Industries Representative
- GMRC

At the multi-regional, state-sponsored sector strategy meeting Feb. 29 - Mar.1, 2016 in Union County, core partners assisted in identifying sectors for regional targeting. The WSGM Director attended that meeting, along with representatives of all core partners for the region, and private sector employers.

In June 2016, GMRC hosted an Economic Development Retreat with the Region 2 Economic Development Directors to discuss economic development trends and to share best practices. AT&T sponsored the meeting. Also participating were representatives from Georgia Power, Georgia Department of Community Affairs, and Georgia Department of Economic Development. Similar additional meetings concerning effective collaboration and planning for economic development will continue to be held in the region. Such meetings will provide further direction for identifying high demand occupations as a focus for local sector strategies.

By building on existing regional efforts for working with area employers to identify workforce needs, WSGM Board and Staff are promoting sector strategies in the region, and beginning to implement the state program design. WSGM has begun to sponsor such meetings in the region, serving as a link between various entities to share information and to promote opportunities for area employers to take the lead in determining the types of training needed.

WSGM is committed to developing local sector strategies that are: 1) regional in scope, 2) industry-specific and 3) driven by employers. The groundwork of developing working relationships with area employers has been proceeding well. Now employer members of the WSGM Board assists in recruiting employers from identified sectors to participate in additional sector strategy initiatives for the region. The State's HDCl initiative met November 2016 with local training providers and representatives of Chambers of Commerce, Economic Developers, and in-demand industries to attend. [Georgia HDCl Report](#)

On December 8, 2016, a needs assessment meeting for HDCl (High Demand Career Initiative) was held at Goodwill Industries in Cornelia, Georgia. The convener was a businessperson with several decades of executive experience with corporate manufacturing and human resources management. The focus of the meeting was for service provider partners to listen to area manufacturers describe their workforce needs. The result of the meeting was identification of several general themes such as the need for Work Ethics Training and other Soft Skills. Another theme was the need to improve the perception of the type of jobs and the working conditions of modern manufacturing. In 2017, the convener had individual meetings with nine separate advanced manufacturers within the region at their companies to discuss their willingness to participate as members of a group to meet to create a collective vision for HDCl, to improve the quality and quantity of a workforce pipeline for this region. To date, commitments have been received from eight of these manufacturers. The next step in implementing the strategic plan for HDCl will be for the sector strategy group to meet to identify action items, decide specific responsibilities, develop a timeline, and determine how success will be measured in meeting their set goals. A convener with business experience will initiate these steps. Champions will be identified from within the manufacturing group to assure that leadership comes from them.

As a component of the HDCl grant received by WSGM, a contract was initiated with Maher and Maher for development of a comprehensive sector strategy for Advanced and Diversified Manufacturing. Advanced and Diversified Manufacturing includes both durable goods manufacturing and a number of non-durable goods sub-

industries. Major technological advances continue to change the nature of nearly all of these industries which will be increasingly driven by skilled and STEM workers. There are roughly 780 business entities that currently provide more than 38,974 individuals with jobs in this sector. Total employment for the sector was larger than health care, hospitality and retail in the region. To further examine the needs tied to this sector, a breakdown of key occupations indicates: (1) The industry includes a range of entry level and middle/high skill occupations and (2) The industry includes a mix of lower and higher wage occupations and (2) most of the occupations within the sector are expected to grow.

Two emerging career pathways were identified: Maintenance/Mechatronics and Production. Growth opportunities are projected in Maintenance and Repair workers, Production workers as well as Industrial Machinery Mechanics, with which stackable credential can lead to higher level jobs as Industrial Engineers. These occupations are typically the foundation for maintenance and mechatronics career pathways. From apprentice to technician to engineer, mechatronics professionals design and maintain automated equipment. With a high concentration of Maintenance Workers, Welders, Machinists and supervisors of Production (all with significant growth) the region is primed for the development of a production career pathway.

Staffing Pattern analysis with the sector indicates that the largest grouping of occupations is Machine Operator jobs which cut across the sector with a skill set that includes machine safely, machine set up and operation, quality control, maintenance and liaison with material handling. Skilled trades occupations such as Machinists, CNC Machine Tool Operators, Welders, General Maintenance Workers and Industrial Maintenance Mechanics represent middle skill, middle wage occupations that generally require some level of technical training.

Initial steps included the completion of a gap analysis and recommendations which took a deeper dive into the occupation and possible career pathways within the Advanced and Diversified Manufacturing sector. The report recommends a series of strategies designed to better organize and coordinate manufacturing related workforce efforts to serve the region's businesses and workers and create a sustainable talent pipeline for the industry. The report formed the foundation for a conversation with partners and industry employers in June 19, 2018. The report was presented for feedback and input. The following core group of employers was in attendance:

Freudenberg NOK
ElringKlinger,USA
Kubota
Haering Precision
Ranger Manufacturing
ZF
IMSGear

The potential scope for the sector partnership discussed included:

- New/expanded post-secondary training programs and employer validated curriculum
- Possible identified of improved/new industry driven credentials
- Coordinated regional career awareness campaigns, helping K-12 students/parents/school counselors understand industry opportunities
- Better targeted incumbent worker training and enhancing apprenticeships

A sample of discussion items included:

Technical Skill Needs and Curriculum Enhancements:

- Training needs to go beyond proficiency in one aspect, so that workers understand the whole process. This allows for greater flexibility and efficiency when issues come up. The old model of having specialists in mechanical, electrical, manufacturing is out of date, and one person needs to understand the various approaches.
- Employees need to be able to read complex blueprints.

- Employees with passion tend to move up, but people who don't see the pathway seem to move on. How do you identify employees with that passion?
- Manufacturing encompasses a wide range of jobs, not just engineers: quality, operations, environmental health and safety, information technology, purchasing, and sales.
- Companies have similar problems and need to figure out how to pool resources and help each other.
- Metrology skills are hard to come by, even though most companies use them. There are workers to run the machines, but they need to learn how to program them.

As next step, an Employer meeting will be held in October 2018 to discuss revised recommendations and strategy, present accomplishments and charter, discuss next steps

As a part of the sector strategy awareness campaign, the Greater Hall County Chamber of Commerce has produced a short video regarding apprenticeship in the advanced manufacturing sector for preview and discussion within the school systems. The video shows in 'new age' of manufacturing with young workers discussing the opportunities available. Additionally the Chamber of Commerce has developed an Apprenticeship initiative for small businesses to learn about apprenticeship opportunities with manufacturing. A kick-off meeting was held September 2018 with 25 small businesses attending. Lanier Technical College discussed current apprenticeship programs and a former IMS Gear HR Executive discussed how the company has utilized the apprenticeship programs.

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

Sector Strategies have been defined as **“Goals, plans of action, policies, and service delivery strategies developed and continuously re-examined by sector partnerships to meet the ongoing and changing needs of employers within that sector.”**

This definition, along with other helpful information concerning successful approaches to the process of developing effective sector strategies is presented in this article from the firm of Maher & Maher, Investment Advisers for Talent Development. [WIOA Sector Strategies](#). Additional resources used to help identify the sector chosen for the sectors strategies training in WSGM:

Burning Glass Reports for the 13 county Georgia Mountains Area were reviewed and analyzed by the WSGM Board and staff, by Area Technical College administrators, and by Regional Economic Developers. These reports revealed the following: Top Occupations in the WSGM Area posted from Feb. 1, 2015 to Jan. 31, 2016 were: Heavy & Tractor Trailer Truck Drivers (2,489); Registered Nurses (2,014); Retail Salespersons (1,312). Top Industry Sectors for the WSGM Area during that same time were: Health Care and Social Assistance (4,560); Retail Trade (2,953); Manufacturing (1,826) and Transportation & Warehousing (1,813). Also for that 12-month period, Burning Glass reports for the WSGM Area indicated the following openings in manufacturing: Manufacturing Machine Operator (115); Production Worker (53); Quality Inspector (42); Forklift/Pallet Jack Operator (36); Welder/Solderer (26);Assembler/Fabricator (21); and Machinist (18).

Top Occupations

Feb. 01, 2015 - Jan. 31, 2016

There are 23,835 postings available with the current filters applied.
There are 317 unspecified or unclassified postings.

8-digit O*NET ▼ Numbers ▼



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

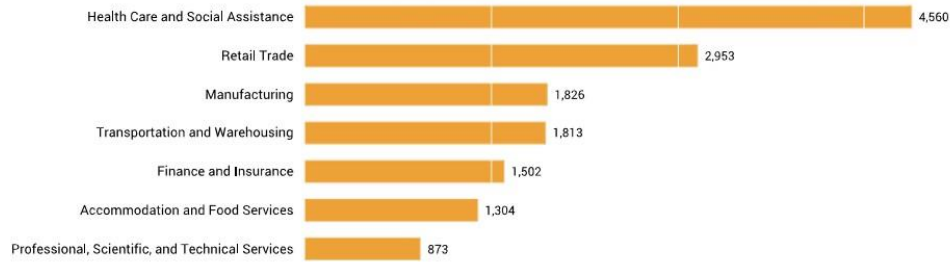
1/6

Top Industry Sectors

Feb. 01, 2015 - Jan. 31, 2016

There are 23,835 postings available with the current filters applied.
There are 5,576 unspecified or unclassified postings.

Numbers ▼



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

4/6

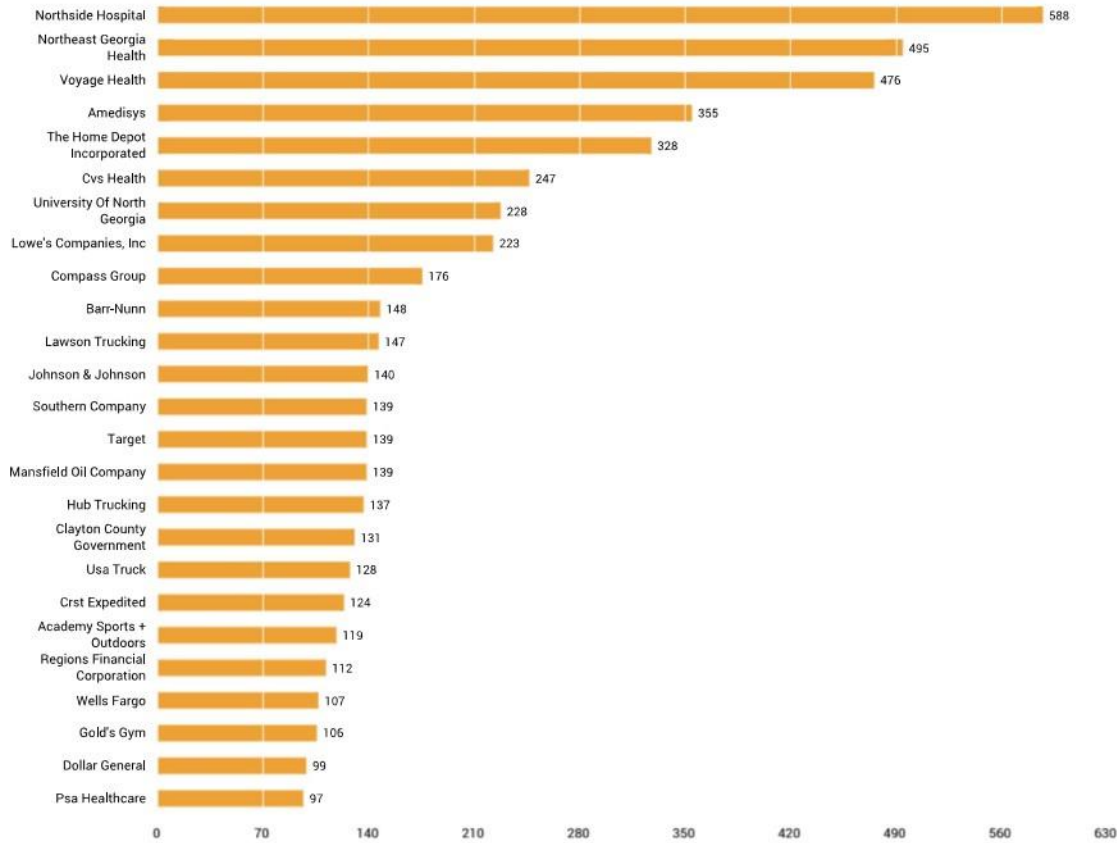
Top Employers

Feb. 01, 2015 - Jan. 31, 2016

There are 23,835 postings available with the current filters applied.

There are 6,404 unspecified or unclassified postings.

Numbers ▼

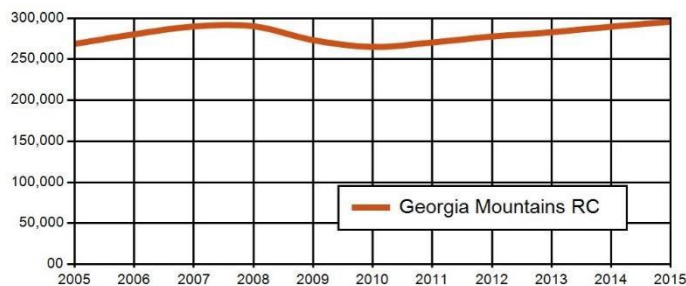


<http://laborinsight.burning-glass.com/jobs/us#/snapshots/reports>

5/6

The review group determined the best choice for the first sector strategies training in the WSGN Area would be Manufacturing since there is a strong demand for employees in this sector, and wages for those positions are relatively high for the training time and cost incurred. One especially strong portion of this sector is that of automotive supply. As depicted previously in this report, there are many automotive supply companies located in this region. WDB plans to develop closer relationships with these companies and to request their guidance in designing appropriate training to help meet their needs for qualified employees.

Employment Trends



Source: GDOL Explorer

The Georgia Manufacturing Alliance is a professional organization founded in 2008 to support Georgia's manufacturing community. GMA provides monthly plant tours, educational sessions and unique networking opportunities designed to help develop profitable business connections for its members. WSGM will link with the Georgia Manufacturing Alliance members in this region to gain greater support and potential leadership for the Manufacturing Sector efforts in this area. <http://www.GeorgiaManufacturingAlliance.com>

Another group of interest in planning for a sector strategy focus on manufacturing is the Women in Manufacturing Association <http://www.womeninmanufacturing.org/home>. This organization is a founding partner of Precision Metal Forming Association. <http://www.pma.org/home/> Links with this organization of women leaders could potentially provide partnerships for developing in-demand training for target groups in the region. Of course, there will be continued coordination with regional economic developers from area Chambers and from area businesses.

Additional resources used to provide information to identify the sectors chosen for sectors strategies training in the WSGM Area were provided by GDOL in Burning Glass reports (see below).

Georgia Mountains BA - Manufacturing openings last 30 days			
Employer	County/UA	Title	Job Date
Advantage Resourcing	GAINESVILLE, GA, HALL, GA	Machine Operator/Assembly Operator	2016-02-10
Axiom Staffing	FLOWERY BRANCH, GA, HALL, GA	G Welder	2016-02-09
Basf Corporation	HARTWELL, GA, HART, GA	Production Operator	2016-01-29
Cargill Incorporated	GAINESVILLE, GA, HALL, GA	Utility Operator - Dsm 3Rd	2016-01-29
Eaton	EASTANOLLEE, GA, STEPHENS, GA	Machinist	2016-02-14
Johnson & Johnson	CORNELIA, GA, HABERSHAM, GA	Laser Needlemaker 1 Of	2016-01-27
Kik Custom Products	GAINESVILLE, GA, HALL, GA	Compounder/Chemical Batching	2016-01-22
Kik Custom Products	GAINESVILLE, GA, HALL, GA	Line Leader	2016-01-19
Lehigh Hanson	GAINESVILLE, GA, HALL, GA	Plant Clerk/Scale Operator	2016-01-26
Mansfield Oil Company	GAINESVILLE, GA, HALL, GA	Operations Specialist	2016-02-05
Mars Incorporated	FLOWERY BRANCH, GA, HALL, GA	Processing Operator	2016-02-08
Mars Incorporated	FLOWERY BRANCH, GA, HALL, GA	Senior Quality Technician-Afternoon	2016-01-19
Mars Incorporated	FLOWERY BRANCH, GA, HALL, GA	Machine Operator Trainee - Afternoons	2016-01-25
Mars Incorporated	FLOWERY BRANCH, GA, HALL, GA	Us Prd	2016-01-22
Mars Incorporated	FLOWERY BRANCH, GA, HALL, GA	Machine Operator Trainee	2016-01-25
N/A	FLOWERY BRANCH, GA, HALL, GA	Machine Operator- Machining- Manufacturing - Warehouse	2016-02-07
N/A	CORNELIA, GA, HABERSHAM, GA	Machine Operator	2016-02-09
N/A	LAVONIA, GA, FRANKLIN, GA	Production Welder	2016-01-19
N/A	CUMMING, GA, FORSYTH, GA	Forklift Operator	2016-02-09

Georgia Mountains BA - Manufacturing openings last 30 days			
N/A	CUMMING, GA, FORSYTH, GA	Powder Coating Operator	2016-02-11
N/A	FLOWERY BRANCH, GA, HALL, GA	In-Plant Store Operator	2016-02-02
N/A	HARTWELL, GA, HART, GA	Production Operator	2016-02-06
N/A	FLOWERY BRANCH, GA, HALL, GA	Mechanical Assembly	2016-02-09
N/A	LAVONIA, GA, FRANKLIN, GA	Production Welders	2016-01-25
N/A	CUMMING, GA, FORSYTH, GA	Welders	2016-01-28
N/A	LAVONIA, GA, FRANKLIN, GA	Production Assembly Line Worker	2016-02-11
National Beverage Corporation	GAINESVILLE, GA, HALL, GA	Production Operator	2016-01-22
Otter Tail	DAWSONVILLE, GA, DAWSON, GA	Btd Welding	2016-01-26
Pridestaff	CUMMING, GA, FORSYTH, GA	Feather Process Operator	2016-02-07
Pridestaff	GAINESVILLE, GA, HALL, GA	Quality Assurance Technician	2016-01-28
Royal Canin Sas	FLOWERY BRANCH, GA, HALL, GA	Senior Quality Technician-Afternoon	2016-01-21
Royal Canin Sas	FLOWERY BRANCH, GA, HALL, GA	Machine Operator	2016-02-05
Royal Canin Sas	FLOWERY BRANCH, GA, HALL, GA	Processing Operator	2016-02-11
Wagner Service Solutions	GAINESVILLE, GA, HALL, GA	Machinist	2016-01-18
Zebra Technologies	FLOWERY BRANCH, GA, HALL, GA	Machine Operator I	2016-02-11
Zebra Technologies	FLOWERY BRANCH, GA, HALL, GA	Machine Operator, II	2016-02-13
Zebra technologies	FLOWERY BRANCH, GA, HALL, GA	Machine Operator II	2016-02-10
Zebra Technologies	FLOWERY BRANCH, GA, HALL, GA	Manufacturing	2016-01-20
Zf North America, Inc	GAINESVILLE, GA, HALL, GA	Production Supervisor	2016-01-25
ZFNorth America	GAINESVILLE, GA, HALL, GA	Production Supervisor	2016-01-25

Burning Glass information has been updated as of September 2018 and continues to reflect that the manufacturing sector is in the top industry sectors in the regions with occupations in demand reflected.

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

i. Participating employers;

Some of the employers participating in this sector strategy process are:

- IMS Gear
- King's Hawaiian
- Osborne Wood Products
- NOK
- USA Production Parts
- Corrugated Replacements
- Panel Built
- GAP Partners

ii. Target occupations:

Targeted occupations identified within the advanced manufacturing sector for the region are:

- Welding
- CNC (Computer Numerical Control) Operators
- Precision Metal Working
- Machine Operators
- Fork Lift Drivers

- Assembly Line Workers
- Advanced Lathe Operators

iii. **Training programs**

Training programs in the WSGM Area for these targeted occupations are offered at area technical colleges. North Georgia Technical College offers courses in precision metal working, welding technology, tool & die technology, machine shop technology, and heavy equipment maintenance. Lanier Technical College offers certificate level programs for CNC specialist, and for lathe operator. Area manufacturers have also identified a strong need for “soft skills” training for applicants and for their existing employees. Two manufacturing apprenticeship programs at Lanier Technical College are currently approved by USDOL. Plans are underway to develop additional opportunities for training in these skills.

iv. **Target Populations.**

Target populations for these training programs are:

- Ex-offenders
- Out-of-school youth
- Veterans
- Individuals with disabilities

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

Labor market information currently points to the development of two additional sectors for the region - those of Life Sciences, and of Logistics and Transportation. Further research is being conducted through contact with area employers, as well as through analysis of updated regional labor market information, to confirm these findings. Focus meetings will be held with employers and training providers in these two sectors to determine specific workforce needs and capacity for services within the region. A convener with private sector business experience will coordinate these initial exploratory meetings, and champions from the specific sectors will be identified to provide leadership for continuation of the sector development process. Additional sectors for the region may be identified through continued labor market research.

6. **Description of the One-Stop Delivery System**

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

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

The WSGM Board will continue to offer information and training to eligible providers in seeking to maximize the effectiveness of the services they provide. Local employers, workers, and jobseekers will be interviewed to determine how services can be improved. All providers will be made aware of training opportunities available to them. These training opportunities may be in the form of meetings, seminars, on-line tutorials, printed messages through newsletters and on Facebook. WSGM staff members stay alert for information on best practices in Workforce Development. These are shared with service providers to ensure their services are meeting the needs of local employers, workers, and jobseekers. Providers are encouraged to share their “success stories”, and excerpts from these are included as part of the WSGM center rolling display.

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 WSGN board facilitated access to services provided through the one-stop delivery system throughout the region. A physical, one-stop location opened in 2017 in Hall County, a large population center for the region. In the remote areas of the region, mobile units are already offering workforce training services on a regularly schedule. A concerted effort will be made to link other services with these to be able to provide one-stop service in more areas.

Additionally, efforts will be made by the WDB to increase awareness of the need for Broadband service throughout the region so workforce information and services as well as digital, distance- learning training options are more readily available for individuals and for employers.

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 current One-Stop office is fully accessible. The One-Stop has automatic opening doors, assistive technology and large print screens in the resource room and on-site interpreters. Rehabilitation Services, also located at the One-Stop, is the primary community rehabilitation provider with whom training and mutual referrals are conducted.

- Job Fairs
- WSGM continually schedules (meeting dates and times are publicized in local newspapers, radio, social media and career centers) WIOA Program Overviews in all 13 member counties allowing for:
 - easier access to WIOA services
 - explanation of eligibility requirements
 - learning WIOA services
- WSGM partners with the Trade Act's Trade Adjustment Assistance (TAA), to provide if eligible:
 - ESL at local Adult Learning Centers
 - GED Training at local Adult Learning Centers
 - financial aid for testing
 - case management
 - eligibility processing
 - further occupational skills training
 - supportive services
- Mobile Training Units
 - Handicap accessible
 - Handicap station available

A good example of accessibility provisions in the WSGM Area is the Program Access Report for Blue Ridge Career/One Stop Center -Addenda 5.3. This type of review can serve as a model for program accessibility throughout the region. All core partners will share information about solutions concerning the elimination of potential accessibility issues at service sites.

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

Currently, the partners in Georgia Mountain's Workforce one-stop system include:

- GMRC (GMRC) - fiscal administrative, and program management services
- WDB - Adult, DW and Youth WIOA Services
- Georgia Department of Labor - including Wagner-Peyser – career services
- Georgia Vocational Rehabilitation Agency – career services
- Georgia Department of Human Services, Division of Family and Children's Services -support services
- Technical College System of Georgia, represented by Lanier, North Georgia, and Athens Technical Colleges – career services
- Adult Education and Literacy Activities, and Post-Secondary Education

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.

The one-stop operator for WSGM is Hopkins Associates, selected through a competitive request for proposal for operator selection.

Local market research was conducted to determine the needs of local employers as well as the needs of individuals seeking employment. WSGM board solicited requests for information from area employers as well as from other interested parties. Details were determined regarding shared equipment and common areas for the operators and partners. A Request for Proposal was developed based upon information collected regarding location, size, accessibility, costs, and renovation requirements for a facility. The well-publicized RFP was issued to a list of Eligible Competitive Bidders. Proposals were reviewed by the WDB and Local Elected Officials (LEOs), and Hopkins Associates was chosen.

A Memorandum of Understanding regarding coordination of services between partners was developed and signed by all one stop partners. An Infrastructure Agreement was developed and signed by parties in the one stop. The agreements are reviewed quarterly for reconciliation. The MOU is attached as Addenda 6.1.

Bi-monthly meetings are held involving all the local one-stop WIOA-required partners.

7. Awarding Sub-grants and Contracts

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

Regarding the awarding of sub-grants, GMRC, as the administrative entity/fiscal agent, is responsible for completing the procurement process for contracts and subcontracts. RFPs were issued and awarded for youth services and other training options.

GMRC also issues agreements to ITA providers on the Eligible Provider List. Note: Georgia's Workforce Development Eligible Training Providers and Programs can be reviewed at www.workreadyga.org under education Services – Training Providers and Schools. Customers desiring to attend a provider that only appears on the State-approved list would need to speak with a Workforce Development Representative to get more information on how a State-approved provider may be approved by the WDB.

The WDB publicizes the opportunity to bid through area newspapers designated as legal organs, and by providing the information online on Facebook and on the GMRC web site. Also, the meeting time(s) for selecting sub-grants and contractors, minutes of the meetings, the plan, and other guiding documents are

made public. The selection process is competitive. Proposal Review Committee meetings are also announced publicly. A Conflict of Interest Policy is in effect to assure fair and open competition in the entire process.

In accordance with 2 CFR 200 and general procurement standards, WSGM is responsible for completing a competitive procurement process for contracts and subcontracts. This process is done through a Request for Proposal (RFP). The RFP is publicized through area newspapers, the GMRC website and specific social media sites. (CFR 200.320) WSGM has developed a bidder's list and those entities are emailed directly when a RFP is issued. An evaluation and review process is stated in the Request for Proposal, along with date and time the proposal is due to Georgia Mountains, dates of review and dates of award. Requirements the proposers are outlined in the RFP and opportunity to describe how those requirements will be fulfilled. (CFR 200.319)

The review of the proposal allows WSGM to determine which entity will be the most advantageous for the project requested. Upon RFP closing date and receipt of proposals, the review process begins with WSGM's staff, for Youth proposals, Youth Committee representatives then review and approve the proposal, and final approval is given through the WDB. Once approved by the WDB, the entity approved will be given notification according to the dates listed in the RFP.

WSGM staff conducts an initial review of the proposal packets followed by a technical review. Once the review is completed by staff, the proposals are reviewed by review panel members from the Youth Committee for evaluation and scoring. This review will determine which proposals will be recommended and presented to the WDB for discussion and approval. The review includes experience and capability for the bidder to perform the work described in the RFP, degree in which the bidder demonstrates understanding of the program and activity objectives, outcomes proposed by the bidder, financial capacity of the bidder, innovative program design proposed, cost advantage, and area services will be provided. The review and determination is not based solely on price, although this may be a determining factor at times. Upon approval from the WDB, an award letter is issued to the approved bidder. A contract is then entered into by GMRC and the service provider. Once the contract is agreed upon authorized signatures are obtained, full execution of service takes place.

8. EEO and Grievance Procedures

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

EEO and Grievance Procedures for WSGM Program are contained within the General Complaint Form (Addenda Item 3.2), the Complaint Resolution Form (Addenda 3.3) and the Rights Statement (Addenda 3.4).



B. 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))

The GMRC, Fiscal Agent, is responsible for tracking WDB membership requirements regarding nominations, attendance, and continuing eligibility. In the event of a Board vacancy, GMRC provides a list of potential candidates to County's CLEO for nomination. Nomination Forms for WDB membership are completed and submitted to the CLEOs for review and selection. See Addenda Item 2.1.

WDB members will be appointed or replaced in accordance with the procedures used to appoint the member for whom a replacement is needed. Vacancy/vacancies shall be filled within a reasonable time not to exceed sixty (60) days from the date of notice. Board actions taken on vacancies outside the sixty-day (60) limit must be preapproved by TSCG OWD. Vacancy/vacancies created by WDB Policy or bylaws shall begin at the date of the third consecutive meeting missed. Acceptable documentation shall include dated e-mails or letters from the board member indicating intent to resign from the board and/or attendance records from meetings. A WDB member shall be automatically removed and replaced for failing to attend three consecutive board meetings without cause. The CLEO may make any necessary appointments or reappointments including private industry to the WDB.

Adult education provider nominations are sought from the technical colleges serving the area – North Georgia Technical College, Lanier Technical College, and Athens Technical College. A representative of The Georgia AFL-CIO offered recommendations for members for the WDB, if representatives occur in the area.

WDB Membership includes:

- Twenty-five (25) member representation from all 13 Georgia Mountains counties
 - Minimum allowable membership of 51% private sector industry
 - Members serve on 3-year rotating basis
 - Chair must come from the private sector (Nominated and voted on by WDB)
 - Vice-Chair must come from the private sector (Nominated and voted on by WDB)
 - Secretary and Treasurer (Nominated and voted on by WDB)

WDB Committees

- WDB Executive Committee consists of:
 - WDB Chair, WDB Vice-Chair, WDB Secretary- Committee Chairs, Non-Board member
 - WDB Youth Standing Committee

Financial and Program Oversight

Budget must be approved by

- WDB votes to approve the budget and move it forward to GMRC Executive Committee
- WDB Executive Committee reviews budget and votes to approve or revoke
- GMRC Board of Directors gives final approval of the budget
- 30 Day public review of budget posted on website
- CLEO must approve and sign budget

Financial and Program Oversight

- GMRC Executive Director and GMRC Finance Department
- WDB Executive Committee
- WDB
- Annual TCSGT OWD
- Annual GMRC Independent Audit for sub-state and non-profit organizations

- USDOL Audit

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

New board members are provided an orientation that includes:

- An initial meeting held with the local WSGM Director to review board member responsibilities and an introduction to the basic structure of the local workforce system
- An extended orientation session for new members presented as part of a full board retreat. Part of this orientation is developed and offered by fellow board members along with local WSGM staff.

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).

WDB and Staff will continue to partner with and to request consultation on job needs within the WSGM area directly with the following:

- University and Technical College Economic Development
- Georgia Department of Economic Development
- EDA Comprehensive Economic Development Strategy (CEDS) Committee
- Local, county and regional economic development directors
- GMRC Economic Development Department
- Georgia Power, EMCs, and Tennessee Valley Authority (TVA) Economic Development staff
- GDOL regional business committees
- US Department of Commerce Comprehensive Economic Development Strategy (CEDS) committee

WSGM works together with GMRC Economic Development Department on a daily basis, and also has representation on the CEDS Committee. The two entities work closely with local development authorities and Chamber of Commerce within the region. This relationship helps ensure that WSGM is aware of projects in the Georgia Mountains area. WSGM also has a good working relationship with the Regional Economic Development Representatives representing Georgia Department of Economic Development and Georgia DOL. A Georgia DOL Representative is on the WDB and is also a core partner. A relationship with Lanier Technical College, North Georgia Technical College and Athens Technical College is an ongoing relationship because of their ITA and Apprenticeship relationships, core partnership and representation on the WDB. All of the above have been included in the Sector Strategies meetings with business and industry. Local utility companies are to be included in the future Sector Strategies. WSGM has been engaged local technical colleges and universities economic development meetings.

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

WSGM Board meets quarterly at locations throughout the region. Standard reports, provided at each board meeting, outline WIOA activities, WIOA performance, One-Stop performance and Labor Market information. Subcommittees consist of members of the board, and are appointed by the chair of the board.

Notices of board meetings, training events, and other upcoming events related to area workforce development are sent to all board members. Members are strongly encouraged to participate in regional, state, and/or federal meetings and conferences offering training opportunities for board members. Updates of Board actions are provided to the CLEO and the LEOs of the WDB by sending notice of meetings, links to meeting packets and minutes of prior meetings.

The WDB shall make available to the public, on a regular basis through electronic means and open meetings,

information regarding the activities of the board, including information regarding the local plan prior to submission of the plan and regarding membership, the designation and certification of one-stop operators and the award of grants or contracts to eligible providers of youth workforce investment activities, and on request, minutes of formal meetings of the board.

WSGM Staff members maintain a Facebook page to provide up-to-date information for WDB members as well as for customers. A planning retreat provides board members an opportunity for additional training regarding WIOA implementation in the Georgia Mountains area. This event is also an excellent opportunity for them to exchange with each other their ideas for innovation and improvements related to the local workforce system. WIOA Orientation is also conducted for both WDB and CLEO/LEOs.

2. Local Board Committees

Provide a description of board committees and their functions.

Local Board Committees and their functions are:

- A. Executive Committee - The Executive Committee will exercise authority and manage the business of WSGM during intervals between board meetings. The officers serve as the members of the Executive Committee, except for the power to amend the Policies and the Bylaws.
- B. Youth Committee - The Youth Committee will provide oversight and develop recommendations for WSGM regarding the allocation of funds and the delivery of youth services. (Standing)

WDB Chair will have the authority to appoint standing or ad hoc committees to achieve the stated and approved objectives of the WDB. The term of any ad hoc committee will expire when the task for which it was created is completed.

Workforce Development - Youth Committee

The Youth Committee, a subgroup of the WDB, must include the following positions, a Board representative, representatives from youth service agencies, public housing authorities, school systems, parent of youth participant, a youth participant and at least one non-board member. Committee members must be nominated and approved by local WDB. Responsibilities of the Youth Committee include working with WDB Youth Staff to develop and submit a local plan for serving youth to fit in the parameters of WIOA requirements, as well as identify eligible youth training providers through a competitive process.

Under title I of WIOA, the Youth Committee represents a mechanism for states and local boards to coordinate area-wide youth services, assist with planning, and oversee operational programs related to youth services.

- Membership composition of WSGM Youth Committee should have one or more of the following:
 - Local Board member who chairs the committee
 - Members of community-based organizations with a demonstrated record of success in serving eligible youth
 - Members may represent agencies such as education, training, Vocational Rehabilitation, health, mental health, housing, public assistance, and justice, or be representatives of philanthropic or economic and community development organizations and employers.
 - Members may also include parents, participants, and youth
 - Non-Board member
- Duties of WSGM Youth Committee:
 - Ensure fiscal and programmatic accountability of the youth system
 - Assist the local WDB in developing policy for youth employment and training
 - Recommend youth service providers

- Identify gaps in services and develop strategy to use competitive selections or community partners to address the unmet needs of youth
- Develop local goals for youth employment and training programs
- Review RFP's for local WIOA youth services
- Think strategically about resources, both financial and programmatic
- Establish connections between the youth system and the local One-Stop system
- WSGM Youth Committee meeting frequency:
 - Committee meets 6 times a year, with 2 meetings as community based meetings or training

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, representative of education and input into the development of the local plan.

The local plan was developed through the following process:

- Collection and review of local labor market information including most recent reports from GDOL for unemployment rates, in-demand occupations, commuting patterns, educational attainment of the population, etc.
- Consultation with WDB Staff.
- Collection and review of existing documents, reports, etc. containing information related to workforce development in the WSGM Region including: existing Workforce Development Plan; updates for program descriptions and local policies; Policies and Procedures for TCSG OWD; minutes from previous meetings of the WSGM Board; website for GMRC; WIOA Law; and Georgia WIGS.
- Collection of information concerning the current local workforce development program including programs of service partners such as GDOL, GDVR, and all local technical colleges. Visits to offices of service partners to discuss contributions of each partner to the One-Stop system
- Development of a set of interview questions and dialogue topics for discussion for use in personal interviews (see Addenda Item 1.4)
- Scheduling and carrying out a series of open-ended interviews with over 60 individuals from throughout the region representing employers, public officials, job-seekers, educational institutions, training providers, youth services, organized labor, private sector, business owners, local workforce development board members, and local workforce development staff members (See Addenda Item 1.5)
- Ongoing analysis of information and comments received concerning local workforce needs, and collection or creation of graphics to illustrate key points in the workforce plan
- Development of an interactive graphic representation of how the various components of an innovative workforce plan can best offer opportunities for employers and for individuals seeking training and employment in the region
- Compilation and synthesis of information from all sources and continuing consultation with WSGM Staff.
- Review of draft for the completed plan by key staff members of WSGM.
- Revisions and additions to the draft plan
- Presentation of the plan to the local workforce development board staff
- Thirty (30) day period of public review of the plan, available through GMRC website, and transmitted online to representatives of businesses, to representatives of labor organizations, and to WDB members, requesting comments. Information published about availability of plan for public review
- Comments, recommendations, and/or complaints received concerning the plan
- Public response reviewed and revisions made (if minor)

- Presentation of revised plan (with comments) to WSGM Board
- Vote of WDB regarding submission of plan
- Submission of plan to State of Georgia for review
-



C. 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.

The WDB works closely with all entities carrying out core programs to ensure that all partners are operating as a team to provide access to employment, training, education, and supportive services for all eligible individuals, particularly eligible individuals with barriers to employment. The WSGM provides Program Overviews in the 13-county Georgia Mountains region on a regular basis. Every week there is an Overview in the Gainesville Area. Program Overviews are also provided in two other counties each month. Every county will be visited with an Overview every 6 months. Overviews are also conducted on a regular basis at Career Centers, Technical Colleges and satellites each month throughout the WSGM area. Newspaper, radio, and social media are used to advertise Overview times and locations. Signs have been posted at all partner agencies explaining WIOA and application information. WSGM utilizes the GMRC’s Website for dispensing application materials.

WSGM has access points to WIOA services. It is anticipated that additional access points will be created throughout the Georgia Mountains area by the strong collaboration of various partner agencies.

As a provider of Unemployment Insurance and Wagner Peyser services, GDOL serves as an entry point for many customers. Career services can be made available to individuals at that time. Wagner Peyser staff can assist with job search and placement when the person is ready. If training services are needed, referrals are made to appropriate providers – Adult Education Services, WIOA, or VR. Career advisers may also make referrals for customers to attend training with area technical colleges.

When appropriate, co-enrollment is encouraged throughout the system. This coordinated approach assures that customers are receiving the most effective and efficient combination of seamless, non-duplicated services. Rather than having a system with a “pinball” effect of sending a customer from one provider to another, the WSGM Board is committed to offering a system where individuals are welcomed at any entry point; provided a clear site map for all available, appropriate services; and where they are furnished with tools to develop viable career pathways for themselves. The Employ Georgia (EG) Career Explorer is available to all customers through GDOL. This tool allows individuals to conduct career search activities.

Updates and information about services and training opportunities are provided through the Workforce Development section of the GMRC website: www.gmrc.ga.gov. Also available through this website are newsletters with program reports and updates on various workforce programs being offered in the region. WSGM also uses Facebook to promote area services and programs to potential customers.

The Technical Colleges are offering several Career Pathways options through an “The Accelerating Opportunity (AO)” initiative. The program combines accelerated career training and job placement with personalized educational support. They offer students the chance to work on their GEDs while taking college credit classes. This is an example of rethinking traditional adult education by removing barriers preventing individuals from entering and completing their education

WSGM strives to provide access to employment, training, education and supportive services for eligible individuals, including those with barriers to employments. WSGM refers participants to employment services with DOL including Employ Georgia. Occupational Skills Training assistance is offered to eligible individuals, in high demand occupations for the WSGM regions through eligible providers. These providers provide access to employment opportunities.

WSGM Youth Services has competitively procured contracts with 3 Technical Colleges in the Region to provide career pathway services through a GED and transition program. This program is designed to work with individuals to develop a career plan beginning with completion of GED if necessary. The program incorporates GED training and testing, soft skills training (through GeorgiaBest), work skills or occupational skills training, and paid/unpaid internships. The program may include a work experience when needed. The work skills or occupational skills training will lead to a recognized post-secondary credential. Through supportive services and training assistance, WSGM aims to alleviate barriers to employment individuals may have. Supportive service provides assistance to individuals who may not have the means necessary for transportation or childcare, allowing them to complete a skills training. Work experience, internships or work based learning may provide an individual, who has not worked or may need experience in a field, the experience needed for employment in a career.

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.

Adult and Dislocated Workers services in the WSGM Area include the following options:

A participant may receive services in any order that is deemed appropriate. Career services for adults and dislocated workers include three types of career services: basic career services; individualized career services; and follow-up services. Additionally, training services are provided to equip individuals to enter the workforce and retain employment. Services are available locally to Adults and Dislocated workers in the form of Registered Apprenticeship Training, On-the-Job Training, Individual Training Accounts (ITAs), Internships and Incumbent Worker Training. Specifics regarding each of these training options are provided in other sections of this document.

Occupational Skills Training provided through ITAs. Training must be in occupations identified in the local WIOA plan as “growth and/or demand occupations” Growth and Demand Occupation lists are subject to change at any time due to fluctuating economic conditions. Training must result in an employment wage sufficient to maintain or increase income. WSGM may assist with costs related to training, including but not limited to the following: books, tuition and fees, general supplies, tools, uniforms, and shoes, certification, licensing, testing fees, drug testing for entrance into training, medical requirements for training entrance, etc. Participants may also receive assistance with supportive services: transportation and child care.

Funding limitations as follows: (a) Up to \$6,000 in training costs, excluding support, may be expended for each participant for the first year of training.(b) For training that extends beyond one year, total training costs may not exceed \$10,000, excluding support. (c) For the following programs: Nurse Practitioner MS, Bachelors of Science Nursing, Occupational Therapist, Physical Therapist, Physical Therapy Assistant AAS, Dental Hygiene AAS, and Health Care Information Technology AAS, funding for the first year of training assistance may be up to \$7,000 and for training that extends beyond one year up to \$14,000. WSGM Case Manager approval is required for each participant. (Effective from July 1, 2017 with revisions). Programs should not exceed 104 weeks (two years), except for critical health shortage occupations (as listed in the ITA Policy Addenda 5.4. Participants must maintain full-time training status. All applicants must apply for all applicable sources of financial aid.

On the Job Training provides reimbursements to employers to help compensate for the costs associated with skills upgrade training and loss of production for newly hired employees. OJT training can assist employers who are looking to expand their businesses and who need additional staff trained with specialized skills. OJT employers may receive reimbursement from 50% - 75% of the wage rate of OJT trainees to help defray personnel training costs. OJT Policy is included as Addenda 5.12.

Incumbent Worker Training is based upon the needs of the company and their overall workforce development needs, the company chooses its own training curriculum and training provider. Training can include, but is not limited to,

- a. industry or company-specific work skills,
- b. Basic job skills,
- c. Technical computer skills,
- d. New manufacturing technologies,
- e. Equipment operation training,
- f. Changes in production processes,
- g. "Soft skills", such as leadership, teamwork, communication, conflict resolution, and management skills.
- h. Companies will select the types of training and training provider(s) that meet their business and training requirement before submitting an application for consideration

Registered Apprenticeship is a proven model for meeting employers' workforce needs while allowing workers to earn while they learn new skills and acquire credentials. Training can be funded through:

- Individual Training Accounts
- On the Job Training
- Incumbent Worker Training

Internships (Adult and Dislocated Workers). A paid internship is a planned, structured learning experience that takes place in a workplace for a limited period of time. The intention of a paid internship is to enable participants to explore career options and gain exposure to the working world and its requirements, and not to benefit the employer, although the employer may, to a limited extent, benefit from the activities performed by the participant. For example, individuals placed in paid internships are generally considered trainees, and should not take on roles in which the employer depends on the trainee's productivity to maintain or advance the profit margin or performance of the company or agency.

Paid internship opportunities are offered to participants when a comprehensive assessment and individual employment plan (IEP) identifies that the participant would benefit from this activity. They can also help to determine other specific needs, including the need for additional training. Public sector employers, private non-profit and for-profit employers are all considered acceptable for paid internship placements.

Paid Internships will range from 80-480 hours per participant. Paid internship requires the development of a training plan or outline which will be included in the worksite agreement between WSGM and the employer

site. All employers must make a good faith effort to offer the employee permanent employment, when a position is available for which the participant meets the minimum requirements.

GED assistance is in place for Adults and Dislocated Workers. Assistance with GED Services may be provided when it is combination with Training outlined in the Individual Employment Plan and in WIOA sec. 134(c)(3)(D)(i) – (vii). Participant’s Test of Adult Basic Education, level D (TABE) scores must be a minimum of 8.0 in Math and 8.0 in Reading prior to WIOA registration. The individual must be able to complete the GED within a six-month period and have a career goal that requires them to further their education.

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 Georgia Department of Labor oversees the State’s Dislocated Worker programs. WSGM collaborates local Rapid Response with GDOL. Georgia’s approach to Rapid Response leverages the relationships and knowledge of local workforce areas to help provide services to dislocated workers. This integrated approach ensures that the state both responds in a timely manner, and that the state has a presence with employers and employees after services have been provided. This allocation of local WIOA’s utilizes the state’s resources with less duplication of services.

Rapid Response teams include Department of Labor Rapid Response staff, WSGM staff, representatives from GDOL local career centers, and other economic development or community partners. The WSGM assists workers in accessing community resource services to support their transition to a new job or career. The WSGM must maintain appropriate program alignment among the various employment programs and financial assistance agencies. This should include how the WSGM works with local offices which handle Trade Adjustment Act (TAA), Temporary Assistance for Needy Families (TANF), Wagner-Peyser and Unemployment Insurance to avoid duplication of services.

Rapid Response can provide customized services on-site at an affected company, accommodate work schedules, and assist companies and workers through the transitions associated with job loss. These services may include but are not limited to:

1. Employee information sessions
2. Employee orientations on U.I and other GDOL Employment Services
3. Job fairs
4. Development of on-the-job and customized training programs
5. Incumbent Worker Training Programs
6. Onsite transition centers and onsite training services with the use of Mobile Training Units (MTUs)
7. Workshops encompassing the following topics:
 - a. Job search techniques
 - b. Career exploration
 - c. Career assessments
 - d. Labor market information
 - e. Resume writing
 - f. Interview skills
 - g. Money management
 - h. Community Resources exploration
 - i. Basic computer skills
8. Educational Opportunities:

- a. WIOA
- b. Grants and scholarships through HOPE, and Pell
- c. Adult Education and GED training
- d. Post-Secondary school growth and demand programs
- e. Local college presentations at job fair and employee information sessions
- f. TAA information to certified customers

In accordance with federal law, Georgia responds to layoffs of 50 or more employees from eligible employers, subject to the Worker Adjustment and Retraining Notification (WARN) guidelines. Additionally, the state seeks to respond to the needs of employers by providing rapid response services to layoffs of 25 or more employees

- Overviews are provided on job site for affected workers
- WSGM continues to work to see affected workers have a clear understanding of all WIOA programs
- WSGM staff assist Trade eligible customers in completing the Trade Act Application for Training Form (DOL – 2417) for Trade Assistance

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.

Youth Services are a key part of a dynamic workforce system in the Georgia Mountains region. There are many training options and resources available to youth in this area. The local staff of WSGM actively seeks out service providers and other partners who can provide additional services to assist area youth in gaining needed skills as well as employment.

GED/Career Pathways Innovative Program

The Youth Department has competitively procured innovative out-of-school youth services to be contracted for a possible 3-year term. The Request for Proposal was answered by the three (3) Technical Colleges in the Georgia Mountains Region; Athens Technical College; Lanier Technical College and North Georgia Technical College. The program suggested is designed to work with eligible young adults between the ages of 16-24 in completing GED, while having opportunity for dual enrollment in a specified certification program, or a paid internship or apprenticeship type program. The career portion of this program may also assist young adults who have completed a high school diploma, and fit the eligibility criteria. One eligibility component of this program is the Georgia Best Certification. If the applicant completes the two (2) week Georgia Best Certificate, they will be eligible to move into the GED and/or career pathway of this program.

Project SEARCH Program

WSGM, in partnership with the Hall County School System, Vocational Rehabilitation Services, and the Northeast Georgia Medical Center, offers the Project Search program to students with disabilities. The Project Search High School Transition Program is a unique, business led, one year school-to-work program that occurs entirely at the workplace. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations. The program provides real life work experience, supportive services, and helps youth with disabilities transition from school to adult life. This Project Search program is housed at the Northeast Georgia Medical Center in Gainesville, Georgia.

SHIFT Program

Eligible applicants ages 16-25, who are currently incarcerated in the Regional Youth Detention Center, on probation, or under court supervision, are offered specific WSGM services in order to assist them in completing and furthering their educational and employment goals. This program allows the participant to

develop career skills through GED instruction, work experience and internships, and work skills classes. Supportive services and close mentorship are also offered in this program.

College Assistance

Eligible Applicants pursuing college or technical school may receive assistance with the cost of books, tuition, and supplies needed to complete their educational programs. Approved programs should be completed within two (2) years or six (6) semesters. Assistance for transportation and childcare may also be provided.

Credit Recovery

The program assists eligible youth applicants within secondary age, who have dropped out of high school, or have been withdrawn from a credit recovery program, to retrieve credits for diploma completion. Eligible youth receive incentives for each credits recovered and assistance with transportation costs and daycare assistance may also be provided.

Employment Training Program

This program provides eligible participants with exposure to the workforce, career professionals, work practices and expectations, helps clarify career interests and enhances occupational skills. Other Work-based learning opportunities may include On the Job Training, Apprenticeship, and Paid and Unpaid Internships.

Mapping Your Future

This series of workshops are uniquely designed to target students in 8th grade and high school. The workshops were developed to inform students about options for their future, including in demand careers in the region, and provide information on WorkSource resources.

Annual Youth Conference

This annual event is designed to educate 'at risk' youth and young adult, ages 16-24 with topics including, character building, healthy relationships (professional and personal), financial literacy, and work readiness. Not only are participants invited to this event, but it is also used as a recruitment tool to inform those who may be eligible for services and support available in career and employment development. Also included in the conference are testimonials from participants and motivational speakers. The conclusion of the day involves an exciting time for door prizes, with the grand prize being a laptop. This year the laptop was donated by an entrepreneurial participant.

Additionally, Workshops, Credit Recovery, College Assistance, Work Experience, and Paid Internships are options within Youth Services. These are described as part of the Youth Services Guide. (Refer to Addenda Item 5.11.)

Following is a description of how the 14 basic youth elements are provided:

Tutoring, study skills training, instruction, and evidenced-based dropout prevention and recovery strategies

Currently this service is provided on a case by case, individual basis. When a participant is not doing well in school, the case manager will recommend tutoring through partner agencies. If other services are needed, funding may be provided for these services.

WSGM Youth staff provides workshops to with strategies toward dropout prevention and future planning. Offering incentives to participants for achieving credits toward a high school diploma, GED and progress and skills attainments.

Alternative Secondary School Services -Credit Recovery program is designed to assist youth participants who have dropped out of high school, or have been withdrawn from high school or a credit recovery program, to retrieve credits for diploma completion.

Youth staff works with Mountain Education System in the WSGM region, as well as the Lanier Career Academy, and other alternative schools in the region. For students who have dropped out of school and are returning through the alternative school system, incentives and supportive services are offered to participants for recovering credits and working toward a secondary diploma. WSGM staff works with staff of the Alternative schools in referring and recruitment of students. Workshops are also offered for future planning, including post-secondary and internship/work experience opportunities.

Paid and unpaid work experience which may include summer employment and other employment opportunities available, apprenticeship programs, internships, and job shadowing, and on-the-job training opportunities. WSGM provides youth with exposure to the workforce, career professionals, and work practices and expectations through work experience and paid internships. Work experiences help clarify career interest, enhance occupational skills, prevent learning loss over the summer (through summer work experience), and help youth develop a sense of pride and develop social skills. Youth must complete a work ethic workshop to receive a work base learning opportunity. Georgia BEST is one type of work ethic workshop and soft skills workshops are part of the program design for these services.

WSGM works with employers and partner agencies to provide work-based learning opportunities for participants. Other “work-based” learning opportunities include:

- On the job training
- Apprenticeship
- Paid and unpaid internships

Occupational skills training for training programs that lead to recognized postsecondary credentials that are aligned with the in demand industry sectors or occupations in the local area involved -WSGM offers assistance to eligible youth for post-secondary education, and partners with providers to provide occupational skills training for high demand fields in the WSGM region. Participants in this service may receive funding assistance to pay tuition costs, book costs and other required materials/tools required for the program. Supportive services are also offered to participants in occupational skills training including childcare assistance and transportation assistance. Participants are allowed funding for 6 semesters with a maximum training cost of \$10,000.

Education offered as workforce preparation activities and training -Youth staff offers workshops to participants that include work ethic training, resume building, interview skills, “dress for success”, character building and team building. Georgia BEST is also incorporated in some of the programs.

Leadership Development opportunities which may include community service and peer-centered activities encouraging responsibility and other positive social and civic events

Youth staff offers monthly workshops that encourage team building with other WIOA participants. Georgia Mountains also partners with other agencies and partners to offer volunteer work with the hospital and other agencies. Monthly workshops include:

- Future planning, including post-secondary exploration
- Character building
- Organized team building activities
- Living a healthy life, including drug and alcohol awareness and developing healthy relationships
- Organized activities in problem solving
- Work ethics and worksite behavior
- Interviewing skills, resume building, financial health and literacy
- Time Management

Supportive Services- Supportive Services offered include transportation assistance and child care assistance,

as well as incentives in completing workshops, work training assignments, benchmark incentives, and completion of a credential. Other support that may be needed for an individual may be offered on a case by case basis.

Adult mentoring for the period of participation for a total of nothing less than 12 months WSGM has contracted with an Independent Living Mentor who does one on one and group mentoring sessions. Certain services include mentoring in the project design, for example the Project Search program offers a worksite mentor and life mentor for the duration of their service. The mentor will contact by phone and meet face to face with the participant to offer guidance and support as the participant is looking at future paths. The mentor also encourages good character and social behavior. WSGM also offers a mentor for youth participating in a work experience. The mentor visits the worksite periodically, and may act as a liaison when necessary. The mentor encourages and prepares the mentee to become a mentor to other youth.

Follow-up services for nothing less than 12 months after completion of participation. Each participant in the WSGM program will be contacted no less than 4 times (once every quarter) after exit. Contact will include employment assistance and supportive services when needed.

Comprehensive Guidance and Counseling which may include drug and alcohol abuse counseling and referral. WSGM has contracted with a counselor to provide mental health counseling provided in group sessions and one on one. These sessions may be for preventive counseling or in managing mental health. Referrals are made for drug and alcohol abuse counseling

Financial Literacy Education -Financial literacy education is provided for participants in several different ways. Financial education may be included in the type of service the participant is enrolled in as part of the program design, it is part of the monthly workshop series each year, and it may be provided through one on one sessions. Guest speakers from banks will be asked to provide a workshop on financial literacy as well as part of a youth conference. WSGM also partners with Junior Achievement as a resource for financial literacy education.

Entrepreneurial Skills training - Youth staff has provided workshops on entrepreneurial skills, and are moving toward a program design specifically geared toward young adults who hope to be business owners. The program design will teach a trade skill, budgeting, team work, management/leadership skills, taking initiative, work ethic and character building, as well as some hands-on business practices. WSGM will also partner with Junior Achievement as a resource for entrepreneurial skills training.

Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area such as career counseling, and career exploration services. Participants participate in a workshop that discusses labor market information in an understandable manner. Workshops curriculum includes growth and demand industry careers and the education requirements for those careers, entry level wage and possible growth in that career, awareness of "unusual" careers, or careers that may not be as popular and career exploration to match careers with skills and interests of the individual. (Assessments are given to assist with finding career interests and skills)

Activities that help youth prepare for transition to postsecondary education-Youth staff use one on one sessions, group workshops and assessments to assist in preparing youth for transition to postsecondary education. Participants are invited to career fairs at Technical schools and colleges, as well as tours of campuses. Staff will also review career assessments for discussion on growth and demand career fields that may be best for the participants. Participants may also be advised on the length of program credential they should enter. In some cases, services/assistance may be given in college entrance testing preparation through partners.

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.

As part of its business service strategy, WSGM will implement programs to provide for the needs of employers in the area. One of the ways this will be done is through offering an array of useful services such as OJT, Incumbent Worker Training, Apprenticeships, Internships and Sector Strategies to employers. By having a business intermediary present these options, there is a greater likelihood that employers will be receptive to participating. It will be especially helpful if the intermediary is someone with a business background who can “speak the language” of the employer. WSGM Board and staff will work closely with Economic Developers and Chamber Members to make certain they are aware of the menu of employer services available in the area.

Incumbent Worker Training Program

The Incumbent Worker Training Program assists qualifying Georgia Employers with financial aid for expenses associated with new or upgraded skills training for full-time, permanent company workers. For additional details see Addenda 5.11.

For the purposes of the IWT program, an Incumbent Worker is defined as follows:

1. A paid employee of the applicant business,
2. Working at least 37.5 hours per week and receives a W-2
3. Who is at least 18 years of age;
4. A citizen of the United States or a non-citizen whose status permits employment in the United States;
5. An employee that works at a facility located in the WSGM area.
6. Employed at least 6 months on or before the start date of the requested incumbent worker training program.

Company Eligibility:

Companies applying for an IWT grant must meet the following criteria:

1. Be a for-profit Georgia companies that have been in business in Georgia
2. In operation for a minimum of one (1) year immediately prior to submitting an application are eligible to apply.
3. Must also have a least five full-time, permanent worker (other than the owner
4. Be financially viable, and be current on all state and federal tax obligations.
5. Compliant with the non-discrimination and equal opportunity provisions of WIOA of 2014, Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973; Age Discrimination Act of 1975; Title IX of the Education Amendments of 1972; and with 29 D.F.R. Part 37.

Training Services

Based upon the needs of the company and their overall workforce development needs, the company chooses its own training curriculum and training provider. Training can include, but is not limited to, industry or employer-specific work skills, basic job skills, technical computer skills, new manufacturing technologies, equipment operation training, changes in production processes, and skills such as leadership, teamwork, communication, conflict resolution, and management skills if the employer can document the need and effect on . Employers will determine and select the types of training and training provider(s) that meet their employer and training requirements before submitting an application for consideration. Please note: Funding of training projects may be prioritized by WSGM sector strategies which determines employers that will have the greatest potential for impacting job growth and retention and economic competitiveness.

Business Requirement

Employers are required to pay for a significant cost of the training for those participants in IWT. This can be done through both cash and/or in-kind payments. The company must identify, in their IWT application, its contribution (company match) to the training program. The wages paid to participants, while in training, may be considered as a source of matching funds. Rules for matching funds are provided in the Uniform Guidance and DOL exceptions at 2 CFR 200.306 and 2 CFR 2900.8 respectively. Under section 134(d)(4)(D) of WIOA, the minimum amount of employer share in the IWT depends on the size of the employer:

1. At least 10 percent of the cost, for employers with 50 or fewer employees;
2. At least 25 percent of the cost, for employers with 51 to 100 employees; and
3. At least 50 percent of the cost, for employers with more than 100 employees.

Application Process:

The employer may contact WSGM for the Incumbent Worker Training Employer Application. Upon receipt of the completed Incumbent Worker Training Employer Application, WSGM will review application to determine employer's eligibility for IWT funding. A contract must be executed prior to the start date of the IWT. WSGM cannot assist with any costs for an Incumbent Worker Training program that starts before the Contract for Delivery of Incumbent Worker Training has been executed

Registered Apprenticeship is a proven model for meeting employers' workforce needs while allowing workers to earn while they learn new skills and acquire credentials. Training can be funded through:

- Individual Training Accounts
- On the Job Training
- Incumbent Worker Training

WDB has set a \$15,000 limit for each Apprentice.

On-the-job training programs are offered in this manner:

- OJT assists Adults and Dislocated Workers with gaining experience, knowledge, and skills in demand industries. Participant must be unemployed, under-employed or be a displaced homemaker seeking employment that leads to a self-sufficiency wage.
- Trainees undergo a skills assessment and we develop a training plan in conjunction with the employer. To determine the appropriate length of the training plan, consideration should be given to the skill requirements of the occupation, the prior academic and occupational skill level of the participant, prior work experience, level of job difficulty, and the participants individual employment play or strategy.
- OJT Training is limited in duration based on the occupation and training needs of the participant. Trainee's performance and understand of the job duties are evaluated at the beginning, middle and end of the training period. Modifications to the OJT Training Plan may be executed as needed with the most common modification being to extend the training period.
- The current wage reimbursement is 50%. WIOA allows for up to a 75% reimbursement rate if companies meet one of the four following criteria:
 - a. The employer must be a small business as defined by the Small Business Administration. [link for U.S. Small Business Admin. Size Standards](#)
 - b. The OJT must lead to the participant's attainment of an industry recognized credential.
 - c. The participant must be determined to be an individual "with barriers to employment," as listed WIOA Section 3(24), to include individuals who are long-term unemployed.
 - d. The participant's job title must be on the state's in-demand occupations list.
- Reimbursement will be broken out into two payments. After training is completed and 90 days after training is completed.
- Employers can refer prospective applicants locally to determine eligibility and suitability for OJT Training. But, Employers may not hire until after WIOA registration.

- Goals for OJT include assisting at least one employer in each county and doubling participation over the next year.
- Current limits are \$8500 for each OJT per employer.

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

An individual determined eligible for WIOA-funded training services may select an eligible provider from the WSGM Board/STATE approved list in consultation with a WSGM representative located at WSGM Office. As part of the application process, WSGM requires each applicant to research their chosen occupation and provide job postings, typical wages, and information on the demand for the occupation to ensure they are aware of the expected salary and the opportunities for employment. See Addenda 5.4 for local policies regarding ITAs.

7. Entrepreneurial Skills Training and Microenterprise Services

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

Entrepreneurial skills training and microenterprise services will be encouraged and promoted as part of the workforce development program in the WSGM area. One key relationship for this effort will be collaboration with the Manufacturing Development Center of Lanier Technical College, located in Gainesville, GA. This program offers new businesses and entrepreneurs a type of incubator support with start-up advice as well as affordable rental space and shared conference rooms. For more information about this program, [link here: Manufacturing Development Center at Featherbone Community](#)

This program will be promoted on the GMRC website as a part of service assistance offered, as well as flyers and other promotional efforts. WSGM may partner with this program in providing possible financial assistance for training costs for developing new business in this demand career field.

Youth staff has also provided and will continue to provide workshops on entrepreneurial skills, and are moving toward a program design specifically geared toward young adults who hope to be business owners. The program design will teach a trade skill, budgeting, team work, management/leadership skills, taking initiative, work ethic and character building, as well as some hands on business practices. WSGM will also partner with Junior Achievement as a resource for entrepreneurial skills training.

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 WDB 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 by assisting in the development of a digital system for sharing schedules and strategic planning goals for as many partners as possible. This may involve sponsorship of a periodic planning retreat, and designation by each entity of a representative individual who will participate in continuing coordination efforts.

As described in an earlier section, WSGM staff participated along with over 100 area educators, employers, and economic development representatives in a Regional Education & Economic Development Initiative sponsored by the University of North Georgia, and conducted at three locations throughout the service area. The report from that study has strong relevance for the work of the WSGM Board and staff, and for regional collaborative efforts. This event emphasized the importance of providing students with encouragement and opportunities to be innovative. The event also emphasized the importance of teaching Soft Skills/Employability Skills. [UNG REED Initiative Report and a Regional Summit Conference video](#)

Service providers and training providers must coordinate funds available and make funding arrangements with partner agencies and other entities so that WIOA ITA funds supplement Pell and other grant sources to pay for the cost of training. When initial case management and assessment results indicate that a customer would be best served by a referral to training provided by an eligible vendor, the Case Manager will complete an Individual Training Account (see ITA section), and an Individual Employment Plan (IEP). The IEP is a comprehensive plan for each customer, which shall include an employment goal, appropriate achievement objectives, and the appropriate combination of services for the customer based on the completed assessment. Decisions concerning appropriate services shall be customer-focused. A copy of the ITA will be given to the Billing Specialist and one maintained in the customer file. Each customer is responsible to obtain admission to the selected training provider, apply for all available/applicable financial assistance and provide copies of an acceptance letter and a financial aid award/denial letter to the Case Manager. All customers interested in WIOA-funded training must apply for available/applicable financial aid prior to training registration. The Case Manager will issue tuition/book vouchers each semester. The Case Manager will determine supportive services/needs-related payments/required supplies and maintain all necessary documentation for payment. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, or who require assistance beyond the financial aid available under these grant assistance programs.

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.

The only access to local public transportation in the Georgia Mountains region is in the City of Gainesville and Hall County. Due to limited routes, very few participants can take advantage of this method of transport. There are no public transportation assistance options for individuals in the other 12 counties.

Child Care assistance other than through WIOA is available for a small number of participants due to the stringent guidelines of the Childcare and Parent Services (CAPS) program. Beginning August 1, 2016, Georgia instituted a statewide funding restriction for the Childcare and Parent Services (CAPS) program. On that date, only new applicants who met eligibility requirements AND who were a member of a priority group as defined in CAPS policy could be approved to receive child care assistance. However, to ensure every available resource is used, we require each Adult and Dislocated Worker participant in need of childcare to apply for assistance through the CAPS program. Youth participants are required to apply for assistance through CAPS when they use licensed providers.

The Supportive Services Policies for WSGM included as Addenda Item 5.2.



D. Coordination with Core Partners:

1. Description of the Workforce System

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

The One-Stop delivery system can provide services and activities pertaining to the following per 20 CFR 662.200.

1. Title I (WIOA) adults and dislocated workers.
2. Title I (WIOA) youth.
3. Title I (WIOA) Job Corps and Migrant and Seasonal Farm- Worker programs, if these national programs are present in the area.
4. Veterans' workforce programs under Title I (WIOA).
5. Wagner-Peyser Act Programs.
6. Title II (WIOA) adult education and literacy activities.
7. Programs funded under Title I of the Rehabilitation Act.
8. Programs funded under Title V of the Older Americans Act.
9. Postsecondary vocational education activities funded under Carl D. Perkins Vocational Act and Applied Technology Education Act.
10. Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities.
11. Local veterans' employment representatives and disabled veterans outreach programs.
12. Employment and training activities under Community Services Block Grant and the Department of Housing and Urban Development if these programs are present in the local area.
13. Programs authorized under State employment compensation laws.

Most of these services are already available in the region, but they have not been available together. The services currently provided through WSGM are provided for three groups: Youth (ages 16-24); Adults (18+, if employed must be income eligible, new to the workforce, etc.), Dislocated Workers (18+, currently on unemployment, laid-off from previous employer, etc.) Services include: Training funds - assistance with tuition, books, and program supplies; Supportive Services - assistance with transportation costs and childcare costs. Other services available through WSGM are: Apprenticeships, OJT, Incumbent Worker Training, Layoff Aversion. Mobile Training Units or "Career Coaches" offer: Individualized Job Searches; Resume and Cover Letter Writing; Workforce Skills and Typing Training; Computer Skills Training; Microsoft Office Training; OJT/ GED / Career Skills Assessments; Career Interest Assessments; and Information about WSGM Programs.

2. Coordination with Wagner-Peyser

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

The Georgia Department of Labor has four Career Center offices serving the residents of the WSGM Area. These are: Gainesville (serving Dawson, Forsyth, Hall, Lumpkin, and White County); Toccoa (serving Banks, Franklin, Hart, and Stephens County); Blue Ridge (serving Towns and Union County); and Habersham Area (serving Habersham and Rabun County).

The Business Services Unit of GDOL often hosts Recruitment Events (including recruitment events specifically for veterans) in the career centers as well as other locations in the region and engages such partners as WSGM, the technical colleges, etc. These recruitment events serve employers and job seekers. Employer Committees host training seminars and other meetings for employers in the career centers.

WSGM will continue close coordination with all services of GDOL in this region. Through these collaborative efforts, a greater spectrum of workforce development options will be made available to area customers. Following are examples of various services and programs offered at area Career Center offices:

Georgia Department of Labor - Habersham Career Center
By the State Employment Services under the Wagner-Peyser Act:

EMPLOYMENT SERVICE-JOB PLACEMENT

UI SERVICE -FILE UNEMPLOYMENT CLAIM CASE MANAGEMENT

COLLABORATION WITH HOMESAFE GEORGIA FOR CITIZENS NEEDING MORTGAGE ASSISTANCE

OLDER WORKER WORKSHOP – LEGACY LINK

DVOP & LVER Veteran Representative

- Conduct a Veteran workshop every month with representative from each section of the Veteran to help veterans
- Specialized assistance for veterans, other eligible individuals

REFERRAL TO VOCATIONAL REHABILITATION

- Vocational assessment; automated referral assistance; accessible services online and in person to serve any customer with a disability. Assistive Technology-

WORKSHOPS:

- Interviewing, applications, orientation, EmployGA; Building/critiquing a résumé - An assessment of skills relative to available jobs; effective job search, interviewing techniques and résumé development; detailed labor market information related to growth occupations and industries, and wage surveys to assist with decision making - An assessment of skills relative to available jobs; coping with job loss, financial management
- Teaching and encouraging soft skills; developing workforce partnerships Supportive services; removing the barriers to employment and assist with career selection GDOL staff conducts all ES job referral, case management, employment, and other information as needed.

RESOURCE CENTER & COMPUTER PROGRAMS:

- looking for better career opportunities; individuals who have lost their jobs; and those seeking employment for the first time; GED, occupational training, OJT, and Each GDOL career center has a resource area customers can access for their employment needs. Labor market information, including O*Net tools and others; Over 40 TapDance programs; self-

directed career exploration and assessment tools; Instructional software for typing and résumé development; Automated job referral options; training and education resources; Financial aid information; telephones, fax machines and copiers; books, videos, and pamphlets; Access to computers and job search software; Résumé development and typing tutorials; Labor market information for career exploration, fields in demand, average salaries, etc.; Training and education resources, financial aid options. Those with jobs is support services that make training possible to enhance an individual's ability to return to work;

TOPPSTEP

- Assistance for ex-offender; Assistance with federal bonding

Community resources

- Information on community resources, labor market information, GED, occupational training, OJT, and support services that make training possible to enhance an individual's ability to return to work

JOB SEEKERS:

Accessing and interpreting labor market information; Services for employers and jobseekers direct referrals to job training, educational and supportive service opportunities in the community

JOB FAIRS & IN-HOUSE RECRUITMENT

In house employer job recruitments; WOTC; Training customers and employer on the new DOL website. Partner with other agencies in large layoff events; Detailed labor market information related to growth occupations and industries, and wage surveys to assist with decision making Job Fairs in-house recruitments; a strong network of faith-based organizations that support reemployment efforts; Collaborative services for claimant trainees and TAA-eligible customers ;Career expos; Job search assistance and job referral; Job development; Individualized assistance for customers with unique needs; job match

LEP: Language flash cards; language line; they can be helped either in house or on the phone; the availability of staff, technology, and written materials in a variety of languages to meet all the customers need; Bilingual staff is also made available to assist customers

HABERSHAM TOPPSTEP

Local TOPPSTEP is a joint effort of the Georgia Departments of Labor, Corrections, Community Supervision and the State Board of Pardons and Paroles. The goal is to help returning citizens find and keep a job upon release from prison and probation. Our mission is to help every returning citizen become gainfully employed and self-sufficient by providing:

- Access to thousands of job openings through www.employgeorgia.com.
- Federal bonding and WOTC (employer tax credits).
- All staff are trained to be a TOPPSTEP representatives' available onsite at each GDOL career center to help ex-offenders connect to employers.
- Provide community resources (e.g., faith-based organizations, clothing, and food banks)
- Retraining or on-the-job training resources offered.
- Job search workshops, online résumé tutorials, labor market information, Internet access.
- Offering specialized job search workshops.
- Staff conduct a workshop at the Lee Arrendale Correction Center one a month
- Staff conducts a quarterly workshop assisting Tammy Gibson with the probation office.

GDOL Gainesville Career Center

Local Workforce Development Plan for All Customers

The GDOL Gainesville Career Center has a resource area which customers can access for their employment needs. Some of the resources available to all customers include: the Job Information System which includes jobs in Georgia, throughout the Southeast, and across the nation; labor market information, including GLME, O*Net tools and others; over 40 TapDance Live! self-directed career exploration and assessment tools; instructional software for typing and résumé development; automated job referral options; training and education resources; financial aid information; online filing of initial UI claims; telephones, fax machines and copiers.

Services routinely provided to ES job seeker customers (including UI claimants) throughout the region.

Self-service resources such as EG labor exchange services, unemployment claims application, books, videos, and pamphlets;

- Access to computers and job search software;
- Résumé development and typing tutorials;
- Job openings in Georgia, the Southeast, and across the nation;
- Labor market information for career exploration, fields in demand, averagesalaries, etc.;
- Training and education resources, financial aid options;
- Vocational assessment;
- Automated referral assistance;
- Workshops on a variety of employment-related topics (e.g., effective job search, interviewing, résumé development, coping with job loss, financial management);
- Career expos;
- Job search assistance and job referral;
- Job development;
- Job clubs;
- Individualized assistance for customers with unique needs;
- Specialized assistance for veterans, other eligible individuals, and migrant and seasonal farm workers;
- Assistance for ex-offenders;
- Assistance with federal bonding; and
- Referral to partner and community provider services
- On-site referral to Vocational Rehabilitation (GVRA)
- Referrals to the Workforce Innovation and Opportunity Act (WIOA) office
- Monthly orientations by Job Corps and Lanier Technical College

Toccoa Career Center

EX-OFFENDERS

Local TOPPSTEP is a joint effort of the Georgia Departments of Labor, Corrections, Community Supervision and the State Board of Pardons and Paroles. The goal is to help returning citizens find and keep a job upon release from prison and probation. Our mission is to help every returning citizen become gainfully employed and self-sufficient by providing:

- The Toccoa Career Center has a staff member who assists the local Probation Office staff with a quarterly workshop geared to readying probationers to find employment.
- Access is provided thousands of job openings through www.employgeorgia.com.
- Federal bonding and Work Opportunity Tax credit programs are promoted to employers.
- This Career Center has a designated TOPPSTEP representative

- A community resources guide is available.
- Job-search workshops are offered weekly.
- Résumé assistance is offered through Certified Résumé Writers from the Career Center staff.

DVOP

- Counseling/Case management one-on-one services are provided to qualifying Veterans.
- Outreach to area Veterans through attending meetings of VFW, American Legion, monthly Veterans’ coffee and other community events, including a program known as MOBB (Meeting of Battle Buddies).
- The DVOP at the Toccoa Career Center has organized a monthly “Warrior Workshops”, partnering with the area Veterans Services representative, the Veterans Center field team and other service providers who are able to attend select meetings.
- Direct job referrals
- Working with LVER from Gainesville Career Center on job development with specific employers
- TOPPSTEP services for Veteran ex-offenders
- Referral to training and supportive services through services such as WIOA and other partners
- Provide resources for changing careers or transitioning from the military to civilian employment
- Résumé assistance
- Information or resources to information on veterans employment benefits, rights and preferences
- Instructions on initiatives such as Gold Card, VETs to Cops, Hero 2 Hired, Georgia Troops to Teachers and National Troops to Teachers

ONE-STOP ASSESSMENT PART II – PROGRAMS

To comply with 504/ADA, EEOC 29 CFR Part 37.7 through 29 CFR Part 37.54(d)(2)(v), 29 CFR Part 32 Subparts B and C, and GVRA guidelines

Date of Assessment: 04/21/2016

One-Stop Location: Blue Ridge Career Center	One-Stop Manager: Sharon Spurling
Phone: 706-632-2033	Email: Sharon.spurling@gdol.ga.gov
Person Completing Assessment (if different):	Email:

General Information

In complying with Section 504 of the Rehabilitation Act of 1973, as amended, the Americans With Disabilities Act of 1990, and EEOC 29 CFR Part 37.7 through 29 CFR Part 37.54(d)(2)(v), 29 CFR Federal and State laws prohibit discrimination against qualified people with disabilities. Accessibility requirements are found in Section 504 of the Rehabilitation Act of 1973, as amended (504), and the Americans with

Disabilities Act of 1990 (ADA). Under 504 and ADA, a “qualified individual with a disability” is anyone who has, has a history of, or is perceived as having a physical or mental impairment which substantially limits one or more major life activities. Disabilities include, but are not limited to: mobility, visual, hearing, or speech disabilities; mental illness; epilepsy; learning disability; brain injury; HIV/AIDS; arthritis; cerebral palsy; multiple sclerosis; developmental disability; and alcohol and/or drug addiction.

Disability Compliance Assessment / Questionnaire Form

This form will help evaluate your organizations or firm’s programs, services, and employment to ensure they are accessible to people with disabilities. A complete assessment (Program and Facility) should be kept on file in your office and made available to all requiring partners.

“Quick Look” Barriers Checklist

In addition to facility access by the public, physical access must also be reviewed in light of hiring an individual with a disability or accommodating a current employee who becomes disabled.

Assurance of Compliance Form

For non-compliance with any of the 504/ADA requirements, corrective actions that will be taken to achieve compliance and the date these actions will be completed will be indicated on the Disability Assurance of Compliance form.

YES	NO	N/A
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General Requirements

1.	Do you have a 504/ADA coordinator? If so, who? Name Sharonda Ward-Sawyers Title Human Resources Phone 404-232-6320 Email Sharonda.Ward-	x		
2.	Do you have an internal grievance procedure that allows for quick and prompt solutions for any complaints based on alleged noncompliance with 504/ADA?	x		
3.	Do you have a policy that provides for notifying participants, applicants, employees, unions, and professional organizations holding collective bargaining or professional agreements that you do not discriminate on the basis of disability?	x		
4.	Have you notified these individuals of your nondiscrimination policy?	x		
5.	Do you provide ongoing staff training to ensure that staff fully understand your policy of nondiscrimination on the basis of disability and can take all appropriate steps to facilitate the participation of individuals with disabilities in agency programs and activities?	x		

Program Access

1.	Do you notify the public and other interested parties that agency meetings, board of director meetings, hearings, conferences, public appearances by elected officials, and interviews will be held in accessible locations?	x		
2.	Do you notify the public and other interested parties that auxiliary aids (sign language interpreters, readers) will be provided, upon request, to participants with disabilities?	x		
3.	Do you have a Teletypewriter (TTY), or do you use the statewide Telecommunications Relay Service to facilitate communication with individuals who use TTYs for communication purposes?	x		
4.	Do you provide ongoing training to familiarize appropriate staff with the operation of the TTY (or Relay Service) and other effective means of communicating over the telephone with people with disabilities?	x		
5.	Do you make available, upon request, written material in alternate formats for people who have disabilities? (Alternate formats include large print, Braille, and audiocassette tapes)	x		
6.	Are printed posters, announcements, and printed materials (including graphics) clearly legible and placed in physically accessible locations where print can be read from a wheelchair?	x		

Employment and Reasonable Accommodation

7.	If you have a mailing list for the purposes of information dissemination, does it include various disability groups?			X
8.	Are your TTY number and procedures for accessing your services printed on all material distributed to the public?	x		
9.	Do you have a policy and procedure for safe emergency evacuation of people with disabilities from your facility(s)?	x		

Accommodation

1.	When gathering affirmative action data regarding disabilities, do you make it clear that:			
	a. the information requested is intended for use solely in connection with reporting requirements;	x		
	b. the information is voluntary;	x		
	c. the information will be kept confidential; and	x		
	d. refusal to provide or providing the information will not subject the applicant or employee to any adverse treatment?	x		
2.	If you make pre-employment medical inquiries or conduct pre-employment medical examinations:			
	a. Is the inquiry related to the applicant's ability to perform the job?			X
	b. Do you condition offers of employment on the results of these examinations?			X
	c. Is the examination required for all			X
	d. Are employees in the same job classification asked the same medical and/or interview questions?			X
3.	During the application, interviewing, hiring, and employment process, do you provide reasonable accommodations to applicants and employees with disabilities?	x		
4.	Do you have a written policy stating the following? 504/ADA requires that information concerning an applicant's medical condition or history must be kept separate from personnel records and may be shared in only three ways:	x		
	a. supervisors and managers may be informed of restrictions on the work or duties of individuals with disabilities and informed of necessary accommodation(s);	x		
	b. first aid and safety personnel may be informed if the condition might require emergency treatment; and	x		
	c. government officials investigating compliance with 504/ADA shall be provided with relevant information upon request.	x		

5.	If you checked "NO" to any of the items on the Employment and Reasonable Accommodation checklist above, would these areas prevent an individual with a disability from accessing your program(s) or service(s)?			
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YES	NO	N/A
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Programs Accessibility

1.	According to the responses to the questions in the Assessment / Questionnaire, the One-Stop facility is barrier free.	x		
2.	If the above response is NO, the actions outlined in the attached Corrective Action Plan will be taken.			X
3.	Are there extenuating circumstances which would make barrier removal a financial or administrative burden? If "YES", please explain.			X

ASSURANCE OF COMPLIANCE

In complying with Section 504 of the Rehabilitation Act of 1973, as amended, the Americans With Disabilities Act of 1990, and EEOC 29 CFR Part 37.7 through 29 CFR Part 37.54(d)(2)(v), 29 CFR Part 32 Subparts B and C , federal laws which prohibit discrimination against qualified people with disabilities, as well as GVRA guidelines:

It is understood that federal and state laws prohibit discrimination in public accommodations and employment based solely on disability, and that Section 504 requires recipients of federal funds (either directly or through contracting with a governmental entity receiving federal funds) to make their programs, services, and activities, when viewed in their entirety, accessible to qualified and/or eligible people with disabilities.

It is further understood that reasonable accommodation is required in both program services and employment, except where to do so would cause an undue hardship or burden.

It is agreed by One-Stop Career Center partners to cooperate in any compliance review and to provide reasonable access to the premises, and to records, files, information, and employees therein for monitoring compliance with Section 504 and ADA requirements, EEOC requirements, and GVRA guidelines.

CORRECTIVE ACTION PLAN

The following Corrective Action Plan is submitted to comply with Section 504 of the Rehabilitation Act of 1973, as amended, the Americans with Disabilities Act of 1990, and EEOC 29 CFR Part 37.7 through 29 CFR Part 37.54(d)(2)(v), 29 CFR Part 32 Subparts B and C, as well as GVRA guidelines.

Actions to be Taken	Completion Date
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General Requirements

Program Access

Employment and Reasonable Accommodation

Physical Accessibility

One-Stop Career Center Manager

Print Name

Sign Name

Date

DISABILITY RESOURCE LIST

Note: Inclusion in this resource list does not constitute endorsement by the Georgia Mountains Commission, the WSGM Board, the Georgia Mountains Consortium, or any of their partners, vendors, contractors, or employees, nor does omission imply non-endorsement. Our goal is to provide information about key resources. Please contact us if you know of a useful resource that we might add to this list.

ADA Technical Assistance Hotline (U.S. Department of Justice)

Provides free technical assistance and informational materials to people with disabilities, businesses, state and local government agencies, and the general public on rights and responsibilities under Titles II and III of the ADA.

800-514-0301 or TTY 800-514-0383

www.ada.gov

Job Accommodations Network (JAN)

An international consulting service that provides information regarding the ADA, job accommodations and the employability of people with disabilities.

JAN ADA Information 800-526-7234 V/TTY 800-ADA-WORK (232-9675) V/TTY

<http://askjan.org/>

US Department of Justice (DOJ)

www.usdoj.gov/crt/ada/adahom1.htm

US Department of Transportation

www.fta.dot.gov/civilrights/civil_rights_2360.html

Equal Employment Opportunity Commission

www.eeoc.gov/facts/fs-ada.html

Federal Communications Commission

www.fcc.gov/cgb/dro

Architectural and Transportation Barriers Compliance Board (Access Board)

www.access-board.gov

Office of Disability Employment Policy, U.S. Department of Labor

www.dol.gov/odep

Georgia Vocational Rehabilitation Agency

Provides employment and independent living services for a broad range of individuals with disabilities.

Divisions include [Business Enterprise Program](#), [Disability Adjudication Services](#), [Georgia Industries for the Blind](#), [Roosevelt Warm Springs Institute for Rehabilitation](#) (including a satellite location at [Cave Spring Rehabilitation Center](#))

and [Vocational Rehabilitation](#).

800-436-7442 – Georgia Call Center

<https://gvra.georgia.gov/>

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 WSGM 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 same service area by eligible providers for the delivery of adult education services, which are academic instruction and education services below the post-secondary level that increase an individual's ability to:

- Read, write and speak English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent
- Transition to post-secondary education and training; and obtain employment
 - .

In accordance with federal regulation, eligible providers may receive adult education funding for the delivery of any of the following adult education and literacy activities: adult education; literacy; workplace adult education and literacy activities; English language and acquisition activities; integrated English literacy and civics education; workforce preparation activities; or integrated education and training.

1. Provides adult education and literacy activities, concurrently and contextually with both, workforce preparation activities, and workforce training for a specific occupation or occupational cluster, and
2. Is for the purpose of educational and career advancement?

In accordance with SEC. 232 of the WIOA Law, WDB will require the following from each eligible provider desiring a grant or contract to provide services:

1. a description of how funds awarded under this title will be spent consistent with the requirements of this title;
2. a description of any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
3. a description of how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;
4. a description of how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;
5. a description of how the eligible provider will fulfill one-stop partner responsibilities as described in section 121(b)(1)(A), as appropriate;
6. a description of how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and
7. information that addresses the considerations described under section 231(e), as applicable.

In awarding grants or contracts under this section, WDB will consider—

1. the degree to which the eligible provider would be responsive to— (A) regional needs as identified in the local plan under section 108; and (B) serving individuals in the community who were identified in the plan as most in need of adult education and literacy activities, including individuals— (i) who have low levels of literacy skills; or (ii) who are English language learners;
2. the ability of the eligible provider to serve eligible individuals with disabilities, including eligible individuals with learning disabilities;
3. past effectiveness of the eligible provider in improving the literacy of eligible individuals, to meet State-adjusted levels of performance for the primary indicators of performance described in section 116, especially with respect to eligible individuals who have low levels of literacy;

4. the extent to which the eligible provider demonstrates alignment between proposed activities and services and the strategy and goals of the local plan under section 108, as well as the activities and services of the one-stop partners;
5. whether the eligible provider's program— (A) is of sufficient intensity and quality, and based on the most rigorous research available so that participants achieve substantial learning gains; and (B) uses instructional practices that include the essential components of reading instruction;
6. whether the eligible provider's activities, including whether reading, writing, speaking, mathematics, and English language acquisition instruction delivered by the eligible provider, are based on the best practices derived from the most rigorous research available and appropriate, including scientifically valid research and effective educational practice;
7. whether the eligible provider's activities effectively use technology, services, and delivery systems, including distance education in a manner sufficient to increase the amount and quality of learning and how such technology, services, and systems lead to improved performance;
8. whether the eligible provider's activities provide learning in context, including through integrated education and training, so that an individual acquires the skills needed to transition to and complete postsecondary education and training programs, obtain and advance in employment leading to economic self-sufficiency, and to exercise the rights and responsibilities of citizenship;
9. whether the eligible provider's activities are delivered by well-trained instructors, counselors, and administrators who meet any minimum qualifications established by the State, where applicable, and who have access to high quality professional development, including through electronic means; whether the eligible provider's activities coordinate with other available education, training, and social service resources in the community, such as by establishing strong links with elementary schools and secondary schools, postsecondary educational institutions, institutions of higher education, local workforce investment boards, one-stop centers, job training programs, and social service agencies, business, industry, labor organizations, community-based organizations, nonprofit organizations, and intermediaries, for the development of career pathways;
10. whether the eligible provider's activities offer flexible schedules and coordination with Federal, State, and local support services (such as child care, transportation, mental health services, and career planning) that are necessary to enable individuals, including individuals with disabilities or other special needs, to attend and complete programs;
11. whether the eligible provider maintains a high-quality information management system that has the capacity to report measurable participant outcomes (consistent with section 116) and to monitor program performance; and
12. whether the local areas in which the eligible provider is located have a demonstrated need for additional English language acquisition programs and civics education programs.

The technical colleges that are part of the Georgia Mountains Core Team are Athens, Lanier, and North Georgia. As part of the One-Stop in the Georgia Mountains Area, each school will designate a staff member who will be responsible for speaking with potential clients and directing them to the appropriate learning center for support. Representatives of the technical colleges will not be present daily in the One Stops. However, direct access to a representative will be available during One Stop operating hours.

Adult Education Programs from all three technical colleges will provide quality instruction through all counties to ensure all recipients in the One Stop centers receive their GED in a timely manner. Quality soft skills training and effective study skills will be emphasized in the classroom. Faculty members and peer tutors at each of three campuses can provide free tutoring once the student is enrolled in the credit program. All three schools will also provide evidence based dropout prevention and recovery strategies and will be involved in the entire process, from orientation all the way through student follow-up. Instructors will design lessons and use resources based on the latest revisions.

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.

Vocational Rehabilitation Services in the Georgia Mountains region and its staff members look forward to a close collaboration with WIOA partners to provide together a wide variety of workforce development services for individuals with disabilities, including students and youth with disabilities to offer them multiple opportunities to be empowered to maximize employment, economic self-sufficiency, independence, and inclusion and integration into society.

The cooperative agreement between Georgia Vocational Rehabilitation office and the WSGM Board provides for the delivery of enhanced services to individuals with disabilities as well as to other individuals.

Georgia Vocational Rehabilitation Services will lead the way in providing cross-training about disability matters to other members of the Georgia Mountains One-Stop team.

The Georgia Pathways to Work program is designed for youth, ages 14 to 24, who have a disability and are either in school or out-of-school youth. This demonstration program contains the following elements:

1. Development of comprehensive array of service for project participants in either a school or community, integrated setting: Pre-Employment Transition Services (PETS) (including assessments for determining level of understanding career pathways selection for the participants); CAPI; and. customized employment to address the complexities of individualization.
2. Engagement of employers using third-party agreements which will include employer presentations, job shadowing, internships, mentorships, and apprenticeships.
3. Engagement of the youth's families throughout the Explore, Engage, and Employ process via support from Parent to Parent of Georgia, which will offer information, training, and support to families and youth with disabilities focusing on transition to adulthood.
4. Employment of social media strategies to engage youth in understanding employment- related activities in new and creative ways, including the development of industry-specific blogs.
5. Supported Education and Strengths-Based Case Management to accomplish the completion of education and training programs while attaining industry recognized credentials.
6. Utilization of Burton Blatt Institute/Southeast ADA Center to offer training and employer education and awareness of disabilities and job accommodations.

GVRA is partnering with the Center for Leadership in Disability at Georgia State University to complete a project evaluation and assessment for Georgia's Pathways to Work E3 program. The program will be launched in three school districts; an urban, suburban, and rural systems to ensure that the design of the program can be modified to overcome the unique challenges present in each of these settings. It will then be scaled to the entire State in Years four and five (2019 & 2020).

Georgia Pathways to Work will change how organizations support the independence, employment, and career advancement of Georgians with disabilities. This will be accomplished by working with statewide initiatives such as Go Build Georgia and HDCI to be responsive to the known market demands for careers in Georgia, as well as supporting employer efforts to engage Georgians with disabilities more effectively. Furthermore, the overall goal of the Georgia Pathways to Work program is to increase the number of youth who achieve competitive, integrated employment through existing and customized pathways. Additionally, this demonstration project will be implemented to increase the average weekly wage and employer benefits of participants in each occupational cluster through successful completion of career pathways. GVRA will develop policies that address the WIOA requirements, ensure coordination of services with GDOE, and meet the needs of youth with disabilities in and out-of-school. VR program's current transition policies are as follows:

1. The VR CSPM states that transition services are to be provided to eligible students with disabilities that facilitate the transition from the receipt of educational services in secondary school to the receipt of VR

services oriented toward an employment outcome (CSPM 450.1.02).

2. The coordinated transition activities are based on the individual student's needs, taking into account the student's preferences and interests, and include: consultation and technical assistance to assist schools in planning for the transition of students with disabilities; outreach to and identification of students with disabilities who need transitioning services; transition planning that facilitates the development and completion of the student's IEP and ITP; development of an IPE which identifies the work plan goal and the VR services to enable the student to obtain the employment outcome. The Work Plan is to be completed and signed by the student prior to his/her graduation from high school (CSPM 450.1.03; CSPM 450.1.04).

These policies will be amended to include youth with disabilities who are out-of-school and being served in an integrated, community based setting.

(2) Information on the formal interagency agreement with the State educational agency with respect to:

GVRA's plan is to execute a formal Interagency Cooperative Agreement with GDOE that includes all the essential components outlining how to serve youth and students with disabilities. The intent of the agreement is for GVRA to offer a robust, comprehensive array of VR services to all schools statewide. These services will be customized to each school district in the Georgia Mountains region depending on the local school district's unique strengths and/or needs, as well as the market drivers of the community's economy.

(A) Consultation and technical assistance to assist educational agencies in planning for the transition of students with disabilities from school to post-school activities, including VR services;

VR has a strong and effective partnership with GDOE. The two agencies established a formal Interagency Cooperative Agreement to assure cooperation in implementing and maintaining a system of VR service delivery to eligible students with disabilities. Central to this Agreement are details regarding how Consultation and Technical Assistance will be provided to assist educational agencies in utilizing current and developing VR services. An updated Cooperative Agreement between GDOE and GVRA was signed in July 2013.

Additional details of transition planning activities are described in item (B) below.

(B)) Transition planning by personnel of the designated State agency and educational agency that facilitates the development and implementation of their individualized education programs;

Another component of the Interagency Cooperative Agreement is transition planning for educational agencies that facilitate the development and implementation of IEPs. The agreement stipulates the following:

i. VR provides GDOE the eligibility criteria for VR services; works collaboratively with local school districts to identify and locate students with disabilities who may need services; and, develops, in conjunction with the eligible student, an IPE prior to the student's graduation. This plan includes VR services that are determined to be appropriate for the student. ii. Each school district receives intensive, rehabilitation services for earlier identification of and interventions provided to students with disabilities that facilitates successful employment outcomes. iii. VR works with each eligible student to develop a work plan and determine the VR services appropriate to the students' goal. iv. VR is involved in school transition planning and IEP meetings with students, parents, and school personnel.

Currently, GVRA has Interagency Cooperative Agreements with 89 school districts across Georgia. Through these agreements, GVRA provides a transition counselor to work with the students. In school districts that do not have a formal agreement or have opted to not formally engage with the agency, GVRA offers the same transition services through the Rehabilitation Counselors serving the area in which the school district is located. This allows GVRA to provide these services statewide. A new Director of Transition Services has been appointed to work with these school districts to remove barriers that prohibit a formal engagement with GVRA.

(C) Roles and responsibilities, including financial responsibilities, of each agency, including provisions for determining State lead agencies and qualified personnel responsible for transition services;

The Interagency Cooperative Agreement defines the terms, roles, and responsibilities, including financial, for each agency. GDOE is specifically responsible for identifying and referring to VR those students with disabilities who appear to meet the requirements for eligibility for VR services, to include both those who do and do not qualify for special education and related services. While the student is in school, existing resources in the school

or in the community sponsor needed services. VR will sponsor required employment- related services if they are unavailable through the school and/or community and if a student is eligible for those services through VR services.

Currently, VR and the school system share financial responsibilities with both entities contributing monetary and in-kind resources to support projects that promote transition for students with disabilities. Due to the success of this collaboration, funds continue to be made available to provide additional services to benefit students with significant disabilities. The federal funds allocated to the VR program may be matched by LEA funds for program expansion, more specifically to provide training and education for students with significant disabilities who are transitioning from school to post-secondary education and/or work. The collaborative participation requires the LEA to provide local and/or State funds (non-federal funds) equaling 21.3% to match the 78.7% of the federal funds from VR services. GVRA is planning to eliminate the requirement for LEA funds beginning July 2016.

Additionally, the agreements outline that the financial obligation for joint training and staff development is the responsibility of the agency of the personnel.

(D) Procedures for outreach to and identification of students with disabilities who need transition services.

Collaboration with education, disability, and advocacy groups, as well as community organizations is essential to identifying students and out-of-school youth with disabilities in need of transition services. The VR Coordinator of Transition Services promotes school and integrated community-based programs to work activities through participation on statewide committees and relationships with strategic partners. The following table is a snapshot of key local, state, and national relationships:

Collaborative Partners Local LEA, Local Workforce Development Board, Family Connection, Local Interagency Planning Team, Community Services Board (Public Behavioral Health Authority), Local Interagency Transition Council, Project Search, Parent Mentor Groups, Children’s Medical Services Providers, Support Employment Providers, two and four year Technical Colleges, Employer Committees, State Georgia Workforce Development, Georgia Department of Education, Georgia State University, Parent to Parent of Georgia, Georgia Advocacy Office, Center for Disability in Leadership, Inclusive Post- Secondary Consortium, Healthy Transitions Initiatives, State Interagency Transition Councils, Georgia Department of Family and Children’s Services, Georgia Department of Community Health, Georgia Department of Education State Advisory Panel for Special Education, Atlanta Workforce Board’s Youth Council National Poses Family Foundation, Burton Blatt Institute statewide, VR counselors participate in community resource fairs, attend parent/teacher functions, and serve councils to further promote the availability of services and supports to youth with disabilities who are in school, or who need service in an integrated, community-based setting. VR team members share information on community resources, partner in the transition process, and provide workshops on services and support opportunities for groups of students, families, and school personnel.

Source: Local Vocational Rehabilitation Services Director and <https://tcsgeu/wp-content/uploads/2018/06/Georgia-Unified-State-Plan.pdf>

5. Coordination with TANF and SNAP

Provide a description of how the local board will coordinate workforce development activities carried out in the local area with the provision of TANF and SNAP (Temporary Assistance for Needy Families & Supplemental Nutrition Assistance Program).

TANF and SNAP will coordinate with all core partner agencies in the Georgia Mountains Area 2 to provide support services to assist participants. This includes, providing shared assessments, sharing case management systems, cross-training program staff, and implementing family- oriented policies. TANF already provides work-based training strategies for adults and youth with barriers to employment with subsidized employment and work experience.

TANF and SNAP E&T also promote the development and maintenance of community connections and

resources that address basic skill deficiencies and identify employment barriers. These local collaborations include the current core partners of WIOA, providing a platform to further enhance the referral process for TANF and SNAP customers eligible for WIOA services.

DHS will incorporate employment and training aspects of the SNAP and TANF programs with the unified workforce system under WIOA through four primary mechanisms: integration across programs, a focus on youth, collaborative performance measures, and strengthened relationships with employers. TANF and SNAP program goals align closely with WIOA's goals and outcomes as evidenced by varying levels of coordination that already exist across State regions. Moving forward, TANF and SNAP will work to co-locate staff at one-stop centers for enhanced service delivery and streamlined communication between WIOA partner programs.

TANF and SNAP will also coordinate with other core partner agencies in providing support services to assist participants with completing their activities as well as coordinating common services to reduce duplication of services. This includes providing shared assessments, use of integrated case management systems, cross-training of program staff, and family-oriented policies. Currently, with subsidized employment and work experience, TANF and SNAP already provide work-based training strategies for adults and youth with barriers to employment. Staff will continue to promote this through integration with existing WIOA partner programs in the WSGM Area.

TANF and SNAP also identify employment barriers and promote the development and maintenance of community connections and resources that address basic skill deficiencies. These local collaborations already include WIOA partner programs. TANF and SNAP will continue to expand this cooperative relationship through a streamlined referral process for customers eligible for WIOA services.

One of DHS's primary goals, in support of the unified workforce system, is to provide necessary assistance on a temporary basis to needy families with children, to assist parents with job preparation, and to provide work opportunities and support services. Performance measurements related to this goal include: measuring increases in family income, the number of families that achieve employment, decreases in the out-of-wedlock pregnancy rate (particularly teens), and decreasing TANF recidivism rates.

To support the achievement of these performance measures a TFSP is developed for each recipient who has a work requirement. The TFSP specifies the recipient's personal responsibilities, employment goal, and the steps necessary for the achievement of the goal. Participants with a work requirement are assessed for potential barriers to employment. SNAP has a tool called a Personal Work Plan, which is like the TFSP.

DHS will work with core partner agencies in the WSGM Area to help integrate performance measures across programs. This will involve tracking those participants who have obtained a post-secondary credential, secondary school diploma, or GED® during participation or within one year after program exit, and tracking the effectiveness in serving employers. Additionally, the federal performance indicator for TANF is the work participation rate and each state is required to have a participation rate of 50% for single parent households, and 90% for two-parent households.

Job-driven and employer-focused outcomes remain core tenants of the WIOA program and Georgia's workforce system. TANF and SNAP will leverage current program components to support the State's goal of increasing employer relationships and increasing positive outcomes. For example, all **TANF** participants are eligible to receive support services, but those who become employed and exceed income limits for TANF services remain eligible to participate in the Work WSP. The WSP provides support services that allow participants to transition to employment while still providing a safety net for up to a year. Within this program, TANF will provide employment services but will rely on WIOA services to direct the customers to the area of need in the local employment sector, match employment and education activities with career pathway models, and to increase the participant's qualifications. All SNAP Works participants also receive support services.

SNAP support services are issued to the vendor or directly to the participant in support of their participation in an allowable activity. In addition, TANF and SNAP will utilize WIOA services to engage employers and ensure that

participants can access emerging job opportunities. This will connect the employment and training services to the needs of local employers, and increase work activities that focus on career pathways for participants. Finally, when creating support plans with participants, TANF and SNAP will utilize information gleaned from WSGM about the local employment needs and career pathways available.



E. Performance, ETPL and Use of Technology:

1. Description of Performance Measures

Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to WIOA § 116(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.

A copy of the current performance measures is included as Attachment 2.

2. One-Stop System Performance and Assessment

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

Assessment of the one-stop system and regional service delivery will be conducted using WIOA performance measures, as negotiated for WSGM, based on such factors as: receipt of additional grant funding, increased layoffs, commitment to serve “hard-to-serve” populations, etc. The review committee of the WDB will use GWROPP to review performance at least quarterly.

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.

Public notification to prospective providers

- All known potential training providers will be notified of the solicitation. Notification will be made through the dissemination of a letter to providers on the provider list and through an announcement in newspapers that cover the WSGM service area.
- The notification will include performance requirements, time limitations for completing the application, etc.
- A record of inquiries will be maintained. To ensure consistency and accuracy of the log, one staff member will be assigned to maintain the Inquiry Log. A list of potential bidders will be developed from the Inquiry Log.
- Applications utilizing the ITA Training Provider packet are now accepted by the local WDB at any time during the program year and evaluated as soon as possible and reviewed at next

scheduled WDB or committee meeting. A public advertisement of this open solicitation may be published periodically as the need arises. All applications will be logged in on the Provider Application Log.

- Initially, potential training providers will be on a trial basis with limited participants until their success rate is determined based on performance records

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.

Applications will be reviewed and evaluated as outlined below:

- WSGM staff will review the application, and complete the Application Responsiveness Criteria to determine responsiveness. Non-responsive providers will be notified in writing that their application was non-responsive and the reason(s) for the determination.
- WSGM staff will review responsive applications, independently using the Evaluation Criteria for Provider Agreements.
- WSGM staff will conduct an on-site pre-operational review of the training institution and its programs. WSGM staff may forgo an on-site pre-operational review if WIOA funded training was provided within the last two (2) years and there was no change in the facility, program, equipment, etc. Exceptions to the on-site pre-operational review policy may be made for organizations that are not located within the WSGM Area. To avoid duplication and foster regional certification, WSGM staff will ascertain if on-site reviews or evaluations have been conducted for out-of-area or out-of-state providers by contacting the local WDB in the area, and will document the results accordingly.
- A committee will review applications and/or staff recommendations. For other eligible providers, the Committee may decide to approve, not approve, or conditionally approve the application, or may delay a decision and request additional information.
- All applicants will be notified in writing of the decision of the committee within five working days of the date of the decision. The local WDB will submit those providers that meet the requirements for initial eligibility to the State agency. The State will review, evaluate, and certify that the provider meets eligibility criteria. This State evaluation will include adherence to local policy, minimum state standards, review of State and Federal debarment listing, etc. The State will notify WD Boards regarding eligibility and publish the State approved listing of eligible WD providers via electronic and paper means.
- If WD Board approved, a provider agreement will be executed between the WDB and the training institution. This agreement must be signed prior to the enrollment into training of any WIOA participant with that training institution.

WSGM Board evaluates providers and proposed training programs for initial eligibility based on the following:

- Is training occupational specific, and is it in demand in the labor market?
- Does funding request include tuition, books, participant supplies, and/or other required fees only?
- If applicable, has applicant submitted a certification of accreditation?
- Does the provider assure that the proposed training facility is handicapped accessible or are reasonable accommodations made for provision of services to handicapped individuals?
- Does the provider appear on current federal, state or local debarment and suspension lists?

Additionally, WDB evaluates potential providers on the following:

- APPROPRIATENESS/OUTCOMES
 1. Is (Are) the proposed training program(s) in a growth occupation identified in the application, or has the provider submitted documentation of a need for proposed training?
 2. Does the provider site indicate a positive learning atmosphere with training curriculum and equipment that are up-to-date and considered state-of-the-art?
 3. Does the tuition include payment for supplies, etc., as part of the total cost?
 4. Is job search assistance included?
 5. Do references of both participants and employers indicate that completers attain marketable job skills after training?
 6. Will training lead to a certificate, diploma, or degree?
 7. Are training schedules on-going?

- PAST PERFORMANCE
 1. Does the provider have previous successful completion rate, defined as meeting or exceeding WDB goals for the previous 12 months?
 2. Does the provider have previous successful experience in placing individuals in training related occupations classified as unsubsidized employment defined as meeting or exceeding WDB goals for the previous 12 months?
 3. Does the provider have previous successful unsubsidized employment in training related occupations experience, defined as meeting or exceeding WDB goals for the previous 12 months?
 4. Does (Do) the training program(s) result in an employment at a wage necessary to attain self-sufficiency?
 5. Will placement occur in full time positions with potential growth and benefits?
 6. Does the student loan default rate exceed 25%?
 7. Is the provider listed on current Federal, State or local debarment/suspension lists?

- CAPABILITY OF TRAINING ORGANIZATION
 1. Has the organization been in operation for more than 6 months and submitted evidence of financial stability, i.e., sound financial statement, audit report, tax return?
 2. Has an appropriate accrediting agency certified the curriculum?
 3. Have the organization's programs been certified by NPEC (if applicable)?
 4. Has the provider submitted a signed debarment statement?

- BONUS Does the provider have experience with training special populations, such as disabled, homeless, low income, individuals with language or cultural barriers?

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

ITA Customers and providers of unapproved training programs who are aggrieved may use formal appeals processes outlined in their ITA agreement or in the Complaint Form (Addenda Item 3.2) or in the Rights Statement (Addenda Item 3.4).

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).

WSGM staff updates the ETPL as needed for additions of new programs, revisions or updates to program information and periodic reviews as required by TCSG WOD.

The performance of all training institutions with participants enrolled in WIOA will be monitored on an annual basis (or more frequently, if needed). Institutions may be removed, by State staff, from the approved provider list if monitoring reveals non-compliance with the Act.

WDB staff will review data on the eligible providers list for accuracy and completeness

Some examples of non-compliance are:

- If inaccurate information regarding a program is intentionally supplied to the WDB, a termination of eligibility may occur. The termination will remain in effect for a minimum of one (1) year
- If the WDB or state agency monitoring the EPL determines that an eligible provider has substantially violated any requirements under the Act, the providers must commence corrective action as deemed appropriate or risk program removal
- Failure to reapply under subsequent eligibility procedures. If providers do not submit programs for reapplication, those programs will be removed from the list
- If a provider's program fails to meet or exceed minimum established local and State performance levels, the provider's eligibility to receive funds for that program may be suspended by the TCSG OWD after consultation with the WDB for a period of not less than one (1) year.

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

Regional policies and agreements for Individual Training Accounts (ITAs) and training providers are included as Addenda Item 5.4.

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

- WDB utilizes the services of a Billing Specialist who monitors information in Excel spreadsheets to manage all pertinent information such as training program, duration, ITA amount, and supportive services. The Billing Specialist also creates Excel spreadsheets to manage all accounts receivable as well as accounts payable. The WSGM is currently exploring the use of an ITA management system.
- WDB also utilizes the Georgia Work Ready Online Participant Portal (GWROPP), which is an Internet-based Management Information System. GWROPP allows the user to customize reports, thereby providing useful tracking information in state sponsored data groups and GWROPP training.

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.).

- WDB has set policy regarding the use of the statewide eligible provider list as described above.
- Policies on financial, duration limits and demand occupations are included as part of the list of ITA Policy, Addenda 5.4
- Policy on service to out-of- area-customers is included above
- A list of Growth and Demand Occupations is included as Addenda 5.8

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

A registered apprenticeship program is approved by the United States Department of Labor (USDOL) and is automatically eligible for input on the ETPL. Registered Apprenticeship programs are not subject to the same application and performance information requirements or subject to a period of initial eligibility as other ETPs because they go through a detailed application and vetting procedure to become a registered apprenticeship program sponsor with USDOL/OA. The State has informed eligible RA programs of their automatic eligibility

and WSGM will work with the State to assist in their inclusion on the ETP when requested.

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 counties of Union, Towns, Rabun, Habersham, White, Lumpkin, Dawson, Hall and Forsyth have access to the North Georgia Network (NGN) which was established 2009 with a \$36-million dollar investment. Currently, there are gigabit-plus speeds with terabit core capacity. It is a 100% fiber optic MPLS network. Gigabit fiber is available for the residents in some of these areas. The NGN consists of 1,200 local miles of fiber available through Electric Membership Corporations with affordable, redundant service. WSGM System will make use of this system to enhance services for participants and for businesses in the area. For more information concerning this communications cooperative, its partnerships for economic development, and about distance learning opportunities, use this [link for NGN](#).

The WDB is developing additional strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by—

- facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
- facilitating access to services provided through the one-stop delivery system involved, including facilitating the access in remote areas;
- identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
- leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

An important component of the implementation of the GMRC's Comprehensive Economic Development Strategy (CEDS) is a monitoring system to track regional performance in the future. As part of the most recent (2015) update of CED, several data sets have been identified that local governments can use to highlight good measures of economic performance. These can serve to be a good indicator of the overall economic health of the region's communities and citizens. In Workforce Development, this report lists the following as being appropriate to consider when establishing measurable benchmarks:

- Job Growth in Non-Manufacturing Industries
- Average Wage Growth
- Unemployment Rate
- SAT Scores
- Educational Attainment
- Drop-out Rates

Source: [CEDS for GMRC](#)

A long-term goal is to make online applications and reviews for eligibility and services available for both participants and for businesses throughout the WSGM. The technology exists for this level of service. Forms of it are used every day in banking, in airline reservations, and in hundreds of applications. It would be worth the effort to join with our services partners in tackling the long list of logistical details required to make it a reality when providing workforce services for the people of this region.

F. State Initiatives and Vision:

1. State Branding

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

WSGM has already begun to use the new State Branding– identifying as **WSGM**. Additional forms, documents, signage, and various printed communications were revised to reflect this change, and to promote a more unified and identifiable image for identifying and marketing the area’s workforce system. WSGM began implementing a revised marketing program utilizing new digital logos and digital files.

2. Strategic Populations

Describe how the area will coordinate with OWD Strategic Populations team, including: Veterans Services, Youth Services and Disability Employment Initiatives.

WSGM will coordinate closely with all the Strategic Populations Team including the following:

Veteran service is a priority service group for the workforce system, targeting veterans for their employment in the WSGM region. Special initiatives for Youth Services and Disability Employment will be coordinated with OWD Teams where appropriate. Youth Services are discussed in a separate section of the plan. See Special Populations below for detail.

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.

Target groups served in the area:

Ex-Offenders in Re-entry programs: WSGM partners with Arrendale Transition Center, Hall County Corrections, Phillips Transition Center, North Georgia Technical College, Lanier Technical College and Goodwill of North Georgia to provide training to eligible offenders. In addition, the mobile units work with Treatment Courts and Day Reporting Centers to provide résumé writing, interviewing skills, and job search opportunities.

Veterans: WSGM continues to give Veterans priority, and works with TCSG OWD, Georgia DOL Career Center Staff, and Veteran’s Agencies to serve veterans through occupational skills training, on the job training and attaining their GED.

Adult Learners: WSGM partners with the Adult Learning Center in the region to assist eligible adult learners through the GED assistance program with GED attainment, support services and transition post-secondary training.

Long Term Unemployed: WSGM assists eligible long term unemployed individuals with occupational skills

training, on the job training, GED assistance, résumé writing, interviewing skills, job search opportunities and other career services.

Individuals with Disabilities: WSGM provides referrals and or assists eligible individuals with disabilities through occupational skills training, on the job training, GED assistance, résumé writing, interviewing skills, job search opportunities and other career services. Services are provided in partnership with Georgia Vocational Rehabilitation Agency when appropriate.

WSGM will continue to accept applications for youth in Project Search, a collaborative program organized by the Hall County Board of Education, and supported also by, Vocational Rehabilitation, R.I.N.G. and Northeast Georgia Medical Center. The goal of the program is to give youth with disabilities who have one additional year of high school, opportunities to learn occupational skills “on the job” and be part of the hiring pool at NEGA Medical Center

Incarcerated Youth: The Transition to Success program is a collaborative transition program between WSGM and the Lanier Technical College Adult Basic Education program inside the Georgia Department of Juvenile Justice School System, Regional Youth Detention Center. The program is designed to assist incarcerated youth obtain their GED, and possibility transition to post-secondary or employment.

Additionally, WSGM is targeting low income individuals, dislocated workers and youth with disabilities for services.

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.

WSGM Board will administer the state’s priority of service policy by using this local policy:

Service Priority for Individualized Service and Training Services

WIOA provides a focus on serving "individuals with barriers to employment", defined in WIOA section 3(24), and seeks to ensure access to these populations on a priority basis. This entails priority for enrollment in a program, as well as priority for participation in the full range of services available through the program. Priority of service requires that individuals be served in the order in which they meet the priority requirement. (See below for order). Priority applies regardless of funding levels. Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

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

Definitions for low income individuals and basic skills deficient:

Basic Skills Deficient - An individual who is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient requirement for WIOA adult services. To be considered Basic Skills Deficient through WSGM, the participant should score a grade equivalent of 8.9 or below.

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

- A. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance;
- B. Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department of Labor (USDOL) 70 percent Lower Living Standard Income

Level;

C. Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney- Vento Homeless Assistance Act;

D. Receives or is eligible to receive a free or reduced-price lunch under the NSLA

E. Is a foster youth, on behalf of whom state or local government payments are made; or

F. Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program.

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

Priority must be provided in the following order:

Priority One (P1) - First, to veterans and eligible spouses who are also recipients of public assistance are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members.

Priority Two (P2) - Second, individuals who are not veterans or eligible spouses who meet low income or basic skills deficient.

Priority Three (P3) - Third, to veterans and eligible spouses who are not included in WIOA's priority groups.

Priority Four (P4) - Last, to individuals outside the groups given priority under WIOA.

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

Special populations as described 3. above will be targeted for service in WSGM.

ADDENDA

Item 1.1: Terms and Definitions

WORKFORCE INNOVATION & OPPORTUNITIES ACT (WIOA)

“Adult Education” means academic instruction and education services *below the postsecondary level* that increase an individual's ability to—

- (A) read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent;
- (B) transition to postsecondary education and training; and
- (C) obtain employment.

Sec. 203. Definitions. (1)

“Adult Education and Literacy Activities” means programs, activities, and services that include adult education, literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training; ...

Sec. 203. Definitions. (1)

“Basic Skills Deficient” means, with respect to an individual—

- (A) Who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
- (B) Who is a youth or adult that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

Sec. 3. Definitions. (5)

“Career Pathway” means a combination of rigorous and high-quality education, training, and other services that—

- (A) aligns with the skill needs of industries in the economy of the State or regional economy involved;
- (B) prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) (referred to individually in this Act as an “apprenticeship”, except in section 171);
- (C) includes counseling to support an individual in achieving the individual's education and career goals;
- (D) includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for an occupation or occupational cluster;
- (E) organizes education, training, and other services to meet the specific needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- (F) enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- (G) helps an individual enter or advance within a specific occupation or occupational cluster.

Sec. 3. Definitions. (7)

“Eligible Provider” means an organization that has demonstrated effectiveness in providing adult education and literacy activities that may include—

- (A) A local education agency;
- (B) a community-based organization or faith-based organization;
- (C) a volunteer literacy organization;
- (D) an institution of higher education;
- (E) a public or private nonprofit agency;
- (F) a library;
- (G) a public housing authority;
- (H) a nonprofit institution that is not described in any of subparagraphs (A) through (G), and has the ability to provide adult education and literacy activities to eligible individuals;

- (J) a consortium or coalition of the agencies, organizations, institutions, libraries, or authorities described in any of subparagraphs (A) through (H); and
 - (K) a partnership between an employer and an entity described in any of subparagraphs (A) through (I)..."
- Sec. 203. Definitions. (5)*

"English Language Acquisition Program" means a program of instruction—

- (A) designed to help eligible individuals who are English language learners achieve competence in reading, writing, speaking, and comprehension of the English language; and
- (B) that leads to—
 - (i) attainment of a secondary school diploma or its recognized equivalent; and
 - (ii) transition to postsecondary education and training; or
 - (ii) employment; ...

Sec. 203. Definitions. (1)

"Family Literacy Activities" means activities that are of sufficient intensity and quality, to make sustainable improvements in the economic prospects for a family and that better enable parents or family members to support their children's learning needs, and that integrate all of the following activities:

- (A) Parent or family adult education and literacy activities that lead to readiness for postsecondary education or training, career advancement, and economic self-sufficiency.
- (B) Interactive literacy activities between parents or family members and their children.
- (C) Training for parents or family members regarding how to be the primary teacher for their children and full partners in the education of their children.
- (D) An age-appropriate education to prepare children for success in school and life experiences

Sec. 203. Definitions. (1)

"Homeless Individual" is defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6)), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)).

Sec. 3. Definitions. (36)(A)(iii)

"Individual with a Barrier to Employment" means a member of 1 or more of the following populations:

- (A) Displaced homemakers;
- (B) Low-income individuals. (See below.)
- (C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
- (D) Individuals with disabilities, including youth who are individuals with disabilities.
- (E) Older individuals.
- (F) Ex-offenders.
- (G) Homeless individuals (See above.)
- (H) Youth who are in or have aged out of the foster care system.
- (I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
- (J) Eligible migrant and seasonal farmworkers, as defined in section 167(i).
- (K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).
- (L) Single parents (including single pregnant women).
- (M) Long-term unemployed individuals.
- (N) Such other groups as the Governor involved determines to have barriers to employment.

Sec. 3. Definitions. (24)

“In-School Youth” means an individual who is—

- (i) attending school (as defined by State law);
- (ii) not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21;
- (iii) a low-income individual; and
- (iv) one or more of the following:
 - (I) Basic skills deficient.
 - (II) An English language learner.
 - (III) An offender.
 - (IV) A homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6)), a homeless child or youth (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
 - (V) Pregnant or parenting.
 - (VI) A youth who is an individual with a disability.
 - (VII) An individual who requires additional assistance to complete an educational program or to secure or hold employment.

Sec. 129. (a)(1)(C)

“Integrated Education and Training” means a service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement...

“Low-Income Individual” is an individual who—

receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance;

- (i) is in a family with total family income that does not exceed the higher of—(I) the poverty line; or (II) 70 percent of the lower living standard income level;
- (ii) is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)));
- (iii) receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C. 1751 et seq.);
- (iv) is a foster child on behalf of whom State or local government payments are made; or
- (v) is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.

Sec. 3. Definitions. (36)

“Out-of-School Youth” means an individual who is—

- (i) not attending any school (as defined under State law);
- (ii) not younger than age 16 or older than age 24; and
- (iii) one or more of the following:
 - (I) A school dropout.
 - (II) A youth who is within the age of compulsory school attendance, but has not attended school for

at least the most recent complete school year calendar quarter.

- (III) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is— (aa) basic skills deficient; or (bb) an English language learner.
- (IV) An individual who is subject to the juvenile or adult justice system.
- (V) A homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6)), a homeless child or youth (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
- (VI) U.S.C. 11434a(2)), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
- (VII) An individual who is pregnant or parenting.
- (VIII) A youth who is an individual with a disability.
- (IX) A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

Sec. 129. (a)(1)(B)

“Workplace Adult Education and Literacy Activities” means adult education and literacy activities (see above) offered by an eligible provider in collaboration with an employer or employee organization at a workplace or an off-site location that is designed to improve the productivity of the workforce...

Sec. 203. Definitions. (2)

Note: Many additional definitions are located throughout the Workforce Innovation and Opportunity Act. [WIOA Law](#)

Item 1.2: Constitution and Bylaws WDB

BOARD CONSTITUTION & BY- LAWS

Article I – Name

The name of the organization will be the Georgia Mountains Workforce Development Board, hereinafter referred to as the WDB.

Article II – Purpose of the Workforce Development Board

The WDB will be responsible for providing policy guidance for, and exercising oversight with respect to, the workforce development system conducted under the Workforce Innovation and Opportunity Act (WIOA) in partnership with the Local Elected Officials Board (LEO Board). The WDB will operate in a Workforce Development Area representing Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union and White Counties.

The WDB, in accordance with an agreement with the CLEO, will:

- A. Develop and submit a 4-year local/regional plan.
- B. Conduct workforce research and regional labor market analysis to include requirements in Sec. 679.37(c)(1) through (c)(3) of WIOA regulations.
- C. Convene stakeholders to assist in the development of the local plan and in identifying non-federal expertise and resources leverage support for workforce development activities.
- D. Lead efforts to engage with a diverse range of employers and other entities in the region in order to: promote business representation on the local board; develop effective linkages with employers in the region; ensure workforce activities meet the needs of employers and support economic growth by enhancing communication, coordination and collaboration among employers, economic development entities and service providers; and develop and implement proven and promising strategies to meet the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships) that provide the skilled workforce needed by employers in the region and that expand employment and career advancement opportunities for workforce system participants in in-demand industry sectors or occupations.
- E. With representatives of secondary and post-secondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- F. Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and jobseekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
- G. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers.
- H. In partnership with the Chief Local Elected Official (CLEO) for the local area:
 1. Conduct oversight of youth workforce activities authorized under WIOA Sec. 129(c), adult and dislocated worker employment and training activities under WIOA Sec. 134 (c) and (d); and entire one-stop delivery system in the local area;
 2. Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and
 3. Ensure the appropriate use management, and Investment of funds to maximize performance outcomes under WIOA sec. 116.
- I. Negotiate and reach agreement on local performance measures with the CLEO and the Governor.
- J. Negotiate with the CLEO and required partners on the methods for funding the infrastructure costs of one-stop centers in the local area in accordance with § 678.715 or notify the Governor if they fail to reach agreement at the local level and will use a state infrastructure funding mechanism.
- K. Select the following providers in the local area, and where appropriate, terminate such providers in accordance with 2 CFR part 200:
 1. Providers of youth workforce activities through competitive grants or contracts based on the recommendations of the Youth Standing Committee.

2. Providers of training services consistent with state requirements and WIOA Sec. 122;
 3. Providers of career services through the award of contracts, if the one-stop operator does not provide such services; and
 4. One-stop operators in accordance with §678.600 through §678.635.
- L. In accordance with WIOA Sec. 107(d)(10)(E) work with the state to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities. Consumer choice requirements shall be met by complying with §678.380.
- M. Coordinate activities with education and training providers in the local area, including:
1. Reviewing applications to provide adult education and literacy activities under Title II for the local area to determine whether such applications are consistent with the local plan;
 2. Making recommendations to the eligible agency to promote alignment with such plan; and
 3. Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration and coordination.
- N. Develop a budget for the activities of the local board, with approval of the CLEO and consistent with the local plan and the duties of the local board. A local workforce investment area's CLEO shall sign and submit to the Technical College System of Georgia Office of Workforce Development (TCSG OWD) a budget within ten business days of such budget's approval.
- O. Assess, on an annual basis, the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).
- P. Certification of one-stop centers in accordance with § 678.800.
- Q. Enter into an agreement with the LEOs that describes respective roles and responsibilities of the board and LEOs and the Chief Local Elected Official (CLEO).
- R. Provide updates of Board actions to the CLEO and the LEOs by sending notice of meetings, links to meeting packets and minutes of prior meetings.
- S. The WDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and on request, minutes of formal meetings of the local board

Article III – Membership

The members of the WDB must be selected by the CLEO consistent with criteria established under WIOA Sec. 107 (b) and criteria established by the Governor and must meet the requirements of WIOA Sec. 107 (b)(2). An individual may be appointed as a representative of more than one entity if the individual meets all the criteria for representation, including the criteria described in paragraphs (C) through (G) of § 679.320. The board composition shall meet the requirements stipulated in WIOA:

- A. A minimum of 51% who are representatives of business in the local area and who shall be owners, chief operating officers, chief executive officers or other individuals with optimum policy making or hiring authority; and whose businesses provide employment opportunities in in-demand industry sectors or occupations. WIOA sec. (23) A minimum of two business representatives shall represent small business.
- B. At least 20% of the total board shall be:
 - i. A minimum of two (2) representatives of organized labor or other representatives of employees, if existing in the area.
 - ii. A representative of a joint labor-management or union-affiliated registered apprenticeship, if those programs exist or a representative of a registered apprenticeship program if one exists in the local area.
 - iii. May include one or more community-based organization qualifying for § 679.320(c)3.
 - iv. May be representatives of organizations with experience and expertise in addressing services to eligible youth per

§ 679.320(c)3.

- C. At least one (1) representative of providers of adult education and literacy § 679.320 (d)(1).
- D. At least one (1) representative from institutions of higher education providing workforce activities § 679.320 (d)(2).
- E. At least one (1) representative each from (a) economic and community development entities; (b) State Employment Service (Wagner-Peyser Act); and (c) programs under Title I of the Rehabilitation Act of 1973 other than sec. 112 on Part C of that title.
- F. The memberships of the WDB may include other representatives per § 679.320(e)(1)through (e)(4).

All representatives will have optimum policy-making authority within the entities they represent. Nominations will be from designated organizations in accordance with § 679.320 (g) (1) through (3).

Article IV – Appointment, Replacement or Removal of Members

Members of the WDB shall be appointed or replaced by the CLEO with nominations solicited from appropriate organizations:

- A. Private sector representatives on the board will be selected from among individuals nominated by business organizations and business trade organizations after consulting with, and receiving recommendations from other business organizations in the service delivery area.
- B. The labor representatives on the board will be selected from individuals recommended by recognized state and local labor federations. For a local area in which no employees are represented by such organizations, other representatives of employees may be nominated.
- C. Institutions providing adult education and literacy activities under Title II and institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii) shall provide nominations through solicitation from those particular entities (WIOA sec 107(b)(6)).
- D. Community based organizations are defined as private nonprofit organizations which are representative of communities or significant segments of a community. A non-profit organization for board membership purposes has a formal structure with officers, bylaws, and recognition within the community that it is deemed to represent. Representatives will be selected from individuals recommended by organizations within the area.
- E. Required WIOA partners and other organizations shall be requested to provide nominations for representatives.

WDB members will be appointed or replaced in accordance with the procedures used to appoint the member for whom a replacement is needed.

Vacancy/vacancies shall be filled within a reasonable time not to exceed sixty (60) days from the date of notice. Board actions taken on vacancies outside the sixty day (60) limit must be pre-approved by the TSCG OWD.

Vacancy/vacancies created by WDB Policy or bylaws shall begin at the date of the third consecutive meeting missed. Acceptable documentation shall include dated e-mails or letters from the board member indicating intent to resign from the board and/or attendance records from meetings.

A WDB member shall be automatically removed and replaced for failing to attend three consecutive board meetings without cause.

The CLEO may make any necessary appointments or reappointments to the WDB.

Upon appointment to the Board, each member shall sign and date a copy of the WDB bylaws and the Conflict of Interest provisions, which shall be submitted to the TSCG OWD and retained by the WDB for review.

Article V – Terms of Office

Initial appointments under WIOA will be staggered with one-half of the members having terms of three years; one-half having an initial term of two years. Other than the initial period terms, the terms of office of the directors of the WDB are determined by the CLEO as specified in the Memorandum of Agreement to be three (3) year terms, subject to reappointment by the CLEO. Initial Appointments began on July 1, 2015 and ended on June 30, 2017 or June 30, 2018, according to whether it is a one or two

or three year term.

It will be the responsibility of the CLEO to appoint members to fill all vacancies. A position on the WDB will be considered vacant on the date the term expires, a member becomes ineligible or a member is removed, resigns or dies. The CLEO shall be notified regarding board vacancies within 10 days of the notification of the member resignation, removal or death.

In the case of an appointment to fill a WDB vacancy, the replacement member's term will begin on the date of appointment and end on the expiration date of the member being replaced.

Article VI – Officers and Duties

The officers of the WDB will consist of a Chair, Vice Chair and Secretary elected by the WDB. The Chair and Vice Chair will be representatives of the private sector. Terms of office shall be no more than three years, subject to reappointment by the CLEO. Officer vacancies may be filled at any meeting.

Upon the election of a LWDB Chair, the LWDA must notify TSCG OWD within 10 business days. This notification must include contact information for the individual and documentation that supports the assumption of the new role. Examples of acceptable documentation may include LWDB minutes, a letter of appointment from the CLEO in accordance with the local policy, or an offer letter.

The WDB will elect a new Chair and/or Vice Chair should these individuals during their term of office no longer represent the private sector.

The Chair will preside at meetings of the WDB and ensure that all orders and resolutions of the WDB are communicated to the proper persons or entities for implementation. The Chair will also execute documents on behalf of the WDB.

The Vice Chair will perform duties of the Chair in his/her absence. Should the Chair vacate his/her office prior to the expiration of his/her term, the Vice Chair will assume the Chair position until the election of a new Chair. Should the Vice Chair vacate his/her office, a new Vice Chair will be elected by the WDB membership.

The Secretary or his/her designee will attend and keep minutes of all WDB meetings. He/she will in general perform all duties required of the Secretary, subject to the discretion and direction of the WDB.

The WDB may appoint other officers as the business of the WDB may require, each of whom will hold office and have authority to perform duties as the WDB may determine.

Article VII – Committees

- A. Executive Committee (Standing Committee) – The Executive Committee will exercise authority and manage the business of the WDB during intervals between board meetings. Decisions made by the Executive Committee during intervals between board meetings shall be ratified at the next full WDB meeting. Actions of the Executive Committee shall be the actions of the board unless rejected at the next full WDB meeting.
- B. Youth Committee (Standing Committee) – The Youth Committee will provide oversight and develop recommendations for the WDB in regard to the allocation of funds and the delivery of youth services. The WDB will appoint a Youth Committee, whose membership will include one or more of the following (20 CFR § 681.110):

The committee must include a member of the Local WDB, who chairs the committee, members of community based organizations with a demonstrated record of success in serving eligible youth, and other individuals with appropriate expertise and experience who are not members of the Local WDB.

The committee must reflect the needs of the local area. The committee members appointed for their experience and expertise may bring their expertise to help the committee address the employment, training, education, human and supportive service needs of eligible youth including out-of-school youth (OSY). Members may represent agencies such as secondary and postsecondary education, training, health, disability, mental health, housing, public assistance, and

justice, or be representatives of philanthropic or economic and community development organizations, and employers. The committee may also include parents, participants, and youth.

Under the direction of the Local WDB, a youth committee may:

- (a) Recommend policy direction to the Local WDB for the design, development, and implementation of programs that benefit all youth;
- (b) Recommend the design of a comprehensive community workforce development system to ensure a full range of services and opportunities for all youth, including disconnected youth;
- (c) Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth;
- (d) Recommend ways to coordinate youth services and recommend eligible youth service providers; (e) Provide on-going leadership and support for continuous quality improvement for local youth programs;
- (f) Assist with planning, operational, and other issues relating to the provision of services to youth; and
- (g) If so delegated by the Local WDB after consultation with the chief elected official (CEO), oversee eligible youth providers, as well as other youth program oversight responsibilities.

Specifically, the Youth Committee may assist WDB Youth Staff in developing policy for serving youth within the parameters of WIOA requirements, including youth employment and training, development portions of the local plan related to youth services; identify eligible youth training providers through a competitive process; identify and assist in the development of Youth Services; ensure fiscal and programmatic accountability of the youth system; identify gaps in services and develop strategy to use competitive selections or community partners to address the unmet needs of youth; assist in developing local goals for youth employment and training programs; review Request for Proposals for local WIOA youth services; think strategically about resources, both financial and programmatic; and establish connections between the youth system and the local one-stop system and other duties as determined by the Board Chair.

The Chair of the WDB will have the authority to appoint standing or ad hoc committees to achieve the stated and approved objectives of the WDB. Should an ad hoc committee be created, the term of the ad hoc committee will expire upon the completion of the task for which it was created.

Standing Committee requirements: There are two primary requirements for LWDB standing committees. The first requirement is that the standing committee be chaired by a seated member of the WDB. The second requirement is that a standing committee includes an individual who does NOT sit on the WDB. Such an individual must be appointed to the standing committee by the full LWDB and must be determined to have the "appropriate experience and expertise" to assist the committee. Non-WDB committee members are considered non-voting committee members.

Article VIII – Meetings

The WDB will hold quarterly meetings on the fourth Thursday of the month, unless otherwise directed by the Chair. The Chair may call a special meeting at his/her discretion.

The WDB has the responsibility to conduct all activities and meetings in compliance with the provisions of the Georgia Open Meeting Laws and the Sunshine Provision requirement in 29 U.S.C. § 3122 Section 107(e), 20 CFR 679.390, and O.C.G.A. § 50-14. The WDB shall prescribe the time, place, and dates of regular meetings. Such information shall be available to the general public and a notice containing such information shall be posted at least one week in advance and maintained in a conspicuous place available to the public at the regular place of business as well as on the agency's website.

Prior to any meeting, the WDB or committee holding such meeting shall make available an agenda of all matters expected to come before the WDB or committee at such meeting. The agenda shall be available upon request and shall be posted at the meeting site, as far in advance of the meeting as reasonably possible, but shall not be required to be available more than two weeks prior to the meeting and shall be posted, at a minimum, at some time during the two-week period immediately prior to the meeting.

Notice for WDB and Committee Meetings not previously posted should be posted at least 24 Hours in advance at regular place of meeting and notice provided to the legal organ. Written summaries of actions and members present must be made available within 2 business days of all meetings. The WDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the local board, including information regarding the local plan or modifications to the plan prior to submission of the plan, List and affiliation of Local WDB members, the designation and certification of one-stop operators, and the award of grants or contracts to eligible training providers of WIOA activities including providers of WIOA youth activities, minutes of formal meetings of the local board and local WDB bylaws.

Through information, training and involvement, WDB members will actively participate in WDB meetings and in convening the workforce development system's stakeholders, such as sector strategies, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities.

A record shall be made of all meetings of the WDB in accordance with the aforementioned open meeting requirements. Minutes are to be made available immediately following next scheduled meeting (can be made available sooner) and must include names of members present, description of each motion and proposal, name of each person making and seconding each motion and proposal, and a record of each vote.

Article IX – Use of Technology

The WDB shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers and jobseekers. Technology will be utilized as applicable for Board meetings, i.e., packets emailed to members prior to meetings. All access will be in compliance with the Georgia Open Meeting Laws and the Sunshine Provision requirement in 29 U.S.C. § 3122 Section 107(e), 20 CFR 679.390, and O.C.G.A. § 50-14.

Article X – Quorum

The majority (51%) of the current members of the WDB shall constitute a quorum for the transaction of business at any meeting of the WDB. The members present at a meeting at which a quorum was determined to be present may continue to transact business until adjournment notwithstanding the withdrawal of enough members to have less than a quorum.

Article XI – Voting

Each member shall be entitled to one (1) vote on each matter brought before the WDB. The member must be present in order to cast a vote. Proxy voting is prohibited. The action of the majority of the quorum present at any meeting shall be the action of the board. In all voting matters members shall adhere to the Code of Conduct relating to Conflict of Interest as provided in Article XII.

Appointed non –WDB members may not vote on any action item. While a non-member cannot vote, it is important that the individual make known any potential or actual conflict if it arises during a standing committee meeting and adhere to the WDB Code of Conduct/Conflict of Interest Provisions as provided in Article XII.

Article XII – Conflict of Interest

Reference: State Workforce Development Board Chapter 692-1 Conflict of Interest & Code of Conduct Policy

“Conflict of Interest” shall be defined as the instance in which a Public Official’s private and or personal interest might prevent or appear to prevent the Public Official from exercising his or her official judgment, discretion, powers or duties in an unbiased manner.

“Immediate Relative” shall be defined as means a spouse, partner, parent, grandparent, child, brother, sister, uncle, aunt, nephew, niece, grandchild, first cousin, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepparent, stepchild, stepbrother, stepsister, half-brother, or half-sister, or individual residing in the same household.

- A. A Board Member shall not:
1. Vote on a matter under consideration by a Board if such vote:
 - a. involves the provision of services by such Board Member (or any entity or organization the Board Member represents, or in which he or she holds an ownership or pecuniary interest) or a Board Member's Immediate Relative; or
 - b. would provide a direct or indirect financial benefit to the Board Member (or any entity or organization the Board Member represents, or in which he or she holds an ownership or pecuniary interest) or a Board Member's Immediate Relative; or
 - c. involves any other conduct or activity determined to constitute a Conflict of Interest.
 2. Directly or indirectly accept or solicit any gratuities, favors, or anything involving more than de minimis monetary value from any person with whom the Board Member interacts in his or her capacity as a recipient of federal funds. This section includes, without limitation, any potential or actual supplier, contractor, subcontractor, grant recipient or other service provider;
 3. Participate in the selection, award or administration of a procurement supported by federal funds in any case where the Board Member is aware that any member of his or her immediate family, business partner, or any organization that employs or is about to employ any of those persons, has any financial or material interest in any organization that may be considered for an award of federal funds;
 4. Advocate for or cause the advancement, appointment, employment, promotion, or transfer of an Immediate Relative to any office or position administering or handling federal funds under Public Law 113-128, including without limitation, any potential or actual supplier, contractor, subcontractor, grant recipient or other service provider.
- B. A Board Member shall disclose and divulge the existence of an actual or potential Conflict of Interest prior to any vote or participation in the decision making process and such disclosure shall be expressly noted in the Board's minutes.

In the event that an actual or potential Conflict of Interest exists, the affected Board Member shall recuse themselves from voting on the impacted topic and shall also refrain from participating in any discourse involving the impacted topic other than bringing the actual or potential Conflict of Interest to the Board's attention. Additionally, in the meeting minutes, the Board shall recite the nature of the actual or potential Conflict of Interest and the recusal of the impacted Board Member with respect to the vote and discussion of the impacted topic.

- C. In the event that a Board Member is uncertain as to whether an actual or potential Conflict of Interest exists, the Board Member shall notify the Board and the remainder of the Board shall vote to determine whether an actual or potential Conflict of Interest exists.
- E. In the event that the Board determines that an actual or potential Conflict of Interest exists, the impacted Board Member shall follow SWDB 692-1 and recuse himself or herself from voting and participating in the decision making process.
- F. In the event that the Board determines that no actual or potential Conflict of Interest exists, the impacted Board Member shall be entitled to vote and participate in the decision making process. The Board shall recite in the meeting minutes the nature of the perceived Conflict of Interest and the reasons for determining why a Conflict of Interest did not exist.
- G. The Chair of the Board shall inquire as to whether a Conflict of Interest exists among Board Members prior to any vote involving the following: a. the awarding or modification of a contract; or b. the provision of services; or c. a pecuniary interest.

A Conflict of Interest provision, as prescribed by SWDB 692.1 and indicated as Attachment A to this agreement, shall be signed and dated by each Board Member prior to their participation in any official board action, submitted to the TCSG OWD within ten business days of signature and retained by the board for review. In the event that a Board Member participates in an official action, such as a vote, without signing and completing the Conflict of Interest Provision, such board action shall be void.

Article XIII Restrictions

The WDB may not provide training services unless granted a waiver by the Governor due to insufficient number of eligible providers of training services to the local area demand.

The WDB may not mandate curricula for schools.

The WDB may not vote on a matter under consideration by the Board regarding provision of services by the entity the member represents, matters that would provide direct financial benefit to the member, her/her immediate family; or a business with which the member of his/her immediate family is associated or any other activities that would be in conflict with the conflict of interest prohibitions outlined in the Act.

Article XIV– Contracting Restrictions

WDB members shall adhere to any applicable State and Federal Conflict of Interest policies, laws, and/or regulations which restrict or prohibit parties from entering into agreement regarding the use/obligation of Federal funds.

Article XV – Rules of Order

All meetings of the WDB/Youth Committee will follow rules of order established for the conduct of such meetings as set forth in the Roberts Rules of Order, unless otherwise provided for in these bylaws.

Article XVI – Insurance

The WDB may direct the Georgia Mountains Regional Commission to purchase and maintain Members’ and Officers’ liability insurance on behalf of any person who is and/or was a member or officer of the WDB, against any liability asserted against him/her and incurred by him/her arising out of his/her status as such.

Article XVII – Amendments to Bylaws

The bylaws may be amended, supplemented or superseded only by the affirmative vote of the majority of current WDB members, provided that members were given at least 7 days written notice of such proposed amendments. Each WDB member will sign that they have read the bylaws and a copy will be retained by the WDB.

Approved by Board

_____ **Chair Signature**

_____ **Date**

GA MTS WDB Changes to Bylaws since PY 2015

Change Description

10/25/2018 Bylaws were updated to change reference from GDEcD to TCSG OWD and to reflect in change in the SWDB workforce chapter; to ensure language in all agreements is consistent; to move Youth Committee descriptions from the MOU to the Bylaws; to include contracting restrictions; and signature requirements, to include listing of changes since PY 2015.

5/31/2018 Bylaws were updated in Article II to include WIOA specific language regarding duties of the LEOs/CLEOs adding S. regarding updating the LEOs/CLEO on board activities, updated narrative in Article III to include WIOA specific language on board composition, updated narrative in Article IV on board nominations and Conflict of Interest forms, updated narrative in Article V on terms of office and CLEO notification on vacancies, updated narrative in Article VI on terms of office for officers, updated narrative in Article VII on Standing Committee requirements, updated narrative in Article VIII on Georgia Open Meetings, sunshine provisions and how members will broker relationships with employers, updated narrative in Article IX on use of technology, updated narrative on use of quorum, updated narrative in Article Xi on voting, updated narrative on Conflict of Interest to be in compliance with Public Law, updated narrative in Article VV on notice to members on bylaw amendments.

10/26/2017 Bylaws were updated in Article XII G to add language regarding non-WBD members on standing committees requirement to sign a Conflict of Interest form

6/22/2017 Bylaws were revised to include: automatic removal for members failing to attend three consecutive board meetings without cause; changes to committee structure; addition of standing committee language, addition of technology use language; change to quorum language, addition to 'no proxy' language, addition of non-WBD member voting language.

7/28/2016 Bylaws were updated to include : Change to Article XIV on majority present to vote for amendments to bylaws, references to WIA were updated to WIOA, narrative updated on filling of vacancies within 60 days and when a vacancy begins

10/29/2015 Change to Article XIV on majority present to vote for amendments to bylaws

Georgia Mountains



Connecting Talent with Opportunity
A proud partner of the American Job Center network



ATTACHMENT A

Conflict of Interest Provision

Name: _____

Public Office or Position: _____

Local Workforce Development Area: _____

Mailing Address: _____

Telephone Number: _____

I hereby affirm and attest that I have read and understand the duties, obligations and restrictions imposed upon me by the Conflict of Interest and Code of Conduct Policy contained at Ga. Comp. R. & Regs. r. 692-1 and that to date, I have not engaged in any conduct that would constitute a violation of the Conflict of Interest and Code of Conduct Policy. I hereby further affirm and attest that I will adhere to the duties, obligations, and restrictions identified in the Conflict of Interest and Code of Conduct Policy, and that I will not engage in any conduct which violates that policy so long as I hold the Public Office or Position identified above.

This _____ day of _____, 201____.

Signature: _____

Item 1.4: WIOA Dialogue Topics for Discussion and Plan Input

Interviewees were asked to discuss the topics below reflecting their geographic and/or vocational areas.

- What workforce opportunities do you see as especially relevant to your area and that you would like to see addressed in this plan?
 - What industries and organizations in your area have workforce challenges? Please name and discuss these challenges.
 - Are challenges related to training, soft-skills, transportation, affordable housing, childcare, education, or other?
- What do you see as the workforce challenges facing your area in the next 5-10 years?
- Do any industries or organizations experience high turnover? If so, what do you think is the reason?
- Are you experiencing technology shifts? Do you think the appropriate technology training is available?
- What type of employee assessment do you use?
- What type of training is offered in your industry or organization?
- Does your industry or organization partner with local high schools or technical colleges?
- What occupations are currently in demand?
 - What industry sectors are important? What training is required for these?
- Do you believe broadband coverage is sufficient for industry growth?
- What would you estimate is the percentage of people who work from home?
- How are workforce training program opportunities publicized?
- What would you estimate is the percentage of people who are under-employed?
- What soft-skills training is available to high school students?
- What soft-skills training is available to adults?
- Are you aware of any industries or organizations offering internships or apprenticeships?
 - What is the average length of these internships or apprenticeships?
- What do you see as the role of private employment agencies?
- Do industries or organizations offer job fairs?
- What specific job opportunities are available to workers?
- Is residential construction on the rise?
- Is the high school dropout rate declining?
- Do industries or organizations offer on-the-job training?
- What challenges deter industries interested in locating to your area?
- Are entry level positions available?
- Is there a shortage of employees for certain jobs?
- How do you publicize job openings?
- Are high school students working manufacturing jobs?
- How are employers relating to Millennials?
- Is there a need for English (ESOL) classes?
- Is there a network system available to assist laid-off employees in?
 - Do laid-off employees take advantage of that network?
- Are there open positions related to tourism?
 - Is there a need for seasonal employees?
- Is there a work-skills program available for convicted offenders?
- How do you engage locals looking for a job with outside employers?
- What industries or organizations are your partners in workforce development?

Item 1.5: Participants in the Planning Process

Sincere appreciation is due the following individuals for their time and their valuable input for developing a plan to implement the Workforce Innovation and Opportunity Act (WIOA) in the Georgia Mountains Region:

* WDB – WSGM Board

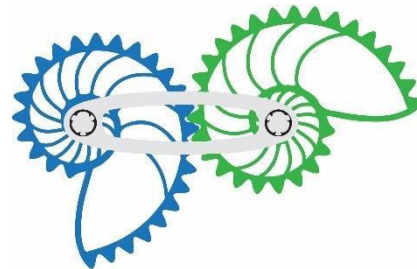
*LEO – Local Elected Official (GMRC Board)

Name	WDB	LEO	County	Company/Organization
Alexander, Lee	*		Multi	NEGA Health System
Anderson, Haydee			Hall	Gainesville High, Instructor, IT/ESL
Auvermann, Bindy			Dawson	Next Generation Youth Program
Auvermann, Charlie	*		Dawson	North Georgia Network
Bala, Tim	*		Hall	Kubota Training Director
Ball, Nick and Tova			Hall	Agribusiness Owners
Benson, Stephanie			Multi	Athens Technical College
Berg, Mike		*	Dawson	Commission Chair
Binnie, Bob			Rabun	Agribusiness Owner
Bridges, Thomas	*	*	Franklin	Commission Chair/Farmer
Bridgeman, Ron			Multi	Education Reporter, The Times
Burns, Sherry			Multi	Goodwill Hall County
Cagle, David	*		Multi	Plumber/Pipefitters Union
Chism, Billy			White	Editor, White Co. News
Casas, Shannon			Multi	Managing Editor, The Times
Conner, Terry			Towns	Deputy Sheriff
Davis, Shelly			Hall	Chamber of Com., Existing Industry
Dockery, Chris	*	*	Lumpkin	Commission Chair /Contractor
Dye, Dwayne			Hart	Economic Development
Evans, Tim			Hall	Chamber of Commerce, Econ. Dev.
Gibby, Andrea	*		Towns	ACC Consultant / Mayor
Ginn, Frank			Franklin	Economic Development
Gooch, Steve			Multi	State Senator
Head, Richard			White	General Mgr., Babyland General
Hooper, Jimmy		*	Banks	Commission Chair
Hooper, Linda			Towns	Small Business Owner
Hunter, Cassandra	*		Multi	Job Corps
Ivester, Mark	*		Multi	North Ga. Technical College
James, Greg	*	*	Rabun	Commission Chair/Builder
Johnson, Mike and Linda			Rabun	Agribusiness Owners
Kendall, Bill		*	Towns	Commission Chair
Long, Robert	*		Forsyth	Economic Development
Lee, Candace			Towns	Chamber of Commerce President
Lisenby, Daphne and Bill			Rabun	Agribusiness Owners

Name	WDB	LEO	County	Company/Organization
Little, Austin			Dawson	Next Generation Youth Program
Mack, Deborah	*		Hall	Community Volunteer
Mashburn, Chuck			Rabun	Agribusiness Owner
Maxwell, Danny			Banks	Commissioner
McDonald, Tim			Multi	Lanier Technical College
Mendiratta, Mary Ellen	*		Multi	Vocational Rehab
Murphy, Jackye			Hart	Hart Co. Educator
Nealey, Antoine			Hall	Boys & Girls Club
Paris, Lamar		*	Union	Commission Chair
Paulk, Debbie			Multi	Georgia Human Services
Pitts, Greg			Stephens	Career Center Director
Roberts, Terry and Kelly			Hall	Agribusiness Owners
Robertson, Nick			Dawson	Next Generation Youth Program
Seigies, Ann			Hall	Agribusiness Owner
Singleton, Ferrell			Multi	High School Administrator
Smith, Danette	*		Multi	Ga. D.O.L. Economic Development
Smith, Cheryl			Multi	Ga. Department of Tourism
Sotelo, Sharon			Dawson	Discovery Center Youth Program
Stack, Leckie and Bill			Rabun	Agribusiness Owners
Stancil, Rick			Towns	City Mgr. Hiawassee
Stockton, Dennis			Multi	Lanier Technical College
Swafford, Roger			Hall	Rehab. Indus. of NE GA - R.I.N.G.
Wade, Jessica			Hall	Realtor
Ward, Shelby			Multi	North GA Technical College
Ward, Ellen			Dawson	Next Generation Youth Program

Contributing in great measure to this document were the staff members of the WSGM team.

A 3-D print of this moveable design, along with a digital link to this plan, is being sent to the participants who were interviewed to discuss workforce development in the Georgia Mountains Area. The two rotating nautili represent area employers and the area workforce. An oval band, connecting the two nautili represents WSGM. Youth interns at **Next Generation**, an innovative program for at-risk youth located in Dawson County, printed these products on a 3-D printer they helped build. The nautili represent not only the interaction between and among the many components of the workforce system in this region, but they also symbolize the innovation and technology we strive to implement daily to improve services for all concerned.



Item 2.1: Nomination Form for Workforce Board Members

WSGM BOARD
GMRC MEMBERSHIP NOMINATION FORM

Nominee: _____

Member Category: _____

County(ies) Represented: _____

Address: _____

Telephone: _____

Email Address: _____

Occupation and Responsibilities: _____

Member Nominated by: _____

CLEO _____

Date: _____

Item 2.2: WSGM Board Structure

Thomas Bridges	CLEO
Andrea Gibby	Chair
William S. Wade	Vice Chair
Deborah Mack	Secretary

WSGM Board Membership includes:

- Twenty (25) member representation from all 13 Georgia Mountains counties
 - Minimum allowable membership of 51% private sector industry
 - Members serve on 3-year rotating basis

Structure

- Chair must come from the private sector
 - Nominated and voted on by WDB
- Vice-Chair must come from the private sector
 - Nominated and voted on by WDB
- Secretary and Treasurer
 - Nominated and voted on by WDB

WDB Committees

WDB Executive Committee consists of:

WDB Chair

WDB Vice-Chair

WDB Secretary

Committee Chairs

Youth Standing Committee

Item 2.3: WSGM Job Titles & Duties

Name	Title	Job Description
John Phillips	WSGM Director	Provides administrative support to the Board by planning, developing, maintaining, and administering the Plan, developing RFPs, proposes policies and procedures in compliance with the Act, Designs and maintains local area website. Participates in various training sessions/conferences. Develops, and distributes a quarterly newsletter. Develops working relationships with area collaborative partner agencies and local businesses and other duties as required by the Board.
Andrea Newsom	Director of Finance, GMRC	25% Prepares and maintains the annual budget. Reviews contracts and grants to insure compliance. Prepares financial information and reports for Executive Director and department heads. Prepares and submits monthly, quarterly, and annual financial reports to applicable funding
Nona Turk	Financial Assistant	Provides financial management of all WIOA funded activities, completes Financial Status Reports, processes customer support, completes bank reconciliations, processes training invoices and participates in annual
Cheryl Smith	Financial Assistant	Supports Billing Specialist with financial management of all WIOA funded activities.
Diane Jackson	Administrative Assistant	Provides detailed administrative support to the Director, program staff, and to the Board, develops and submits training provider agreements. Utilizes VOS reports database to provide Board with up-to- date performance information. Reviews Adult and dislocated worker files for program eligibility. Provides supervision to the Intake Staff.
Open	Intake Program Assistant/Career Advisor/Data Entry	Provides detailed career assessment services to customers in the application process throughout the One-Stop system, administers the CAPS, CDM, TABE and SAGE. Coordinate overview sessions to WSGM
Dawn Bruce	Intake Manager	Provides detailed career assessment services to customers in the application process throughout the One-Stop system, administers the TABE and SAGE. Enters customer information in VOS.

Amarylin Neill	Receptionist/Intake Services	Provides customer service to incoming customers. Supports Intake Manager with acceptance of all WIOA funded applications. Orders and maintains
Whitney Williams	A/DW Program Supervisor	Provides supervision to Adult and DW staff. Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers.
Ginger Little	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer
Dan Thornton	Senior A/DW Case Manager/Rapid Response Coordinator	Manages Rapid Response activities. Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer
Wanda Payne	Senior A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information, assists with training staff. Reviews file periodically, fills in for
Judy Reynolds	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information
Stephanie Stringer	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information
Jessica Williams	Youth Program Supervisor	Provides comprehensive case management services to Youth services WIOA funded customers, issues yearly RFPs as needed to secure additional services, coordinates Youth Committee (members, meetings), applies for applicable grant dollars, coordinates with area partner agencies to ensure non-duplication of services, develops youth program in conjunction with youth performance standards to ensure compliance. Provides supervision to Youth staff.
Ebony Tucker	Senior Youth Services Case Manager	Provides comprehensive case management services to Youth services WIOA funded customers
Shameka Harrison	Youth Services Case Manager	Provides comprehensive case management services to Youth WIOA funded customers. Monitors Youth GED Providers.

Faith Bryan	Information Services Director	10% Provides technical assistance regarding computer hardware and software. Communicates with supervisors, employees, the public, and others as needed to coordinate work activities, exchange information, and resolve problems.
Andrea Newsome	Human Resources Specialist	50% Performs a variety of administrative duties, including payroll processing. Serves as Benefits Coordinator and assists in the coordination and scheduling of interviews. Coordinates and expedites activities among various agency departments regarding personnel issues.
Peggy Lovell	Executive Assistant	10% Types contracts; notarizes and processes contracts as well as other documents; develops and oversees contract files; Receives various forms, reports, correspondence, manuals, reference materials, or other applicable documentation. Reviews, completes, processes, forwards or retains as appropriate.
Karen Clark	Administrative Secretary	15% Types, copies, mails, distribute letters and other correspondence; prepares or completes forms, reports, memos, or other documents; assists in preparing monthly newsletter. Directs all calls and inquiries to the correct agency.
Niki McPherson	On the Job Training Coordinator	Markets the OJT program to the 13 counties supported by GMRC-WD. Coordinates OJT for customers of the Workforce Investment Act. Qualifies participants, assesses skill levels, and completes OJT plan with employers. Assists with job search and follow up files for customers that have completed WIOA training.
Danielle Avelar	Outreach Coordinator	Coordinates Overviews, Job Fairs, and Technical school information and updated Media sites. Customer service provider. Follows up with customers and employers as needed to complete follow up

Vacant	Youth Program Assistant	Maintenance of intake files including reviewing the files for accuracy. Assists customers in completing application processes. Updates files quarterly/by semester with grades, schedules, ITA reviews. Customer service provider. Follows up with customers and employers as needed to complete follow up.
Vacant	Youth Services Intake Assistant	Assists in implementation of all aspects of the area's youth program. Guide potential youth in the application process. Maintenance of intake files. Administers required assessments/ pre-requisites to eligibility determination. Upon completion of program updates service assignments and completion packets.
Micah Thomas	MTU Instructor	Promotes, schedules, operates and maintains Mobile Training Units in support of WIOA youth, Adult, Rapid Response, and OJT programs. Provides employment oriented service to residents. Develops and presents customer educational programs. Administers assessments. Assists with Intake and follow-up services
Keith Krauth	MTU Instructor	Promotes, schedules, operates and maintains Mobile Training Units in support of WIOA youth, Adult, Rapid Response, and OJT programs. Provides employment oriented service to residents. Develops and presents customer educational programs. Administers assessments. Assists with Intake and follow-up services

Item 3.1: Area Sites and Services

**Area Sites and Services – Georgia Mountains
Workforce Development Area 2**

Area Sites and Services		
Comprehensive Service Site(s)	Lead Partner/One-Stop Operator/Other Partners	Major Services Provided by Each Partner
<u>Gainesville Career Center</u> 2756 Atlanta Highway Gainesville, GA 30504 (770) 535-5484	GDOL Rehabilitation Services DTAE WIOA Job Corps	Wagner Peyser, UI/DOL All RS services Assistance with training/re- training, career counseling Assessments/Training Job Corps services
Additional Service Sites	Lead Partner/One-Stop Operator/Other Partners	Major Services Provided by Each Partner
<u>Habersham Career Center</u> 215 Hodges Street, Suite 205 Cornelia, GA 30531 (706) 776-0811	GDOL DFCS Rehabilitation Services	Wagner Peyser, UI/DOL All DFCS services All RS services
<u>Toccoa Career Center</u> 112 N. Alexander Street P.O. Box 520 Toccoa, GA 30577-0520 (706) 282-4514	GDOL DFCS Rehabilitation Services Jobs for All	Wagner Peyser, UI/DOL All DFCS services All RS services Human Development & Disability through UGA
<u>Lanier Technical College</u> P.O. Box 58 Oakwood, GA 30566 (770) 531-6300	Department of Technical and Adult Education	Assistance with training/re- training, career counseling, New Connections to Work, Georgia Fatherhood services, Career Placement services
<u>North Georgia Technical College</u> P.O. Box 65 Clarkesville, GA 30523 (706) 754-7700	Department of Technical and Adult Education	Assistance with training/re- training, career counseling, New Connections to Work, Georgia Fatherhood services, Career Placement services

<u>Legacy Link</u> 4080 Mundy Mill Rd. Oakwood, GA 30566 (770) 538-2650	Title V	Aging services
<u>Banks County DFCS</u> P.O. Box 159 Homer, GA 30547-0159 (770) 677-2272	DFCS	All DFCS services
<u>Dawson County DFCS</u> P.O. Box 867 Dawsonville, GA 30534-0867 (706) 265-6598	DFCS	All DFCS services
<u>Forsyth County DFCS</u> P.O. Box 21 Cumming, GA 30028-0021	DFCS	All DFCS services
<u>Franklin County DFCS</u> P.O. Box 279 Carnesville, GA 30521-0279	DFCS	All DFCS services
<u>Habersham County DFCS</u> P.O. Box 160 Clarkeville, GA 30523-0160 (706) 754-2148	DFCS	All DFCS services
<u>Hall County DFCS</u> 970 McEver Road Extension Gainesville, GA 30504-3964 (770) 532-5298	DFCS	All DFCS services
<u>Hart County DFCS</u> P.O. Box 518 Hartwell, GA 30643-0518	DFCS	All DFCS services
<u>Lumpkin County DFCS 175</u> Tipton Drive Dahlonega, GA 30533-1139 (706) 864-1980	DFCS	All DFCS services
<u>Rabun County DFCS</u> P.O. Box 787 Clayton, GA 30525-0787 (706) 782-4283	DFCS	All DFCS services

<u>Stephens County DFCS 1000</u> East Tugalo Street Toccoa, GA 30577 (706) 282-4505	DFCS	All DFCS services
<u>Towns County DFCS</u> P.O. Box 156 Hiawassee, GA 30546-0156 (706) 896-3524	DFCS	All DFCS services
<u>Union County DFCS</u> P.O. Box 220 Blairsville, GA 30514-0220 (706) 745-2931	DFCS	All DFCS services
<u>White County DFCS</u> 1241 Helen Highway, Ste. 200 Cleveland, GA 30528-0455 (706) 865-3128	DFCS	All DFCS services
<u>GVRA – Cleveland Hub 243 S.</u> Main Street Suite B Cleveland, GA 30528 (706) 348-4882	Georgia Vocational Rehabilitation Agency	All RS services
<u>GVRA – Cumming Hub 100</u> Colony Park Drive Suite 204 Cumming, GA 30040 (770) 781-6781	Georgia Vocational Rehabilitation Agency	All RS services
<u>GVRA – Gainesville Hub 2756</u> Atlanta Highway Gainesville, GA 30504 (770) 535-5468	Georgia Vocational Rehabilitation Agency	All RS services
<u>Ninth District Opportunity 308</u> Spring St. SW Gainesville, GA 30501 770-532-3191		employment services, budget counseling and development, housing assistance and weatherization, nutrition, health awareness, smoke detectors, medicine, and emergency assistance

Item 3.2 Complaint Form



WORKSOURCE GEORGIA MOUNTAINS
P.O. Box 2278, GAINESVILLE, GA 30503
(770) 538-2727 PHONE ♦ (770) 538-2729 FAX

COMPLAINT FORM

INSTRUCTIONS: Please fill out Questions 1-4 for a general complaint. If you feel you have been discriminated against, please complete Questions 5-10 on the back of this form and the form must be submitted within one hundred and eighty (180) days of the date of alleged discriminatory act. For a general complaint, the complaint must be submitted within one hundred and twenty (120) days of the date of the alleged incident. Once you have completed the appropriate questions, please sign and date at the back of this form. If you require assistance in completing this form, please contact the WorkSource Georgia Mountains office, and request the Equal Opportunity Officer.

Pursuant to Section 181 of the Workforce Innovation and Opportunity Act (WIOA), WSGM/GMRC shall provide the complainant with an opportunity for a hearing within sixty (60) days of the complaint filing, if expressly requested in writing by the complainant, or in the event is not requested, WSGM/GMRC shall issue a decision as to whether provisions of the WIOA were violated. In the event the complainant is dissatisfied with the WSGM/GMRC's decision, he/she may appeal the decision to the Technical College System of Georgia Office of Workforce. If such appeal is made, the TSCG shall issue a final determination within sixty (60) days of the receipt of the appeal.

WorkSource Georgia Mountains
ATTN: Andrea Newsom, EEO Officer
P.O. Box 1720, Gainesville, GA 30303
Phone: (770) 538-2626
Email: anewsom@gmrc.ga.gov

1. Complainant Information:

First Name _____ MI _____ Last Name _____
Address _____ City _____ State _____ Zip _____
Home Phone (____) _____ - _____ Cell Phone (____) _____ - _____
Work Phone (____) _____ - _____ Email Address _____

Are you a WSGM Employee? YES NO

What is the most convenient time to contact you?

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

Name _____ Phone Number (____) _____ - _____
Address _____ City _____ State _____
Zip _____

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

a. Please explain the basis of your complaint.

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

c. Please list the location and date.

4. Resolution seeking?

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

Please complete this section if you suspect you have been or are being discriminated against.

Pursuant to 29 C.F.R. §38.72, a discriminatory complaint must be filed within one hundred and eighty (180) days of the alleged discriminatory act. Per 29 C.F.R §38.76 WFD will provide a "Written Notice of Final Action" within ninety (90) days of the date on which the complaint was filed.

1. If the Complainant chooses to file the discrimination complaint with the WSGM/GMRC or with TCSG, the Complainant must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center.
2. The Complainant has the right to be represented in the complaint process by an attorney or other representative.
3. If the recipient does not give the Complainant a written Notice of Final Action within 90 days of the day on which you filed your complaint, the Complainant may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (or within 120 days after the day on which the Complainant filed the complaint with the recipient).
4. If the recipient does give the Complainant a written Notice of Final Action on the complaint, but the Complainant is dissatisfied with the decision or resolution, the Complainant may file a complaint with CRC. The Complainant must file the CRC complaint within 30 days of the date on which the Complainant received the Notice of Final Action.
5. Further, WSGM/GMRC shall fully cooperate with any local, state, or federal investigation in accordance with the aforementioned proceedings or with any criminal investigation.

The Civil Rights Act of 1964, as amended, and the WIOA of 2014, as amended, guarantees the right to file a complaint or alleged action concerning discrimination as stated above.

5. **Do you feel you have been discriminated against?** YES NO

6. **On what date did the alleged discriminatory action occur?**

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

- | | |
|--|--|
| <input type="checkbox"/> Race _____ | <input type="checkbox"/> Age _____ |
| <input type="checkbox"/> Religion _____ | <input type="checkbox"/> Political Affiliation _____ |
| <input type="checkbox"/> Sex <input type="checkbox"/> Male <input type="checkbox"/> Female | <input type="checkbox"/> Reprisal/Retaliation _____ |
| <input type="checkbox"/> Disability _____ | <input type="checkbox"/> Color _____ |
| <input type="checkbox"/> Citizenship _____ | <input type="checkbox"/> National Origin _____ |

Sexual Harassment _____ Other _____

8. How were you treated differently?

9. Do you have an attorney or other representative for this complaint? YES NO

If yes, please provide the following:

Name _____ Phone Number (_____) _____ - _____

Address _____ City _____ State _____ Zip _____

10. If you have filed a case or complaint with any other government agency or non-federal entity, please list below:

Agency _____ Date Filed _____

Case or Docket No. _____

Date of Trial or Hearing _____

Location of Agency or Court _____

Name of Investigator _____

Status of Case _____

Comments: _____

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

Complainant's Signature _____ Date _____

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

Complainant's Signature _____ Date _____

* LWDA Complaint policies may be found on our website: www.gmrc.ga.gov under the WorkSource Georgia Mountains tab.

Item 3.3: Complaint Resolution Form



WSGM

Complaint Resolution Form

Date of Complaint: _____

NOTE: If the Complainant alleges discrimination, do NOT attempt to resolve. Attach all documentation pertaining to the complaint and forward to the appropriate party.

Action Taken at Local WorkSource Development Area (LWDA) to Resolve Complaint: _____

WSGM Case Manager or authorizing official's

Signature

Date

Disposition:

RESOLVED: (Action Taken)

I am satisfied that this action resolves the complaint issue identified

Complainant's Signature

Date

UNRESOLVED

If complaint is UNRESOLVED, attach all documentation pertaining to this complaint and forward to the appropriate party according to federal, state and local guidelines and procedures.

_____ Date

Forwarded

Item 3.4: Rights Statement (Equal Opportunity)



WORKSOURCE GEORGIA MOUNTAINS

**GEORGIA MOUNTAINS REGIONAL COMMISSION
P.O. Box 2278, GAINESVILLE, GA 30503
(770) 538-2727 PHONE ♦ (770) 538-2729 FAX**

RIGHTS STATEMENT EQUAL OPPORTUNITY IS THE LAW

It is against the law for WorkSource Georgia Mountains/Georgia Mountains Regional Commission (WSGM/GMRC) (as the recipient of Federal financial assistance) to discriminate on the following bases: Against any individual in the United States, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship/status 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 recipient must not discriminate in any of the following areas: Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; providing opportunities in, or treating any person with regard to, such a program or activity; or making employment decisions in the administration of, or in connection with, such a program or activity.

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities. People with Hearing Impairments may contact the Georgia Relay Center by calling TTY 1-800-255-0056, Voice 1-800-255-0135 or dialing 7-1-1.

DISCRIMINATION GRIEVANCE PROCEDURES

If you think you have been subjected to discrimination under a WIOA Title I-financially assisted program or activity, you may file a Complaint within one hundred and eighty (180) days of the alleged violation with either:

WorkSource Georgia Mountains
Georgia Mountains Regional Commission
Equal Opportunity (EO) Officer:
Andrea Newsom
P.O. Box 1720
Gainesville, GA 30503
770-538-2626
anewsom@gmrc.ga.gov

Technical College System of Georgia Office of Workforce Development
David Dietrichs
Equal Opportunity Officer
1800 Century Place NE, Suite 150
404-679-1371
wioacompliance@tcsg.edu
Atlanta, GA 30345-4304

Application for a Workforce Innovation and Opportunity Act (WIOA) funded program **does not create an entitlement** to services, and nothing in the Act shall be construed to establish a right of action for an individual to obtain services under WIOA.

The Complainant may file their discrimination based complaint with the United States Department of Labor's Civil Rights Center at

<http://www.dol.gov/oasam/programs/crc/external-enforc-complaints.htm>. Or by contacting:

Director of Civil Rights
U.S. Department of Labor (USDOL)
200 Constitution Ave, NW Room – N4123
Washington, DC 20210

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

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

6. If the Complainant chooses to file the discrimination complaint with the WSGM/GMRC or with TCSG, the Complainant must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).
7. The Complainant has the right to be represented in the complaint process by an attorney or other representative.
8. If the recipient does not give the Complainant a written Notice of Final Action within 90 days of the day on which you filed your complaint, the Complainant may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (or within 120 days after the day on which the Complainant filed the complaint with the recipient).
9. Further, WSGM/GMRC shall fully cooperate with any local, state, or federal investigation in accordance with the aforementioned proceedings or with any criminal investigation.

The Civil Rights Act of 1964, as amended, and the WIOA of 2014, as amended, guarantees the right to file a complaint or alleged action concerning discrimination as stated above.

FRAUD, ABUSE, WASTE, MISCONDUCT OR ILLEGAL ACTIVITY GRIEVANCE PROCEDURES

In the event that a complaint involves allegations of fraud, abuse, waste, misconduct or illegal activity stemming from a WIOA-funded program, the Complainant shall immediately contact one of the entities listed below:

Technical College System of Georgia Office of Workforce Development
David Dietrichs, Compliance and Legal Affairs Director,
1800 Century Place NE, Suite 150
404-679-1371
wioacompliance@tcsge.edu
Atlanta, GA 30345-4304

Georgia Office of Inspector General
2 M.L.K. Jr. Dr., SW
1102 West Tower
Atlanta, GA 30334
1-866-435-7644 (1-866-HELPOIG)
Complaint form may be found at <http://oig.georgia.gov/file-Complaint>

Office of Inspector General, USDOL
US Department of Labor
200 Constitution Ave., NW, Room S-5506,
Washington, DC 20210
1-800-347-3756
Complaint form may be found at <https://www.oig.dol.gov/hotlinecontact.htm>

GENERAL OR NON-DISCRIMINATORY GRIEVANCE PROCEDURES

1. Complaints arising at the WorkSource Georgia Mountains office level must be in writing, signed by the Complainant, dated within one hundred and twenty (120) days of the alleged incident, and must include the following information:
 - a. the full name, telephone number (if any) and address of the person making the complaint (Complainant);
 - b. the full name and address of the Respondent against whom the complaint is made;
 - c. a clear and concise statement of fact, including pertinent dates, and witnesses (if any) constituting the alleged violation, and

- d. the type of relief requested.

A complaint will be considered to have been filed when the reviewing authority receives from the Complainant a written statement, including information specified on the complaint form which contains sufficient facts and arguments to evaluate the complaint.

2. Complaints must be submitted to the Director, WorkSource Georgia Mountains, P.O. Box 2278, Gainesville, GA 30503.
3. A log of all complaints received by WSGM/GMRC will be filed on-site. The log will include the name of the Complainant, the name and/or organization of the Respondent, the date of the complaint, and the resolution of the complaint (if rendered).
4. The Director shall investigate the complaints and attempt to resolve the matter through mediation within ten (10) business days of receipt of the complaint.
5. If the complaint cannot be resolved within ten (10) business days, a hearing shall be conducted within sixty (60) days of receipt of the initial complaint. When a hearing is necessary, the Complainant and the Respondent will be given reasonable notification by certified mail of the following information:
 - a. A statement of the date, time and place of hearing, including the name of the impartial hearing officer;
 - b. A statement of the authority and jurisdiction under which the hearing is to be held;
 - c. A reference to the particular section of the Act, regulations, grant or other agreements under the Act involved;
 - d. A statement of the alleged violations of WIOA (This may include clarification of the original complaint, but must accurately reflect the content of the submitted documentation of the Complainant);
 - e. The right of both parties to be represented by legal counsel;
 - f. The right of each party to present evidence, both written and through witnesses;
 - g. The right of each party to cross-examine; and
 - h. The name, address, and telephone number of the contact person issuing the notice.
6. A hearing can be rescheduled at the request of either party for just cause.
7. The hearing shall be conducted by the Executive Committee of the Georgia Mountains Workforce Development Board (GMWDB). The committee may designate staff and/or other parties to serve as the impartial hearing officer. However, no GMWDB or staff member who has been directly involved in the events from which the complaint arose shall serve as a decision-maker in such complaint. If the complaint is against WorkSource Georgia Mountains itself, an impartial person will be secured by WorkSource Georgia Mountains to serve as the hearing officer. Impartial hearing officers shall be chosen from qualified individuals with expertise in the area from which the complaint arises. When an impartial hearing officer is necessary, the WorkSource Georgia Mountains Director will be notified to provide a qualified person. The right to an impartial decision-maker shall not be abrogated by the GMWDB or WorkSource Georgia Mountains. In the age of advanced communication options and to encourage timely responses to all complaints, the GMWDB may utilize e-mail, internet-based meeting facilities, in-person or any other mutually acceptable formats to conduct a hearing.
8. The Executive Committee of the GMWDB, or, its designee acting as a hearing officer, shall have the authority to regulate the course of the hearing, set the time and place for continued hearings, fix the time for filing briefs, and dispose of motions. A final decision must be rendered by the GMWDB Executive Committee or its designee within sixty (60) days of the completed hearing unless all parties are notified by certified mail of the need for additional time. The hearing officer shall issue a written decision which shall serve as the WSGM/GMRC's official resolution of the Complaint. The decision shall include the following information, at a minimum: The date, time and place of hearing, a recitation of the issues alleged in the Complaint, a summary of any evidence and witnesses presented by the Complainant and the respondent; an analysis of the issues as they relate to the facts; and a decision addressing each issue alleged in the Complaint.
9. A complete record of the hearing shall be made and maintained for three (3) years and include the following:
 - a. All pleadings, motions, and intermediate ruling;
 - b. Detailed minutes or mechanical recording of the oral testimony and all other evidence presented;
 - c. A statement of matters officially noted;
 - d. All staff memoranda or data submitted to the GMWDB Executive Committee or its designee in connection with their consideration of the case;
 - e. Findings of facts based on the evidence submitted at the hearing;
 - f. Notification of both parties of further appeal procedures, if applicable; and
 - g. Final decision of the hearing officer.
10. The Complainant shall be informed of the right to request a review of his/her complaint by the TCSG if:
 - a. The Complainant does not receive a decision from WSGM/GMRC within (60) sixty days of the filing the complaint, or

b. The Complainant receives a decision unsatisfactory to the complainant

The request for review should be submitted to:
Technical College System of Georgia, Office of Workforce Development
Attn: David Dietrichs, Compliance and Legal Affairs Director
1800 Century Place NE, Suite 150
Atlanta, GA 30345
404-679-1371
wioacompliance@tcsge.edu

Once TSCG has received the Complaint form and the local resolution, TSCG shall issue its own resolution on the issue within sixty (60) days of receipt. Any resolution reached by TSCG may be appealed to the US Department of Labor’s Employment and Training Administration.

OTHER GRIEVANCES

1. Complaints arising from contracts or vendor agreements with Georgia public schools such as those which pertain to disciplinary actions of teachers or students, grading policy or teacher employment contracts will be handled by the grievance procedure outlined in OCGA §20-2-1160.
2. Complaints which pertain to terms of the contract between the school and the WSGM/GMRC, which may include curriculum and course content, provision of teaching materials and equipment, eligibility, customer selection, or other terms made part of the contract, should be handled by the grievance procedure as presented by the General or Non-Discriminatory Grievance Procedure section.
3. Complaints against the Georgia Department of Labor Career Centers should be filed with the Complaint Specialist or Career Center Manager in accordance with their policies and procedures.
4. Complaints alleging labor standards violations may be filed using the established local and State Grievance Procedures or submitted to a binding arbitration procedure, if a collective bargaining agreement covering the parties to the grievance so provides.
5. Applicants, customers, service providers, bidders, WIOA funded staff or other interested parties alleging violations of the Acts, regulations, sub grants, or other contracts under WIOA (other than discrimination complaints) shall utilize the General or Non-Discriminatory Grievance Procedures in filing a complaint. Individuals shall be informed of this right by the WSGM.

Definitions:

- *Days* – Days are consecutive calendar days, including weekends and holidays. If a deadline imposed under the provisions of this section falls on a holiday or weekend, then the deadline shall be the next business day.
- *Complainant* – A Complainant is the person or entity filing the Complaint.
- *Complaint* – A Complaint is the written document which contains the alleged violation.
- *General Complaint* – A Complaint involving a general, non-discriminatory WIOA violation.
- *Participant* – A Participant is an individual who has been determined eligible to participate in, and who is currently receiving services under a program authorized by WIOA.
- *Respondent* – A Respondent is the person or entity against whom the Complaint is made.
- *Subrecipient* – A Subrecipient is a non-Federal entity that receives a subaward from a pass through entity (generally from a recipient) to carry out part of a Federal program. This term does not include an individual that is a beneficiary of such a program. A Subrecipient may also be a recipient of other Federal awards directly from a Federal awarding agency.

I have read and understand the Rights Statement and acknowledge so with my signature.

Customer’s Signature **Date**

Parent’s/Guardian’s Signature (if applicable) **Date**

***A copy of this document should be given to the customer and one copy should be retained in his/her file (if applicable).**

Item 5.1: Income Guidelines/Adult & DW

**Georgia Mountains Regional Commission
WorkSource Georgia Mountains
Income Guidelines – Adult & Dislocated Worker**

Effective May 1, 2018

Family Size	Hall County	Forsyth/Dawson	Other Counties
1	\$13,568	\$13,568	\$13,568
2	\$18,270	\$18,270	\$18,270
3	\$23,319	\$22,973	\$22,973
4	\$28,787	\$27,675	\$28,348
5	\$33,977	\$32,486	\$33,451
6	\$39,737	\$37,989	\$39,121
7	\$45,497	\$43,490	\$44,789
8	\$51,257	\$48,994	\$50,459
For each person over 8 add	\$5,760	\$5,504	\$5,670

****These numbers are for 6 months of income only.
Income is based on last 6 months employment verification at time of application.****

WorkSource Georgia Mountains Income Guidelines are 225% above the
2017 Income Guidelines for WIOA Low Income Level.

ITEM 5.2 WSGM Support Services

WSGM SUPPORTIVE SERVICE POLICY

WSGM has developed a process by which participants who are determined eligible and in need of supportive services may participate in Workforce Innovation & Opportunity Act (WIOA) activities. Federal Law states that supportive service costs should be necessary to enable an individual to participate in activities authorized under WIOA Title I. Eligibility and determination of need for supportive services should be conducted by a case manager, on a case-by- case basis and may be provided to individuals receiving Basic Career Services. Such individuals must be registered as WIOA participants and are subject to performance outcomes.

There is a limit on total supportive service expenditures of 35% of each Local Workforce Development Area (LWDA) funding stream, (i.e. adult, dislocated worker, youth), program year total allocation. The following policy applies to participants enrolled under the adult and dislocated worker programs under WIOA which include career services and Individual Training Account (ITA)-based training.

Documentation of Eligibility and Determination of Need for Supportive Services

All supportive services must be approved and recorded in Georgia Work Ready Online Participant Portal (GWROPP) prior to the participant receiving or obtaining the goods or services. Backdated requests for services will not be approved. A participant may waive WIOA payments (except for Work Experience) if accepting payment would mean the loss of benefits. The participant may request the payment to start at a later date, but may not claim retroactive payments. Advances against future payments are not allowed. The documentation required to determine eligibility for supportive services must be submitted during the intake process and the request for supportive services made prior to WIOA registration. An exception may be made for customers whose circumstances have changed after enrollment and will be evaluated on a case by case basis by their case manager.

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

1. Be participating in career services and/or training services.
2. Be unable to obtain supportive services through other programs providing such services; and
3. Must comply with program regulations and policies during the period of training and/or enrollment to continue to receive support service payments.

Determination of Need

- A. Financial/Physical Need: There must be documentation in the participant's case file and/or the GWROPP system that participants are incapable of providing these services for themselves.

Documentation may consist of:

1. Low income verification
2. Receipt of federal or state public assistance
3. Receipt of UI benefits
4. Documentation of skill upgrading that would lead to employment in a local or state in-demand occupation
5. Documentation of lack of employment or underemployment
6. Separation from employment notice
7. Transportation distance to attend training

8. Birth certificates of children receiving childcare

B. Resource Coordination: There must be documentation that supportive services are not available from other state or federal grant programs. There must be analysis of all federal/state/local resources available and how they are being coordinated. For example, WSGM will document the total basis of need considering UI, Pell, Hope etc., or other instances of federal/state/local resources available, to determine how resources are being coordinated. Examples of acceptable documentation:

1. Participant time sheets
2. Income determination
3. UI records
4. Supportive Services Request Form

Allowable Supportive Service

Allowable supportive services provided during training include, but are not limited to:

1. Transportation
2. Dependent Care
3. Health Care and Medical Services – These services are of a one-time nature, such as a physical examination, prescription drugs, prescription eyeglasses, immediate dental care, and mental health care which are needed to enable an individual to participate in any reemployment activity
4. Legal Services: Cost for legal services may be covered when the law, courts and related situations interfere with the participant's ability to continue training or seek employment
5. Out-of-Area Services: A participant may be provided assistance with costs incurred for out-of-area training or other activities (such as travel to take a licensing test) that are documents in case notes. Lodging, per diem, mileage and other reasonable and necessary costs may be covered. When calculating the level of assistance, providers may opt to cover actual costs, the transportation daily rate or use Federal mileage, lodging and per diem rates and cover any amount up to that level based on available budget and other sources of assistance

Support Service Request Form: Each participant requesting supportive services will complete a request for support service form. The WIOA career advisor will determine the basis of need and sign off on the justification for the amount of support that is necessary and reasonable to complete WIOA activities. This documentation should be collected and included in the participant's case file. WSGM finance will also maintain records to monitor the yearly cap limitations.

All participants' Supportive Service expenditures must be submitted, utilizing the attendance forms; dependent care forms; or other methods required by WSGM to the WSGM Case Manager for approval and for processing.

1. Customers must attend class or clinical placement to receive any transportation support payment for that day. Attendance forms are completed by the customer and signed by the instructor(s). The attendance form is submitted to the Case Manager on a bi-weekly basis and maintained in the customer file.
2. The Case Manager verifies the actual costs that are being submitted for payment and reviews previous authorizations in the participant record to avoid duplication of services or double billing of the item.

3. Payments will be made directly to the participant as a reimbursement. Payments will not be made for sick days, holidays, days when no class is scheduled, days when class has been cancelled, or for internet classes. Customers must be making satisfactory progress (a minimum of 2.0 on a 4.0 scale each semester or a minimum of a C on an A, B, C, D, F scale or 70% on a 100% scale) and cooperating with instructional process to continue to receive support payments. Support payments will not be made for classes taken for the second time when supports were paid during the first attempt.

Dependent Care

If dependent care is not otherwise available from Department of Family and Children Services (DFCS), or other funding sources, WSGM may reimburse the cost of care for dependent children up to a maximum of \$225 per week per family, excluding late fees.

Dependent care is classified as one or more of the following: child or dependent under age 14 who is receiving 50% or more of their daily living needs from the participant; or dependent, regardless of age, who requires assistance due to disability or medical condition or documented care need.

This assistance is available while the participant is enrolled in basic career services or an ITA training service. Assistance is available when the individual is scheduled and/or commuting to training activities. Assistance may also be available for children during times when school is not in session. Funds from other sources, such as TANF, may be combined with WIOA funds with written approval by the WSGM Case Manager. In those instances, WIOA funds may only be used for those expenses not covered by the other funding source. For participants receiving TANF benefits, service providers must document that the participant is not receiving dependent care benefits from TANF before providing dependent care assistance through WIOA.

Participants are encouraged to use licensed dependent care providers whenever possible. Reimbursement will be based on the cost of the services and contract requirements up to the maximum dollar amount based on the county the customer resides in: Dawson, Forsyth, Hall, Lumpkin will be reimbursed at a max of \$110 per child per week. All other counties will be reimbursed at a max of \$90 per child per week. If not licensed, the service must be provided by a dependent care provider who cares for children outside of the participant's home and will be reimbursed at a rate of \$15 per child per day.

Dependent care costs will be reimbursed to the participant. Payments are based on receipts from the dependent care provider and include verification of a child's attendance record and verification of class attendance by the participant. Payments will be made biweekly and will depend on timely receipt of the specified documentation.

No reimbursements will be made for registration or late fees incurred by participants.

Transportation

Eligible participants will receive \$10 to ensure mobility between home and location of training or practicum/clinical site. Those traveling over 80 miles round trip will be eligible to receive \$15 as long as need is documented by case manager in file. Transportation assistance is not available if provided by another agency such as DFCS.

Additional Allowable Support Services:

Allowable supportive services provided after training in order to obtain employment include, but are not limited to:

1. Tools, work clothing, and boots/shoes required for employment
2. Bonding and liability insurance for employment
3. Drug testing required by employer
4. Financial counseling, and
5. Auxiliary aides and services necessary for persons with disabilities.

For participants enrolled in programs such as HVAC, automotive technology and automotive collision, which require expensive tools for training as well as employment, supportive services may be used to supplement tool purchase costs during training in the event the participant's training ITA funds are exhausted by tuition, books, fees and other training costs. This determination will be made on a case by case basis by the WSGM Director.

Other Requirements and Policies

A participant continues to be eligible for support services only as long as he/she is active in the program. Failure to participate fully, without good cause, will result in termination of assistance.

During the assessment period individual needs are identified and a plan is developed and documented in the Individual Employment Plan (IEP) for support provided by WSGM, DFCS or other programs. To maximize the support available, WSGM will actively promote coordination with organizations to provide supportive services at no cost to the program or the participant. These services could include assistance in housing, legal problems, financial planning, dental/medical care, mental health, and other areas.

Unallowable Supportive Services

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

1. Rent deposits or housing deposits
2. Mortgage payments
3. Car payments
4. Purchase of vehicles
5. Fines
6. Late Fees

Item 5.3: Program Accessibility Report

Program Accessibility Report for Blue Ridge Career Center One Stop Career Center OBLIGATION NOT TO DISCRIMINATE ON THE BASIS OF DISABILITY – PART III

Reference: Methods of Administration, Element 5, 29 CFR Part 37.7 through 37.9, 29 CFR Part 37.54(d) (2) (v), 29 CFR Part 32 Subparts B and C

Complete the table below by completing the blue boxes.

		YES	NO
1.	Are TTY/TDD or Relay Services available for use?	x	
Explain.			
2.	Describe efforts to prohibit discrimination on the basis of disability in employment practices by the One-Stop staff and its partners:		
	a. Requiring the provision of reasonable accommodations in employment, when appropriate.	x	
	b. Reviewing job qualifications to ensure that it does not use selection criteria that screen out or tend to screen out an individual with a disability on the basis of that disability unless the criteria is job related for the position in question and consistent with business necessity.	x	
	c. Prohibiting pre-employment inquiries regarding disability except to ask for the individual to self-identify himself or herself as a person with a disability on a voluntary basis for reporting purposes and will be maintained confidentially.	x	
Other: Explain Monitor Staff following written policies			
3.	How does the One-Stop insure that it does not aid or perpetuate discrimination by providing significant assistance to a person or entity that discriminates on the basis of disability?		
Through monitoring, training, and observation			
4.	How does the One-Stop insure that programs and activities are administered in the most integrated settings possible?		
Office space allows for privacy when needed.			
5.	How does the One-Stop insure that eligibility criteria that screen out or tend to screen out an individual with a disability or class of individuals with disabilities are not imposed unless such criteria can be shown to be necessary for the provision of the aid, benefit, service, training, program or activity being offered?		
Forms/website in compliance with eligibility criteria			
6.	How does the One-Stop insure that an individual with a disability is not required to accept an accommodation, aid, benefit, service, training, or opportunity that the individual chooses not to accept?		
Self-Identification			

7. How does the One-Stop insure that, for employment-related training, the selection criteria are reviewed to ensure that they do not screen out, or tend to screen out, an individual with a disability or any class of individuals with disabilities from fully and equally enjoying the training unless the criteria can be shown to be necessary for the training being offered?

Based on Career Center and GDOL policies

8. Please describe the availability of assistive equipment for individuals with disabilities.

Assistive equipment provided in the resource area

9. Please describe any reasonable accommodations that have been provided for applicants, participants, or employees with disabilities.

Large monitors with glare protection

10. How are reasonable accommodations provided regarding the registration for, and the provision of, aid, benefits, services or training--including core and intensive training--and support services to qualified individuals with disabilities?

Facility meets ADA compliance, accommodation offered appropriately.

a. Describe how you meet the obligation of a recipient to operate programs or activities so that, when viewed in their entirety, they are readily accessible to qualified individuals with disabilities, through means such as: redesign of equipment; reassignment of classes or other services to accessible buildings; assignment of aides to beneficiaries; home visits; delivery of services at alternative accessible sites; alteration of existing facilities and construction of new facilities in conformance with standards for new construction; or any other method that results in making its program or activity accessible to individuals with disabilities?

[Redacted]

b. Does the One-Stop provide the accessibility tools offered through U.S. Department of Labor's Office of Disability Employment Policy ([ODEP](#)) to assist employers in adopting technology which could allow disable people to participate fully in the workplace?

x

11. Does the One-Stop have a written reasonable accommodation policy? **If so, please attach a copy.**

12. Describe how medical condition information is maintained separate from other files and secured.

Medical files and information is not maintained in the Career Center files.

Item 5.4: Individual Training Accounts

An individual determined eligible for WIOA-funded training services may select an eligible training program/provider from the Georgia Mountains Workforce Development Board/STATE approved ETPL in consultation with a WSGM representative located at WSGM Office located at 1856 Thompson Bridge Rd. Gainesville, GA 30501 Suites 2-4 and 1F.

Policies:

1. Training must be in occupations identified in the local WIOA plan as growth and/or demand occupations or documentation of employment prospects for areas not listed in the Plan must be provided. Growth and Demand Occupation lists are subject to change at any time due to fluctuating economic conditions.
2. Training must result in an employment wage sufficient to maintain or increase income.
3. ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, general supplies, tools, uniforms and shoes, certification, licensing, testing fees, drug testing for entrance into training, medical requirements for training entrance, and such items specifically required for a course or program. The following items are not provided by ITAs: Certain WSGM computers and related equipment, computer program software, peripherals, electronic and wireless equipment unless approved on a case-by-case basis by WSGM.
4. Funding limitations will be as follows:
 - (a) Up to \$6,000 in training costs, excluding support may be expended for each participant for the first year (three consecutive semesters) of training assistance.
 - (b) For training assistance that extends beyond one year, total training costs may not exceed \$10,000 (excluding support.)
 - (c) For the following programs: Nurse Practitioner MS, Bachelors of Science Nursing, Occupational Therapist, Physical Therapist, Physical Therapy Assistant AAS, Dental Hygiene AAS, and Health Care Information Technology AAS, funding for the first year of training assistance may be up to \$7,000 and for training that extends beyond one year of assistance, total training costs may not exceed \$14,000. An increase to these limits requires WSGM case manager approval for each participant. (Effective from July 1, 2017 forward with revisions)
 - (d) The total cost of training may exceed the available WIOA funding limitations however customers must provide evidence that additional financial support is available to cover the total training cost. In a case where the total cost of training exceeds the available WIOA funding limitations, customer funding will be utilized until the remaining training amount is within local area funding limitations. WIOA supportive services may be paid during the time in which the customer funding is being utilized.
 - (e) Up to \$11,000 excluding support for a specialized Welding Program. (Effective 7/1/2014)
WSGM does not assist with training that is outside the contiguous United States of America.
5. Programs should not exceed 104 weeks (two years). Exceptions to this policy may be approved on a case- by-case basis and requests should include evidence that financial support is available during extended training periods.
6. In addition: WSGM assists with one (1) program of study with limited exceptions:
 - a. Stackable Credential: Part of a sequence of credentials that can be accumulated over time to build up an individual's qualifications and help them to move along a career pathway or up a career ladder to different and potentially higher-paying jobs (Customers must reapply and be found eligible and suitable; Maximum training dollar limit of \$10,000 per individual for all WSGM training combined will not be exceeded)

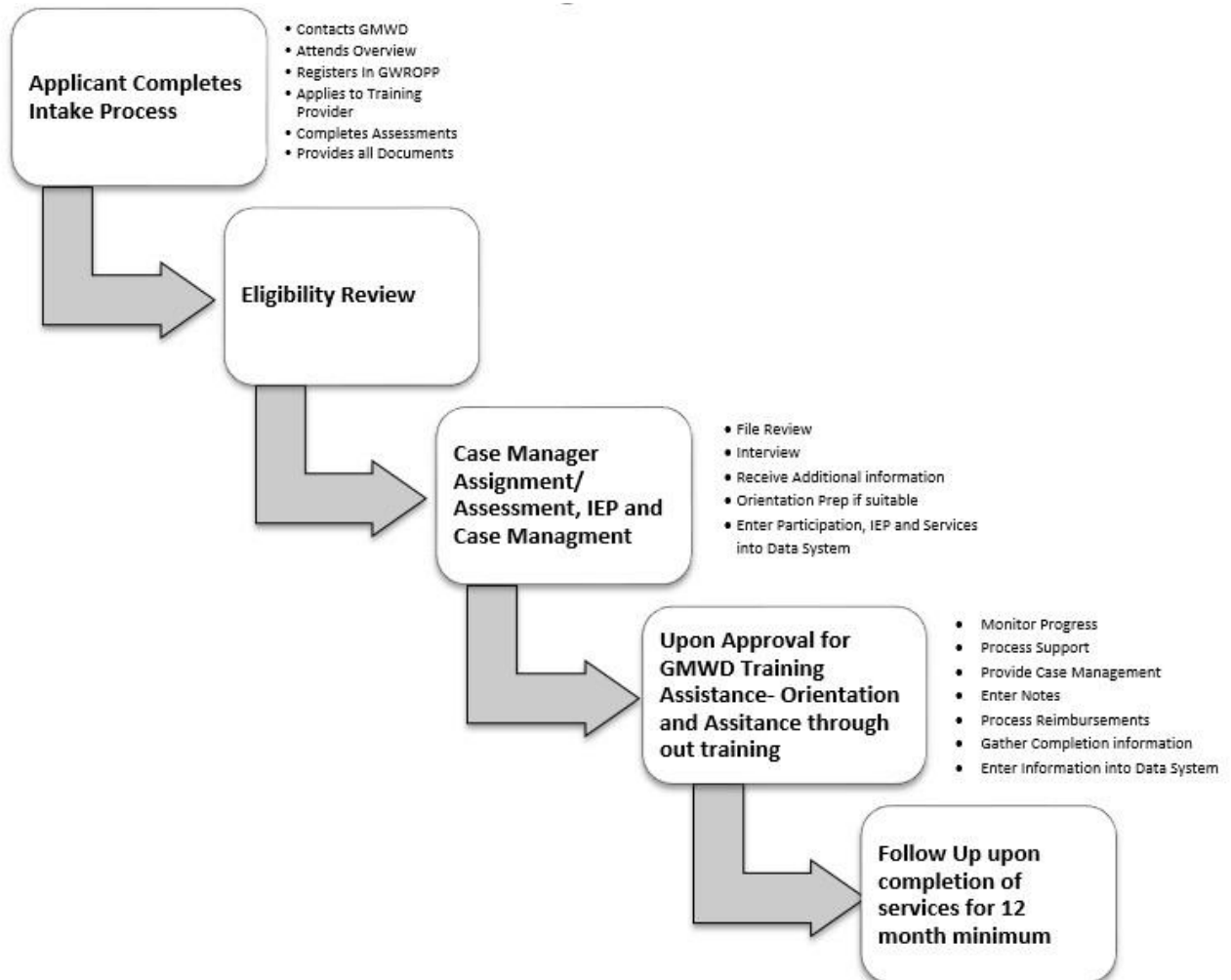
- b. Programs that require a prerequisite, e.g. Air Conditioning Technology with Commercial Refrigeration, Licensed Practical Nurse, and Health Care Assistant Certificates (Total training must fall within the WSGM length and cost of training limits)
 - c. A participant may take no more than two approved training programs identified under the Career Ladder Training Program. They must fully complete the first program before being considered for advancement to the next program. Completion, for the purposes of Career Ladder Training, is completion of training, all tests required per training provider curriculum), and receipt of credential(s). Also, participants are not required to continue training with the same training provider after completion of the first program. They may elect to continue additional training at another approved training program/provider.
7. Customers applying for training services that have recent (within last three years) training and attainment of a recognized credential in a growth and demand occupation may not be considered to be “in need of training” services. (Exceptions require WSGM Director approval)
8. Changes in Training Provider are not allowed. (Any exceptions, as noted under Career Ladder, require WSGM Director Approval)
9. An upgrade to a degree program is not permitted due to the length of program guidelines, available funding, and Individual Training Account (ITA) requirements. A downgrade from a degree or diploma credential level program, or lateral change of program within the same credential level, may be allowed based on documented statements or evaluations by the Training Provider, and the WSGM Case Manager; or in case of documented medical condition(s).
10. A customer cannot change their major, program of study or add/drop a course without prior approval by their WSGM Case Manager. In the event of withdrawal from/failure of a course or program, WSGM will not provide the funds to re-enroll in that course at a later date.
11. All customers must maintain a full-time training status as determined by the training provider. Exceptions to this policy may be approved on a case-by-case basis at the case manager’s discretion.
12. In general, all training programs must be within a reasonable commute (30-40 miles one way) of the WIOA local area. Out-of-the-area training programs that are not within commuting distance to the WIOA local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States. Lodging may be provided by some training providers (CDL of GA, LLC, Daly’s Truck Driving School or Georgia Driving Academy) either free or at a reasonable cost. WIOA funding may be provided for lodging if the customer lives outside of a reasonable commute (30-40 miles one way) or reliable transportation is not available.
13. All potential training customers must apply to the potential training site and apply for all applicable sources of financial aid. Upon application to the WSGM for training services, applicants must provide proof of acceptance to the training provider and financial aid award/denial letter, if applicable. All customers who apply for training services must complete a Customer Financial Summary and provide information that will explore all available sources of financial aid (i.e., Pell, HOPE Grant, HOPE Scholarship, TANF) to avoid duplication. The enrollment agreement should detail all loans or personal funds that are included to cover the total cost of training as a means of cost analysis. If it is determined through the analysis of the cost of attendance that the total cost of training exceeds the amount available through HOPE and WIOA funding, then PELL funds may be utilized by the participant for living and other appropriate personal expenses during the training period. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, or who require assistance beyond the financial aid available under these grant assistance programs.
14. WIOA funding may be provided for college level and post-baccalaureate instruction only if all of the following conditions have been met:
 - a. The customer must be accepted into a certificate, diploma, or degree program and the course of study must be

occupation-specific (i.e. radiology technician, accounting, STEM teacher certification or a customer is a Registered Nurse seeking a graduate degree in Nursing to fill a vacant Nursing instructor position at a university or technical college.) No funds shall be provided for general academic programs (i.e. General Studies, Bachelors of Business Administration, Bachelors of Art, etc.).

- b. Total course of study will take no longer than 104 weeks (2 years) to complete and be a certificate, diploma, or degree program. Exceptions: Extended critical shortage health care curricula lasting 3 years will be reviewed and approved on a case-by-case basis, i.e. Registered Nursing, Nurse Practitioner, Occupational Therapist.
 - c. The customer must demonstrate that he/she has the financial resources to attend long-term training.
15. Continuing Education and other similar courses may be approved if the following conditions apply:
- a. The customer must have a specific occupational goal.
 - b. The customer must have a work history or educational background that relates to the occupational goal.
 - c. The customer must present evidence describing how the proposed training will increase his/her employment marketability.
16. Customers accepted on a provisional basis may receive assistance, but certain restriction and requirements apply and are reviewed on a case-by-case basis. If assistance is approved, provisional classes must be taken at the beginning of the training program and completed as soon as possible.
17. ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as he/she is responsible for other fines or penalties.

ITAs will be issued for training providers/programs that are currently on the State of Georgia Eligible Provider/Program List and with whom WSGM has a signed WIOA Training Provider Agreement. WSGM office maintains a list of the providers with executed agreements through the Georgia Mountains Regional Commission office in Gainesville. This list is updated as needed.

Item 5.5: Adult/Dislocated Worker Process



Item 5.6: Approved Training Programs and Providers

WSGM ELIGIBLE PROVIDERS and TRAINING PROGRAMS

The Georgia Mountains Workforce Development Board has approved the following providers/programs as occupational skills training providers/programs. Please adhere to the Training Provider’s admissions deadline policy.

ATHENS TECHNICAL COLLEGE www.athenstech.edu	GOODWILL OF NORTH GEORGIA www.goodwillng.org	NORTH GEORGIA TECHNICAL COLLEGE www.northgatech.edu
BRENAU UNIVERSITY www.brenau.edu	GWINNETT TECHNICAL COLLEGE www.gwinnettech.edu	PIEDMONT COLLEGE www.piedmont.edu
CDL OF GA, LLC www.cdlofga.com	HEAVY EQUIPMENT COLLEGE OF GA www.georgiacc.com	PIONEER RESA www.pioneerresa.org
CHATTahoochee TECHNICAL COLLEGE www.chattahoocheetech.edu	LANIER TECHNICAL COLLEGE www.laniertech.edu	TARGETIT TRAINING & MENTORING www.goTargetIT.com
DALY’S TRUCK DRIVING SCHOOL www.dalystruckdrivingschool.com	MEDICAL INSTITUTE OF NORTHEAST GA www.ming101.com	UNIVERSITY OF NORTH GEORGIA www.ung.edu
EMMANUEL COLLEGE www.ec.edu	KENNESAW STATE UNIVERSITY www.kennesaw.edu	
GEORGIA DRIVING ACADEMY www.gadrivingacademy.com	NORTHEAST GEORGIA RESA www.cicit.net/sn/clt/negaresa	

<p>NORTH GEORGIA NURSING ACADEMY www.ngnanursing.org</p>
<p>ON A TRIAL BASIS AS OF 11/07/17 – LIMIT 5 FOR DIALYSIS TECH AS OF 04/26/2018, OUR TRIAL LIMIT HAS BEEN EXTENDED TO 10 APPLICANTS FOR MEDICAL ASSISTING PROGRAM</p>

<p>PLAY TO LEARN www.myptlc.com</p>
<p>ON A TRIAL BASIS AS OF 04/26/18 – LIMIT 5 FOR CHILD DEVELOPMENT ASSISTANT (CDA)</p>

Item 5.7 Growth and Demand Occupations

GROWTH AND DEMAND OCCUPATIONS

The list represents WSGM “Growth and Demand” occupations. Information on training requirements for each occupation can be found at <https://www.onetonline.org/>. Many of the occupations listed below DO NOT REQUIRE significant training or may require only on-the-job training. Some occupations may require pre-hire letters. Due to the economy, some of these occupations require detailed proof of the demand in the area in which the customer lives or plans to commute. Please consult WSGM regarding your training needs. Additional occupations will be added as determined by the Georgia Department of Labor (GDOL) Career Center managers and members of the Georgia Mountains Workforce Development Board (GMWDB).

All training must allow the customer to become self-sufficient. The following occupations have been determined to be growth and demand occupations for the WSGM as of January 25, 2018:

Accountant & Bookkeeper	Electrician	Medical Assistant
Administrative Assistant	Emergency Medical Technician	Medical Office Worker
Agriculture	English as a Second Language Instructor	Medical Records Technician
Automotive Mechanic	General Office Clerk	Medical Secretary
Automotive Structural Repairer	Hand Packers & Packagers	Motorcycle Repair Technician
Bill & Account Collector	Heating/AC Technician	Occupational Therapist
Brick Mason	Home Health Aide	Paralegal
CAD Operator	Hospitality	Pharmacy Technician
Carpenter	Hotel/Motel Management	Phlebotomist
Cashier/Sales Clerk	Horticulture	Physical Therapist
Child Development Assistant	Human Resources Management Certificate	Plumber, Pipefitter, & Steamfitter
Certified Nursing Assistant	Human Service Worker	Quality Assurance Technician
CNC Machine Operators	Industrial Machinery Mechanic	Radiological/X-Ray Technician
Computer Information Systems	Industrial Truck Operator	Registered Nurse (RN)
Construction Laborer	Laborer (Warehouse)	Respiratory Therapist
Correction Officer	Law Enforcement Officer	Robotics
Culinary	Legal Secretary	Special Education Teacher
Customer Service Representative	Licensed Practical Nurse (LPN)	Surgical Technician
Data Entry Technician	Maintenance Mechanic	Surveyor
Delivery & Route Truck Driver	Management Trainee	Teacher
Dental Assistant & Dental Hygienist	Manufacturing Machine Operator	Truck Driver, Heavy
Dental Laboratory Technician	Mechanic & Repairer Helper	Vocational Education Teacher & Instructor
Drafter	Medical & Laboratory Technician	Welder & Cutter

Item 5.8: PLANT CLOSINGS / LAYOFFS IN THE WSGM AREA

Company Info				WARN Info		
Company	Street 1	City	Zip	Notification Date	County	Layoff Date Begin
Perdue Foods	1155 Candler Road	Gainesville	30507	3/2/2017	Hall	4/30/2017
Gap Partners, Inc.	400 Kelly's Creek Rd, Ste. 105	Rabun Gap	30568	1/30/2018	Rabun	3/29/2018
Siemens, Corporation	100 Technology Drive,	Alpharetta	30005	4/20/2018	Forsyth	5/31/2018
Chestatee Regional	227 Mountain Drive	Dahlonega	30533	5/24/2018	Lumpkin	26-Jul-18
Mayfiled Farms	1160 Broadway Avenue	Braselton	30517	7/17/2018	Barrow, Gwinnett, Hall, and Jackson	9/16/2018

Item 5.9: Mobile Training Unit (MTU) Guide

MOBILE TRAINING UNIT: WSGM

JOB DESCRIPTION:

Promote, schedule, operate, and maintain Mobile Training Units in support of WIOA Youth, Adult, Rapid Response, and OJT programs. Provide employment oriented services, training, and testing to region's residents and employees. Coordinate regional job fairs, and host frequent public events at libraries, food banks, schools, and other public venues. Publish Workforce Development calendars, advertisements & press releases, and help maintain WD's news/social media presence.

WSGM is using various fund sources to develop integrated service strategies for adult customers, especially for TANF, Supplemental Nutrition Assistance Program (SNAP) and other low-income individuals, including the Georgia Fatherhood Program. (TEN 35-09)

- ❖ TANF customers are served through the local Adult, Dislocated and Youth programs
- ❖ Adult workers who qualify for TANF or SNAP also meet for the income limits for WIOA
- ❖ WSGM's Mobile Training Units partner with our region's Accountability / Treatment Courts, DFACS offices, Probation offices, and Correctional facilities to assist referred customers.
- ❖ WSGM's Mobile Training Units visit our region's permanent and mobile Food Banks, Soup Kitchens, and Residential Facilities to provide career services and WIOA information.
- ❖ WSGM's Mobile Training Units are used to further employment and economic development in the Region by providing ADA compliant computer access that is limited in some locales. Mobile Units work with our region's technical colleges, adult learning centers, school systems, businesses, and civic groups to meet the demand for their training and testing needs. The Mobile Units also help alleviate issues where staff and/or space is limited and cannot keep up with present demand.
- ❖ And other regional locations where individuals need employment related assistance. Under/Unemployed individuals are provided access to computers to assist with on-line job searches and applications, resume' writing, interviewing skills, and given access to online career assessment surveys to determine possible career paths.
- ❖ The Mobile Training Units and staff partner with local businesses to provide access to ADA compliant mobile training facilities, to allow for a convenient learning atmosphere with adequate computer resources.
- ❖ The Mobile Training Units are utilized as onsite testing centers for WIOA Youth and as testing/training centers for Youth in WIOA programs with limited access to transportation.
- ❖ The Mobile Training Units are used in Rapid Response situations by partnering with the Georgia Department of Labor to assist individuals completing unemployment insurance claims, and providing career services, WIOA information, and training at their place of work during this transitional period in their lives.
- ❖ The Mobile Training Units can provide Employment services, as well as basic computer and Microsoft Office training to those with limited computer knowledge and/or Microsoft Office Skills, if needed.
- ❖ Monthly statistics are kept recording all activities onboard the mobile units. The statistics are provided to the WSGM Board at their quarterly meetings.
- ❖ Coordinate with local Technical Colleges and Adult Learning Centers to provide GED related services.
- ❖ From July 1st 2017 through June 30, 2018 approximately 1687 people have visited the Career Coaches/ Mobile Training Units for individualized services. Over 3356 different actions have been tracked onboard the Mobile Units. This includes 898 online job searches, 151 online job applications, 779 resumes' developed and/or critiqued, 230 career assessment surveys administered, and 1181 people receiving information on the WIOA program and the services provided by WSGM.

Below is a list of the locations the Mobile Units have visited between July 1, 2017 and June 30, 2018

(r) – stands for recurring events

Adult Learning Centers

Hart County Adult Learning Center (r)

Colleges

North Georgia Technical College – Blairsville

Court/Probation Settings Arrendale State Prison – (r)

Colwell Detention Center – Blairsville (r)

Dahlonega Day Reporting Center (r)

Habersham County Probation (r)

Hall County Accountability Court (r)

Hall County Day Reporting (r)

Hall County Correctional Institute (r)

Stephens County Probation (r)

Food Banks

Good Samaritan Food Bank)r)(r

Toccoa Mobile Food Pantry (r)

Job Fairs

American Legion and Veterans Event – Hall County

Dawsonville Development Authority and Chamber of Commerce

DOL Veterans Services Job Fair - Hall

Elk International Hiring Event

Forsyth County Career Fair

Gainesville Job Fair

Goodwill Job Fair – Cumming

Goodwill Job Fair – Dawsonville (r)

Goodwill Job Fair - Habersham (r)

Libraries

Banks County Library (r)

Clarkesville – Habersham Library (r)

Cumming Library (r)

Hampton Park Library (r)

Lavonia – Carnegie Library (r)

Rabun County Library (r)

Royston Library (r)

Spout Springs Library (r) Toccoa

Stephens Library (r)

Towns County Library – Hiawassee (r)

Union County Library (r)

White County Library - Cleveland (r)

Other

Avita Community Clubhouse – resume workshop

Fair Street Elementary

North Georgia Technical College – Blairsville (r)

Salvation Army – Hall County (r)

The Place of Forsyth – (r)

Striding for a Better Banks

Waypoint Community Event
WorkSource Open House

Public Events

St. Francis of Assisi Catholic Church – Blairsville (r)

Rapid Response

Gap Partners (r)
Siemens

Schools

Boys and Girls Club – Resume Workshop
Chestatee High School – Career Exploration Workshop
Chattahoochee Christian School – Career Exploration Workshop
Dawson County Mtn. Ed – Resume Workshop
Forsyth Central High School – Resume Workshop
Lanier College and Career Academy – ®
Mountain Ed Charter High – Forsyth, Lumpkin, Stephens, & White
White County High (r)

Youth

Department of Juvenile Justice Resume Workshop - Hall
Gainesville Hall – Interagency Transition Fair
Gainesville High School Job Fair
Habersham Success Academy - Resume Workshop (r)

Item 5.10: Youth Services Policies & Procedures



**WORKSOURCE GEORGIA MOUNTAINS
AREA 2**

**1856 Thompson Bridge Road
Gainesville, GA 30501
PH: 770-538-2727
FAX: 770-538-2730**

**Youth Program
Policies &
Procedures**

2017-2019

WSGM
Youth Policy and Procedures
Incentive Requests

In accordance with 20 CFR § 681.640, “incentive payments to youth participants are permitted for recognition and achievement directly tied to training activities and work experiences. The local program must have written policies and procedures in place governing the award of incentives and must ensure that such incentive payments are tied to the goals of the specific program; outlined in writing before the commencement of the program that may provide incentive payments; align with the local program’s organizational policies; and are in accordance with the requirements contained in 2 CFR part 200.” Incentives paid with WIOA funds must be connected to achievement of milestones tied to work experience, education or training. (TEGL 21-16)

The funds will be disbursed through check by mail, direct deposit to bank account or prepaid card.

Incentive Requests

1. A signature page must be completed, signed and dated by participant upon receipt of gift card. An Incentive Request must be completed and submitted for funds to be issued for an incentive. The Request will be signed and dated by the participant and Case Manager.
2. The Incentive Request forms must be approved and signed by the Youth Services Supervisor.
3. A copy of the activity/documentation or explanation should be attached to the Incentive Request and **documented in case file and data system.**
4. The forms will then be forwarded to the Accounting Department/Billing Specialist and processed and initialed by the Billing Specialist or Accountant.
5. The funds will be directly deposited to the bank account on file or WorkSource issued prepaid card.
6. If the incentive is a gift card

The state has issued a Workforce Implementation Guidance (WIG) Letter to further clarify incentive payments (WIG 17-PS-001). The local workforce board must have policies for incentive awards and ensure payments are:

- Tied to the goals of the specific program
- Outlined in writing before the commencement of the program that may provide incentive payments
- Align with the local program’s organizational policies
- Are in accordance with the requirements contained in 2 CFR part 200

Georgia Mountains local policies for incentives are as follows:

- A. Incentive Guidelines for \$25 incentive
 1. Completion of one recovered credit toward High School Diploma.
 2. Increase TABE level by one grade level or more.
- B. Incentive Guidelines for \$50 incentive
 1. Completion of work skills/soft skills program
- C. Incentive Guidelines for \$100 incentive
 1. Completion of GED Exam or High School Diploma - A copy of the GED/GED completion or Diploma/Transcript or letter from school must be attached to the Incentive Request.
 2. Successful completion of work experience, internship, or other work based learning, with the completion of work skills program
 3. Credential earned – documentation/transcript or letter from school
- D. Benchmark Incentives - \$25
 1. Pass course state exams for license or certifications
 2. Pass pre-tests with 150 or higher
 3. Pass GED test (\$25 per section)

Eligibility to receive incentive payments (WIG 17-PS-001):

“WIOA participants that have successfully achieved a pre-determined milestone that is directly tied to training activities or work experiences are eligible to receive an incentive payment. This incentive payment must be tied to a work experience or training activity that is reflective in the participant’s individual services strategy (ISS). The participant must be active in a WIOA youth program or follow-up activity.”

*The State of Georgia Workforce Division further explains **ALLOWABLE** incentives to be:*

- *Attainment of a degree or certificate*
 - *Participant must have earned a degree or certificate that they did not already possess prior to enrollment*
- *Measurable Skills Gain (defined on page 13 of this document)*
- *Employment and Retention*
 - *Participant must obtain full-time employment in the targeted occupation/industry reflected in the participant ISS. Retention with same employer should also be considered*
- *Completion of a WIOA youth program*
 - *Participant must complete a training activity or work-based education program.*

LWDB must specify limits to the amount of funds awarded for completion of WIOA youth programs.

*The State of Georgia Workforce Division also explains **UNALLOWABLE** costs as it relates to incentives:*

- *Recruitment or referrals*
- *Rewards for submitting eligibility documentation (or updating information)*
- *Possession of a credential earned prior to enrollment*
- *Regular participation in a WIOA program that is paid to participant on an ongoing basis*

TEGL 21-16 emphasizes that incentives should not consist of entertainment -such as movie or sporting event tickets or gift cards to movie theaters or venues whose sole purpose is entertainment.

Youth Policy and Procedures
Work Experience, Apprenticeships, Internships

WIOA Regulations state that 20% of youth funding **must** be spent on work experience. The 20% may include work experience class training/expenditures, wages and staff time spent developing, supporting, evaluating work experience.

A. Guidelines/Procedures for Wages

1. Participant in any work experience activity requiring payment of wages will be required to submit a time sheet to the Youth Department Supervisor/Staff. The time sheet **must** be signed and dated by participant **and** worksite supervisor. Time sheet must be verified by the case manager and Youth Program Supervisor. Participants are paid on a bi-weekly basis. Rate of pay to be determined case by case in consideration of participant program/career pathway. Minimum rate of pay to be \$8.00.
2. Participant receiving wages must complete an I-9, W-4, and a G-4 form.
3. Each participant must have E-verification. Copy will be placed in file.
4. Time sheets will be submitted to accounting/billing specialists for processing.
5. Payments will be direct deposited to bank account or prepaid card.
6. Participants must submit appropriate, completed direct deposit forms and a copy of voided check or letter from the bank in order to receive direct deposit into a checking or savings account.
7. Participants 18 years of age and older are required to have direct deposit to bank account or prepaid card. Funds may be held without direct deposit information submission.

B. Work Experience – *WIOA defines work experience as a “planned structured learning experience that takes place in a workplace for a limited period of time”. (20 CFR 681.600)*

1. Participants receiving WIOA funded services may be offered a paid or unpaid work experience. This should be in conjunction with an approved industry or nationally recognized credential.
2. Participants in a work experience program must participate in a work ready skills component including work skills workshops, GeorgiaBest, job-related duties training, or other approved work skills development program occurring concurrently or sequentially during the work experience component. This component refers to contextual learning that accompanies a work experience (TEGL 21-16).
3. Participants 18 years of age and older and are considered Out of School youth, may work no more than 40 hours per week. Out of School youth under the age of 18 must adhere to child labor laws.
4. Youth under 18 years of age and In School, may work **no more than** 20 hours per week.
5. WIOA classifies four categories of work experience (20 CFR 680.700):
 - a. Summer employment and other employment opportunities through school year
 - b. Pre-apprenticeship program to lead into apprenticeship program. *Programs that provide individuals with the necessary skills and knowledge to meet entry requirements for a registered apprenticeship program.* (defined in TEGL 21-16)
 - c. Internships and job shadowing
 - i. Job shadowing – work experience in which youth learn about a job by walking through the work day as a shadow to a competent worker. This is temporary and unpaid. Applies classroom learning to professional experience.
 - ii. Internship – paid or unpaid and provide individuals with the opportunity to apply classroom learning to a work-based environment with the intention of furthering their learning through professional experience. (WIG PS 16-004). Preferably in their career pathway.
 - d. On the job training (OJT) – training by an employer to a paid participant (treated as a regular employee) that involves actively participating in productive work that offers the participant relevant skills and knowledge to fully and adequately perform the duties of the job upon completion of the training program. (Refer to OJT adult policies for pay structure details)

C. Worksite visits and reviews

1. An onsite worksite review is completed prior to any work experience participant is placed there
2. A Worksite Agreement must be signed by employer and Georgia Mountains WorkSource Director and placed in a worksite file. A copy should be placed in the participant file.
3. If there is an issue with a worksite or Work Experience employee, this will be reported to case manager and noted in case notes. Resolution should also be noted. (steps outlined in supervisor's worksite handbook)
4. Contracted providers paying wages through their own organization payroll will follow their company payroll policies and procedures for paying wages. This process should be provided to WorkSource staff to be placed in the provider's file.

D. Work Experience rate of pay determination

1. Summer work experience or in school youth under the age of 18 will be paid no more \$8.00 per hour. If an In school youth is older than 18, a higher rate of pay may be considered depending on the placement/program.
2. Out of school youth may be considered a rate of pay between \$10-12 if they are completing an internship in their career path.
3. A motivational incentive for increase in rate of pay may be used in \$.25-.50 increments, not to exceed \$12.00, upon completion of determined benchmarks or skills gains in the work experience

WorkSource guidelines are in compliance with Federal Laws pertaining to Work Experience and Worksites. (see attached)

TEGL 21-16 outlines allowable expenditures that may be counted toward work expenditures requirement:

- Wages/stipends paid for participation in a work experience
- Staff time working to identify and develop a work experience opportunity, including staff time spent working with employers to identify and develop the work experience
- Staff time working with employers to ensure a successful work experience, including staff time spent managing the work experience
- Staff time spent evaluating the work experience
- Participant work experience orientation sessions
- Employer work experience orientation sessions
- Classroom training or the required academic education component directly related to the work experience
- Incentive payments directly tied to the completion of work experience
- Employability skills/job readiness training to prepare youth for a work experience

WSGM
Youth Policy and Procedures
Eligibility - Barriers

- I. School Drop-out – documentation:
 - a. Applicable records from education institution – withdrawal letter, school documentation
 - b. TABE or equivalent assessment report from Adult Education center
 - c. Self-attestation (as necessary)

Definition: *Individual who is no longer attending any school and who has not received a secondary school diploma or its recognized equivalent. (TEGL 21-16) An individual who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter. (20 CFR 681.21)*

- II. Offender – documentation:
 - a. Documentation from juvenile or adult criminal justice system
 - b. Documented phone call with court or probation representatives

Definition: *Individual who either is or has been subject to any stage of the criminal justice process for committing a status offense or delinquent act, or requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (TEGL 21-16)*

- III. Pregnant or Parenting - documentation:
 - a. Copy of child's birth certificate or baptismal record
 - b. Documentation from doctor confirming pregnancy

Definition: *Individual who is parenting can be mother or father, custodial or non-custodial. A pregnant individual can only be expectant mother. (TEGL 21-16)*

- IV. Homeless/ Runaway – documentation:
 - a. Written statements from an individual providing residence, shelter or social service agency.
 - b. Telephone verification
 - c. Self- attestation

Definition: *An individual who lacks a fixed, regular, and adequate nighttime residence; and includes an individual who— is sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; is living in a motel, hotel, trailer park, or campground due to the lack of alternative adequate accommodations; is living in an emergency or transitional shelter; is abandoned in a hospital; or is awaiting foster care placement; an individual who has a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings; (Sec. 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6), Pursuant to the Violence Against Women Act and Sec. 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))), Pursuant to the Stewart B. McKinney Homeless Act) or a person who is under 18 years of age who absents himself or herself from home or place of legal residence without the permission of his or her family. (i.e. runaway youth)*

(Does not include one imprisoned or detained.)

- V. Foster Child – documentation:
 - a. Written confirmation from social services agency or foster care facility resident
 - b. Court/Guardianship documents
 - c. Case Notes

Definition: *An individual in the foster care system or has aged out of the foster care system. An individual who has attained 16 years of age and left foster care for kinship guardianship or adoption may be considered in the foster care eligibility barrier. (TEGL 21-16; 20 CFR 681.210 and 681.220)*

- VI. Basics Skills Deficient (reading or math below 8th grade level) – documentation:
 - a. Standardized assessment test
 - b. School records of reading and/or math skills within the previous 12 months of application

Definition: *Individual who computes or solves problems, reads, writes or speaks English at or below the 8th grade level on a generally accepted standardized test; or is unable to compute or solve problems, read write or speak English at a level necessary to function on the job, in the individual's family or in society. (20 CFR 681-290)*

- VII. An individual with a disability – Documentation
 - a. Individual Education Plan from school
 - b. 504 from school
 - c. Psychological evaluation
 - d. Documentation from doctor
- VIII. English Language Learner –
 - a. A youth with limited proficiency in English – Documentation
 - i. Standardized assessment scores
 - ii. Staff observation (approval necessary)

Definition: *An individual with limited ability to read, write, speak or comprehend the English language and show native language is a language other than English; or who lives in a family or community environment where a language other than English is the dominant language. (WIOA Section 203(7), TEGL 21-16)*

- b. An older youth (19 to 24 years) who has a history of difficulty holding steady employment. (steady employment is 30 hours per week for 6 months with the same employer) Documentation:
 - i. GWS wage inquiry or another wage documentation reflecting
 - ii. Pay check stub or documentation
- c. Applicant under the age of 18 and resides in a non-traditional family setting. Being raised by a legal guardian or non-parent responsible for youth's care. Documentation:
 - i. Family Composition/Address Verification
 - ii. Court documentation
 - iii. Non-dependent form
- d. Custodial parent who is currently in jail or prison, or has been in jail or prison for a minimum of six months of the past year. Documentation:
 - i. Court Records/Jail notification or documentation
 - ii. If over the age of 18 additional documentation may be requested

Intake Procedures

1. Initial contact
 - a. Applicant or referred by partner agency
2. Application
 - a. Given in a one on one or group setting, or received by fax, mail, or email
3. Initial review of application and documents
 - a. Send applicant a documentation request for missing or needed documentation of barriers, income, identification, etc.
 - b. Receive requested documents within the 2 week deadline or contact applicant to see if assistance is needed
 - c. Schedule testing to be done at Workforce Development office or to suit needs of client
4. Testing
 - a. TABE
 - b. Career Assessment (O*Net)
5. At-a-glance eligibility review
 - a. Detailed case notes
 - b. All barriers documented

End of intake - File to Jessica Williams for review and determination of eligibility

WSGM
Youth Policy and Procedures
Case Management and File Review

- A. Each youth file will be assigned to a case manager. Managing of files and case notes will be completed by the designated case manager. There may be times another case manager or youth staff may assist with case notes, visits, or documentation in the absence or unavailability of the assigned case manager.
- B. Compliance Reviews may be done by Supervisor, or other youth staff member, on files to ensure proper upkeep of files. If an issue is found during the compliance review of file, this is noted on a Compliance Review Form and returned to case manager for corrections. A deadline for corrective action is notated on the compliance form.
- C. Youth case files in which youth are actively involved in a service/program will be updated monthly at a minimum. Contact attempts to active participants should be made on a regular basis. Youth participants not actively involved in a service/program will be updated and contacted quarterly at a minimum.
- D. Files should include the following documentation and be updated as necessary:
 - a. VOS Application, Participation,
 - b. Eligibility Certification
 - c. E-verify (as applicable)
 - d. I-9 (as applicable)
 - e. Affidavit (18 and older)
 - f. Application
 - g. Rights Statement (signed and updated)
 - h. ID, SS, Birth Certificate, Draft Registration (Males 18+)
 - i. Address Verification/Family Composition
 - j. Barrier Documentation (and other necessary Intake forms)
 - k. Signed youth contract
 - l. Tax Forms and worksite information (as applicable)
 - m. ITA/Cost commitment (updated as applicable)
 - n. Participant Add/Change form (updated as applicable)
 - o. Direct Deposit/Prepaid Card form
 - p. Supportive Service Request Forms
 - q. Dependent Care Provider and CAPS letter
 - r. Assessment results (TABE, ONet, CAPS, YouScience, etc.)
 - s. VOS IEP and Objective Assessment (signed)
 - t. College information (as applicable)
 - u. Counseling/case notes and correspondence

RECRUITMENT/ORIENTATION TO WIOA FUNDED YOUTH SERVICES

Youth typically face multiple barriers to completing their secondary education/GED and making a successful transition into the labor market. Recruitment for the WIOA funded Youth Service Program will be accomplished by referral and by walk-in traffic. The Youth Services Program Coordinator/Staff will partner with a number of sources including: teachers, school counselors, DFCS caseworkers, court and probation officials, community agency workers, College and Technical Schools, and foster care caseworkers as well as social service agencies GED centers, Family Connections centers, alternate education centers such as Mountain Education Center and the Lanier Career Academy, WIOA partners, local neighborhood centers, word of mouth, posters and flyers. The Youth Services Program Coordinator/Staff will maintain strong connections with social service workers and agencies in the Georgia Mountains Area The GMWDB's policy is to serve those most in need who can benefit most from the services we are able to offer.

WSGM
Youth Policy and Procedures

Case Management:

Initial Case Management begins during the Eligibility Certification process and continues on through the 12-month follow-up period. Effective Case Management will:

- A. Assess current services provided to assure non-duplication of services and to allow maximized use of WIOA funds
- B. Improve motivation and attitude...assist customers with feelings of frustration, failure or lack of progression in training
- C. Confront employment barriers...providing information, decision-making and problem solving
- D. Facilitate the referral and placement to applicable partner agencies and GMWDB provided services
- E. Case managers are responsible for all aspects of the participant file. It is the case manager’s responsibility to assure that all documentation remains current and accurate. Case Managers will maintain, at a minimum, monthly contact with each active participant. Case Managers will document, in case file, all contact with customer or other interested parties.
- F. Case managers will develop an Individual Service Strategy for each participant. This will include future goals, assessments and services the participant is receiving.
- G. Case Management will continue to be available to the youth as long as the youth need and desire assistance.
- H. Case Managers will maintain, at a minimum, quarterly contact with customers who are inactive.

FOLLOW-UP SERVICES (ALL YOUTH)

According to WIOA Regulations, 20 CFR Section 681.580, all youth participating in WIOA funded youth services must receive follow-up services for a minimum duration of 12 months. The following services may be provided after determining the needs of the customer:

- Supportive Services;
 - Financial Literacy;
 - Services that provide labor market and employment information, career awareness, career counseling;
 - Adult mentoring;
 - Activities that help youth prepare for and transition to post-secondary education and training
- Quarterly Contact with participant:
1. Letter to participant/school/employer
 2. Phone call to participant/school/employer

Performance Outcomes (percentages)

Performance Outcomes for youth participants enrolled in the program are shown in the table below.

Performance Measures	PY 18 Goal
Employment Rate 2 nd Quarter after Exit	79%
Employment Rate 4 th Quarter after Exit	81%
Credential Attainment within 4 Quarters after Exit	65%

Youth Policy and Procedures Assessments

Assessment administered by Youth Services Supervisor/ Program Staff is an important component of both the eligibility/application process and the continuing services youth participants receive. All potential participants take the TABE (Test of Adult Basic Education) during the initial application process except those who have recently been tested by a GED center.

Once accepted into Youth Services programs, a plan for continuous assessment becomes part of the Youth Individual Service Strategy. Assessment is continued to identify occupational skills, abilities, interests, and aptitudes. Assessment is a continuous and individualized component of the program and will include one or more of the following tools: observation, interview and testing.

Youth Services Supervisor or staff may use one or more of these assessment instruments:

1. The CAPS (Career Ability Placement Survey) which tests:
 - a. Mechanical Reasoning
 - b. Spatial Reasoning
 - c. Verbal Reasoning
 - d. Numerical Ability
 - e. Language Usage
 - f. Word Knowledge
 - g. Perceptual Speed and Accuracy
 - h. Manual Dexterity
 - i. YouScience
2. Out of school youth who are eligible for WIOA funded services because of a basic skills deficiency, the TABE will be re-administered at least yearly to monitor progress in developing basic skills.
3. The Career Decision Maker (CDM) will test for interests and aptitudes. The CDM occupational interest inventory is self-selected and is used as a guide to suggest career choices which match the customer's interests.
4. The Pesco SAGE testing equipment and the JOBS V reader and report system can also be used if it is deemed that more intensive assessment is needed. The Pesco SAGE may also be used in preparation for participant entering CDL training program.
5. Additional assessments may include skills and interest inventories O*Net Skills Inventory, the work readiness inventory available through Junior Achievement Success Skills course and other assessments including classroom activities offered as part of services.
6. Work readiness skills will also be assessed through the weekly timesheets that are submitted as part of each paid work experience.
7. Educational progress will be assessed through report cards/transcripts or through the timesheets that are submitted for GED attendance.

*** All assessment results will be used in developing/updating the Youth Individualized Service Strategy*

Youth Policy and Procedures

Occupational Training Services and Other Services

When initial case management and assessment results indicate that a participant would be best served by a referral to training provided by an eligible vendor, the Youth Services Supervisor/Staff will complete an Individual Training Account (ITA) and Youth Individual Service Strategy/Employment Plan (IEP/ISS). The Youth IEP/ISS is a comprehensive plan for each participant, which includes a plan for continuing assessment, meeting educational objectives, and acquiring occupational and work readiness skills. The IEP/ISS should indicate the credential which will be received by the participant, the anticipated date of completion and supportive services.

Each Individual Training Account worksheet will be submitted to the Billing Specialist.

Decisions concerning appropriate services shall be customer-focused. Participants wishing to enter certain training programs may be requested to complete an assessments before being approved to receive training/support funds.

(To enter training to become a licensed Large Truck and Tractor Trailer driver, the customer may be requested to take the Pesco SAGE test to measure hand, foot, eye coordination and earn a score above 20.)

Each customer is responsible for obtaining admission to the selected training provider, applying for all available/applicable financial assistance and providing copies of an acceptance letter and a financial aid award/denial letter to their Youth Case Manager. **All participants interested in WIOA funded training must apply for available/applicable financial aid prior to training registration.** Any deviation from this policy must be documented in the case file.

Each quarter, the Youth Services Supervisor/Staff may issue book vouchers and book voucher attachments to the participant when the participant sends in the schedule for the upcoming term. It is the customer's responsibility to have the book voucher completed/signed by the instructor and turn it in to the bookstore when it is complete. For eligible vendors where tuition is required, a training voucher may be completed and submitted by the Youth Case Manager. Assistance may also be given for required training items. This may include tools, scrubs and any other items required to complete a training program.

The Youth Services Supervisor/Staff will determine supportive services/needs-based payments and maintain all necessary documentation for payment. The Youth Case Manager will submit a Support Services Request bi-weekly, or when support service payments are requested. A copy of each Request along with the documentation should be kept in the participant's file.

Referrals will only be made for youth to enter programs which have been determined 'high growth and demand' for the GMWDB area. Other training programs may be considered by GMWD staff with appropriate documentation in case file indicating a need for the occupation.

Youth must participate in an "Orientation" with a Case Manager before beginning their WIOA funded training. A copy of the Youth Contract should be included in the participant file.

GED Success Program

An individual who has dropped out of high school and wishes to earn a GED may be registered in the GED Success Program. WIOA has partnered with three of the Technical Colleges in the Georgia Mountains for the GED Success Programs. The Technical Colleges are Lanier Technical College (LTC), North Georgia Technical College (NGTC) and Athens Technical College (ATC)

This program offers soft skills and work skills training as the participant is working toward completing a GED. The participant will also be offered a work experience or internship in their career path, or assistance in entering into post-secondary education. Short term certifications considered in-demand for the Georgia Mountains area, are also offered.

The case manager will work with the participant to develop a strategy for developing work experience if necessary. The participant may need to develop basic work readiness skills or may not have clear work goals and interests. A work experience may aid in developing basic work readiness skills and developing their interests

GED for 16 and 17 year olds:

- Funded services for youth under the age of 18 seeking to complete GED testing will not begin until TABE scores are at 9.0 or higher.
- Must attend adult education classes for a minimum of 40 seat hours
- Must take the GED Ready practice test and score at least 150 in order to be eligible for WIOA funds to pay for GED test

GED Test Funding

- Must attend classes a minimum of two days or 12 hours weekly, in class on an Adult Learning Center site to be eligible for transportation or child care supportive services (exceptions must be approved by GMWDB staff)
- GED tests may be paid for by WIOA funding a maximum of 3 times
 - If the first test is failed, the participant must attend one 12 hour week of class minimum, and take the GED practice test before WIOA funding will pay for second time testing
 - If the GED is failed twice, the participant must attend another 12 hour week of class minimum, and have a teacher recommendation before WIA funding will pay for the third time testing

GED participants may be offered a paid internship:

- Participant must have maintained 12 hour class week for two weeks, and continue to maintain a 12 hour GED class schedule
- If GED class hours fall below a 12 hour class week, internship hours may be cut.

Project Search

WIOA will take applications from youth who participate in Project Search which is a collaborative program organized by the Hall County Board of Education, and supported by GMWD, and partner agencies Vocational Rehabilitation, R.I.N.G. and Northeast Georgia Medical Center. The goal of the program is to give youth with disabilities who have one additional year of high school eligibility to learn occupational skills and be part of the hiring pool at NEGA Medical Center.

Project Search participants who are eligible and complete an application for WIOA services will be eligible to receive supportive services for the 3 rotations in Project Search. Paid work experience and internships may be offered for the third rotation on a case by case basis. They may also receive funding for required uniforms, supplies and other expenses associated with the program.

Youth in Project Search receive daily instruction in work readiness skills, hands on training in work readiness, work ethic and time management skills at the Project Search site. The Project Search case manager will track attendance, submit support requests and consult with the Project Search Coordinator/Instructor on additional needs as well as meet with participant regarding employment and future planning.

WSGM
Youth Policy and Procedures
Youth Supportive Service Procedures

Currently the Supportive Service policy for Georgia Mountains Workforce Development (GMWD) allows transportation supports for youth participants a maximum of \$15 per day support.

Child Care Supportive Services are determined according to the county in which the participant resides with the maximum allowed per week per child being \$110 and no more than \$225 per week total.

Transportation and Child Care Supportive Services are processed and submitted to accounting through an Attendance form and Dependent Care form that must be completed correctly and entirely. The Attendance Form must be signed by the instructor, and signed and dated by the participant and case manager. The Dependent Care Form must be completed, signed and dated by the participant, as well as the Dependent Caretaker. The forms are processed on a bi-weekly schedule. The forms must be turned in by the designated time and day in order to be processed on time.

The funds will be disbursed through check by mail, direct deposit to bank account or prepaid card.

Process for Supportive Services

- A Supportive Service Request form should be completed by participant and a copy must be placed in file.
- The Attendance and Dependent Care forms must be approved and signed/initialed by the Case Manager and Youth Services Supervisor.
- The forms will then be forwarded to the Accounting Department/Billing Specialist and processed and initialed by the Billing Specialist or Accountant.
- The funds will be directly deposited to the bank account on file or WorkSource issued prepaid card.

Transportation and Childcare

- Transportation reimbursement will be given for everyday in class attendance. The amount per day is \$15 for all youth participants eligible for transportation supportive services.
- Childcare assistance amount will follow chart listed in the Adult/DW Supportive Service Policy, not to exceed \$225 per week.

WSGM
Youth Policy and Procedures
Suitability Policy

The Workforce Innovation and Opportunity Act (WIOA) Funds are intended to serve:

Participants who can, with assistance, reasonably be expected to:

- Attain high school-level reading and math skills
- Attain a high school diploma or its equivalent, an industry-standard certificate, or a post-secondary degree
- Be successful in unsubsidized employment and/or post-secondary education or advanced training.

Eligible: Participants meet all criteria that allow him or her to receive WIOA services (income, barriers, age, etc.)

Suitable: Georgia Mountains Workforce Development (GMWD) program offers services that meet the youth's needs and goals

Because WIOA is not an entitlement program, a youth might be eligible for services, but those services might not be appropriate for the youth based on the youth's individual goals and needs.

Determining Suitability according to youth's needs:

- Does GMWD have services/programs designed for the youth needs, to be successful in the program?
- Is there a partner program or other agency that may be able to better serve the youth's needs?
- Are youth's goals a good match with goals of GMWD program? (including goal of high school diploma or equivalent)
- Do GMWD services match the youth's goals?
- Would the youth likely benefit from the services GMWD offers?
- Does GMWD have the capacity, through programs/services or partner programs, to meet the youth's employment and training needs?

If a youth is NOT deemed suitable for WIOA funding through the GMWD, the youth will be notified and referred to another program, appropriate to the youth's needs, via phone and/or letter. A case note and/or copy of the letter will be placed in the file of the youth.

Child Care	Licensed-Varies by County/ Unlicensed- \$15 per day
Transportation	\$15/Day
Fall/Spring	16 week semesters (Summer-11 weeks)

Projected Cost for ITA

Training Tuition-(for Technical Colleges- \$89.00 per credit hr.) (Website/Banner web Statement by term)

• **Required Fees for Technical Colleges(may vary)**

Graduation Fee	35
Parking Fee	15
Technology Fee	105
Registration Fee	39/45
Activity Fee	38/45
Insurance Fee	4
Instructional Fee	50
Grad Fee	35
Malpractice Insurance	11
Malpractice for EMT, Paramedic or Firefighter	42.60
Other	
Drug Screen	50
Background Check	49.50
Nursing Fee (NGTC)	304
X-Ray Class	65
CPR Class	65
ACEMap Nursing program	50

Limits

Tools Limit	500
USB Drive(if not provided by GMWD)	26
Scientific Calculator	25
Financial Calculator	80
Graphing Calculator	125
Shoes-limited to one pair	70
PLC for IST Program	300
Welding Helmet-limited to one	45
Blood Pressure Cuff	40
Stethoscope	90
Watch with second hand	35
Support Hose(per pair)	10
Nursing Pin	50
Lineman Boots	150
Welding Jacket	50
Desktop Supplies/per semester	30
Pulse Oximeter	50

Uniforms- Limit 3 sets	1 coat
Scrubs for Healthcare	150
Other	
Physical-limit	160
Dental Exam-limit	120
Immunizations	200
Med Asst (AAMA) Exam	125
NCLEX Review	300
NCLEX Exam	200
State Board Fee	40
Paramedic Exam	110
Rad Tech Exam	150
Surgical Tech Exam	190
Med Tech/CLT Exam	130
DMS Sonography	600
PT Asst. Exams	448
Dental Hygiene Exam/Lic	1420

Training Costs

Dental Hygiene-no assistance 1st semester at LTC. No assistance 1st two semesters at ATC. No assistance with Loupes. Gloves-12 boxes of 100 for Juniors/36 boxes of 100 for Seniors

When Training cost exceeds GMWD limits- GMWD assists with training costs at the end of training

Current limits- for participants registered 7/1/14 and after.

1 year \$6,000 max

2 years- \$10,000 max

Hope at Tech Schools - \$67 per credit

Item 5.11: Incumbent Worker Training Program Guidelines

Reference: Workforce Innovation and Opportunity Act Section 134 (d) (4) and Section 188 and Workforce Innovation and Opportunity Act Regulations 20 CFR 680.780, 680.790, 680.800, 680.810, 680.820, 680.830, 680.840, 683.260 683.270, 683.275, 683.280.

Purpose: To provide policies for LWDA Incumbent Worker training.

Background and Definition: WIOA Section 134 (d) and 20 CFR 680.790 define Incumbent Worker Training (IWT) as training designed to meet the special requirements of an employer or group of employers (which may include employers in partnership with other entities for the purposes of delivering training) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment. Incumbent worker training must satisfy the requirements in WIOA sec. 134(d)(4) and increase the competitiveness of the employee or employer. CFR 680.790 specifies that the training be conducted with a commitment by the employer to retain or avert the layoffs of the incumbent workers trained.

Incumbent Worker Training must:

1. Occur between employees and employers with an established relationship in which all individuals receiving training have been employed by the company for at least six months at the time of the training;
2. Improve the skills of the existing workforce;
3. Increase both an individual's and a company's competitiveness;
4. Mitigate the impact of a layoff if utilized as part of a layoff aversion strategy; and
5. Wherever possible, allow the individual to gain industry recognized training experience and ultimately should lead to an increase in wages.

Funding: Local Workforce Development areas (LWDA/s) may reserve and use no more than 20 percent of Adult and Dislocated Worker funds allocated to the local area to pay for the Federal share of the cost of providing incumbent worker training. (WIOA Section 134 (d)(4)(A)(i)). The 20 percent may be used for IWT activities that are programmatic in nature, as administrative activities must be paid from LWDA administrative funds.

No WIOA funds shall be used to pay the wages of incumbent employees during their participation in economic development activities provided through a statewide workforce development system.

WSGM policy provides for an employer reimbursement of up to \$12,000 for an eligible incumbent worker in IWT funding per IWT program.

Incumbent Worker Eligibility

20 CFR 680.780 specifies that to qualify as an incumbent worker, the incumbent worker needs to be employed, meet the Fair Labor Standards Act requirements for an employer-employee relationship, and have an established employment history with the employer for 6 months or more, with the following exception: In the event that the incumbent worker training is being provided to a cohort of employees, not every employee in the cohort must have an established employment history with the employer for 6 months or more as long as a majority of those employees being trained do meet the employment history requirement.

All employees participating in incumbent worker training must meet the eligibility requirements below:

- At least 18 years of age;
- A citizen of the United States or a non-citizen whose status permits employment in the United States (**optional**);
- Males born on or after January 1, 1960 must register with the selective service system within 30 days after their 18th birthday or at least before they reach the age of 26 (**optional**);
- Meet the Fair Labor Standards Act requirements for employer-employee relations and have an established employment history with the employer for 6 months or more (which may include time spent as a temporary or contract worker performing work for the employer receiving IWT funds);
- Existing workers must be currently employed full-time with the participating employer.

Incumbent Worker participants must meet the eligibility requirements above. An incumbent worker participant does not have to meet the eligibility requirements for career and training services for adults and dislocated workers under WIOA, unless they also are enrolled as a participant in the WIOA adult or dislocated worker program. As such, they are not included in calculations for the State performance measures. States and LWDA's are, however, required to input data into GWROPP on individuals who receive incumbent worker training, including characteristics, services and outcomes.

Employer Eligibility:

1. For the purpose of determining the eligibility of an employer to receive funding, the LWDA shall take into account factors (which help to evaluate whether training would increase the competitiveness of the employees or both the employees and the employer) consisting of:
 - a) the characteristics of the individuals in the program;
 - b) the relationship of the training to the competitiveness of the employees or both the employees and the employer; and
 - c) such other factors as the LWDB may determine to be appropriate, which may include:
 - 1) the number of employees participating in the training;
 - 2) the wage and benefit levels of those employees (at present and anticipated upon completion of the training);
 - 3) the existence of other training and advancement opportunities provided by the employer;
 - 4) layoffs averted as a result of the training;
 - 5) utilization as part of a larger sector and/or career pathway strategy; or
 - 6) employer size
2. IWT should be provided for private sector employers; however, non-profit and local government entities may be recipients of IWT funds.
3. Employers must be in operation at least twelve months and employ at least five full-time employees, be financially viable and current on all state and federal tax obligations.
4. Any employer that has received payments under previous on-the-job training, customized training or IWT and that exhibited a pattern of failure to provide workers continued, long term employment as regular employees with wages and working conditions at the same level and to the same extent as similarly situated employees is ineligible to enter into further WIOA IWT contracts.
5. In considering an employer's eligibility for an IWT contract, LWDA's should consider the employer's past history with IWT, OJT and customized contracts, financial stability, history of layoffs, relocation and labor disputes as well as occupational and industry outlooks.
6. LWDA's must conduct an employer pre-award review checklist containing requirements of WIOA 683.260 and TEGL 19-16.

Employer Non-Federal Share/Employer Reimbursements:

1. WIOA Section 134 (d) states that employers participating in IWT shall be required to pay for the non-Federal share of the cost of providing the training to incumbent workers of the employers. The LWDB shall establish the non-Federal share of such cost (taking into consideration such other factors as the number of employees participating in the training, the wage and benefit levels of the employees (at the beginning and anticipated upon completion of the training), the relationship of the training to the competitiveness of the employer and employees, and the availability of other employer-provided training and advancement opportunities.
2. The employer non-Federal share is dependent on the size of the employer and shall not be less than:
 - a. 10 percent of the cost, for employers with not more than 50 employees;
 - b. 25 percent of the cost, for employers with more than 50 employees but not more than 100 employees; and
 - c. 50 percent of the cost, for employers with more than 100 employees.
3. Employer size is based on the number of employees currently employed at the local operation where the incumbent worker training placements will be made. Employer Size is determined by the number of employees at the time of the execution of the incumbent worker training contract. This applies to all employers, including employers with seasonal or intermittent employee size fluctuations. Employers must provide documentation that indicates employer size.

If multiple Employer sites exist within an LWDA: Employer agreements may be limited to physical locations

within the LWDA area or the LWDA may develop one agreement with multiple locations, training descriptions and budgets.

4. The non-Federal share provided by an employer may include the amount of the wages paid by the employer while the worker is attending training, equipment purchased for training, curriculum development expenses, travel and lodging costs, etc.. The employer may provide the share in cash or in kind, fairly evaluated. The employer non-Federal share must not be calculated using any other Federal funds, except where the Federal statute authorizing a program specifically provides that Federal funds made available for such program can be applied to matching or cost sharing requirements of other Federal programs.
5. The business will be required to calculate its actual non-federal share as a part of the application for training funds and at the conclusion of the training. Should the non-federal share not meet the limits, the funds could potentially have to be repaid. Official payroll records, time and attendance records, invoices for equipment purchased, etc. must be utilized to determine the amount of the employer's share of cost.
6. Employer cost share contributions must be tracked and documented in the contract file and recorded on the Financial Status Report. In addition, the methodologies for determining the value of in-kind contributions must be documented in the contract file and conform to cost sharing requirements at 2 CFR 200. 306 and 2 CFR 2900.8.
7. No WIOA funds shall be used for Incumbent Worker wages. (Section 181(b) (1).

Employer Contract Requirements:

1. IWT is provided based on a formal, written contract with the employer or group of employers that is signed prior to the initiation of training with a copy given to the employer(s).
2. Priority will be given to incumbent worker training contracts which:
 - a) Provide training in one of the LWDA's target industries;
 - b) The individual has the opportunity for upward mobility into a higher-paying job classification; and
 - c) The employer indicates an interest or potential to "back-fill" entry level positions with WIOA participants.
3. Incumbent worker training shall be limited to the period of time required for the individual (s) to become proficient in the skills for which the training is being provided. In determining the appropriate length of an IWT contract, consideration should be given to the skill requirements of the occupation and the academic and occupational skill level of the individual. LWDA's shall utilize ONET SVP skills training requirements in addition to an assessment of the individuals past skill and experience to justify the length of training.
4. Incumbent Worker training contracts shall not be written to provide skills for seasonal, temporary or intermittent employment.
5. IWT training may incorporate work-based, classroom and other training activities approved under WIOA to meet employer skill requirements. The employer or an intermediary may provide the training.
6. The IWT contract should address at a minimum:
 - a) Employer documentation of the six month work history requirement
 - b) Maximum allowable costs of training;
 - c) Employer commitment to retain the individual as a full time employee with the same wages, benefits, hours and working conditions;
 - d) Hourly wage of the individual;
 - e) Length of training required;
 - f) Description of occupations involved, skill(s) and competencies to be provided and learned;
 - g) Assessment and identification of the individuals skills gaps;
 - h) Performance measures outcome requirements;
 - i) A provision for termination for lack of funds or recapture of overpayments, lack of individual attendance or failure of employer to comply with initial or upgraded employment requirements; and
 - j) A provision for maintaining and providing records for LWDA, state and federal monitoring and review.
 - k) Employer Assurances below shall be included in all IWT contracts.

Employer Assurances: The Employer agrees to adhere to the following provisions:

1. 20 CFR 680.790 specifies that the training be conducted with a commitment by the employer to retain or avert the layoffs of the incumbent workers trained.
2. WIOA Section 134 (d) and 20 CFR Section 680.820 specify that employers participating in IWT shall be required to pay the non-Federal share of the cost of providing training to incumbent workers. The amount of non-Federal share depends upon factors such as the number of employees participating in the training, the wage and benefit levels of the employees (at the beginning and anticipated upon completion of training), the relationship of the training to the competitiveness of the employer and employees and the availability of other employer provided training and advancement opportunities.
3. 20 CFR Section 680.830 specifies that funds provided to employers for incumbent worker training must not be used to directly or indirectly assist, promote or deter union organizing.
4. 20 CFR Section 680.840 specifies that WIOA funds may not be used to directly or indirectly aid in filling of a job opening which is vacant because the former occupant is on strike, or is being locked out in the course of a labor dispute, or the filling is otherwise an issue in a labor dispute involving a work stoppage.
5. 20 CFR Section 683.260 specifies that WIOA funds must not be used for incumbent worker training for employees of any business or part of a business that has relocated from any location in the US until the company has operated at that location for 120 days, if the relocation has resulted in any employee losing their job at the original location.
6. 20 CFR Section 683.270 specifies that a participant in a WIOA program activity must not displace (including a partial displacement such as a reduction in the hours of non-overtime work, wages of employment benefits) any currently employed employee (as of the date of the participation).
7. 20 CFR Section 683.270 specifies that a WIOA program or activity must not impair existing contracts for services or collective bargaining agreements. When the program or activity would be inconsistent with a collective bargaining agreement, the labor organization and employer must provide written concurrence before the activity begins.
8. 20 CFR Section 683.270 also specifies that a participant may not be employed in or assigned to a job if: (1) any other individual is on layoff from the same or any substantially equivalent job; (2) the employer has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy created with the WIOA participant; (3) the job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers as of the date of the participation.
9. 20 CFR Section 683.275 specifies that individuals employed in activities under WIOA must be compensated at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience and skills.
10. 20 CFR WIOA Section 683.275 specifies that individuals employed in programs and activities under WIOA must be provided benefits and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of work.
11. 20 CFR Section 683.280 specifies that health and safety standards established under federal and State law otherwise applicable to working conditions of employees are equally applicable to working conditions of participants engaged in programs and services under WIOA. To the extent that a State workers' compensation law applies, workers' compensation must be provided to participants in program and activities under WIOA on

the same basis as the compensation is provided to other individuals in the State in similar employment. Information on how to comply with Georgia law is available at <http://sbwc.georgia.gov>.

12. WIOA Section 181 (b)(1) specifies that no WIOA funds shall be used to pay the wages of incumbent employees during their participation in economic development activities provided through a statewide workforce development system.
13. WIOA Section 188 specifies that no individual shall be excluded from participation in, denied employment in the administration of or in connection with any such program or activity because of race, color, religion, sex in a WIOA program or activity solely because of the status of the individual as a participant.
14. WIOA Section 188 specifies that no participants shall be employed to carry out the construction, operation or maintenance of any part of a facility that is used or to be used for sectarian instruction or as a place for religious worship with the exception of maintenance of facilities that are not primarily use for instruction or worship and are operated by organizations providing services to WIOA participants.
15. The Employer must comply with 29 CFR 38.10 (d) (e) (f). As provided in 20 CFR [§38.3\(b\)](#), [29 CFR part 32](#), subparts B and C and appendix A, which implement the requirements of Section 504 pertaining to employment practices and employment-related training, program accessibility, and reasonable accommodation, have been incorporated by reference. Employers, employment agencies, or other entities covered by Titles I and II of the ADA should be aware of obligations imposed by those titles. See [29 CFR part 1630](#) and [28 CFR part 35](#). Similarly, recipients that are also employers covered by the anti-discrimination provision of the Immigration and Nationality Act should be aware of the obligations imposed by that provision. See [8 U.S.C. 1324b](#).
16. 2 CFR 200. The Employer agrees that no individual in a decision making capacity will engage in any activity, including the administration of the IWT contract supported by WIOA funds, if a conflict of interest, real or apparent, is present. A conflict of interest may arise in the event that an employee under this contract is an immediate family member (or partner) of an individual engaged in a decision making capacity with the LWDA, the LWDB, the employer or an organization that has a financial or other interest in the firm or organization selected for the contract. Immediate family is defined as husband, wife, son, son-in-law, daughter, daughter-in-law, mother, mother-in-law, father, father-in-law, brother, brother-in-law, sister, sister-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparents, grandchild, half-brother, half-sister, first cousin or individual residing in the same household. In the event of a potential conflict of interest, the employer will notify the LWDA in writing.
17. WIOA Section 194 (5) No person or organization may charge an individual a fee for the placement or referral of the individual in or to a workforce investment activity under this title.
18. WIOA Section 194 (13) Services, facilities or equipment funded under WIOA may be used, as appropriate, on a fee-for-service basis, by employers in a local area in order to provide employment and training activities to incumbent workers – (A) when such services, facilities or equipment are not in use for the provision of services for eligible participants under this title; and (B) if such use for incumbent workers would not have an adverse effect on the provision of services to eligible participants under this title; and (C) if the income derived from such fees is used to carry out the programs authorized under this title.
19. The Employer must meet the provisions of the Georgia Security and Immigration Compliance Act (GSICA). The GSICA requires that all public employers, contractors and subcontractors register and comply with the federal work authorization program operated by the United States Department of Homeland Security to verify new employee work eligibility. (O.C.G.A. 13-10-91)

Item 5.12

WSGM ON-THE-JOB Training Policies

References: WIOA § 3 (44), WIOA §134 (c) (3) (H), WIOA § 194 (4), 20 CFR 680.700 – 680.750 and TCSG OWD Policies and Procedures Manual Section 3.4.1.2 – On the Job Training.

Purpose: To provide policies for LWDA On-the-Job Training contracts.

Background: WIOA § 3(44) defines On-the-Job Training (OJT) as training that is provided by an employer in the public, private non-profit, or private sector to a paid participant while engaged in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- Provides reimbursement for the employer of up to 50% of the wage rate of the participant, except as provided for in WIOA § 134 (c) (3) (H), for the extraordinary costs of providing the training and additional supervision related to the training; and
- Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the OJT training plan and/or service strategy of the participant.

OJT may be provided to eligible WIOA participants who, after assessment, are found to be in need of and suitable for training services in order to obtain or retain employment that leads to self-sufficiency. Staff must document the decision to provide OJT in the participant's Individual Employment Plan or Individual Service Strategy. The decision should demonstrate that the training chosen is appropriate and necessary, that the participant does not already possess all of the skills necessary for the job, or that the participant needs to upgrade skills to effectively perform in another job. No participant may begin OJT employment until a contract has been signed by the employer.

OJT Contract Requirements

A. Any firm, employer or industry who has received payments under previous contracts and has exhibited a pattern of failure to provide OJT participants continued, long-term employment as regular employees with wages and working conditions at the same level and to the same extent as similarly situated employees are ineligible to enter into further WIOA OJT contracts. WIOA § 194(4).

B. Pre-award review. To verify that an establishment is expanding rather than/and not relocating employment from another area, the WSGM shall conduct a pre-award review to ensure that the establishment did not layoff or displace any workers at another location within the United States.

C. No WIOA funds shall be used to encourage or to induce the relocation of an establishment, or part thereof, which results in the loss of employment for any employee or such establishment at the original location. For 120 days after the commencement or the expansion of commercial operations of a relocating establishment, no WIOA funds shall be used for customized or skill training, on-the job training, or company-specific assessments of job applicants or employees, for any relocating establishment or part thereof at a new or expanded location if the relocation of such establishment or part thereof results in a loss of employment for any employee of such establishment at the original location. For the purposes of this section, relocating establishment means a business entity, including a successor-in-interest, which is moving any operations from a facility in one labor market area within the United States and its territories to a new or expanding facility in another labor market area. For the purposes of this section, a labor market area is an area within which individuals can readily change employment without changing their place of residence.

D. WIOA OJT training is provided based on a formal, written contract with the private or public sector that is signed prior to the initiation of training with a copy given to the employer.

E. An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of the OJT agreement, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience and the participant's individual employment plan. WIOA § 3(44)(C).

F. An OJT Contract may be for the term of the program year or it may be for the term of the skills being provided.

G. In determining an employer's viability for OJT contracts, local areas should consider the employer's past history with OJT or customized contracts, financial stability, layoffs, relocation and labor disputes, as well as the occupational and industry outlook.

H. OJT training contracts will not be written to provide skills for seasonal, temporary or intermittent employment.

I. WIOA funds shall not be provided to reimburse OJT training costs when the participant was referred and hired through a private employment agency and was required to pay a referral and placement fee;

J. No placement may be made in agencies providing workers on a temporary basis to employers for which the agency receives compensation from the employer. There are many types of staffing agencies that provide a variety of services to employers including outplacement, managed services, and outsourcing. Outsourcing is a contractual agreement between an employer and an external third-party provider whereby the employer transfers responsibility and management for certain human resource services, benefit or training-related functions or services to the external provider. Outsourcing is different from these other types of staffing firm models because it is not a temporary situation for the employee.

K. If all (or most) employees are hired by an outsourcing firm that an employer regularly uses as the employer of record, the use of OJT would be allowable. Excluded from this are firms that hire probationary employees through a traditional staffing agency and then transfer them to their own payroll after the probationary period has passed. Therefore, employer use of outsourcing firms or staffing agencies which are solely performing outsourcing functions, may allow for an OJT placement. The OJT contract should include a clause ensuring the following:

- The OJT trainee is to be considered a regular employee, not a temporary one.
- The reimbursement is to be paid to the employer, not the outsourcing firm, and it is to reimburse the employer for the extraordinary costs of training the employee.

L. OJT training contract will address:

1. The employer's commitment to hire the participant as a full-time employee with the same, wages, benefits, hours, and conditions as existing employees on the first day of the OJT;
2. The hourly wage of the participant. The minimum starting rate of OJT employees shall be **\$11.42 or greater** and the same rate as trainees or employees similarly situated in similar occupations by the same employer, and who have similar training, experience and skills, whichever is higher. The State Wage cap of \$21.48 for OJT is the upper limit on the hourly wage that is eligible for OJT reimbursement. Note: WIOA funds shall not be used for overtime wages, holidays, sick leave, or vacations.
3. An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. OJT hours are based on USDOL specific vocational preparation codes for occupations;
4. A description of the occupations involved, skill(s) and competencies to be provided and learned, assessment (examples include: TABE, Career Scope, Prove It, etc.) and identification of the participant's skills gap;
5. A training plan (with a rating scale for skills at hire and at completion of the OJT) that defines successful completion of training;
6. Performance outcome requirements;
7. A provision addressing termination for lack of funds or recapture of funds, lack of participant attendance or failure of employer to comply with initial or upgraded employment requirements; and
8. A provision for maintaining and providing records for local area, state, and federal monitoring and review.

Employer Reimbursements

A. OJT training reimbursement to employers is deemed to be compensation for the extraordinary costs associated with training participants, including extra supervisory efforts, non-productive time, material waste and other incidentals, and the costs associated with the lower productivity of the participants. Employers are not required to document such extraordinary costs. (20 CFR 680.720).

B. Employers that meet the qualifications outlined in Section II are eligible to receive a wage reimbursement rate of 50%; however, some employers will be eligible to receive a wage reimbursement rate of 75%. WIOA § 134 (c)(3)(H)(ii)

C. In order for an employer to be eligible for a wage reimbursement of 75%, that employer must meet one of the four following criteria:

1. The employer must be a small business as defined by the Small Business Administration. Small business size standards by industry can be found at <https://www.sba.gov/sites/default/files/files/SizeStandardsTable.pdf>
2. The OJT must lead to the participant's attainment of an industry recognized credential.
3. The participant must be determined to be an individual "with barriers to employment," as listed in WIOA § 3(24), to include individuals who are long-term unemployed.
4. The participant's job title must be on the state's in-demand occupations list or identified as a high growth-high demand industry sectors. The WSGM has identified growth and demand industries and occupations in the region.

D. OJT contracts are granted based upon availability of funding and may be limited or unavailable due to funding constraints.

E. If a collective bargaining agreement exists between the employer and the employees or their representatives, a written concurrence from the appropriate labor organization(s) is required prior to the OJT.

F. WSGM OJT reimbursement is capped at \$8500 per trainee. All of the reimbursement will be paid at training completion except for \$1000 or 25% of the reimbursement, whichever is less. This amount will be withheld and paid after 90 days of continued employment after training completion.

Employer Responsibilities

A. The employer agrees that OJT employees will not displace any currently employed workers (including partial displacement, such as by reducing hours or denying promotional opportunities, wages or other employment benefits).

B. The employer agrees that no OJT employee can be employed when: (a) any other individual is on lay-off from the same or substantially equivalent job, or (b) the employer has terminated the employment of any regular employee or otherwise reduced its workforce with the intention of filling the vacancy created by hiring a OJT employee whose wages are subsidized under this agreement.

C. The employer agrees that OJT employees may not be engaged in the construction, operation or maintenance of any facility used for religious instruction or worship.

D. The employer agrees that no individual in a decision making capacity engages in any activity, including the administration of the OJT contract supported by WIOA funds, if a conflict of interest, real or apparent, is present. A conflict of interest may arise in the event that an employee under this OJT contract is an immediate family member (or partner) of an individual engaged in a decision making capacity with the GMRC, WSGM, GMWDB, or the employer. Immediate family is defined as husband, wife, son, son-in-law, daughter, daughter-in-law, mother, mother-in-law, father, father-in-law, brother, brother-in-law, sister, sister-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparents and grandchild, or an organization that has a financial or other interest in the firm or organization selected for the OJT contract. In the event of a potential conflict of interest, the Employer must notify the ARC, in writing, of the potential conflict. No action regarding the individual may take place until approved by the ARC in writing.

E. The employer agrees that there will be no preferential treatment of a person or group of people over other people or groups in the workplace.

F. The employer agrees that no person shall- on the grounds of race, color, sex, age, disability or National origin- be subjected to illegal employment discrimination.

G. The employer agrees to maintain appropriate standards for health and safety in work and training environments.

H. The employer agrees to comply with Georgia law regarding workers' compensation insurance for all OJT employees. Information on how to comply with Georgia law is found at: <http://sbwc.georgia.gov>

I. The employer agrees to retain the OJT employee upon completion of the training if the employee's performance meets the employer's standards.

J. If the employer does not have an established employee grievance procedure, the employer agrees to abide by the procedure provided by the LWDA.

K. The employer shall only employ OJT employees who have been found eligible for WIOA services prior to placement on the employer's payroll.

L. The employer understands that OJT employees shall be compensated at the same rates, including periodic increases, as all similarly employed workers. In no event shall the rate of pay be less than the applicable state or federal minimum wage, whichever is higher. Additionally, OJT employees must receive the same benefits and have the same working conditions as similarly situated employees.

M. The employer shall maintain all records pertaining to the OJT, including application, notice of hire, time sheets, payroll records, invoices for wage reimbursement and other relevant financial records, and shall make them available to the ARWDB representative as requested. All said records, books, papers or documents shall be retained for a period of six years from the date of termination of this agreement and available for inspection by federal, state, and ARWDB representatives. In the case of an audit or litigation, said documents shall be retained until all such actions are settled; even if the period of retention exceeds six years.

N. The employer agrees to provide written evaluation of the participant's progress at mid-point in the training plan; and is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the OJT training plan and/or service strategy of the participant.

O. The employer agrees to participate in any follow-up efforts conducted by the WSGM or its authorized representative to evaluate OJT effectiveness.

P. Continuation of employer agreements for multiple years will be contingent on meeting established performance outcomes.

Q. The employer must not use funds provided for OJT to directly or indirectly assist, promote or deter union organizing.

R. The employer must not use the OJT to impair existing contracts for services or collective bargaining agreements.

S. The employer will meet the provisions of the Georgia Illegal Immigrant Enforcement Act of 2011 by signing and complying with the affidavit.

Eligibility for Employed Workers

20 CFR 680.710 provides that OJT contracts may be written for eligible employed workers when:

- A. The employee is not earning a self-sufficient wage as determined by WSGM policy;
- B. The requirements in WIOA Section § (4) that contracts may not be made with an employer that exhibits a pattern of failure to provide participants long-term employment as well as wages and benefits; and the contract must be

limited to the period of time required for a participant to become proficient in the occupation for which the training is provided; and

- C. The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the LWDB.

Item 5.13 Adults and Dislocated Workers Internship Policy

A paid internship is a planned, structured learning experience that takes place in a workplace for a limited period of time. The intention of a paid internship is to enable participants to explore career options and gain exposure to the working world and its requirements, and not to benefit the employer, although the employer may, to a limited extent, benefit from the activities performed by the participant. For example, individuals placed in paid internships are generally considered trainees, and should not take on roles in which the employer depends on the trainee's productivity to maintain or advance the profit margin or performance of the company or agency.

Paid internship opportunities are offered to participants when a comprehensive assessment and individual employment plan (IEP) identifies that the participant would benefit from this activity. They can also help to determine other specific needs, including the need for additional training. Public sector employers, private non-profit and for-profit employers are all considered acceptable for paid internship placements.

Paid Internships will range from 80-480 hours per participant. Paid internship requires the development of a training plan or outline which will be included in the worksite agreement between Georgia Mountains Workforce Development (GMWD) and the employer site. All employers must make a good faith effort to offer the employee permanent employment, when a position is available for which the participant meets the minimum requirements.

The participant will be notified of the following by their assigned Case Manager: worksite address, supervisor, telephone number, job title/duties, first day of work, scheduled end date, wage, and scheduled number of hours each week. The scheduled number of hours per week may be modified by the worksite after work begins pending the approval of the participant and the GMWD representative. Participants will be required to sign a Participant Worksite Agreement form indicating that they have received all of the above worksite details.

WAGES FOR PAID INTERNSHIPS

WIOA customers placed on paid internships should be compensated at \$10.00-\$11.00 per hour based on the prevailing wage of employees with similar training, experience and skills for a similar occupation, as set by the employer. Based on the position, the program also allows the employer to make full or limited contribution towards the wages paid to the participants.

UNEMPLOYMENT INSURANCE (UI) BENEFITS AND PAID INTERNSHIP OPPORTUNITIES

An individual receiving work relief or work training, such as a WIOA paid internship, is not considered "employed" for the purposes of qualifying for Unemployment Insurance Benefits, even though they might be on a regular payroll, receiving wages, and are considered employed under FLSA. Therefore, a participant completing a paid internship and then filing for UI will not qualify for UI on the basis of the paid internship. However, paid internship wages and stipends are counted as earnings when a participant is currently on a UI claim, and this income has the potential to affect the amount and duration of the UI claim, in the same manner as regular wages.

WORKPLACE GUIDELINES

1. FAIR LABOR STANDARDS ACT (FLSA)

The provisions of the FLSA apply to all adult participants engaged in a paid internship under WIOA, as do Federal/State hourly minimum wage laws. Questions regarding whether an individual is an employee or whether an employee's time spent in training is compensable can be answered by the USDOL Wage and Hour Division at 1.866.4.USWAGE, or at www.dol.gov/esa/WHD.

Unpaid internships should be offered only in limited cases based on a particular service strategy of a participant's individual employment plan, and when combined with other services. Some examples of unpaid internships might include:

- A customer has been unsuccessful in a previous paid internship, and is offered another unpaid internship opportunity to demonstrate their commitment to succeed.
- A customer may find value in an unpaid internship even if funding for wages were unavailable at the time.

- A practicum/internship is required for a participant to complete a training program. This often occurs in the health care industry where the trainee is either required to complete (or become more employable with) a specified number of hours of experience before a hiring consideration can occur.

2. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

WIOA Section 188 prohibits discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief. An organization that accepts a paid internship participant should be aware of obligations imposed by WIOA Law, and must ensure that agency's services are provided to all individuals that are eligible, and not discriminate based on circumstances that might limit the population served. For example, a faith-based organization that operates an emergency food distribution center must serve all individuals that are eligible to receive those services and not discriminate based on a religious preference.

3. WORKERS' COMPENSATION:

Participants are provided Worker's Compensation coverage while enrolled and active in this activity. Payment to the participants is only made for time actually spent in the activity. No pay will be given for local, state and national holidays. No vacation or sick leave is provided.

4. DISPLACEMENT OF EMPLOYEES:

Adult and Dislocated Worker participants engaged in a paid internship through WIOA services should not unfavorably impact current employees from employment opportunities. In addition, GMWD will carefully consider the working environment and impacts of placing a participant in a position where a layoff or displacement may potentially occur (or has already occurred), particularly in seasonal positions. More specifically, GMWD will not place a participant in a paid internship when:

- a) A regular employee is on layoff from the same or any substantially equivalent job; or the employer has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy so created with a WIOA participant; or the job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers.
- b) The placement results in a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits, of any currently employed employee (as of the date of the PI participation).
- c) The placement impairs existing contracts for services or collective bargaining agreements. When a program or activity authorized under Title I of WIOA would be inconsistent with a collective bargaining agreement, the appropriate labor organization and employer must provide written concurrence before the program or activity begins.

5. SECTARIAN PLACEMENTS

Participants in a paid internship must not be employed to carry out the construction, operation, or maintenance of any part of a facility that is intended for sectarian instruction or as a place for religious worship. Paid internship placements are allowable in faith-based community organizations, as long as the participant does not engage in inherently religious activities, such as religious worship, instruction, or proselytizing.

In addition, paid internship participants should only be placed in faith-based organizations that do not discriminate against a person seeking help who is eligible for services. For example, a religious organization that runs an emergency shelter must not serve only persons of that faith and turn away others.

6. RESOURCES RELATED TO WORKPLACE GUIDELINES

The following resources have helpful information on OSHA and the FLSA:

www.dol.gov/esa/regs/compliance/whd/hrg.htm USDOL- Wage and Hour Division

www.dol.gov/esa/WHD USDOL – Wage and Hour Division

www.opm.gov/flsa OPM - Fair Labor Standards Act

PAID INTERNSHIP AGREEMENTS OR CONTRACTS

GMWD is required to complete a paid internship agreement/contract with each worksite that is utilized.

EVALUATION AND MONITORING OF WORKSITES

1. PRE-EVALUATION OF WORKSITES

GMWD will develop a worksite pre-evaluation tool to determine the appropriateness of utilizing the employer for paid internships. The evaluation components should include the key legal provisions of the worksite contract such as safety, labor law requirements, status of layoffs, etc. In addition, it should evaluate age appropriateness and level of exposure to work readiness and job skills, type of supervision available, as well as review the previous paid internship placements at the same location.

Potential worksite employers should also demonstrate a commitment to helping participants receive the experience and training needed to meet their IEP goals. As part of participation, these employers should be willing to work closely with program staff, especially when accepting participants that have barriers to employment. Proper worksite supervision should be one of the factors that are reviewed prior to placement of the participant in the paid internship activity.

2. WORKSITE MONITORING

GMWD will actively monitor the worksite and activities described in the paid internship agreement/contract to ensure that the legal and performance requirements, as well as the paid internship goals are being met. Additional items to consider when monitoring a work site are:

- Appropriateness of paid internship for participants
- Quality of paid internship in teaching good work habits or job skills
- Quality of outcomes and other benefits to participants
- Adequacy of work site supervision in assuring compliance to legal requirements and program goals

3. NON-PERFORMANCE OF A WORKSITE

GMWD will ensure that a process is established to remove a worksite that exhibits a pattern of failure or has regularly not met their agreed upon requirements for the paid internship participant. These procedures will include the local process to determine the following:

- What constitutes an employer “exhibiting a pattern of failure?”
- Deficiencies or situations that occur within the paid internship process
- Corrective action interventions to be used
- Circumstances under which immediate termination of an agreement will occur

A paid internship agreement may not be written with an employer who has previously demonstrated a previous “pattern of failure”, unless documented corrective actions have been implemented. Such failure may include failing to provide participants with continued employment and wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.

Item 6.1 MOU

LEGAL AUTHORITY

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Official (CEO), to develop and enter into a Memorandum of Understanding (MOU) between the Local Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local area. This requirement is further described in the Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance.

Additionally, the sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec. 121(h), it's implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

MEMORANDUM OF UNDERSTANDING

This MOU is executed between the Georgia Mountains Local Workforce Development Board (Local WDB), network Partners (Partners), Chief Elected Official (CEO) and Georgia Mountains Regional Commission. They are collectively referred to as the "Parties" to this MOU.

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the WorkSource Georgia Mountains One-Stop in the WorkSource Georgia Mountains Area 2 Local Workforce Development Area (Local WDA). The Georgia Mountains Local WDB provides local oversight of workforce programming for Area 2 Local WDA.

The Georgia Mountains Local WDB, with the agreement of the CEO, has (competitively) selected **Hopkins Associates**, as the one-stop operator for the Georgia Mountains WDA, as further outlined in the One-Stop Operator section.

The One-Stop Operating Budget and Infrastructure Funding Agreement establishes a financial plan, including terms and conditions, to fund the services and operating costs of the WorkSource Georgia Mountains Area 2 Local WDA. The Parties to this MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the Georgia Mountains WDB Services.

BACKGROUND

Changing labor markets and advances in technology have revolutionized how businesses find talent and jobseekers look for work. Social media, online talent platforms, and professional networking sites are evolving rapidly, perpetuating shifts in labor market dynamics. Additionally, rising consumer expectations and global competition have transformed how business is conducted in most industries. Employers must move faster and more efficiently in order to stay ahead of (or at least keep up with) competitors. This makes it imperative for the public workforce system to continuously adapt and reframe strategies and policies designed to support employers and job seekers.

The Georgia Mountains Local WDB seeks to establish a system that stands in stark contrast to the “traditional”/historical transaction-based model, whereby each agency operates its own business and job seeker service functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The purpose of this Memorandum of Understanding (MOU) is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the Georgia Mountains WDA create a seamless, customer-focused network that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

The mission of the Georgia Mountains Workforce Development Board is to achieve sustainable economic growth and individual self-sufficiency by developing, sustaining, and promoting employment resources and opportunities for all job seekers and employers through community partnerships.

DESIGNATION OF COMPREHENSIVE ONE-STOP CENTER AND AFFILIATE SITES

The Georgia Mountains Workforce Development Board and CEO designated the following as the Workforce Area's comprehensive One-Stop-Center

County American Job Center (Comprehensive)

GMRC WorkSource Georgia Mountains John Phillips, Director	Phone 770-538-2727
P.O. Box 2278 Gainesville, GA 30503	E-mail Address jphillips@gmrc.ga.gov
Operating Hours 8:00 a.m. to 6:00 p.m.	Website www.gmrc.ga.gov

American Job Center (Affiliate)

GA Department of Labor Gainesville Career Center Mark Winters, Career Center Manager	Phone 770-535-5484
Mailing Address 2736 Atlanta Hwy Gainesville, GA 30504	E-mail Address mark.winters@gdol.ga.gov
Operating Hours 8:00 a.m. to 4:30 p.m.	Website https://dol.georgia.gov

American Job Center (Affiliate)

Georgia Dept. of Labor Habersham Career Center Rebecca Waters, Manager	Phone 706-776-0811
Mailing Address 215 Hodges Street, Suite 205 Cornelia, GA 30531	E-mail Address Becky.waters@gdol.ga.gov
Operating Hours 8:00 a.m. to 4:30 p.m.	Website https://dol.georgia.gov

American Job Center (Affiliate)

Georgia Dept. of Labor Toccoa Career Center Greg Pitts, Manager	Phone 706-282-4514
Mailing Address 37 Foreacre Street Toccoa, GA 30577	E-mail Address Greg.pitts@gdol.ga.gov
Operating Hours 8:00 a.m. to 4:30 p.m.	Website https://dol.georgia.gov

American Job Center (Affiliate)

Lanier Technical College Dr. Ray Perren, President	Phone 770-533-7000
Mailing Address 2990 Landrum Education Drive, Oakwood, Georgia 30566	E-mail Address
Operating Hours 7:30 a.m. to 6:00 p.m. Mon-Thursday	Website http://www.laniertech.edu/

American Job Center (Affiliate)

North Georgia Technical College Dr. Mark Ivester, President	Phone 706-754-7700
Mailing Address 1600 Hwy. 197 North Clarksville, GA 30523	E-mail Address
Operating Hours 7:30 a.m. to 6:00 p.m. Mon-Thursday	Website https://northgatech.edu/

American Job Center (Affiliate)

Goodwill Corey Addison	Phone (770) 538-4206
Mailing Address 3715 Mundy Mill Rd Oakwood, GA 30566	E-mail Address caddison@ging.org
Operating Hours M-Wed. 9 a.m. to 5:00 p.m. Thurs. 9:00 a.m. to 7:00 p.m. Friday 9 to 4	Website http://goodwillng.org/

American Job Center (Affiliate)

Athens Technical College Stephanie Benson	Phone 706-355-5000
Mailing Address 800 US Hwy 29 North	E-mail Address sbenson@athenstech.edu
Operating Hours	Website www.athenstech.edu

American Job Center (Affiliate)

WorkSource Georgia Mountains Mobile Units/Career Coach	Phone 770-538-2626
Mailing Address 1310 West Ridge Rd Gainesville, GA 30501	E-mail Address kkrauth@gmrc.ga.gov
Operating Hours 8:00 a.m. to 6:00 p.m.	Website gmrc.ga.gov

The WorkSource Georgia Mountains One-Stop Center will be evaluated by the Workforce Development Board staff in accordance with the certification criteria established by the State Workforce Development Board. Once this evaluation is completed, the results will be reviewed by the Workforce Development and the LEO Board (or Executive Committees as allowed by each organization's bylaws) in order to determine certification status. Such evaluations will occur at least every two years.

ONE-STOP

The Georgia Mountains WDB selected the one-stop operator, **Hopkins Associates**, through a competitive process in accordance with the Uniform Guidance¹, WIOA and its implementing regulations, and Local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is published and may be viewed on the Georgia Mountains Regional Commission¹ website www.gmrc.ga.gov. The State requires that the one-stop operator is re-selective competitively at least every three years and no later than every four years.

ROLE OF THE OPERATOR

Georgia Mountains Workforce Development Board (GMWD) defines One-Stop Operator services as the coordination of the service delivery of required one-stop partners and service providers within the One-Stop and affiliate sites of Georgia Mountains Area.

The NPRM § 678.620 requires that the One-Stop Operator:

- Coordinate the service delivery of required one-stop partners and service providers
- A one-stop operator **may not perform** the following functions:
 - Convene system stakeholders to assist in the development of the local plan
 - Prepare and submit local plans (as required under sec. 107 of WIOA)
 - Be responsible of oversight of itself
 - Manage or significantly participate in the competitive selection process for the one-stop
 - Select or terminate one-stop operators, career services, and youth providers
 - Negotiate local performance accountability measures; and develop and submit budget for activities of the Local Board

Coordination of service delivery shall, at a minimum, also include the following responsibilities:

- Oversee electronic linkages of all one-stop partners designated by Georgia Mountains Workforce Development Board to improve communication, referral, service delivery, and tracking of performance of the partners;
- Facilitate the planning of and electronic transfer of information between the partners and WorkSource Georgia Mountains;
- Coordinate and hold bi-monthly planning meetings with all One-Stop partners designated by Georgia Mountains Workforce Development Board;
- Assist Georgia Mountains Workforce Development Board in the identification of appropriate clauses for all Memorandum of Understanding with all one-stop partners designated by Georgia Mountains Workforce Development Board as it relates to electronic sharing of information, reporting of performance and tracking of customers;
- Facilitate and encourage participating one-stop partners to use the principles of universal design in their operations to ensure customer access;
- Working with WorkSource Georgia Mountains and applicable state agencies, create a strategic plan to integrate the intake, case management, and reporting of the one-stop partners;
- Develop procedures and oversee referral policies;

- Visit and monitor WIOA Regulation compliance at Affiliate Sites consisting of, the Gainesville Career Center, Habersham Career Center, Toccoa Career Center and the Blue Ridge Career Center
- Maintain and post hours of partners at the One-Stop;
- Develop a One-Stop Website;
- Maintain and track a list of referrals;
- Facilitate cooperative partnerships that seamlessly incorporate services for the common customers served by multiple program partners of the American Job Center;
- Develop and implement operational policies that reflect a cooperative system of performance, communication, and case management, and uses technology to achieve integration and expanded service offerings;
- Maintain electronic calendar for all partners in area;
- Maintain technology at the One-Stop to inform customers of services;
- Schedule events for training room; and
- Assist with coordination of Business Services with partners and sector strategies
- Other duties that may efficiently support the one-stop system

Partners	# of Staff	Weekly Staff Hours	# of FTEs ⁵	% of Total FTEs
Adult Education Lanier Technical College	1	4hrs/Month		
Adult Education North Georgia College	1	4		
Community College	0	0		
CSBG	0	0		
Career Coaches	2	72		
Department of Probation, Parole, and Pardon Vocational Rehabilitation Services	0	0		
	1	4		
Experience Works	0	0		
JVSG	0	0		
Legacy Link	1			
RTA	0	0		
State Housing Finance and Development	0	0		
TANF	0	0		
TAA	1			
Wagner-Peyser ES	1	20		
UI	1	20		
Trade	Referrals as needed			
WIOA Adult, Dislocated Worker, and Youth	18	675		
YouthBuild Public Charter School	0	0		
Commission of Native American Affairs ²	0	0		
TOTALS				

CONFIDENTIALITY

All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, and O.C.G.A. §34-8-120, *et. Seq.*, 45CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all of the other Parties.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures. With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. §1232g and 34 CFR Part 99. With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

PARTNER SERVICES

At a minimum, Partners will make the below services available, as applicable to the program, consistent with and coordinated via the American Job Center network system. Additional services may be provided on a case by case basis and with the approval of the Local WDB and the CEO.

BUSINESS SERVICES		
Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on human resources issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

JOB SEEKER SERVICES

Basic Career Services	Individualized Career Services	Training
Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT)
Access to employment opportunity and labor market information	Group counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the <u>Local workforce system</u>	Individual counseling and career planning	Training programs operated by the <u>private sector</u>
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment <u>Insurance claim filing</u>	Work experience, transitional jobs, registered apprenticeships, and internships	Entrepreneurial training
Determination of potential eligibility for workforce Partner services, programs, and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support (→ <i>This is not an individualized career service, but listed here for completeness.</i>)	Other training services as determined by the workforce partner's governing rules

The Workforce and Innovation Act requires that Youth Services provide the following 14 elements:

YOUTH SERVICES	
Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.	Alternative secondary school services, or dropout recovery services, as appropriate.
Paid and unpaid work experiences that have as a component academic and occupational education, which may include: Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
Supportive services.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
Follow-up services for not less than 12 months after the completion of participation, as appropriate.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
Financial literacy education.	Entrepreneurial skills training.
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.	Activities that help youth prepare for and transition to postsecondary education and training.

AFFILIATE SITES SERVICE DESCRIPTION

Mobile Units/Career Coaches

License #

Home Location: Georgia Mountains Regional Commission
1310 West Ridge Road
Gainesville, GA 30501

Description of Services:

Georgia Mountains Area 2 maintains two mobile training units that provide services throughout the 13 county region. One unit houses 12 computer stations, as well as a smartboard. The second unit houses 8 computer stations and as well as a smartboard. There are two WIOA staff members who monitor the units.

The Mobile Units provide career services including job search, application assistance, assessments, etc. Costs for the Mobile Units include two staff member salaries and benefits, insurance, gas and internet connectivity.

Goodwill of North Georgia Career Center

Location: 3715 Mundy Mill Road
Oakwood, GA 30566

Number Contracted Staff: 3

Description of Services:

Georgia Mountains Area 2 contracts Youth services with Goodwill of North Georgia. Goodwill provides case management services, job search, assessments, works skills and soft skills training, supportive services; educational activities and vocational training and work experience for eligible youth/young adults who have been involved with the court system.

Lanier Technical College – Adult Education

Location: 718 Woods Mill Road
Gainesville, GA 30501

Number of Contracted Staff: 4

Description of Services:

Georgia Mountains Area 2 contracts Youth Services with Lanier Technical College Adult Education to provide recruitment, workforce training and assessments. Services provided include case management, supportive services, GED training and testing; GeorgiaBEST certification (soft skills training); work experience and internships; Financial Literacy; and follow up services.

North Georgia Technical College – Adult Education

Location: 1600 HWY 197 N
Clarkesville, GA 30523

Number of Contracted Staff: 4

Description of Services:

Georgia Mountains Area 2 contracts Youth Services with North Georgia Technical College Adult Education to provide recruitment, workforce training and assessments. Services provided include case management, supportive services, GED training and testing; GeorgiaBEST certification (soft skills training); work experience and internships; Financial Literacy; and follow up services.

Athens Technical College – Adult Education

Location: 800 US Hwy 29 North

Number of Contracted Staff: 4

Description of Services:

Georgia Mountains Area 2 contracts Youth Services with Athens Technical College Adult Education to provide recruitment, workforce training and assessments. Services provided include case management, supportive services, GED training and testing; GeorgiaBEST certification (soft skills training); work experience and internships; Financial Literacy; and follow up services.

Basic Career Services Accessed at WorkSource Georgia Mountains One Stop

Required Partners PP- Physical Presence DL- Direct Linkage TBD N/A	Eligibility for Title 1B	Outreach Intake Services	Initial Skills Assessment	Labor Exchange services, Job Search & Placement assistance	Referral and Coordination with Other Programs	Workforce and Labor Market Information and Statistics	Performance & Cost Information on Providers of Education, Training, and Workforce Service	Performance Info for Area as a whole	Information on the Availability of Supportive Services	Information and Meaningful Assistance with UI Claims	Assistance Establishing Eligibility for Financial Aid for Non-WIOA Training and Education
WorkSource GA Mountains (Title IB)	PP	PP	PP	PP	PP	PP	PP	PP	PP	N/A	N/A
CHP International Job Corps	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
GA DOL Wagner-Peyser	N/A	PP	PP	PP	PP	PP	N/A	N/A	N/A	N/A	N/A
TCSG Adult ED & Literacy	N/A	PP/DL	PP/DL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Georgia Voc Rehab	N/A	PP	PP	PP	PP	PP	PP	PP	PP	N/A	PP
Legacy Link	N/A	DL	N/A	DL	DL	DL	N/A	N/A	DL	N/A	N/A
Carl Perkins (NGTC)	N/A	PP/DL	PP/DL	N/A	PP/DL	PP/DL	PP/DL	N/A	PP/DL	N/A	PP/DL
Carl Perkins (LTC)	N/A	PP/DL	PP/DL	N/A	PP/DL	N/A	PP/DL	N/A	PP/DL	N/A	PP/DL
GA DOL Trade ACT	N/A	PP	N/A	PP	PP	N/A	PP	N/A	PP	N/A	N/A
GA DOL Veterans	N/A	PP	PP	PP	PP	N/A	N/A	N/A	PP	N/A	N/A
GA DOL UI	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	PP	N/A

Individualized and Follow-Up Career Services Accessed at WorkSource Georgia Mountains One Stop

Required Partners													Follow up Services for Participants to Dislocated and Adult Workers
PP- Physical Presence	Comprehensive and Specialized Assessments	Development of an Individual Employment Plan	Group Counseling	Individual Counseling	Career Planning	Short-term Pre-Vocational Services	Internships and Work Experience	Workforce Preparation Activities	Financial Literacy Services	Out of Area Job Search Assistance	English Language Acquisition		
DL- Direct Linkage													
TBD													
N/A													
WorkSource GA Mountains (Title IB)	PP	PP		PP	PP	PP	PP	PP	PP	N/A	N/A		PP
GA DOL Wagner-Peyser	PP	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	PP	N/A		N/A
TCSG Adult ED & Literacy	PP/DL	PP/DL	PP/DL	PP/DL	N/A	PP/DL	N/A	PP/DL	PP/DL	N/A	PP/DL		N/A
Georgia Voc Rehab	DL	PP	N/A	PP	PP	PP	DL	DL	PP	PP	N/A		PP
Legacy Link	DL	DL	N/A	N/A	DL	N/A	N/A	DL	N/A	N/A	N/A		N/A
Carl Perkins (NGTC)	PP	DL	PP	PP	PP	N/A	DL	DL	DL	N/A	DL		N/A
Carl Perkins (LTC)	PP/DL	N/A	PP/DL	PP/DL	PP/DL	PP/DL	N/A	PP/DL	PP/DL	N/A	N/A		N/A
GA DOL Trade ACT	PP	PP	N/A	N/A	PP	N/A	N/A	N/A	N/A	PP	N/A		PP
GA DOL Veterans	PP	PP	N/A	N/A	PP	N/A	N/A	PP	N/A	N/A	N/A		PP
GA DOL UI	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A

ROLES AND RESPONSIBILITIES OF PARTNERS

The Parties to this agreement will work closely together to ensure that all Georgia Mountains American Job Centers are high- performing work places with staff that will ensure quality of service. All Parties to this agreement shall comply with:

Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),

Title VI of the Civil Rights Act of 1964 (Public Law 88-352),

Section 504 of the Rehabilitation Act of 1973, as amended,

The Americans with Disabilities Act of 1990 (Public Law 101-336),

The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,

Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188, The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),

Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38), The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603), and O.C.G.A. §34-8-120, *et. seq.*), all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Additionally, all Parties shall:

Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the [Partner Services](#) section above, Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

CHIEF ELECTED OFFICIAL

The CEO for the Georgia Mountains Local WDA is Thomas Bridges. The CEO will, at a minimum:

In Partnership with the Georgia Mountains Local WDB and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region, Approve the Georgia Mountains Local WDB budget and workforce center cost allocation plan,

Approve the selection of the one-stop operator following the competitive procurement process, and Coordinate with the Georgia Mountains Local WDB to oversee the operations of the Georgia Mountains Local WDA American Job Center network.

GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT BOARD

The Local Workforce Development Board ensures the workforce-related needs of employers, workers, and job seekers in the Local Workforce Development Area and/or region are met to the maximum extent possible with available resources. The Local Board will, at a minimum:

- In partnership with other applicable partners and Local WDB staff, develop and submit Local WDA plan that includes a description of the activities that shall be undertaken by the Local WDB and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy.
- In collaboration with Partners and LWD staff within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies.
- In cooperation with Local WDB staff, design and approve the American Job Center network structure. This includes, but is not limited to:
 - Adequate, sufficient, and accessible one-stop center locations and facilities
 - Sufficient numbers and types of providers of career and training services
 - A holistic system of supportive services and
 - One or more competitively procured one-stop operators
- In collaboration with WDB staff, designated through competitive process, oversee, monitor, implement corrective action and, if applicable, terminate the one-stop operator.
- Determine the role and day-to-day duties of the one-stop operator
- Approve annual budget allocations for the operation of the America Job Center network
- Help the one-stop operator recruit operational Partners and negotiate MOU's with new Partners
- Leverage additional funding for the American Job Center network to operate and expand one-stop customer activities and resources, and
- Review and evaluate performance of the Georgia Mountains Local WDA and one-stop operator

GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT STAFF

Specific responsibilities of the Local Workforce Development Board Staff include, at a minimum the following:

- Oversee negotiations and maintenance of the MOU's with the one-stop Partners
- Support the Local Workforce Development Board in the implementation and execution of the regional vision, goals, objectives and workforce-related policies, including all duties outlined above.
- Prepare regular reports and recommendations to the Local WDB
- Assist the Local Workforce Development Director and the Local WDB with the development and submission of a single regional plan
- Manage and resolve elevated customer complaints and grievances

ONE-STOP PARTNERS

All Partners will commit to cross training of staff, as appropriate, and to provide learning opportunities that promote a continuous quality of improvement.

Partners will strive to promote system integration through:

- Effective communication, information sharing and collaboration with the one-stop operator
- Participation in planning, policy development and system design processes
- Commitment to the joint mission, vision, goals, strategies, and **performance measures**
- Development of a common intake and assessment strategy, including referral processes
- Use and/or development of a common and/or linked data management system and development data sharing methods
- Sharing of resources, including other public agencies and nonprofit organization services
- Participation in regularly scheduled Partner meetings
- Involvement in improvement processes to enhance outcomes and increase customer satisfaction

DATA SHARING

Partners understand that the use of high-quality, integrated data is essential to the development and maintenance of an integrated case management system and allows information collected from customers at intake to be captured one time. (At this time, the integration of data systems will be developed at the state level)

All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
- The collection, use, and disclosure of customer education records, and the PI contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603., and O.C.G.A. §34-8-120, *et. seq.*.
- All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- Customer data may be shared with other programs, for those programs' purposes, within the American Job Center network only after the informed written consent of the individual has been obtained, where required.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All one-stop center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

No Party shall disclose PII or other personal or confidential information, requested by legal process or otherwise, received from another party pursuant to this MOU, without the express written approval of the Party from which the information originated. In such matters, the Party from which the information originated will determine whether the information may legally be disclosed. The Party for which the information was requested may only release the

requested information after receiving written instructions from the Party from which the information originated.

REFERRALS

A referral system is designated to allow an integrated and seamless delivery of services to customers including, workers, job seekers, and employers. This may be facilitated through the Partners by:

- Development of materials and other means, summarizing program requirements and making them available to customers and partners
- Knowledge of basic eligibility and participation requirements , as well as services and benefits offered by Partners
- Development of common intake processes
- Regular evaluations through Partner meetings and customer surveys

ACCESSIBILITY

Partners agree to comply with all applicable provisions of the Americans with Disabilities Act (ADA), as well as the WIOA Nondiscrimination and Equal Opportunity Regulations established in 29 CFR Part 38. The one-stop center will maintain a culture of inclusiveness and physical characteristics of the facility, both indoor and outdoor and will meet the latest standards of accessible design. Georgia Mountains WDB will work to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.

MONITORING

The Georgia Mountains Local WDB, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

- Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
- Those laws, regulations, and policies are enforced properly,
- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
- Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
- All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

Non-Discrimination and Equal Opportunity

All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.

The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

Indemnification and Held Harmless

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its

agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the Georgia Mountains Local WDB and the one-stop operator have no responsibility and/or liability for any actions of the one-stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of the Georgia Mountains Local WDB or the one-stop operator. Consequently, all partners accept liability for all aspects of the program it conducts pursuant to this contract including the repayment of disallowed costs.

Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

Drug Free Workplace

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

Debarment and Suspension

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CF CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

Certification Regarding Lobbying

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

Priority of Service

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

Buy American

Each Party that receives funds made available under title I or II of WIOA or under the Wagner-Peyser Act (29U.S.C. Section 49, et. seq.) certifies that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the “Buy American Act.”) and as referenced in WIOA Section 502 and 20 CFR 683.200(f).

Salary Compensation and Bonus Limitations

Each Party certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGl 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, TEGl 17-15, Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Activities Program Allotments for Program Year (PY) 2016; Final PY 2016 Allotments for the Wagner-Peyser Act Employment Service (ES) Program Allotments; and Workforce Information Grants to States Allotments for PY 2016, Public Laws 114-113 (Division H, title I, Section 105) and 114-223, and WIOA section 194(15)(A), restricting the use of federal grant funds for compensation and bonuses of an individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II.

MOU Non-Assignment

For the duration, extension, or renewal of this MOU, no Party may assign or subcontract all or any part of the MOU without prior written consent of all other Parties.

Governing Law

This MOU will be construed, interpreted, and enforces according to the laws of the State of Georgia. All Parties shall comply with all applicable Federal and State laws and

regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

STEPS TO REACH CONSENSUS

1. Notification of Partners

The Georgia Mountains Local WDB Chair (or designee) must notify all Parties in writing that it is necessary to renew and execute the MOU and provide all applicable policies and preceding MOU documents, as applicable.

2. Meeting

The Georgia Mountains Local WDB Chair (or designee) is responsible for convening all required and optional American Job Center Partners to formally kick-off negotiations, and to ensure that, at a minimum, all American Job Center Partners from all counties within the Georgia Mountains Local WDA are appropriately represented. The kickoff meeting should take place no later than within four (4) weeks of notification as it must be hosted in a timely manner to allow for all steps to be conducted in good faith and in an open and transparent environment.

At the kickoff meeting, the Georgia Mountains Local WDB Chair (or designee) must provide a detailed review of all relevant documents, facts, and information and ensure all Parties have sufficient time to ask questions or voice concerns and are fully aware of expectations and the overall process.

3. Negotiations

Over the course of the four (4) weeks following the formal kickoff meeting, Partners must submit all relevant documents to the Georgia Mountains Local WDB Chair (or designee) to begin the drafting of the MOU. During this time frame, additional formal or informal meetings (informational and negotiation sessions) may take place, so long as they are conducted in an open and transparent manner, with pertinent information provided to all Parties.

4. Draft MOU

Within six (6) weeks of the kickoff meeting, the Georgia Mountains Local WDB Chair (or designee) must email a complete draft of the MOU to all parties.

5. Review and Comment

Within three (3) weeks of receipt of the draft MOU, all Parties must review and return feedback to the Georgia Mountains Local WDB Chair (or designee). It is advised that each Party also use this time to allow their respective Legal Departments to review the MOU for legal sufficiency. It is the responsibility of the Georgia Mountains Local WDB Chair (or designee) to ensure all American Job Center Partners to the MOU are aware of the comments and revisions that are needed.

6. Finalized Draft

The Georgia Mountains Local WDB Chair (or designee) must circulate the finalized MOU and secure Partner signatures within four (4) weeks of receipt of feedback. The WIOA MOU will be considered fully executed once all signatories have reviewed and signed, and a signed copy has been returned to all Parties

If determined that a Partner is unwilling to sign the MOU, then the Georgia Mountains Local WDB Chair (or designee) must ensure that the dispute resolution process is followed.

MODIFICATION PROCESS

1. Notification

When a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modifications.

2. Discussion/Negotiation

Upon notification, the Georgia Mountains Local WDB Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Georgia Mountains Local WDB Chair (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed.

If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party

entering into an MOU that includes the Georgia Mountains Local WDB, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the Georgia Mountains Local WDB Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

If determined that a Partner is unwilling to agree to the MOU modification, the Georgia Mountains Local WDB Chair (or designee) must ensure that the process in the [Dispute Resolution](#) section is followed.

3. Signatures

The Georgia Mountains Local WDB Chair (or designee) must immediately circulate the MOU modification and secure Partner signatures within four (4) weeks. The modified MOU will be considered fully executed once all signatories have reviewed and signed.

The modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the Georgia Mountains Local WDB Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other Parties

TERMINATION

This MOU will remain in effect until the end date specified in the [Effective Period](#) section below, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- Local area designation is changed under WIOA.
- A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the WorkSource

Georgia Mountains Local WDB Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.

In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by following the modification process identified in the [Modification Process](#) section above.

All Parties agree that this MOU shall be reviewed and renewed not less than once every 3-year period to ensure appropriate funding and delivery of services.

EFFECTIVE PERIOD

This MOU is entered into on July 1, 2017. This MOU will become effective as of the date of signing by the final signatory below and must terminate on June 30, 2020, unless any of the reasons in the [Termination](#) section above apply.

ONE-STOP OPERATING BUDGET

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the Georgia Mountains Local WDA American Job Center network. The Parties to this MOU agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

- Establishes and maintains the Local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area,
- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness),
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs, and
- Ensures that costs are appropriately shared by American Job Center Partners by determining contributions based on the proportionate use of the one-stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform

Guidance

The Partners consider this one-stop operating budget the master budget that is necessary to maintain the Georgia Mountains Local WDA's high-standard American Job Center network. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the [Infrastructure Funding Agreement \(IFA\)](#)),
- Career services, and
- Shared services

All costs must be included in the MOU, allocated according to Partners' proportionate use and relative benefits received, and reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The one-stop operating budget is expected to be transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that is reasonable and fair.

The formula used to determine partner cost is detailed in the below tables. The formula summary follows:

WorkSource Georgia Mountains uses 64.2% of the total space and related cost. Partners together use 35.8% of the total space and related cost.

The total annual cost per sq. ft. is \$28.33. Partners pay a prorated amount of \$10.75 per sq. ft. annually which is 35.8% of the total annual cost per sq. ft.

WorkSource Georgia Mountains pays a prorated amount of \$32.40 per sq. ft. annually which is 64.2% of the total annual cost per sq. ft.

GEORGIA MOUNTAINS ONE-STOP PARTNER COST BASED ON SQUARE FOOTAGE
(revised 11/28/17)

1 Breakdown of Space - Including Shared Space

Facility Space	Square Feet	% of Total
Lobby Area	1240	
Conference Room Area	560	
Training Room Area	2076	
Shared Space Total	3876	42%
Work Source Only Area	5452	54%
Partner Office Area	400	4%
Total One-Stop Facility	9328	100%

2 Prorated Amount Of Square Footage Allocated For Each Partner

Partner Space	GDOL	GVRA	A. Tech	L. Tech	N.G.Tech	Legacy Link	9th Dist.	WS/Adult	WS/Youth	Total
Office Space	80	80	27	27	27	80	80	2528	2529	5458
Part of Shared Space	270	270	90	90	90	270	270	1260	1260	3870
Total Office + Shared	350	350	117	117	117	350	350	3788	3789	9328
% of Total	5.50%	5.50%	4.90%	4.90%	4.90%	5.50%	5.50%	31.65%	31.65%	100.00%

GEORGIA MOUNTAINS ONE-STOP PARTNER COST BASED ON SQUARE FOOTAGE

(revised 11/28/17)

3 Estimated Total Annual Facility Cost Based on Four Months of Actual Cost

Company Cost	Vendor #	4 Month Actual Cost	Estimated Annual Cost	Estimated Monthly Cost
American Shredding (Shredding)	9771	\$160.00	\$480.00	\$40.00
Charter (Fiber Optic)	1998	\$2,396.00	\$7,188.00	\$599.00
Gainesville Development (Rent)	5081	\$40,941.32	\$122,823.96	\$10,235.33
Georgia Power (Power)	7003	\$5,321.00	\$15,963.00	\$1,330.25
Georgia Technology Authority	8089	\$3,448.00	\$10,344.00	\$862.00
Great American Financial (Copier R Operator)	1872	\$1,076.00	\$3,228.00	\$269.00
	2436	\$26,660.00	\$79,980.00	\$6,665.00
IS Consulting (IT Services)	8206	\$4,539.01	\$13,617.03	\$1,134.75
Liberty Utilities (Gas)	1067	\$1,036.00	\$3,108.00	\$259.00
Lint Security	7034	\$116.00	\$348.00	\$29.00
Lint Security	7024	\$444.00	\$1,332.00	\$111.00
Orkin	7013	\$304.00	\$912.00	\$76.00
Republic Services (Trash)	5071	\$278.00	\$834.00	\$69.50
ServiceMasters (cleaning)	7035	\$1,380.00	\$4,140.00	\$345.00
TOTALS		\$88,099.33	\$264,297.99	\$22,024.83

4 Prorated Annual Partner Cost Based on Allocated Square Footage

% Allocated Cost by Sq. Ft	GDOL	GVRA	A. Tech	L. Tech	N.G.Tech	Legacy Link	9th Dist.	WS/Adult	WS/Youth	Total
Annual Estimated Partner Cost \$10.75/ Sq.Ft. (\$32.40 for WS)	\$ 3,763.00	\$ 3,763.00	\$1,254.00	\$1,254.00	\$1,254.00	\$3,763.00	\$3,763.00	\$122,741.50	\$122,741.50	\$ 264,297.00

SIGNATURES

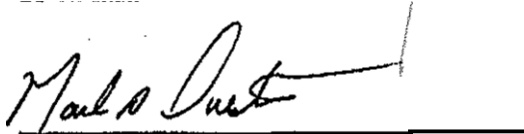


Chief Local Elected Official

SIGNATURES



Board Chair

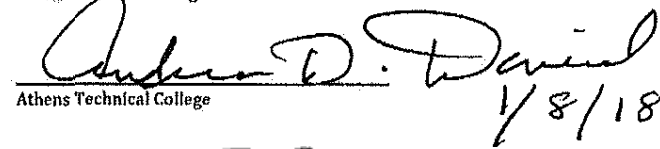


North Georgia Technical College



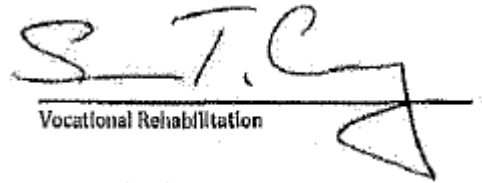
Lanier Technical -College
Dr. Ray Perren, President

Lanier Technical College

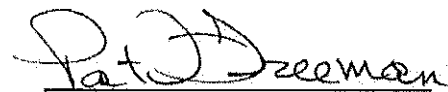


1/8/18

Athens Technical College



Vocational Rehabilitation



Legacy Link



Georgia Department of Labor



Georgia Mountains Regional Commission
WorkSource Georgia Mountains
Executive Director

ATTACHMENTS

Attachment 1 GMWDB Roster

Board Member Name	Entity(s) Representing	Position/Job Title	Board Category
Bridges, Thomas	Triple C Farm/Franklin County Board	Owner. Triple C Farm	Business
Andrews, Alica	Banks County Chamber of Commerce	Executive Director	Business
Bala, Tim	Kubota	Training Manager, Kubota	Business
Cagle, David	Plumbers, Pipefitters and Service Technicians Local Union 72	Marketing Rep	Workforce & Labor (Labor)
Chafin, William	Hartwell Housing Authority	Chairman	Govt & ED (Housing)
Dockery, Chris	Doc Martin Construction	Owner	Business
Freeman, Pat	Legacy Link	Chief Exec. Officer	Education & Training (CBO)
Gibby, Andrea	Andrea Gibby Consulting	Consultant	Business
Griggs, Mitch	Union County Industrial Development Authority	Executive Director	Govt & ED (ED)
Hoyle, Tony	Plumbers, Pipefitters and Service Technicians Local Union 72	Mechanical Trades Institute, Welding Director	Workforce & Labor (Labor)
Lee, Tim	Habersham Chamber of Commerce	Executive Director	Business
Long, Robert	Cumming Forsyth County Chamber of Commerce	Vice President of Econ. Development	Business
Mack, Deborah	Hall County Family Connection	Community Volunteer	Workforce & Labor (CBO)
McGraw, Mike	Ranger Manufacturing	Owner	Business
McLean, Rhonda	Freudenberg NOK	Human Resource Manager	Business
Norton, Sam	PicNic Café and Dessertery	Owner	Business
Perren, Dr. Ray	Lanier Technical College	President	Education & Training (Higher Ed)
Thomas, Brenda	Lanier Technical College	Director of Adult Education	Workforce & Labor (Org/youth)
Vanderford, Mary	Georgia Department of Labor	HR Manager	Business
Vitek, Greg	Lanier Technical College	Apprenticeship Coordinator	Workforce & Labor (apprenticeship)
Wade, William	Southern Bank & Trust	Senior Vice President, Southern Bank & Trust	Business
Ward, Shelby	North Ga Technical College	Dean of Adult Education	Education & Training (AE)
Williams, Beth	Rehabilitation Services	Unit Manager	Govt & Ed (VR)
Williams, Jon	Fieldale Farms	Corporate Recruiter, Fieldale Farms	Business
Winners, Mark	Georgia Department of Labor	Manager, Gainesville Career Center	Govt & ED (WP)

Attachment 2: Local Negotiated Performance

WSGM Area 2

WIOA Performance Measure	PY18 Goal	PY19 Goal
Adult Q2 Entered Employment	82.5%	83%
Adult Q4 Entered Employment	85	86
Adult Median Earnings	\$6500	\$6700
Adult Credential Rate	68%	69%
DW Q2 Entered Employment	85.5%	86%
DW Q4 Entered Employment	86%	87%
DW Median Earnings	\$6500	\$6600
DW Credential Rate	80%	81%
Youth Q2 Placement in Employment or Education	79%	79%
Youth Q4 Placement in Employment or Education	81%	83%
Youth Credential Rate	65%	67%

Attachment 3: Comments that Express Disagreement
WSGM, Area 2

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3

Originating Entity:

Comment:

Comment 4

Originating Entity:

Comment:

Attachment 4: Signature Page

WSGM, Area 2

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

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____