Region 7 Workforce PLAN

Regional Workforce Development Plan for GA Local Workforce Areas 12 and 13

September 30, 2020
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Chapter 1: Introduction to the Region

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

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

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

The largest city in Region 7 is consolidated Augusta- Richmond County.

Local Plan

The following Regional Plan contains the Local Plan for each separate service area as well as a section on Regional Service Delivery. In this section the reader will note that each service area delivers services separately, but the areas collaborate when possible to make access to services and resources as seamless as possible to the end user.

“Thirteen Economies. One Region.”
Regional Overview

The CSRA region encompasses an area of nearly 6,500 square miles, with 465,126 residents according to the U.S. Census Bureau’s 2015 American Community Survey. Located in east-central Georgia along the Savannah River, the CSRA region includes 13 counties: Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Taliaferro, Warren, Washington, and Wilkes. The largest city in the CSRA is Augusta – a major component of the economic core of the region.

This region represents both urban and rural interests - with two urban counties holding over 300,000 residents combined, and the balance of the region’s counties containing anywhere from just over 1,700 residents to about 24,000. Augusta-Richmond and Columbia counties were the nexus of over 90 percent of regional population growth (81,745 residents) between 1990 and 2015. As urban areas have grown, some rural areas have experienced decline. These shifts in population affect the overall resident quality of life, including availability of basic services like high-speed internet and health care, affordable housing, and daily work commutes.

Two workforce areas serve the CSRA. The specifics of each service area are included in the subsequent pages of this document. However, the purpose of this section is to highlight the data and shared services that surpass service delivery areas.
Labor Market Analysis

Population

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*ESRI Data and Projections
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Source: US Census, American Community Survey
Regional Service Delivery

While there is no cost sharing between each of the Region’s Workforce areas, the two agencies collaborate directly in the following areas. Additionally, the area’s routinely refer individuals to each other based on the participant’s residency or area of interest.
PLANS FOR ESTABLISHMENT OF REGIONAL SERVICE DELIVERY STRATEGIES
Region 7 consists of two local areas representing thirteen counties; Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Taliaferro, Warren, Washington and Wilkes Counties. Although mostly rural, this area understands the needs of local businesses and job seekers do not stop at their individual borders. Through WIOA this region is seizing the opportunity to formalize the efforts of expanding and improving services.

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

PLANS FOR COORDINATION OF ELIGIBILITY DOCUMENTATION AND PARTICIPANT OUTREACH
TCSG Office of Workforce Development have plans to create universal eligibility documents in the near future. Region 7 currently follow the Crosswalk resource guide issued by OWD to assist Case Managers/Career Coaches in identifying examples of acceptable documentation that satisfies specific criteria requirements.

PLANS FOR COORDINATION OF WORK-BASED-LEARNING CONTRACTS
In order to coordinate business services as a Region, both local workforce areas in Region 7 continue to explore ways to market Regional on-the-job training and incumbent worker opportunities to employers with multiple locations throughout the Region through coordinated efforts across local areas. Local Business service team members will explore a Regional meeting to discuss best practices and Regional collaboration.

Region 7’s local workforce boards are working to increase coordination around layoff events. Rapid response teams from each area currently share their layoff events with others and encourage local employers to attend layoff event that might be outside of their county or city to recruit valuable workers from another location. OJT, IWT, CT, and Apprenticeship programs are discussed with employers. The partnership with economic development organizations throughout Region 7 provides an opportunity for building relationships among business service teams across the Region, exchanging ideas, and sharing job openings and company closures.

Through one-stop centers across the region, and in collaboration with workforce partners, including community colleges, adult basic education providers, local school systems, economic development groups, and other state
agencies, Region 7 provides innovative services to support employers and workers. Collaboration and coordination across these agencies and local entities play a critical role in the success of the workforce system.

Participants and businesses cannot enter the wrong door. Both areas are committed to, at a minimum, a soft handoff to the agency that best meets the customer’s needs.

**Sector Strategy Development**

**PARTNERS PARTICIPATING IN SECTOR STRATEGY DEVELOPMENT**

Advanced Manufacturing employers to identify associations, groups, chambers, and other industry representative bodies that would serve as appropriate partners as meetings are scheduled and agendas developed. Region 7 also arranged to meet with members of the Local Workforce Development Boards, workforce development professionals, economic development professionals, local Technical College System of Georgia representatives, CTAEs (Career, Technical & Agricultural Education) in the school systems, RPM (Reaching Potential through Manufacturing), Second Chance and others involved in career and workforce training to ensure the sector partnership meetings involved all the key parties. In addition, to meeting and identifying the critical partners that will make the sector partnership work successful. Region 7 developed draft surveys (Manufacturer survey, training/education survey, support services survey) which will provide critical data on the topics and issues most important to the Advanced Manufacturing sector in Region 7 and what is currently available to address the training, education, and soft skills issues. These surveys along with the focus group sessions that are underway, will allow Region 7 to develop useful and relevant agendas a strategic plan and potential career pathway road maps to be then reviewed and discussed during sector partnership meetings. In retrospect, the initial party identification work was critical to the success of the Round One HDCI Grant in Region 7 as it ensured the subsequent sector partnership meetings involved the appropriate parties necessary to effect changes in the education and workforce training programs used in Region 7.

**PARTNER ENGAGEMENT STRATEGY**

Region 7 continues to meet with Advanced Manufacturing employers to identify associations, groups, chambers, and other industry representative bodies that would serve as appropriate partners as meetings are scheduled and agendas developed. Region 7 also arranged to meet with members of the Local Workforce Development Boards, workforce development professionals, economic development professionals, local Technical College System of Georgia representatives, CTAEs (Career, Technical & Agricultural Education) in the school systems, RPM (Reaching Potential through Manufacturing), Second Chance and others involved in career and workforce training to ensure the sector partnership meetings involved all the key parties. In addition, to meeting and identifying the critical partners that will make the sector partnership work successful. Region 7 developed draft surveys (Manufacturer survey, training/education survey, support services survey) which will provide critical data on the topics and issues most important to the Advanced Manufacturing sector in Region 7 and what is currently available to address the training, education, and soft skills issues. These surveys along with the focus group sessions that are underway, will allow Region 7 to develop useful and relevant agendas a strategic plan and potential career pathway road maps to be then reviewed and discussed during sector partnership meetings. In retrospect, the initial party identification work was critical to the success of the Round One HDCI Grant in Region 7 as it ensured the subsequent sector partnership meetings involved the appropriate parties necessary to effect changes in the education and workforce training programs used in Region 7.
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**RESEARCH AND DATA FOR SECTOR IDENTIFICATION**

Region 7 Workforce Development Plan, in addition to the information gathered from the Comprehensive Planning process, the local areas utilized data from the Georgia Department of Labor, the Bureau of Labor Statistics, Environmental Systems Research Institute (ESRI), and Burning Glass to identify existing and emerging in-demand industry sectors. The data analysis was coupled with interviews of local development authority directors, chamber leadership, workforce development professionals and local technical colleges to develop a comprehensive list of In-demand Occupations.

Focus Group sessions have been held with manufacturers in several of the counties, and a Partnership (all HDCI partners) meeting is being scheduled in June. Work Groups are being formed to create sustainability for the Manufacturing Sector Partnership and web pages are being developed that will be used as:
(1) an outreach tool,
(2) a communications hub for the partnership, and
(3) a resource storing information beneficial for employers, job seekers, training providers, educators, and support services providers.
Currently monthly updates are emailed out to all partners and a Google Drive is used to share information.

**ADVANCED MANUFACTURING SECTOR OUTLINE**

1. **Participating Employers:** Advanced manufacturing regional partnership includes Employers, Technical Colleges in the region, the University College System, k-12 Schools, Economic Development Authorities and Local & State agencies.
ii. **Target Occupations**: Due to the sector partnerships, workforce training programs, managed by the Local Workforce Development Areas and generally provided by the local Technical Colleges, have been able to update and/or modify their curriculums and training plans to meet the workforce requirements of the Advanced Manufacturing employers. Examples of this include:

- Augusta Technical College’s proposed Manufacturing Fundamentals course;
- Oconee Falls Technical College Industrial Workplace Fundamentals coursework; and,
- Athens Technical College’s Welding to Work Program for Wilkes County.

Additionally, through outreach and engagement, Region 7 has brought together organizations that are now working cooperatively to increase opportunities for pre-apprenticeship and apprenticeship opportunities in Manufacturing in Region 7, such as RPM and Second Chance.

iii. **Training Programs**: With the Advanced Manufacturing sector’s continued demand for a highly skilled workforce. Region 7 aims to leverage the established partnerships and collected information to continue developing career pathways and training programs aimed at connecting employers with employees prepared to do the job on day one. Much like TCSG’s Quick Start program. Region 7 has recognized the importance of customized, employer specific training in Advanced Manufacturing. Region 7, with its regional partners, is now utilizing sector partnerships to provide employers with a forum for sharing their workforce needs, for educators and trainers to discuss their programs and career pathways and for local government representatives to learn how they can support continued job growth and business investment in their respective city, county or region.

The Technical College System of Georgia and University System of Georgia have done an excellent job in developing short term, job-focused curriculums aimed at preparing a student or participant for their successful career in a selected industry. Through sector partnerships, these workforce training curriculums may now add and incorporate work experience components due to the employers’ engagement and involvement in the development of the career pathways and training plans. Additionally, the knowledge exchange regarding the necessary and required certifications and licenses associated with the various positions within the Advanced
Manufacturing sector, has caused workforce training providers to modify their plans and curriculums to account for these certification and licenses.

iv. Target Populations: The Workforce Innovation and Opportunity Act places an increased service focus on special populations; to include low-income and disadvantaged populations. Region 7 will continue to work with its partners to ensure the workforce training needs of these populations are addressed in all sector partnership meetings and career pathways. As set forth in Region 7’s Regional Workforce Development Plan, the following populations, and others, are represented in the sector partnership meetings and will continue to be: Veterans, persons with disabilities, TANF recipients, youth, older workers, ex-offenders, and persons with limited English proficiency.

DEVELOPMENT OF FUTURE STRATEGIES – HEALTHCARE AND INFORMATION TECHNOLOGY
Relying on the labor market data, regional hiring trends and employer feedback gathered and analyzed for the initial Round One HDCI grant application. Region 7 plans to continue its work with the Advanced Manufacturing sector while adding a Healthcare sector partnership and an Information Technology sector partnership. Leveraging the established, successful model from Round One, Region 7 is optimistic that many of the educational and workforce training partners will participate in these new partnerships with the same level of commitment seen during Round One.
Chapter 2: Area 12 Local Plan

Strategic Elements, Governance and Structure

Identification of the Fiscal Agent
The CSRA Regional Commission is the officially appointed fiscal agent and program administrator for Workforce Area 12.

Description of Strategic Planning Elements
The CSRA Regional Commission uses a number of industry recognized resources to develop the region’s High Demand Occupation List. The primary sources include ESRI Economic Indicator Reports and the Georgia Department of Labor’s Occupational and Industry profiles.

A review of these sources coupled with on-going discussions with industry leaders, led Workforce Area 12 to designate the following fields as the region’s high demand occupations.

- Animal & Crop Production
- Animal Production
- Support Activities for Agriculture and Forestry
- Manufacturing & Advanced Manufacturing
- Construction of Buildings
- Wood Product Manufacturing
- Fabricated Metal Product Manufacturing
- Electrical Equipment, Appliance, and Component Manufacturing
- Truck Transportation
- Telecommunications
- Rental and Leasing Services
- Professional, Scientific, and Technical Services
- Health Care and Social Assistance
- Ambulatory Health Care Services
- Social Assistance
- Performing Arts, Spectator Sports, and Related Industries
- Repair and Maintenance
- Cyber
- Cyber Security

Addressing Skills
Focus groups and informal discussions with the region’s HR director’s indicated that the most blatant gaps in skills continues to be skills that are often considered soft skills, such as, attendance, passing drug test and working well with others. Hiring managers insist that the labor skills can be taught to individuals that possess the soft skills and character skills need to maintain employment.

Regional collaborative groups meet regularly to keep each other abreast of program updates, changes and current activities. The RC staff are actively involved in economic collaborations such as the Augusta Regional Development Alliance and the CSRA Unified Development Authority. They are also involved in the local Society for Human Resource Management, the quarterly City/County Administrators Roundtable and a number of other collaborative groups.

**Workforce Analysis**
This infographic captures the key factors in the regional workforce analysis.

---

**Employment Overview**

- **INCOME**
  - Median Household Income: $38,950
  - Median Net Worth: $25,940
- **BUSINESS**
  - Total Businesses: 9,516
  - Total Employees: 138,898
- **KEY FACTS**
  - Population: 258,373
  - Median Age: 35.7
  - Median Disposable Income: $32,878
- **EDUCATION**
  - No High School Diploma: 17%
  - High School Diploma: 28%
  - Some College: 30%
  - Bachelor’s/Grad/Prof Degree: 20%
- **COMMUTERS**
  - Spend 7+ hours commuting to and from work per week: 17%
  - Drive Alone to Work: 81.3%
- **EMPLOYMENT**
  - White Collar: 58%
  - Blue Collar: 24%
  - Services: 19%
  - Unemployment Rate: 8.1%
Population

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<td>2024 Per Capita Income</td>
<td>$24,777</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019-2024 Annual Rate</td>
<td>2.88%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: US Census, American Community Survey

Workforce Development Activities

Strengths

The strength of the Area 12 workforce program is rooted in the history and capacity of the CSRA Regional Commission. The commission has more than fifty years of history with member communities and their constituents. This history provides confidence in the RC’s ability to address the needs of the community with capable and financially prudent staff.

The region is also home to Fort Gordon. This regional asset provides unique program opportunities for service members who are exiting the military. In addition to traditional programs and services, the Area partners with Georgia Tech to offer VET2 to interested exiting service members.

Area 12’s staff are also a significant strength. The staff are diverse in their longevity and experience, ranging from 24 years to 2 years, but each of the staff are committed to excellence and service. Every CSRA Regional Workforce Development Plan
team member works to ensure participants are given the opportunities and resources needed to succeed.

**Weaknesses**
The regional economy is ever shifting. Ft. Gordon is now home to US Cyber Command. This relocation has spurred the relocation of numerous cyber security related businesses. It seems natural for the Workforce programs to align with these opportunities. However, the number of jobs in this sector coupled with the specialized skills and training required make it almost impossible for the Workforce Area to be of assistance. Most of the individuals reached by workforce programs, at least in the CSRA, lack the skills needed to be employed in the cyber industry.

This leads to a perception of weakness in our programs. The fact of the matter is that workforce programs are a better fit for other employment sectors. We are cognizant that the jobs that best fit many of our participants are not the high profile, news garnering positions.

**Capacity**
The CSRA Regional Commission has the capacity to serve more adults in programs, however, the funding is not available. Local organizations still seek in-school youth funding, even though that funding has been limited for many years. Staffing, program availability and interest are all at peak performance levels.

**Mission**
The CSRA Workforce Investment Board provides leadership to the workforce development system in our counties by supporting a coordinated system of education, training and employment that enables both residents and businesses to succeed.

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

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

**Goals**
The targeted areas of the CSRA’s workforce development program include:

- **Business and Industry.** Meet the workforce needs of the regional economy and high demand industry sectors with the best potential for new jobs.
• **Adults.** Increase the number of residents who complete gain a marketable credential or degree.

• **Youth.** Increase the number of high school students who graduate ready for a career and/or post-secondary education

• **System Alignment.** Support system alignment, service integration and continuous improvement through shared data, common participant tracking and evidence-based policy making.

These priorities will be addressed through the following approaches

• Use market and education data and technology to drive workforce development decisions

• Increase Post-Secondary Enrollment and Completion

• Address growing skills gap between education and training outcomes with business/industry needs

• Design and actuate a more efficient and effective workforce development system

• Assist targeted populations such as military veterans, at-risk youth, ex-offenders and those seeking employment in high demand sectors to improve the quality of Georgia’s workforce outcomes

Locally, the WDB has defined the workforce development system as the intersection of four community sectors (Figure 1), where the educational sector (i.e. institutions that provide educational opportunities), the economic development sector, the community development sector and the talent development sector overlap in a common mission to match supply and demand.

Figure 1: Core Sectors of Workforce System
Local Governance

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.

Engagement of Employers
The Workforce staff participate in regional collaborative groups that meet regularly to keep each other abreast of program updates, changes and current activities. The RC staff are actively involved in economic collaborations such as the Augusta Regional Development Alliance and the CSRA Unified Development Authority. The staff is also involved in the local Society for Human Resource Management, the quarterly City/County Administrators Roundtable and a number of other collaborative groups. Additionally, the CSRA RC staff conduct informal polls and discussions with local businesses and business resource providers. The information gathered from a variety of sources shape the way the RC delivers programs.

Services to Businesses
The CSRA RC engages business and organized labor representatives in a number of formal and informal manners. The RC is active in a number of collaborative groups that inform the agency of areas of critical need. The RC’s Business Services Coordinator works with local development authorities and chambers to identify businesses and sectors that most need the RC’s services. The services that are currently offered include:

1. On-the-Job Training
2. Candidate recruitment
3. Application pre-screening
4. Assessments (specific to industry)
5. Interview space
6. Bonding though DOL partnership
7. Customized assistance.

Economic Development Partners
The CSRA RC works closely with economic development partners throughout the region. Specifically, the RC serves as the federally-designated economic development district. As such the agency coordinated economic development efforts and planning through the 13 county region. Local developers, government officials, business owners and interested parties are routinely engaged in economic development planning. The CSRA RC was instrumental in creating a 13 county development authority and serves as the administrative agency for that authority.

The CSRA RC participates in a bi-monthly economic development partners roundtable. Through this connection the RC stays informed of available resources and needs.
Regional Service Delivery

Please see Chapter One for Regional Service Delivery and Strategy Development

One-Stop Services

In addition to the Comprehensive One-Stop, the Area has access points in each county: Burke, Jefferson and Jenkins County. Each location is designed to provide direct assistance and/or referrals to any potential participant. Each One-Stop is managed by a different provider, but the purpose of each center is the same. Participants can use computers to search for and apply for jobs, develop resumes, and enhance skills. The One-Stops also host classes related to job skills, resume building, and interview skills. For most adult participants, the One-Stop is the point of entry for WIOA services.

Specifically, the following core services are provided by One-Stop Partners in accordance with 20 CFR 662.240. These services may include service provision via appropriate technology, co-location of personnel, cross-training of staff, or other agreements:

- Eligibility Documents;
- Outreach, intake and orientation to the One-Stop system;
- Initial assessment of skill levels, aptitudes, abilities and support services;
- Job search and placement assistance;
- Employment statistics information
- Provision of program performance information and cost information;
- Information on local performance;
- Information about the availability of supportive services, including child care; transportation and referral services;
- Information on unemployment compensation claims;
- Information on financial aid assistance for training/education opportunities in the area not funded via WIOA;
- Follow up services;
- Information, to include remote access, which notifies customers or priority of services to ensure veterans and eligible spouses receive benefits;
- In accordance with TEGL-5-03, veterans and spouses who are eligible are given priority of service.

Additionally, the One-Stop delivery system provides services and activities pertaining to the following per 20 CFR 662.200:

- Title I (WIOA) adults and dislocated workers;
- Title I (WIOA) youth;

CSRA Regional Workforce Development Plan
• Title I (WIOA) Job Corp, and migrant and seasonal farm-worker programs if these national programs are present in the area;
• Veterans' workforce programs under Title I (WIOA);
• Wagner-Peyser Act Programs;
• Title II (WIOA) adult education and literacy activities;
• Programs funded under Title I of the Rehabilitation Act;
• Programs funded under Title V of the Older Americans Act;
• Postsecondary vocational education activities funded under Carl D. Perkins Vocational Act and Applied Technology Education Act;
• Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities;
• Local veterans' employment representatives and disabled veterans outreach programs;
• 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;
• Programs authorized under State employment compensation laws.

One-Stop Improvement

The CSRA RC monitors One-Stop locations annually. The monitoring process and findings are shared at the following Workforce Development Board Meeting. The board reviews services providers annually and makes recommendations based on that review.
### One-Stop Partner Roles

<table>
<thead>
<tr>
<th>Site</th>
<th>Partner Name</th>
<th>Program</th>
<th>Program Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>A, B</td>
<td>Augusta Technical College</td>
<td>Literacy and GED</td>
<td>Adult Education and Literacy</td>
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<tr>
<td>A</td>
<td>Augusta Housing Authority</td>
<td>various</td>
<td>Community Services Block Grant Employment &amp; Training Programs (42 USC 9901 et seq.)</td>
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<tr>
<td>A</td>
<td>Augusta Housing Authority</td>
<td>various</td>
<td>Department of Housing and Urban Development (HUD) – Employment and Training Programs</td>
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<tr>
<td>A, B</td>
<td>Augusta Technical College</td>
<td>Post-Secondary Vocational Education</td>
<td>Postsecondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)</td>
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<tr>
<td>A, B</td>
<td>Augusta Technical College</td>
<td>Post-Secondary Vocational Education</td>
<td>Postsecondary Vocational Education – Carl D. Perkins Vocational and Applied Technology Education Act (20 USC 2301)</td>
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<tr>
<td>A</td>
<td>Georgia Department of Labor</td>
<td>Vocational Rehabilitation Services</td>
<td>Rehabilitation Act, Title I, Parts A &amp; B – Rehabilitation Services Commission (29 USC 720)</td>
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<tr>
<td>A</td>
<td>Department of Children and Family Services</td>
<td>TANF</td>
<td>Social Security Act – Welfare to Work Programs (42 USC 603(a)(5))</td>
</tr>
<tr>
<td>A, B</td>
<td>Experience Works</td>
<td>Senior Employment</td>
<td>Older Americans Act Title V – Senior Community Service Employment Program (SCSEP) (42 USC 3056)</td>
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<tr>
<td>A</td>
<td>Georgia Department of Labor</td>
<td>TAA/TRA</td>
<td>Trade Act II, Chapter 2 – Trade Adjustment Assistance (TAA) (19 USC 2317) and North American Free Trade Agreement (NAFTA) (19 USC 2271)</td>
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<td>Unemployment Insurance (UI) – (5 USC 85) (ORC Chapter 4141)</td>
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<td>Re-employment</td>
<td>Wagner-Peyser Act Programs (29 USC 49)</td>
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<td>A</td>
<td>Job Corp</td>
<td>General</td>
<td>Job Corps (29 USC 2881-2900, 29 USC 2901)</td>
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<tr>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>Migrant and Seasonal Farm Worker Programs (29 USC 2912, 29 USC 2919)</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>Native American Programs (29 USC 2911, 29 USC 2919)</td>
</tr>
<tr>
<td>A, B, C, D</td>
<td>CSRA Regional Commission</td>
<td>Youth Employment and Training</td>
<td>Youth Programs (29 USC 2852(a), 29 USC 2872(a))</td>
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<tr>
<td>D</td>
<td>Jenkins County Family Enrichment</td>
<td>Youth Employment and Training</td>
<td>Youth Programs (29 USC 2852(a), 29 USC 2872(a))</td>
</tr>
</tbody>
</table>
One-Stop Operator

Selection of the Operator
The CSRA Regional Commission follows the agency’s procurement process. A copy of this process is attached. The process for securing the One-Stop Operator can be summarized as follows:

1. **Scope of Work Prepared**
2. **RFP issued**
3. **Bidder’s Conference Held**
4. **Questions Submitted & Answered**
5. **Responses Received**
6. **Responses Reviewed by Staff**
7. **Recommendation Made to WDB**
8. **WDB approves Vendors**
9. **Contracts Negotiated**
10. **Contracts Executed**
In this funding cycle, the Georgia Department of Labor was designated as the One-Stop Operator. No other vendors applied for this contract. The CSRA Regional Commission also contracts with local providers for the operation of rural access points.

**Operator Tasks**

The operator performs the following tasks associated with the success of the One-Stop:

### PARTNERSHIPS

- Recruit and Retain One-Stop Partners
- Host Quarterly One-Stop Partners meeting
- Prepare and submit partner participation reports
- Monitor adherence to the provisions of the Memoranda of Agreement

### TRAINING

- Participate in WIOA quarterly vendor meetings/trainings (schedule to be determined).
- Participate in WIOA related training, as appropriate.

### RECRUITMENT

- Market One-Stop Services for each location
- Conduct outreach activities in order to serve applicants throughout the service area

### REPORTS

- Prepare and submit reports to RC monthly (or more often if requested)
- Evaluate participant needs and levels of satisfaction

### QUALITY ASSURANCE

- Meet quarterly with the RC’s Adult Coordinator to evaluate One-Stop Functions
- Report any and all concerns regarding WIOA funded programs to the RC

### FACILITIES

- Facilitate technology and systems integrations
- Ensure that partners have access to basic office equipment and computers

### Required One-Stop Partners

Programs offered by One-Stop partners are open to participants throughout the region unless otherwise specified in that agencies rules and regulations. One-Stop programs and activities include:

- programs authorized under the WIOA
- programs authorized under the Wagner-Peyser Act (29 U.S.C.49 et seq.)
- adult education and literacy activities authorized under Title II of WIOA
• programs authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.)
• programs authorized under section 403(a)(5) of the Social Security Act (42 U.S.C. 603 (a)(5)) (as added by section 5001 of the Balanced Budget Act of 1997)
• activities authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)
• postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.)
• activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)
• activities authorized under chapter 41 of title 38, United States Code
• employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.)
• employment and training activities carried out by the Department of Housing and Urban Development programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)

ADA Compliance

For all One-Stop Locations, the CSRA Regional Commission monitors both site access and program access periodically. The RC also owns and operates the CSRA Area Agency on Aging and Aging and Disability Resource Connection. Through these programs the RC has access to experts in aging and disability needs and recommended adaptations. The WIOA staff rely heavily on this connection when a need arises.

Awarding Sub-grants and Contracts

A copy of the Regional Commissions’ procurement process is included in the appendix.

EEO and Grievance Procedures

A copy of the Regional Commissions’ EEO and grievance policy is included in the appendix.

Local Boards and Plan Development

Local Boards
Membership
The CSRA Workforce Development Board will consist of a minimum of nineteen (19) directors. Directors may represent more than one category that is required by WIOA. This provision is applicable predominately for the partners listed in C, O, and E but may be applicable to other categories.

The composition shall meet the requirements stipulated in WIOA:

Region 7 Workforce Development Plan
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 provide employment opportunities in in-demand industry sectors or occupations. WIOA sec. (23) A minimum of two shall represent small business.

B. At least 20% shall be:
   a. A minimum of two (2) representatives of organized labor or other representatives of employees, if existing in the area.
   b. 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.
   c. May include one or more community-based organization qualifying for § 679.320 (c)
   d. May be representatives of organizations with experience and expertise in addressing services to eligible youth per § 679.320 (c) 3.

C. Representative(s) (1 or more) of providers of adult education and literacy § 679.320 (d) 1.

D. Representative(s) (1 or more) from institutions of higher education § 679.320 (d) 2.

E. At least one 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 or Part C of that Title.

F. The memberships of the WDB may include other representatives per § 679.320 (e) (1) through (e) (4).

Nominations shall be appointed or replaced by the CLEO with nominations solicited for appropriate organizations. Board members shall be appointed or replaced by the CLEO in accordance with the procedure used to appoint the member for whom a replacement is needed. A Local Workforce Development Board Member shall be automatically removed and replaced for failing to attend three consecutive board meetings without cause. [GA Rule 159-2-1-.05(5)]

**Nomination**
A call for nominations is distributed to each county’s local leadership as well as the established points of contact for each sub category (e.g., TCSG, Unions, Veterans Organizations). Nominations are forwarded to the chief elected official. The CLEO then appoints the board members.

**Orientation**
After appointment, The workforce director and WDB chairman host an orientation for new members. This orientation, typically conducted face-to-face, addresses the purpose of the Workforce Program, the program governance, and specific roles of board members.

**Engagement**
Local board members are kept engaged and informed primarily through email notices and engagement. Additionally, the board is engaged through conference calls and meetings.
Region collaborative groups meet regularly to keep each other abreast of program updates, changes and current activities. The RC staff are actively involved in economic collaborations such as the Augusta Regional Development Alliance and the CSRA Unified Development Authority. They are also involved in the local Society for Human Resource Management, the quarterly City/County Administrators Roundtable and a number of other collaborative groups.

Local Board Committees
The local board does not have any committees. The board is active and has elected to convene ad hoc committees when needed. The board is entertaining the creation of an Executive Committee but has not done so as of yet.

Plan Development
This plan serves as a guidance document for all of the workforce development programs in Area 12. The plan is a living document that is updated and approved by the WDB annually. The Regional Commission updates the plan and its components based on partner meetings, surveys, economic development planning processes, and changes to state and federal law.

The Plan is provided to the Workforce Development Board for review and input. Additionally, various sections of the plan are discussed in detail at the quarterly Workforce Development Board meeting.

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

The Board will host periodic meetings with its partners to begin to identify and develop coordinated outreach approaches, processes for cross-training personnel, and methods for referral and co-enrollment of customers. Their objective will focus on improving services for customers, eliminating duplicative partner efforts, and better leveraging funding and other resources in the community.

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

Region 7 Workforce Development Plan
Veterans
Due to the presence of Fort Gordon, the CSRA has a disproportionally high number of veterans living in the area. The Fort is home to the Army Signal Corps, U.S. Army Cyber Center of Excellence, Dwight D. Eisenhower Army Medical Center (supporting seven states and Puerto Rico), Southeast Regional Dental and Veterinary Command Headquarters, and the National Security Agency/Central Security System, GA. About 800-1200 service members separate from the military at Fort Gordon each year. These are primarily highly skilled information technology or medical professionals. Surveys show about half plan to or would like to remain in Augusta area if there were jobs available. The CSRA RC is committed to working with the Fort to ensure that veterans are connected with the assistance needed to launch private sector careers. The area’s Veteran Priority of Service Policy is attached.

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

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

Persons with Disabilities
Persons with disabilities receive services through the ITA system and through youth service contracts. Each One-Stop has accessible workstation and additional supportive tools to assist individuals with disabilities to utilize resources. Additionally, the CSRA RC is the region’s Aging and Disability Resource Connection (ADRC). Through the ADRC, participants may access a number of services and resources. Limited English Proficiency to address the needs of customers with limited English proficiency, staff assistance is available in many one stops. In One-Stop locations where no one speaks the needed language, the staff use automated translation software. Basic English Skills Test (BEST) for English as a Second Language customers are available at each location.

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

ITA
Both Adults and Dislocated Workers are encouraged to pursue additional training if appropriate. The CSRA RC promotes customer choice through the ITA system. Customers are encouraged to research Region 7 Workforce Development Plan

Page 22
providers that offer the programs that are of interest. Customers are given the choice of any provider that has met the criteria required and has been placed on the statewide approved provider list.

*Entrepreneurial Skills Training and Microenterprise Systems*
Individuals who are interested in developing entrepreneurial skills are referred to the Small Business Development Center. The SBDC provides a number of classes and workshops that foster these skills.

*Coordination with Education Programs*
Schools systems are key players in the area’s workforce development system. The RC works with each public school system in the service area in a customized manner. For example, the CSRA RC partners with Richmond County Schools to offer a credit recovery and job skills program for individuals who have dropped out. In Burke County, the program is focused on teaching high school dropouts skills and providing work experience. Additionally, students who are still enrolled in school are encouraged to participate in work experience and career readiness opportunities. Jenkins County schools are served through a partnership with the Jenkins County Family Enrichment Center. Partnerships and close communication ensure that services are not duplicated and that students are engaged in the activities that they need the most.

**Programs**

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

*Dislocated Worker Program and Services*
Dislocated workers are eligible for the same services offered through the Adult program. However, dislocated workers are most likely to enroll in training programs through the area’s ITA process as well as technology courses and/or resume building. The local focus of this program is to provide skills upgrades and to assist reentry into the workplace in an efficient and effective manner.

*Rapid Response*
The CSRA RC’s staff coordinate Rapid Response employer and employee layoff meetings and participate in the strategic planning of activities. In cases of mass layoffs, CSRA RC staff, one-stop staff or a combination of agencies join the Rapid Response team in on-site visits to employers/employees. In cases where employer/employee meetings are not conducted, information will be mailed to the employer, if appropriate, or directly to the employees, if their addresses are available.

Special services are generally provided for layoffs that involve 50 or more employees. Specific training programs also may be designed to meet the needs of a mass layoff or closing. One-stop staff are available to provide core and intensive services both for satellite access points and for larger layoffs.

Region 7 Workforce Development Plan
Teams, involving one-stop staff, GDL Career Center staff, and Rapid Response staff, may be assembled to assist with large layoffs to provide on-site services either at layoff sites or at another local setting. Training providers also may assist with large layoffs in order to quickly process appropriate candidates for training. Dislocated Worker funding is utilized for core, intensive and training services, with the majority of training services accomplished through the individual training account system.

Participants then take the first step and complete their application with all necessary backup documentation. Participants who already have a career plan in mind may be expedited into training. Phone and email hot lines are available for answering specific concerns by potential customers with response within 24 hours.

**On the Job Training**

On the Job Training is promoted through on-going relationships with the Burke County Development Authority, Augusta Economic Development Authority, Jenkins County Development Authority, Georgia Department of Economic Development, Augusta Tech, Goodwill Industries and other partners that are heavily engaged with local businesses and industries. The Workforce Investment Board approved a policy in 2010 that allows fees for OJT to be assessed on a sliding scale, based on employer size.

**Incumbent Worker**

Economic development partners are the key connection for working with potential users of this program. The RC meets monthly with the Development Authority directors for each county. Additionally, the RC will identify employers for Incumbent Worker Training based on announced layoffs through a Worker Adjustment and Retraining Notification (WARN), other public notice; reduction in employee hours; merger with indication that the company workforce may be reduced; or current employees lack the skills need for new technology the employer is using to remain competitive.

**Business Services and Strategies**

The RC’s established expertise in economic development is vital to customizing a workforce strategy to meet the needs of new and expanding businesses. Specifically, Area 12 is targeting the On-the Job Training program as a key tool for bolstering the local economy.

The CSRA RC is developing a set of core business services and referrals that will include:

- General information for businesses including orientation to the one-stop system for businesses; labor market information; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing
- Small business development materials offered through the Small Business Development Center
- Employee recruitment services including: job fairs; interview space and application processing
- Downsizing/lay-off services: rapid response; outplacement assistance
- One-stop system training services: one-stop access to partner and WIOA training; pre-and post-employment skills training; workplace training combined with related skills instruction; workplace literacy; pre and post-hire job readiness training; pre-employment vocational training; on-the-job training; customized training; apprenticeships and incumbent worker training
Per Guidance from the State Policy Manual, CSRA RC “will submit requests D in writing in order apply a sliding scale reimbursement to any OJT or Customized Training contracts. Written requests must be submitted to the LWIOA’s Programmatic Technical Assistance Representative.

TCSG will approve any written request that meets the criteria outlined in both the “Employer Match for On-The-Job Training Waiver” and "Employer Match for Customized Training Waiver." CSRA RC receives written permission via mail or electronic mail for employer contract approval.

**Rapid Response**

Rapid Response serves as a mechanism to assist individuals during a large layoff or plant closure. The CSRA Regional Commission works with state and local partners to provide assistance, on-site if possible, to individuals involved in the layoff. Specifically, the Workforce Development Director serves as the point of contact for Rapid Response notification from the GOWD. Upon receiving notification from GOWD, the RC engages staff to coordinate the efforts among workforce-related providers to ensure that employees have access to the critical information that may assist them in returning to work as soon as possible. If an employee cannot be helped on site, they are referred to the One-Stop for additional assistance.

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**Youth**

The area’s youth population faces challenges and barriers to economic security and empowerment that include high rates of poverty, unemployment, and crime, as well as, low educational attainment, teenage pregnancy and drug use. Community collaboration and partnerships foster an integrated system to address educational attainment, preparation for unsubsidized employment, leadership development, mentoring, job placement assistance and long-term follow up. The CSRA Regional Commission, in collaboration with the Youth Providers, and other community partnership guides and informs an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and integration.
Youth service providers are independent organizations selected through a competitive RFP process. The CSRA RC then contracts with the selected organizations, whose contracts may be extended up to three years. The service providers for PY2020 were selected by the former fiscal agent/grant recipient through a competitive RFP process. The CSRA RC elected to extend these contracts to the end of the planning period (June 30, 2020). An RFP for PY2021 will be issued in the fall of 2021. Bidders will submit proposals to start services on July 1, 2021. The proposals will be reviewed and PY2021 vendors will be selected in accordance with the RC’s procurement policies, TCSG policies and procedures, and federal law.

Youth Services Purpose
The main purpose of the Youth Services Program is to increase the focus on longer-term academic and occupational learning opportunities and provide long-term comprehensive service strategies. Youth services funded through WIOA will meet specific guidelines by preparing WorkSource CSRA’s youth to enter post-secondary education, training, or employment upon completion of their secondary education.

WIOA services purpose to assist young people ages 14-21 if in-school youth (ISY) and ages 16-24 if out-of-school youth (OSY) who face significant barriers to education and/or employment by providing resources and support to overcome those barriers and successfully transition to self-sufficiency through:

- Assessing a participant’s skills, interests, needs, and goals,
- Creating customized service plans in collaboration with the participants, and
- Expanding the participant’s connection to the local economy, educational opportunities, and community resources.

WIOA requires local workforce development entities make available all required fourteen program elements to youth participants. Services are provided to eligible youth participants through a network of youth service providers and their partners. Youth providers are not required to use WIOA funds for each of the program elements but may leverage partner resources to provide some of the readily available program elements. If the program is not funded with WIOA Title I youth funds, the local program will have an agreement in place with a partner organization to ensure that the program element will be offered. The local WDB will ensure that the program element is closely connected and coordinated with the WIOA youth program.

Utilizing an objective assessment, a youth participant’s eligibility, barriers, needs, and goals will determine which program elements are provided to the youth participant. These elements will be documented in the Individual Employment Plan (IEP) and will be updated as additional barriers or needs occur.

WIOA Required Elements
Youth programs address all fourteen required WIOA youth program elements, either through direct services or referral and linkages. Direct services include tutoring and study skills, summer employment opportunities, work experience, comprehensive guidance and counseling, leadership development opportunities and follow-up services.

Region 7 Workforce Development Plan
• Tutoring and study skills training

• Tutoring, study skills training, and instruction that lead to a high school diploma, its equivalent or a similar certificate for individuals with disabilities are reported under this program element. Such services focus on:

• providing academic support,

• helping a youth identify areas of academic concern, assisting with overcoming learning obstacles, and;

• providing tools and resources to develop learning strategies. Tutoring, study skills training, and instruction can be provided one-on-one, in a group setting, through resources, and workshops. Secondary school dropout prevention strategies intended to lead a high school diploma are also reported under this program element and include:

• services and activities that keep a young person in school and engaged in a formal learning and/or training setting,

• tutoring,

• literacy development,

• active learning experience,

• after-school opportunities, and individualized instruction.

Alternative secondary school
Under 20 CFR 681.460(a)(2), alternative secondary school services, such as basic education skills training, individualized academic instruction, and English Language learner training, are those that assist youth who have struggled in traditional secondary education.

For out-of-school youth, basic skills remediation courses and activities that focus on reading and math are the primary focus. This may include preparation for the GED. Services will focus on the benefits of attaining a high school diploma equivalency and preparing for continued education beyond the high school level.

Paid and Unpaid Work Experience
20 CFR 681.600 further defines work experience as “a planned, structure learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate and may take place in the private for-profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act or applicable State law, exists. Consistent with 20 CFR 680.840, funds provided for work experiences may not be used do directly or indirectly aid in the filing of a job opening that is vacant because the former occupant is on strike, or is being lock out in the course of a labor dispute, or the filling of which is otherwise an issue in a labor dispute involving a work stoppage.

Region 7 Workforce Development Plan
Work experiences provide the youth participant with opportunities for career exploration and skill development.”

Work experiences will include academic and occupational education. The educational component may occur concurrently or sequentially with the work experience. The academic and occupational education component may occur inside or outside the work site. The work experience employer can provide the academic and occupational component or components may be provided separately in the classroom or through other means. Local areas have the flexibility to decide who provides the educational components. Academic and occupational education component refers to contextual learning that accompanies a work experience. It includes the information necessary to understand and work in specific industries and/or occupations; however, it will be more than a work site’s onboarding program for employees and will cross-individual employers to be occupational. Local programs will have the flexibility to determine the appropriate type of academic and occupational education necessary for a specific work experience.

**Occupational skills training**

Occupational skills training is defined as an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. WorkSource CSRA will give priority consideration to training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area. Training will:

- be outcome-oriented and focused on an occupational goal specified in the individual service strategy,
- be of sufficient duration to convey the skills needed to meet the occupational goal, and
- lead to the attainment of a recognized post-secondary credential.

For OSY ages 16 to 24, Individuals Training Accounts (ITAs) may be utilized when appropriate. Participants will be allowed to choose the training provider that best meets their needs on the condition that the training provider is on the Eligible Training provider List as outlined in regulations.

ISY cannot use youth program-funded ITAs unless the ISY is between the ages of 18-21 and co-enrolled in the WIOA Adult program if the young adult’s individual needs, knowledge, skills, and interests align with the WIOA adult program and may receive training services through an ITA funded by the Adult program. The chosen occupational skills training will meet the in-demand and quality standards as highlighted in the state’s demand-driven online tools.

Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster 20 CFR 681.630 states that this program element reflects an integrated education and training model and describes how workforce preparation activities, basic academic skills, and hands-on occupational skills training are to be taught within the same time frame and connected to training in a specific occupation, occupational cluster, or career pathway.
**Leadership Development**
Regulations define this program element as opportunities that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors including:

- exposure to post-secondary educational possibilities,
- community and service learning projects,
- peer-centered activities such as peer mentoring and tutoring,
- organizational and team work training including team leadership training,
- training in decision-making, including determining priorities and problem solving,
- citizenship training, including life skills training such as parenting and work behavior training
- civic engagement activities which promote the quality of life in a community, and
- other leaderships activities that place youth in a leadership role such as serving on youth leadership committees, such as a Standing Youth Committee.

**Supportive Services**
Regulations describe supportive service for youth as defined in WIOA Sec. 3(59), as services that enable an individual to participate in WIOA activities. These services include, but are not limited to, the following:

- linkages to community services,
- assistance with transportation,
- assistance with child care and dependent care,
- assistance with housing,
- needs-related payments, including emergency needs,
- assistance with educational testing,
- reasonable accommodations for youth with disabilities,
- legal aid services,
- referrals to health care,
- assistance with uniforms or other appropriate work attire and work-related tools such as eyeglasses and protective eye gear,
- assistance with books, fees, school supplies, and other necessary items for student enrolled in post-secondary education classes, and
• payment and fees for reemployment and training-related applications, tests, and certifications.

“Incentive payments to youth participants are permitted for recognition and achievement directly tied to training activities and work experience. Areas 12 will have:

• written policies and procedures in place governing the award of incentives,
• ensure that incentive payments are tied to the goals of the specific program,
• outlined in writing before the commencement of the program that provides incentive payments,
• align with the local program’s organizational policies, and
• are in accordance with requirements of 2 CFR part 200.

Incentives will not include entertainment, such as movie or sporting event tickets or gift card to movie theaters or other venues whose sole purpose is entertainment. Local areas may leverage private funds for incentives that WIOA cannot fund.

**Adult Mentoring**

Adult mentoring for youth will:

• last at least 12 months and may take place both during the program and following exit from the program,
• be a formal relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee, and
• while group mentoring activities and electronic means are allowable, at a minimum the program will match the youth with an individual mentor with whom the youth interacts on a face-to-face basis. Mentoring may include workplace mentoring where the local program matches a youth participant with an employer or employee of a company.
• Comprehensive guidance and counseling

All participants receive individual and group counseling to discuss personal goals, professional goals, and progress. Problems identified through counseling that may lead to the participant’s failure to complete the program will be dealt with promptly. The participant will be assisted in overcoming the problem to the best extent possible. Counseling will be documented in each participant’s file. Examples of guidance and counseling activities include:
• Activities designed to provide exposure to post-secondary educational opportunities
• Activities designed to provide training in decision-making, including determining priorities
• Activities designed to provide organizational and team work training, including team leadership training
• Community and service learning projects
• Activities designed to provide peer mentoring and tutoring
• Citizenship training, including life skills training such as parenting, work behavior training and budgeting of resources

**Employability development training**
Activities designed to promote positive social behaviors (soft skills, positive attitudinal development, self-esteem building, cultural diversity, training, and work simulation).

**Financial Literacy**
20 CFR 681.500 states that the financial literacy education program element may include the following activities:
• support the ability of participants to create budgets, initiate checking and saving accounts at banks, and make informed financial decisions,
• support participants in learning how to effectively manage spending, credit, debt, including student loans, consumer credit, and credit cards
• teach participants about the significance of credit reports and credit scores, rights regarding credit and financial information, how to determine accuracy of a credit report and correct inaccuracies, and how to improve or maintain good credit
• support a participant’s ability to understand, evaluate, compare financial products and services, and opportunities and to make informed financial decisions,
• educate participants about identity theft, ways to protect from identity theft, how to resolve cases of identity theft, and in other way understand their rights and protections concerning personal identity and financial data,
• support activities that address the particular financial literacy needs of youth with disabilities, connecting them to benefits planning and work incentives counseling,
• provide financial education that is age appropriate, timely, and provides opportunities to practice lessons that enable money management and saving,
• support activities that address the particular financial literacy needs of non-English speakers, including distribution of multilingual financial literacy and education materials,

• implement other approaches to help participants gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high quality, age-appropriate, and relevant strategies and channels, including where possible, timely and customized information, guidance, tools, and instruction.

**Entrepreneurial skills training**
Providing the basics of staring and operating a small business, this program element will develop the skills associated with entrepreneurship including:

• the ability to take initiative,

• the ability to creatively seek out and identify business opportunities,

• the ability to develop budgets and forecast resource needs,

• the ability to understand various options for acquiring capital and the trade-offs associated with each option, and;

• the ability to communicate effectively and market oneself and one’s ideas.

Approaches to teaching youth entrepreneurial skills may include, but are not limited to:

• education that provides an introduction to the values and basic of starting and running a business that includes the development of a business plan and may include simulations of business start-up and operation,

• enterprise development that provides supports and services that incubate and help youth develop their own businesses such as helping youth access small loans or grants needed to begin business operation and providing more individualized attention to the development of viable business ideas,

• experiential programs that provide youth with experience in the day-to-day operation of a youth-run business or facilitate placement in apprentice or internships positions with adult entrepreneurs in the community.

**Labor Market and Employment Information Services**
This element includes “services that provide labor market and employment information about in-demand industry sectors or occupation available in the local area, such as career awareness, career counseling, and career exploration services.” The labor market areas is an economically integrated geographic area within which individuals can reside and find employment within reasonable distance or can readily change employment without changing their place or residence.

Activities that help youth prepare for and transition to post-secondary education and training
Region 7 Workforce Development Plan
Post-secondary preparation and transition activities and services prepare ISY and OSY for advancement to post-secondary education after attaining a high school diploma or its recognized equivalent. These services include:

- exploring post-secondary education options, including technical training schools, community colleges, four-year colleges and universities, and registered apprenticeships,
- assisting youth to prepare for SAT/ACT testing,
- assisting with college admission applications,
- searching and applying for scholarships and grants,
- completing Financial Aid applications, and
- connecting youth to post-secondary education programs.

**Follow-up Services**

Follow-up services are provided following a youth’s exit from the program to help ensure the youth is successful in employment and/or post-secondary education and training. This contact may include assistance in addressing work-related problems that arise. Follow-up services will begin immediately following the last expected date of service in the Youth program when no future services are scheduled; follow-up services do not cause the exit date to change and do not trigger re-enrollment in the program.

Follow-up services for youth may include the following program elements:

- supportive services,
- adult mentoring,
- financial literacy education,
- 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.

**Youth Service Delivery**

The CSRA Regional Commission contracts with local service providers for program delivery. During this planning cycle, three agencies deliver youth programs. The RC provides technical assistance for each program to ensure that services meet the required criteria. Also, RC staff monitor each program for programmatic and financial compliance.

Every Youth Provider has a scope of work that is used to provide services to the youth participants to include mentoring, tutoring, referral to other services, such as counseling; work experience; internships; job shadowing; employability skill training, including resume writing, computer research skills, and Region 7 Workforce Development Plan.
others; and financial literacy. The WIOA Program Act list fourteen program elements that must be made available to eligible youth. Youth providers have the discretion to determine what specific program services they plan to provide to the youth participants they will serve, based on each participant’s objective assessment and individual service plan. Providers who do not provide all elements needed by the individuals enrolled in their program must identify the methods by which those elements will be provided for each WIOA youth participant, as applicable for the individual youth. Collaborative relationships with community resources may be the source of the additional service elements. All activities are available to individuals with disabilities.

The local design provided by WorkSource CSRA Youth Providers for services include: Eligibility intake, objective assessments, the development of individual service strategy, mentoring/case management, 14 Program Elements and other program activities and follow-up services as deemed necessary to enhance the participant’s future.

Youth Providers will provide a Comprehensive Objective Assessment for each youth participant that meets requirements of WIOA. All youth participants must receive a comprehensive assessment to examine the individual basic skills levels, interests, occupational aptitudes, capabilities, and job potential. The comprehensive assessments must include, but are not limited to, a reading and math assessment, interest inventor, occupational attitude assessment, and personal interviews. The “Test of Adult Basic Education” levels (TABE) must be used by all providers for all youth participants to assess the participants reading and math skills. Other assessments tools to be used for the interest inventory and occupational aptitude assessments, as well as any other assessments planned for use in the program is individually approved according to their specific needs. The assessment also determines the service needs, of each youth for the purpose of identifying appropriate services and career pathways for participants in developing the individual service strategy.

In addition to the Comprehensive Objective Assessment, and Individual Service Strategy (ISS) is completed for all youth. This ISS must include, but is not limited to, reading and math grade levels, interest and occupational aptitude assessments, the youth participant’s steps to attaining unsubsidized employment or post-secondary training, and identifying the appropriate career pathways that include education (post-secondary) and employment goals. In addition, it will help participants in career planning and determining the prescribe achievement objectives and services for the participant. In addition, mentoring as well as case management for youth participants, including follow-up services will be provided for not less than 12 months after exit.

**Coordination with Education Programs**

**K-12 Education**

Board of Education members or staff serve on the Workforce Development Board. This ensures that the local educational priorities are included in policy development and integration. Additionally, the youth service providers serve as a liaison between the local school systems and the CSRA Regional Commission. The local school systems are critical partners in efforts to enable young people to be educated, informed, and contributing members of society.
Technical Colleges
Augusta Technical College, the college serving Area 12, is a key partner in all of the region’s workforce development. Specifically, the College coordinates a One-Stop housed at the College’s Waynesboro Campus. As coordinator, the College convenes the service provider meetings and provides reports related to One-Stop utilization. Leadership from the College serves on the WIB.

Description of Supportive Services
Supportive Services are available to participants as needed to eliminated barriers to training and employment. Most of the Area’s Supportive Services funds are spent on transportation and childcare. Each participant’s case manager discusses potential barriers as part of the enrollment process. Supportive services funds are used, when possible and appropriate, to minimize the barriers and enable the student to enroll in training. The area has a Supportive Services limit is $3000 over two years, unless otherwise approved by the RC.

Coordination with Social Services Programs
Many of the area’s social service providers are present, in a limited capacity, in the One-Stop. This enables case managers to easily make referrals to the programs. The GDOL hosts a quarterly meeting for partners and social services agencies. The purpose of this meeting is to promote dialogue an information sharing among partners and resource agencies. Through this relationship building and education, case managers have the social services resources to connect participants with the agency that addresses their individual situation.

Coordination with Core Partners
WIOA and Wagner-Peyser in One-Stop Centers
WIOA and Wagner-Peyser partners in the local area continue to work toward the common goal of providing the most effective service delivery possible to the area’s population. The Area’s comprehensive One-Stop is co-located with the Georgia Department of Labor. At this center, individuals are connected with the program(s) that are likely to meet their needs such as job search and job placement assistance, testing, filing of UI claims, Rapid Response activities, WIOA funded Individualized Training Accounts and service coordination, career guidance and counseling, referrals to partner agencies, various workshops (i.e., resume training, financial planning, and others), federal bonding, and Work Opportunity Tax Credits.

This includes programs and services available through all of the One-Stop partners, including the Georgia Department of Labor. Additionally, the Georgia Department of Labor provides a wide range of services to job seekers and employers at the location as the One-Stop. These include administration of Georgia’s
unemployment insurance, employment service, provision of workforce information to the public and private sectors, and oversight of child labor issues.

Since local WIOA staff schedule all customer appointments to take place at one of the region’s One-Stop locations, customers have complete access to the WIOA and Wagner-Peyser services in one location. The co-provision of these services increases and enhances staff ability to continually work on integration of WIOA and Wagner-Peyser services. Local staff members travel to other locations in the region to work with customers at locations convenient to the customer.

In practice, the Georgia Department of Labor provides space and computers for the One-Stop. The DOL also assists with job searches. All other core and intensive services are provided by WIOA-funded staff.

**Performance, ETPL and Use of Technology**

*Description of Performance Measures*
A spreadsheet of the Area’s performance measures is included in the appendix.

*One-Stop System Performance and Assessment*
The CSRA Regional Commission staff monitor the One-Stop locations on a continuous basis. Tools such as the state’s One-Stop certification guide and local monitoring tools are utilized to develop reports that are presented to the board. Additionally, this allows the RC to provide feedback to one-stop providers on a regular basis.

*ITA’s and the ETPL System*
Participants may be deemed qualified for training assistance through an interview, evaluation, assessment, or case management process. The State list of approved eligible training providers (ETPL) is available to all individuals seeking training information. The ETPL includes eligible program descriptions and information identifying training providers. Performance and cost information relating to providers is also available.

Training Services may include:

- occupational skills training, including training for nontraditional employment
- on-the-job training
- training programs operated by the private sector
- skill upgrading and retraining
- entrepreneurial training
- job readiness training (an intensive service)
- adult education and literacy activities provided in combination with services described above,

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services. Each applicant is encouraged to conduct program research on a

Region 7 Workforce Development Plan
minimum of three training providers, assessing the type of training, method of training, length of training, location, etc. An informed decision can be made based on all these factors so that the customer will have more likelihood of training success.

Training services shall be provided to eligible adults and dislocated workers through the use of Individual Training Accounts (ITAs), through which a participant chooses among qualified training providers with the exception of on-the-job training, customized training or where the CSRA RC determines there is an insufficient number of eligible providers of training services in the local area involved to accomplish the purposes of a system of individual training accounts, or the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment. A copy of the area’s ITA Policies is attached.

Participants who are deemed eligible for WIOA training services may select a provider from the State-approved Eligible Training Provider Listing (ETPL) either during the application process or through consultation with a WIOA career advisor. Access to the ETPL is provided through the one-stop system, through GDEcD/WD’s website and through CSRA RC’s website. For participants needing more assistance, orientations to services are provided at each center.

**ITA Providers**
The CSRA RC promotes customer choice through the ITA system. Customers are encouraged to research providers that offer the programs that are of interest. Customers are given the choice of any provider that has met the criteria required and has been placed on the statewide approved provider list.

Providers may reach our staff through the agency’s website. Upon request, vendors are given an application for the ETPL. Upon completion of the application the WDB reviews the application and sets up a meeting with the vendor. Typically, the WDB issues a six month probationary period for new vendors. If the vendor performs well during that period, the WDB will then submit the required paperwork to have the vendor placed on the state’s ETPL. If the vendor does not perform well or has other significant issues the WDB reserves the right to stop referrals and funding after six months.

**Grievance**
The Workforce program follows the CSRA Regional Commission’s grievance policy for vendors in any situation where funding related decisions are involved.

**Contract Grievances:**
The CSRA RC Executive Director shall decide any dispute concerning a question of fact arising under this contract. Such questions must be submitted to the CSRA RC’s Executive Director in writing via certified mail, return-receipt requested. The CSRA RC’s Executive Director shall promptly reduce such decision concerning the question to writing and mail or otherwise furnish a copy thereof to the VENDOR within ten (10) business days after receipt of the question. The VENDOR agrees that the decision of CSRA RC’s Executive Director shall be final and conclusive unless, within ten days of receipt of such copy, the VENDOR mails or otherwise furnishes a written request for appeal concerning the question of fact to CSRA RC’s Board of Directors, who shall arrange a formal hearing within thirty (30) business days after receipt of the appeal request. Such requests must be mailed via certified mail, return-receipt requested.
to the attention of the CSRA RC’s Board of Directors at 3626 Walton Way Ext., Suite 300, Augusta, GA 30909. Both the VENDOR and CSRA RC’s Executive Director shall have the right to present witnesses and give evidence concerning the question of fact at such time. Within thirty-two (32) days after the hearing, the CSRA RC’s Board of Directors shall make its decision concerning the question of fact in writing to the VENDOR and to CSRA RC’s Executive Director.

State Initiatives and Vision

State Branding
The CSRA has posted signed at each location that prominently feature the state branding logo and tagline. Additionally, the state branding is used on all promotional material and printed handouts.

Priority of Service
During periods of sufficient funding, the criteria for adult services is that the customer is 18 years of age and unemployed. If the level of current, unobligated WIOA Adult funds drops to 25% of the grant award amount, priority for intensive and training services will be given to individuals who have met the minimum eligibility, but have one or more characteristics that often act as barriers to employment or other factors that may limit an individual’s ability to seek and maintain employment. Interested participants must then provide the required documentation, reside in the service area and possess a barrier to employment. Barriers to employment include:

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

Alignment with State Goals

An overview of regional collaboration is included in chapter 1. In summary, the CSRA works with Area 13 to promote sector partnerships throughout both service areas. Sector partnerships shape the high demand occupation list as well as the on-the-job trainings offered.

1. Further develop regional integration to ensure streamlined services to both businesses and individuals.

The CSRA RC works with a wide variety of partners to reduce the duplication of services and enhance the opportunities that area available for participants. The RC is particularly aware of the need to streamline access with business and therefore with coordinate efforts with the state economic developer and local development authorities.

2. Utilize the workforce system to increase statewide prosperity for rural and urban communities.

The CSRA serves an area that is comprised of both rural and urban areas. The local system does not favor either type of area rather the system focuses on connecting individuals with training and employment that best meets their individual needs.

3. Align the workforce system with education systems at all levels.

The CSRA works closely with the Boards of Education in each county to ensure connection to the workplace. This is especially true in Richmond County where the WIOA program hosts a Credit Recovery program where high school dropouts work toward a high school diploma and financial independence.

4. Alleviate a tightened labor market by increasing the participation of strategic populations in the workforce system.

See special populations section under Service Delivery.
Chapter 3: Area 13
WorkSource East Central Georgia

Strategic Elements, Governance and Structure

Identification of the Fiscal Agent
The Fiscal Agent is the entity responsible for the disbursal of grant funds as determined by the Local Elected Official Board (LEO) is listed below.

<table>
<thead>
<tr>
<th>Name of Fiscal Agent</th>
<th>Local Workforce Development Area 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincoln County Board of Commission</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programmatic Entity</th>
<th>WorkSource East Central Georgia</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Counties Covered</th>
<th>Columbia, Glascock, Hancock, Lincoln, McDuffie, Taliaferro, Warren, Washington, and Wilkes</th>
</tr>
</thead>
</table>

Description of Strategic Planning Elements
Please see Chapter 1.

Description of Strategies and Services
General synopsis of Local Area overall analysis, vision, and goals:

Mission:
“Leading today’s workforce into tomorrow’s educational and labor opportunities”

Vision:
“To provide seamless program resources and alternatives for the skill development of our regional workforce.”
Goals:

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

Employer Engagement

WorkSource East Central Georgia Workforce Development Board coordinates with local technical colleges, chambers of commerce, economic development partners and GDOL’s business services unit to solicit high demand employers to discuss their training and hiring needs.

LWDA Business Services Team along with economic development partners network with employers to assess industry needs for training opportunities. The team along with HDCI regional Sector Partnership Advance Manufacturing Consultant continues to engage with sector partners. LWDA 13 will continue to place emphasis on the importance of the One Stop System to impact the entire economic growth locally as well as in the region.

The team strategies include personal visits to businesses operating within the in-demand industries and area. Businesses are educated on the reimbursement programs such as On-the-Job Training (OJT), Incumbent Workers Training (IWT), Customized Training (CT), classroom training programs and customized job fairs and labor market information.
LWDA 13 Meet Needs of Business

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

<table>
<thead>
<tr>
<th>East Central Georgia - LWDA 13 Employment</th>
<th>Custom Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civilian employed population 16 years and over</td>
<td>65,411</td>
</tr>
<tr>
<td>Management, professional, and related occupations</td>
<td>28,204</td>
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<tr>
<td>Service occupations</td>
<td>10,835</td>
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<tr>
<td>Sales and office occupations</td>
<td>14,545</td>
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<tr>
<td>Natural resources, construction and maintenance occupations</td>
<td>5,341</td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
<td>6,486</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates (2018)

- Coordinate employer outreach, particularly among core partners who also work directly with employers.
- Partnerships with economic developers, locally, regionally and statewide to ensure prompt turn-around on data and customized solutions to regional and local workforce issues.
- The partnerships with economic developers, locally, regionally and statewide also allow the Business Services Team to host/participate in speaking engagements on a variety of topics including but not limited to WIOA.
- Identify local in-demand occupations and the knowledge, skills, abilities, and credentials required for those jobs.
• The Business Services Team devote their efforts towards developing and maintaining relationships with employers regionally.

• Regional and local Career Fairs/Expos can be tailored to targeted industries, job seekers, and skill requirements.

• Georgia Department of Labor’s recruitment services assist entrepreneurs and employers large and small to meet their needs with resources and information to pursue their business goals. and to compete and grow in today to meet their need certain resources and information to pursue their business goals and to compete and grow in today’s highly competitive global economy. A specialized resource offered to eligible businesses.

• GeorgiaBEST will assist employers with their existing workforce issues relative to soft-skills deficiencies and for Students is incorporated in middle, high school and technical colleges preparing students with soft skills for their future careers.

• The Employer Committee provides a critical connection between GDOL and WIOA to the business community. The committees provide input and guidance in the development of policy and legislation by the Department of Labor as it impacts Georgia employers and employees.

• Regional Summits are designed to help business owners, managers, hiring professionals, and others better understand and conquer compliance challenges in the workplace. This program has been approved for 3.75 recertification credits through the Human Resources Certification Institute (HRCI).

LWDA 13 will work with employers, organized labor, community colleges, Vocational Rehabilitation, GDOL and industry leaders/groups to continue building our in-demand sector strategies. Connecting with employers is a priority be it through the LWDA’s Rapid Response Team, local job and resource fairs, through participation in local and regional employer meetings, Chambers of Commerce, Region Commission and involvement in the Augusta Regional Development Alliance (ARDA).

LWDA 13 have at least one Comprehensive One-Stop Center, with information centers available throughout the nine-county area to provide access to employers and job seekers. WSECSC will continue to respond to existing and future needs of businesses to produce a more skilled workforce.

Business services also offers:
• Recruitment of job applicants
• Screening of job applicants
• Job Postings
• Job order referral
• Job/Employee matching
• Skills & WorkKeys Assessments
• Available space for employer interviews
• Labor Market Information
• Census Data
• Unemployment Insurance information
• Job Fairs
• On-The-Job Training
• Apprenticeship Program
• IWT (Incumbent Worker Training)
• OJT (On the Job Training)
• CT (Customized Training)
• Rapid Response Workshops

Coordinate Workforce Development and Economic Development

The collaborative relationship between local workforce development and economic development continues to be a highly successful relationships with both new and existing employers. Economic Development Board members and their peers are in continual communication with WIOA staff and partners as we assist employers with staffing needs and the continued notification of new businesses moving into the area and the general economic conditions of the area.

Existing and Emerging In-Demand Industry Sectors and Occupations

Georgia Department of Labor Office of Workforce Statistics & Economic Research
Occupations by Projected Growth 2016-2026 Jobs Per Year, LWDA 13

With the LWDA 13 strong alliances with its WIOA partners, it is positioned to help facilitate these discussions. The growth in employment within demand occupations provides a perfect illustration of the power of connecting the needs of employers with the educational systems that train individuals in those skills.

Georgia is focused on empowering front-line employees in the one-stop system with the leadership and tools necessary to proactively engage with local economic developers. LWDA 13 is focused on partnering with business services and economic developers, locally, regionally, and statewide to execute customized solutions to workforce issues. State Economic Development Regional Coordinators can help economic developers identify data critical for the successful location and expansion of industry.

With the Region’s focus on employer services, Work Based Learning, OJT, IWT and CT will be expanded through further capacity building and increased collaboration with LWDA economic development entities. The collaboration of the Region’s WIOA programs with DOL Career Centers closely aligns workforce services with the Region’s economic development needs.
<table>
<thead>
<tr>
<th><strong>WIOA Title I Adult, Dislocated Worker, and Youth Programs</strong></th>
<th>WorkSource East Central Georgia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical Colleges</strong>&lt;br&gt;Athens Technical College (ATC)&lt;br&gt;Oconee Fall Line Technical College (OFTC)&lt;br&gt;Augusta Technical College (ATC)</td>
<td>WIOA Title II Adult Education and Family Literacy Act (AEFLA) program; Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.); A representative of TCSG Adult Education &amp; Economic Development serves on LWDA 13 as board members and partners; The Adult and Youth Programs utilizes ITA for approved programs</td>
</tr>
<tr>
<td><strong>Georgia Vocational Rehabilitation Agency (GVRA)</strong>&lt;br&gt;Department of Rehabilitation Services</td>
<td>State Vocational Rehabilitation (VR) program, authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by title IV of WIOA; LWDA 13 board member and partners</td>
</tr>
<tr>
<td><strong>YouthBuild</strong>&lt;br&gt;Youth Non-Traditional Learning</td>
<td>Comprehensive youth and community development program</td>
</tr>
<tr>
<td><strong>Job Corps</strong>&lt;br&gt;Job training program for young adults</td>
<td>Programs Authorized under WIOA Title I-B; Job Corps; LWDA 13 board member and partner agency</td>
</tr>
<tr>
<td>Legacy Link</td>
<td>Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.); LWDA 13 board member and partner agency</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Goodwill Industries</td>
<td>LWDA 13 board member, partner agency and regional partner</td>
</tr>
<tr>
<td>Chambers of Commerce/Development Authorities</td>
<td>Contact through ARDA, Chamber and Development meetings</td>
</tr>
<tr>
<td>CSRA Unified Development Authority</td>
<td>A joint development authority encompassing all 13 CSRA counties. The CSRA UDA serves to promote the economic development of the CSRA</td>
</tr>
<tr>
<td>The Augusta Regional Development Alliance (ARDA)</td>
<td>a council of the Chambers of Commerce and other economic development organizations throughout the CSRA. A forum of discussion and problem-solving for economic development professionals</td>
</tr>
<tr>
<td>Technical College System of Georgia Office of Workforce Development</td>
<td>State representative; source of guidance and technical support</td>
</tr>
</tbody>
</table>

Core partners in Georgia currently have separate, agency-specific data systems to handle management and reporting; at this time these systems do not exchange data in real time. However, strengthening linkages between the one-stop delivery system and GDOL, Employ Georgia maximizes all available resources and tools to ensure that all job seekers will have full virtual access to job postings, career exploration and filing of UI claims. Wagner-Peyser career services advisors, along with WIOA career advisors, provide a variety of high quality career services in a customer-centered approach environment to include, but not limited to: job search navigation, job ready assessment, vocational counseling, labor market information, and workforce development duties associated with the employability development of its customers. Services are delivered in one of three modes including (1) self-service, (2) facilitated self-help services and (3) staff assisted service delivery approaches. Depending on the needs of the labor market, other services, such as job seeker assessment of skill levels, abilities, and aptitudes, career guidance (when appropriate), job search workshops, and referral to training may be available when deemed appropriate. July 2015, WorkSource East Central Georgia, and Georgia Department of Labor co-located to better serve our customers in one location.

**Regional Service Delivery**
Please see Chapter 1.

**Sector Strategy Development**
Please see Chapter 1.

**Description of the One-Stop Delivery System**
**Continuous Improvement**

Region 7 Workforce Development Plan
The LWD Board continues to assess effectiveness of programs and services to ensure that these services align with labor market relevance and that the local area adjusts its strategies to respond to the changing economic conditions and workforce needs in the nine county service delivery area.

The One Stop Operator is responsible for the coordination and management of the delivery of services through the One-Stop delivery system. The OSO established a more seamless referral processes among partner agencies, as well as the priorities and practices outlined in this plan. The operator convenes WIOA system partners, facilitate continuously improving interactions among those partners, and oversees daily center service operations. The operator measures the customer satisfaction, as well as ensures resource linkages occur between Partner and the one-stop center. The operator works directly with the partners and the Board on all aspects of established contract goals, reports, objectives and deliverables. The roles and scope of work of the operator will comply with all WIOA and State policy.

Businesses and job seekers can access a broad range of specialized services and resources through our full service One Stop Center or depending on the need, through one of our community-based partners. Additionally, employment services can be accessed through five Access Points (satellite centers) that are operated by community-based organizations at satellite centers.

**One Stop Access**

During a crisis such as COVID-19 LWDA 13 is serving our customers virtually. The use of the WorkSource Georgia Online Participant Portal (VOS) system customers can access the one stop from their home, all documents can be uploaded into the secure VOS portal.

Services are available to customers in both a self-serve option and/or a staff-assisted option. Access to some of these services may require determination of customer eligibility, which is provided at our local WorkSource One-Stop (centers) and youth provider locations.

ECG LWDB has computer access in five different (satellite) locations in the more remote areas; this allows both jobseeker and employer, to access the same services available in the resource room of the Comprehensive One Stop Center. Partners who will not be physically located in the Comprehensive One Stop are accessible via internet and telephone. All technology is staffed all hours that the One Stop Center is open to the public.

Remote services are available through integrated technology and social media. WSECG has partnered with several agencies to create access points throughout Area 13 and strive to increase access to services. To engage faith and community-based organizations as committed and active partners in the workforce development system. Currently there are 4 Access points in the local workforce development area. Meeting the needs of customers and strengthening relationships with community organizations is an integral part of the LWDB 13’s strategic plan.

Lastly, LWDA 13 is able to recruit and promote an array of programs through social media platforms; it is used to communicate, attract and provide a service the younger and tech savvy generation.

**ADA**

The major resources and support services for individuals with disabilities are administered universally across the workforce system. LWDB 13 coordinate services and resources with core programs and other partners to provide services to individuals with disabilities and other populations protected under the Act. Streamlined customer access is available for all populations to include increased access of services
for individuals with disabilities. Vocational Rehabilitation Case Manager utilizes the One Stop to meet and provide services to participants, when the case manager is not onsite their information can be accessed electronically.

In addition to website services, computers, fax machines, copy machines, phones, there are additional services that will be handled in house or by referral. These include the Welfare Transition, SNAP, Ticket-to-Work Program for SSI and SSDI recipients, Disabled Veterans Outreach Program, ADA compliant computers, ADA compliant facility, Interpret type system/Ubi Duo for the hearing impaired and sign language communication assistance. Babel Notice is posted in the lobby of the One Stop for customer access. LWDA13’s facility is ADA compliant.

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

**Partner Roles and Responsibility**

Each partner is actively involved in the planning and sharing of resources to enable co-enrollment to assist customers to upgrade skills and/or achieve the high school or GED credentials.

The LWDB one-stop delivery system includes all the required WIOA core program partners

<table>
<thead>
<tr>
<th>WIOA Title I Adult, Dislocated Worker &amp; Youth Services</th>
<th>WIOA Title II Adult Education and Literacy Programs</th>
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<td>Job Corps</td>
<td>Carl D. Perkins Programs</td>
</tr>
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<td>YouthBuild</td>
<td>Trade Adjustment Assistance Programs</td>
</tr>
<tr>
<td>Wagner-Peyser Act Program</td>
<td>Jobs for Veterans State Grant Programs</td>
</tr>
<tr>
<td>Senior Community Service Employment Program</td>
<td>Community Service Block Employment &amp; Training Programs</td>
</tr>
<tr>
<td>Vocational Rehabilitation</td>
<td>State Unemployment Programs</td>
</tr>
</tbody>
</table>

The following required One-Stop Partner Program do not have a presence in the region and therefore, are not a party to the local area’s Memorandum of Understanding:

- Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3231
- Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169
- National Farmworker Jobs Program (NFJP), WIOA Sec. 167

**One-Stop Operator**

WorkSource East Central Georgia LWDA 13 issues a competitive Request for Proposals (RFP) for Comprehensive One-Stop Operation annually. Responders are ranked on organizational capacity, relevant experience, services offered and budget. The current One-Stop Operator is the Georgia Department of Labor. LWDA 13 will adhere to any procurement guidelines issued by state and federal funding agencies.

*LWDA 13 Procurement Policy Appendix # 3*
### Awarding Sub-Grants and Contracts

The LWDB’s has a competitive process that follows rules safeguarding fair and objective decision-making when choosing one-stop career center service providers or awarding other grant funds to partners. These rules must comply with appropriate federal, state, and local requirements. Central to this process are the core values of integrity, accountability, and a systems perspective. WorkSource East Central Georgia LWDA 13 complies with 2 CFR Part 200.

1. Procurement is the process and procedures utilized to obtain goods and services from the marketplace.
2. The LWDB ensures that the procurement of all goods and services is conducted, to the maximum extent practical, in a manner providing full and open competition consistent with applicable administrative requirements.
3. The length of estimated amount of award or contract determines the procedure used to competitively procure goods and services.
4. The competitive process used in awarding grants and contracts complies with federal procurement principles and the LWDB Procurement Policy. These principles are addressed in policies and procedures, which require that:
   (a) selection of a service provider shall be made on a competitive basis to the extent practicable;
   (b) the evaluation team is compiled of the board members, partner agencies and staff;
   (c) the process will be conducted according to strict ethical standards, including a code of conduct for Board members, partner agencies and staff, and a policy to guard against “real or apparent” conflicts of interest;
   (d) confidentiality and non-disclosure of submission information are maintained prior to the procurement decision;
   (e) in accordance with the open records act a policy of openness and access to public records apply after the decision; and (f) fairness and objectivity are maintained in evaluation of applications, selection, negotiations, and contract management;
   (g) the aggregate bidders’ scores are presented to the Board for final selection.
WorkSource East Central Georgia’s LWDB contracts out WIOA Youth Services and the One Stop Operator through competitive procurement; one full year and the second year is a renewal year for youth and the OSO is procured for one year with the option for renewal up to three additional years.

In summary the process is as follows: to the extent possible, service providers for Area 13 are selected through a competitive procurement process in accordance with 2 CFR Part 200. Noncompetitive sole source and emergency procurements may be authorized in accordance with 2 CFR 200. For each competitive procurement, the method used (e.g. Request for Proposals, Request for Qualifications, etc.) is maintained on file. The rationale for all non-competitive procurements is documented according to applicable regulations, cost thresholds, type of service being procured and/or emergency procurement situations.

*LWDA 13’s Procurement Policy Appendix # 3

**EEO Grievance Procedures**

LWDA 13 grievance policy is included in Appendix # 8. The following graphic provides an overview of the general process.

Complaints and grievances from all interested parties affected by the local workforce system may file a complaint/grievance.

In summary, any entity within the Georgia WorkSource System have a right to enter into the complaint process to resolve disputes.

WorkSource East Central Georgia has an assigned trained EO Officer on staff who trains/continuously update staff on the rights and responsibilities under the nondiscrimination and equal opportunity provisions of WIOA.
Local Boards and Plan Development

Local Board Identification and Appointment

Nomination and Election of Officers

New potential board members are selected from the nine counties of Area 13. The potential members are invited to attend the LWD Board meeting. The board will be given a brief introduction of who they are and what services they provide in the communities and what they plan to bring to the board; if the board sees fit, they will be nominated for membership. If the LWDB votes to recommend the potential board member this person(s) information will be forwarded to the LEO Board.

LWDB membership is monitored by the board staff to ensure the required percentage of businesses remain a majority, and the appropriate workforce representatives are at least twenty percent. LWDB members shall be appointed by the LEO Board. The nominees will be selected and constitute the LWDB as required pursuant to Public Law No. 113-128. The LEO Board shall appoint or reject the nominees in accordance with the provision of the Act and the requirements of the state. LWDA 13 Board has met all certification requirements.
a. **New Board Member Orientation**

Each new board member is provided a copy of the by-laws, conflict of interest form and new member orientation packet with board expectations for new members. The Director and Board Chair are always available for questions and inquiries. During board meetings Board Chair and Director give regular WIOA updates to keep board members up to date on WIOA regulations and guidelines.

The WorkSource East Central Georgia’s Board Chair and Executive Director meet with new board members, provide an overview of the board purpose, processes, and responsibilities. The learning process is ongoing, board members have various opportunities to attend workshops and conferences (i.e. SETA, WorkSource Georgia Academy) for increased knowledge of WIOA. LWDA 13 creates a newsletter and social media campaigns that is shared with the board, partners and public. An extended orientation session for new members are presented as part of a full board retreat. This orientation is developed and offered to fellow board members along with local Workforce Development Board staff.

b. **Coordination of local workforce development activities with regional economic development in the region**

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

c. **BOARD ENGAGEMENT**

The local board receive communications through routine mail and email. LWD Board meetings are held quarterly and LEO Board meetings are held biannual; additional call meetings are scheduled when needed. Members receive printed copies of all policy recommendations, finance reports and other relevant documents. Several training opportunities are available to board members (i.e. SETA, NAWB, WorkSource Georgia Academy) additionally, program highlights are promoted through social media and news releases.

**Local Board Committees**

LWDA 13 has two committees: Executive Committee and Youth Standing Committee; any additional committees will be appointed as needed by LEO/LWDB Board Chairperson as stated in By-Laws.

**THE EXECUTIVE COMMITTEE**

The Executive Committee consist of the LEO/LWD Board Chairperson and members who are empowered to meet on an interim basis between regular full Board meetings and make emergency or time-sensitive decisions when necessary. The Executive Committee has all the authority of the full Board when Board action is required. Notification to the full Board will take
place whenever any action is taken, discussion of the action(s) will take place at the next regularly scheduled meeting of the Board. The Executive Committee may monitor the work of other Board committees and the Board staff, develop agenda items, work on legislative issues, and make policy recommendations to the Board.

**YOUTH STANDING COMMITTEE**

Under WIOA Section 107(b)(4) WorkSource East Central Georgia LWD and LEO Boards formed LWDA 13’s Youth Standing Committee.

- Local Board member chairs the committee,
- Members to include other individuals appointed by the local board who are not members of the local board and who the local board determines have appropriate experience and expertise,
- Youth Standing Committee are used to advise the LWD Board on youth matters,
- Members may represent agencies to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth.

Youth Standing Committee Duties:

- All proposals for youth services are reviewed by the Youth Standing Committee, and then presented to the WDB and LEOs for approval.
- Reviewed Request for Proposal (RFP) and presented to the WDB and LEO Boards for approval.
- Designate a committee to review and evaluate proposals
- Youth Standing Committee make recommendations to the Boards

**Plan Development**

The local plan shall support the alignment strategy described in Georgia’s Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the state plan. LWDA 13’s Workforce Boards shall comply with WIOA Sections 106(c) and 108 in the preparation and submission of the plan.

The local area plan was developed through a series of interactions with core partners and other relevant partners. Industry standard data sources and practices were used to analyze the current and projected local characteristics and trends. In accordance with the Workforce Innovation and Opportunity Act, Section 108(d), the LWDA 13 shall make the proposed local plan available to the public through electronic means. Once approved by the LWD Board a draft of the local plan will be available for review and comments on WorkSource East Central Georgia local area’s website (www.ecgwdc.org) for a 30-day public comment period prior to submission. This comment period allows the public an opportunity to solicit input and await comments by representatives of business, labor organizations and education. Comments shall be incorporated into the final version of the plan and resubmitted to LWD Board for reapproval.
The One-Stop provider is responsible for providing seamless and fully integrated core program activities such as job search activities, referrals to partner services, workshops, employer services, and much more. One-stop staff serve customers regardless of their barriers to employment, level of need, or degree of career development. Services are accessible to the “universal customer” at all of the one-stop/information centers throughout the LWDA. Each location, regardless of the partners co-located, participates in a system of referrals designed to link customers with partners and agencies within the area to meet their needs.

Through collaboration of the LWDB, employers and other key stakeholders three sector strategies were identified to better serve the needs of the employers long and short term needs throughout the region. The identified sector strategies are:

1. Advanced Manufacturing
2. Healthcare
3. Information Technology (IT)

The LWDB is targeting these three sectors because they provide a wide range of career pathways for the broadest employment opportunities within the local area and region. LWDA 13 continue to build the talent pipeline, addressing skill shortages and creating meaningful pathways. The building of the pipelines require assistance in removing barriers for a portion of the strategic population, WSECG will continue to assess individuals for WIOA assistance. These career pathways can be accessed through On-The-Job Training, Customized Training, Incumbent Worker Training, Apprenticeships, and Individual Training Accounts.

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

For low-skill level workers in our area, the development of strategies to bridge the divide between unemployment or underemployment and career pathways is essential. Workers obtaining employment will be able to continue to upgrade their skills to advance in their careers and earning power. The LWDB works in close collaboration with local training providers in the development of career pathways that will offer low income adults and youth clear and reliable courses of action for building skills to progress in their careers. As a workforce development strategy, Career Pathways is used to support workers’ transitions from education into and through the workforce in order to increase education, training and learning opportunities for the current and emerging workforce.

Description of Service to Adults and Dislocated Workers

Adult and Dislocated Worker services provided may include; career, individualized and training services. These services may be provided by any partner agencies with funding from non-WIOA grant sources.
Employment services and required partners are co-located within the comprehensive one stop with the contributing in kind services. Unemployment insurance claimants can receive eligibility assessments and referrals to a wide array of training and education resources through WIOA.

The LWDA suggest all individuals interested in any type of services register in the WorkSource Online Participant Portal (VOS) online at www.worksourcegaportal.com.

Basic career services are available to all individuals regardless of eligibility for WIOA paid training activities. Services included but are not limited to:

- Orientation to WIOA service
- Job Search and/or application assistance
- Labor Market Information
- Job postings
- Intake, assess and WIOA eligibility determination
- Supportive services during training
- Resume writing/critiquing
- Interview prep/mock interviews
- Incumbent Worker Training, On the Job Training & Customized Training
- Referral to other services/partners
- Veteran representatives and programs
- GED study prep
- WorkKeys, WorkKeys Curriculum and all other assessments offered
- Job Fairs/Career Fairs
- Career guidance
- Follow up

A case manager will assess individuals who are interested receiving additional career services and training to determine if there is a need based on the WIOA § 134.

**Individual Training Account (ITA)**

An ITA is a payment agreement established on behalf of the participant with a training provider. allows individual to receive training from eligible training providers. WIOA funding assist individuals in paying for educational training and can be used to pay for tuition, training related cost to include supportive services as noted on the mandatory course description and or class syllabus.

*ITA Policy Appendix #6

**Apprenticeship**

Apprenticeships are offered by the LWDA through the local unions as well as the local Technical College. Individuals in these programs are engaged in paid working activities while attending training to learn a specific trade skill or skills. WIOA funding is paid to the provider of the apprenticeship training and can be used to pay for tuition, fees and tools required for the training. Manufacturing leaders use registered apprenticeships programs to build their pipeline, programs are outline by local technical colleges.
**Rapid Response**

Rapid Response is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, responding to layoffs and dislocations, and preventing or minimizing their impacts on workers, businesses, and communities WIOA Regulations 682.300(b). Rapid response activities are designed to assist employers and impacted workers as quickly as possible following the announcement of a permanent closure, mass layoff, natural or other disaster resulting in a mass job dislocation.

From the initial information available, the State Rapid Response Unit works with the LWDB and other partners to determine the immediate needs of workers and employer to establish appropriate “first steps” in responding as a workforce system and then formulate strategies for planning and carrying out rapid response activities.

**On-The-Job Training (OJT)**

OJT is training that is provided by an employer in the public, private non-profit, or private sector to a WIOA participant. The training allows employers to teach new employees the skills necessary to perform the job adequately, while reimbursing them for the loss of productivity during the training period. During the training period, an employer can be reimbursed for up to 50% of the wages of the participant for up to the first six months of employment. The participant must be hired by the employer at the start of the training period.

OJT services are available to underemployed and unemployed adults and dislocated workers who have met the WIOA eligibility requirements. For individuals to be eligible, there must be a gap between the skills they possess and the skills that the job requires. The difficulty of the job and the skills gap determines how long the paid training period will last.

**Work Experience (WEX)**

A Work Experience is a planned, structured learning experience that takes place in a workplace for a set period of time. The intention of a Work Experience is to enable participants to explore career options and gain exposure to the working world and its requirements. A Work Experience shall be designed to enhance the employability of individuals through the development of good work habits and basic work skills. Although the majority of Work Experience activities occur with youth participants, adults and dislocated worker participants may also take advantage of these services. Work Experience may be full-time or part-time depending upon the needs of the participant. It may be paid or unpaid, as appropriate. The purpose of a Work Experience is 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 a Work Experience 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.

**Customized Training**

CT meets the special requirements of an employer or group of employers by allowing them to tailor and design work-based skills training for new employees. Employers utilizing CT are eligible for a reimbursement of a portion of the cost of training. CT offers participants an introduction to new technologies, new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, and other appropriate training services.

CT services are available to underemployed and unemployed adults and dislocated workers who have met the WIOA eligibility requirements and are unable to obtain or retain employment leading to self-sufficiency.
**Incumbent Worker Training (IWT)**

IWT is designed to improve the skills of employees and the competitiveness of an employer by offering support with the costs associated with upskilling the employer’s workforce. It is intended to retain skilled employees or avert a potential layoff. In a training scenario not related to layoff aversion, the IWT program will create the opportunity for an employee to receive an increase in pay and skill. In this scenario, it is strongly recommended that the employer will also create the opportunity to backfill the trainee’s position with a new or existing employee. To participate in an IWT program under WIOA, an employee must have an established employment history with the employer of at least six months at the time of training. Workers employed less than six months can participate in the training if the majority of the IWT cohort meets the requirement.

**Registered Apprenticeships (RA)**

RA allows employers to develop and apply industry standards to training programs. It is a proven model of training that combines paid on-the-job training (OJT) with related classroom instruction to progressively increase a worker’s skill level and wages. WIOA offers an opportunity to expand and emphasize RA as a talent development strategy because of their alignment with employer-driven, work-based training.

**Description of Rapid Response Services**

The purpose of Rapid Response is to promote economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, responding to layoffs and dislocations, and preventing or minimizing their impacts on workers, businesses, and communities. WIOA Regulations 682.300(b).

Generally, GDOL is the first point of contact for employers for major dislocation events, including WARN and TAA petition notification. Notice is sent to TCSG Office of Workforce Development (OWD) and immediate contact is made with LWDA 13 (affected area). Rapid response activities are coordinated across the region. A WARN Notice (completed by employer) is issued and registered into the GDOL system. When LWDA 13 receives notice of a requested rapid response activity, the Executive Director and or the Rapid Response Team members serving as staff to the Board facilitates contact with the employer. An Employer meeting is then arranged that permits the affected employer knowledge of the rapid response services. The employer has the option to have the Rapid Response Team meet with affected employee’s onsite or at a free-standing transition center.

Upon learning the needs of the employees, a group presentation(s) involving career center partners (i.e. Rapid Response Team) may be scheduled and materials concerning benefits through the local workforce system is provided.

Regarding the format, affected employees are provided information including an overview of services and contact information for the local career centers, veteran contacts, connections for starting a business, unemployment insurance, credit counselors, social services and information regarding any core and or grant-funded training available through the workforce system. Contact information for affected employees are shared by the Rapid Response Team for the purpose of assisting them with career searches. Affected employees that are approved to receive unemployment insurance are required to visit the local career center. Efforts are made to connect local employers with the affected employees. Trade Adjustment Act (TAA) assistance is also provided within GDOL if relevant. It is LWDA 13’s intent to continue to build and nurture relationships with businesses and employers, to mitigate as much as is possible closures and thereby future WARN notices from being issued. IWT options can be chosen instead.
Description of Youth Services

LWDA 13 youth activities are coordinated with the Youth Standing Committee. These activities consist of delivering a comprehensive array of youth services that focus on assisting out-of-school youth (16-24) and in-school youth (14-21) with one or more barriers to employment and education.

The Local Workforce Development Board reviews and selects eligible providers/sub-recipients for final approval and meets quarterly during the program year to review and assess performance against negotiated goals. Assessment, guidance and counseling, and work-based learning/work experience activities are at the forefront of LWDA 13’s program priorities for Youth, who may also access ITAs for occupational skills training in accordance with State and local policies. The spotlight on disconnected youth has highlighted the importance in connecting older youth to the workforce as early as possible.

Education Attainment Population 18 to 24 years of age

<table>
<thead>
<tr>
<th>County</th>
<th>Population 18 to 24 years</th>
<th>Less than high school graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbia County</td>
<td>12,131</td>
<td>1,737</td>
</tr>
<tr>
<td>Glascock County</td>
<td>243</td>
<td>55</td>
</tr>
<tr>
<td>Hancock County</td>
<td>639</td>
<td>369</td>
</tr>
<tr>
<td>Lincoln County</td>
<td>565</td>
<td>37</td>
</tr>
<tr>
<td>McCullin County</td>
<td>1,715</td>
<td>312</td>
</tr>
<tr>
<td>Taliaferro County</td>
<td>132</td>
<td>30</td>
</tr>
<tr>
<td>Warren County</td>
<td>294</td>
<td>36</td>
</tr>
<tr>
<td>Washington County</td>
<td>1,775</td>
<td>340</td>
</tr>
<tr>
<td>Wilkes County</td>
<td>858</td>
<td>279</td>
</tr>
</tbody>
</table>

US Census Bureau: American Community Survey (2018 5-Year Estimates)

The Youth Request For Proposal (RFP) issued to procure services for PY2019 Program Year was consistent with WIOA requirement that 75 percent or more of funds must be spent on out-of-school youth; additionally, 20 percent of funding must be allotted to work experience activities.

As referenced in Workforce Implementation Guidance (WIG) PS-19-013 The Office of Workforce Development (OWD) submitted a State Waiver Request on May 13, 2019 to request that the requirement to expend at least 75 percent of funding on the Out-of-School Youth (OSY) population be lowered to 50 percent for both statewide and local activities. On July 19, 2019, the Employment and Training Administration approved the requested waiver for Program Years 2018 and 2019 (July 1, 2018 through June 30, 2020).

The Board requires that youth providers submit quarterly performance reports on the fiscal and programmatic aspects of delivering youth services, ensuring that the benchmarks are achieved annually in the Individual Employment Plan (IEP). The youth program will be informed by the local priorities, including career pathway work being undertaken by LWDA 13 over the course of this four-year plan.

Providers are encouraged to create inroads with supportive organizations so that additional youth are reached through the program, and it was a requirement of the procurement proposal that bidders supply Letters of Support to solidify the relationships that their organizations/businesses held with entities that work directly with the demographics of young adults. The Board recognizes that this represents a large talent pipeline and an opportunity to invest in the future workforce generation.

The Board will continue to advocate for programming that promotes workforce development of youth with barriers to employment and education. One current service provider focus programming on youth with disabilities. High School High Tech works solely with youth that have diagnosed disabilities. Their staff have developed relationships with local employers to establish work opportunities for youth participants, many whom have never held a job before.

Broken Shackles is a provider that is new to LWDA 13’s youth network. They partner with Department of Juvenile Justice to exclusively serve youth that are an offender or juvenile delinquent. Broken Shackles provides career services and guidance to help youth develop transferable skills for eventual unsubsidized employment.
LWDA 13 Youth Program Providers/Sub-recipients are required to narrate in their program design that the following activities-14 Program Elements are either administered to youth participants or referred to partner agencies as appropriate:

1. Tutoring, study skills training
2. Alternative secondary school services, or dropout recovery services
3. Paid and Unpaid Work Experience
4. Occupational Skill Training
5. Education offered concurrently with and in the same contexts workforce preparation activities and training
6. Leadership development opportunities
7. Supportive services
8. Adult Mentoring
9. Follow-up Services
10. Comprehensive guidance and counseling
11. Financial Literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information
14. Activities that help youth prepare for and transition to post-secondary education and training

LWDA 13 focuses on Out-of-School Youth, as well as WIOA’s Youth program outcomes—remediation of basic skills, attainment of HS/GED, gaining industry-recognized skills and credentials that will lead to in-demand, self-sustaining employment.

**Implementation of Work-Based Learning Initiatives**

As in-demand occupations grow and the skills gap widens, employers have an increased need for skilled positions and training programs. Work-based learning strategies are essential for students to acquire work experience, as well as adults who have outdated or limited work experience. Work-based learning activities include work experiences, internships, and OJT as detailed in section 2 under the Service and Delivery Training heading. Based on assessment of need in LWDA 13 the High Demand Career Initiative helped to develop the regional sector strategies; advance/manufacturing, healthcare, and information technology. Apprentices commit to long- and short-term programs leading to varied certificates and degrees, according to the various skill levels in that career pathway. In many cases the participant is training/working in their field of study while completing the apprenticeship training or possibly gain full-time employment when released from the training.

LWDA 13 supports a variety of work-based learning services, which provide employers an opportunity to customize the training offered to future employees based on the tasks and functions required for the job. This allows for the transition from education to employment while connecting with employers.

**Provision of ITAS**

Training services, whether accessed by ITAs, or under contract, will be provided in a manner that maximizes informed consumer choice in selecting an eligible training service provider in accordance with the goals and objectives outlined in the client’s individual employment plan. LWDA Case Managers will assist the customer with career choices; however, the ultimate decision rests with the customer. Priority consideration shall be given to programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area as identified by the local board through the use of Labor Market Information (LMI), and Local In-Demand Reports.
All participants are given an orientation to WIOA services, and then given the opportunity to ask any one on one questions they may have pertaining to their chosen career choice. Application packets are available during orientation and are accessible on WorkSource East Central Georgia’s website; www.ecgwdc.org. After general eligibility documentation have been collected or uploaded into the VOS system, a participant may be served with career services. Labor market and ETPL information may be shared during a one-on-one in person interview. The participant seeking training services schedules an appointment with a case manager to complete the intake process to justify financial assistance needs. The case manager will present all required documents to the LWDA 13 Review Team where eligibility and suitability will be determined. If the participant is deemed eligible and suitable for the requested training the case manager will notify the participant of approval.

*ITA Policy Appendix # 6

**Entrepreneurial Skills Training and Microenterprise Services**

The one-stop partners in WorkSource East Central Georgia Local Workforce Development Area 13 represent various programs and funding sources. The Board strives to support workforce development activities in the area so that economic development activities are supported throughout our Area. We will do this by:

- Inviting the participation of all one-stop partners in regular meetings;
- Sharing relevant information with economic development organizations in our area;
- Making regular reports to our Local Elected Officials Board.

Regarding Entrepreneurial Skills Training and Microenterprise Services our goal will be to supplement, support, and expand the availability of such training and services in our 9-county area. During the 4-year period of our Local Plan the goals for supporting microenterprise services include; determine the scope and scale of microenterprise services available through our one-stop partners and others. Make available small business trainings offered through UGA Small Business Administration, Augusta-Richmond County Local Small Business Opportunity Program (LSBOP), hosts Business Development Workshops, etc.

LWDA 13 One-Stop Operator and business services team will develop appropriate linkages to provide microenterprise support for eligible participants Adult, Dislocated Worker, and Youth programs. LWDA 13 is poised to support this statewide initiative.

**Coordination with Education Programs**

The LWD Board membership includes adult education with higher education officials from Augusta Technical College and Oconee Fall Line Technical College. Athens Technical College is also a partner in the service area. Direct linkage is available for all partners when not onsite.

Through an MOU Agreement, partners meet to establish what services each partner offer to avoid duplication of services, coordinating both Career and Training Services. For those services not offered through the One-Stop System, a referral process is in place to facilitate addressing the needs of the customer. WSECG work with Title II and Perkins providers in the region. The Board work with the education partners to ensure training programs meet the demand of the employers.

**Description of Supportive Services**

**Coordination of Supportive Services Locally**
WSECG Workforce Board continues to provide supportive services to WIOA recipients giving every opportunity for successful completion of their in-demand chosen trainings and or career services.

Supportive Services may only be provided to individuals who are enrolled in the WIOA program and are receiving career services and/or training services and are unable to obtain supportive services through other programs providing such services. (WIOA, Section 134(d)(2) and (3)) Supportive Services are designed to provide a participant with the resources necessary to enable their participation in career and training services. Supportive Services may be made available to any participant in WIOA Title I career or training activities. Adult, Dislocated Worker, and Youth participants must be participating in staff assisted basic career services, individualized career services, and/or training services to continue to receive supportive services.

WSECG Workforce Board continues to provide supportive services to WIOA recipients giving every opportunity for successful completion of their in-demand chosen trainings. Supportive services are funded by LWDA 13 WIOA program; additional assistance can be provided through a referral process direct linkage is available through community service partners. LWDA does what is necessary to ensure the individual has the resources to complete the training program and enter into gainful employment.

*Supportive Services Policy Appendix # 5

Social Service Programs Coordination

LWDA 13 have a common goal with social service programs; to help low-skilled, low-income and/or low-wage individuals find and keep sustainable employment. These barriers can be overcome with WIOA assistance in training, supportive services and social skills development. In the next decade jobs that are created is expected to require at least some education or training beyond high school. Through expanded access to education and training for recipients of social service programs who have limited skills or earn low wages is critical to helping participants transition into economic self-sufficiency.

Coordination with Core Partners

Description of the Workforce System

LWDA 13 consist of WIOA Board members, from both public and private industries. Representatives from each core program are also members of the Local Workforce Development Board. The Comprehensive One Stop Operator is procured through an RFP process. The local board approves contracts which offers both businesses and job seekers access to a full range of workforce development services and benefits.

WSECG has a referral process in place; when completed by participant the document will be sent to the identified contact person within partner organizations.

The system allows customer's access to basic career services, telephone access, publications and other media resources and information, providing information about the labor market and unemployment insurance, as well as information about Partner Programs. The customer engages in a Self-Service System which allows for a broader customer choice. The Local Workforce Development Board will continue to work closely with education, business and with other Partners to identify the potential workforce shortage. The workforce system Partners continue to collaborate to determine the services that are needed and how each partner should assist business and job seekers in improving the education and training skills that will help overcome barriers to employment.
The one stop system can accommodate the Older workers who often need retraining, skills enhancement, work experience and job search assistance. The Youth customer is provided with information to make career and school decisions. The information may include career exploration and training, basic work skills, and making the transition from school to work. For Youth, the One-Stop System may provide Work Experience as well as informed educational services that not only provide academic and social skills but also prepare students for the workforce. The local board will utilize the partnership of regional/local adult education programs to inform clients of educational opportunities and programs through enrollment in foundational and secondary education preparation classes, as well as English as a Second Language instruction. LWDA houses a GED Tutor onsite to meet participant and employer needs.

LWDA will align with high-impact sector partners more closely. HDCI is the guiding force by working closer with public schools and technical colleges to develop flexible and responsive career pathways for both youth and adults. This will provide workers multiple entry and exit steps along the career ladder and cultivate the talent pipeline for employers.

**Coordination with Wagner-Peyser**

WorkSource Georgia and Georgia Department of Labor currently have separate, agency-specific data systems to handle management and reporting; at this time these systems do not exchange data in real time. However, strengthening linkages between the one-stop delivery system and unemployment insurance Employ Georgia maximizes all available resources and tools to ensure that all job seekers will have full access to jobs and filing of UI claims. Wagner-Peyser career services advisors, along with WIOA career advisors, provide a variety of high quality career services in a customer-centered approach environment to include, but not limited to: job search navigation, job ready assessment, vocational counseling, labor market information, and workforce development duties associated with the employability development of its customers. Services are delivered in one of three modes including (1) self-service, (2) facilitated self-help services and (3) staff assisted service delivery approaches. Depending on the needs of the labor market, other services, such as job seeker assessment of skill levels, abilities, and aptitudes, career guidance (when appropriate), job search workshops, and referral to training may be available when deemed appropriate. July 2015, WorkSource East Central Georgia and Georgia Department of Labor co-located to better serve our customers in one location.

The One Stop Operator participate in partner meetings in their service area and have a resource referral processes in place. These meetings offer an opportunity to share agency service information and provide customer referrals. Partner agencies provide information on programs/services to Career Resource Centers for publication in the center and distribution to all customers. Through its relationships with educational institutions and training providers, including those operating under the Carl D. Perkins Career and Technical Education Act of 2006, (Athens, Augusta and Oconee Fall Line Technical Colleges), helps individuals gain access to vocational, educational, and occupational training programs so they can get the skills and certifications they need to secure employment in key sector and emerging occupations.

**Coordination with Adult Education**

**Local Board Coordination of Workforce Development Activities**

The Local WDB is vested in Title II Adult Education, to uplift and put forth every effort to create a successful labor force. Representatives of Adult Education (Augusta and Oconee Fall Line Technical Colleges) is well represented on the Local WDB Board in addition to an on-site GED Tutor housed at the One Stop.
LWDA 13 recognizes the value of adult education and its critical role in the success of individuals in the labor force. If participants are identified as lacking a high school diploma or English language proficient, they will be referred to the Adult Education program (use of referral form). Adult education is an important part of One Stop MOU.

**Coordination with Vocational Rehabilitation**
A Vocational Rehabilitation representative is on the Local WDB Board and on-site at the Comprehensive One Stop at least once a week. Through co-location with WorkSource East Central Georgia’s One Stop.

Vocational Rehabilitation provide a wide range of services to empower people with disabilities to achieve their employment goals, independent living, and self-reliance. LWDA 13 provide full accessibility to sites and services. Staff have received training regarding assistive technology in resource room. Vocational Rehabilitation Services is the primary community rehabilitation provider partners for training and mutual referrals.
Centers have specific workstations with adaptive technology and software, plus additional adaptive equipment for individual use within the center and a resource services manual. Refer to page 8 section (c) for additional information.

**Performance, ETPL and Use of Technology**

**Description of Performance Measures**

WIOA mandates six performance measures for its core programs. Performance measures are calculated using the following methodology:

**Entered Employment Quarter 2** - Measures the percentage of participants who are in unsubsidized employment during the second quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the second quarter after exit.

**Entered Employment Quarter 4** - Measures the percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the fourth quarter after exit.

**Median Earnings Quarter 2** - Measures the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

**Credential Attainment Rate** - Measures the percentage of participants who obtained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year of exit from the program.

**In-Program Skill Gains** - Measures the percentage of participants who, during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains, which are defined as documented academic, technical, occupational, or other forms of progress toward such a credential or employment.
Effectiveness in Serving Employers: Measures the state workforce system’s effectiveness in serving employers by evaluating the employee retention, employer penetration and repeat business customer rates.
Refer to Appendix #2 - WSECG Board’s PY18/PY19 agreed upon Performance Goals

*Performance levels for PY20/PY21 have not been negotiated.

One-Stop System Performance and Assessment

WorkSource East Central Georgia LWD Board will regularly review the performance of and its one-stop system and service providers. The Adult and Dislocated Worker employment and training activities are assessed on a measurement of performance standards negotiated between the local board and TCSG Office of Workforce Development. The Board will work with partners and service providers to review performance standards and enhance program effectiveness. Adult and Dislocated Worker activities consist of Basic Career Services, Individual Services and Training Services.

ETPL System

Public Notification to Prospective Providers
ETPL applications are accepted by the local WDB at any time during the program year. The applications are evaluated and reviewed at regularly scheduled WIOA board or committee meetings as per local policy. A link to the TCSG Eligible Training Provider application is posted on WorkSource East Central Georgia LWDA 13 website.

Evaluation of Providers and Proposed Training Programs
LWDA evaluates providers and proposed training programs for initial eligibility. Applications will be reviewed and evaluated by the WorkSource East Central Georgia Workforce Development Board (WDB). If the program application is approved by the WDB, the program is submitted to the OWD for review, approval, and if approved placement on the State ETPL.

Formal Appeals Process
(for aggrieved ITA customers and providers of unapproved training programs)
The ETP appeals process begins at the local level, once the ETP file an appeal with the LWDB, received a written resolution, and is dissatisfied with the LWDB’s resolution, the ETP may file second level appeal with the State Workforce Development Board (SWDB). The procedures are outlined in WorkSource East Central Georgia ETP Policy.

*ETP Policy Attachment #7.

Grievances are filed in accordance with the written procedures established by the LWDB. Any complaint by an individual, group, or organization is first addressed informally before a grievance is filed. Grievances are filed in accordance with the written procedures established by the LWDA. Once a grievance has exhausted the local procedures, the board follows the guidelines established by the state. If a complainant receives an unfavorable decision by the local hearing officer, the complainant has a right to request a review by the state, using the WIOA Grievance Process. The Grievance and Complaint Procedure is provided to all customers and vendors.

*Grievance Procedure Appendix #8
Ongoing Process Used to Update ETPL Data
The performance of all training institutions with participants enrolled in WIOA is monitored through the Georgia Work Ready Online Participant Portal (GWROPP). Each training provider is responsible for providing updated information, through the VOS ETPL website, on its programs listed through the Local Board. Vendors may be removed from the ETPL if monitoring reveals non-compliance with the Act or poor performance and other violation noted in the local or state policy. The WDB uses state data along with participant data collected from all vendors using the participants’ completion rate. Data indicating the number of participants entering employment is also evaluated. If performance falls below the local area standards (as negotiated with TCSG Office of Workforce Development), the provider is notified that corrective action is needed and/or participant enrollment is ceased.

*ETPL Policy Appendix #7

Regional Policies or Agreements for ITAS or Training Providers
N/A

Track and Manage ITA Activity
Career Advisors are assigned to each participant that receives an ITA activity. LWDA 13 utilizes the WorkSource Georgia Portal (VOS) to maintain and track all WIOA funded programs. All career and supportive services are entered and tracked in the VOS. This local area uses Abila Accounting Software to track and manage ITA spending activity. Once an ITA is approved, the funds are tracked by LWDA 13’s accounting staff to ensure that invoices reflect only what has been approved in the ITA, and that costs do not exceed the cap. Any request for additional funds (or) to add additional training time to an ITA requires approval by the Director/Assistant Director. These processes are tracked internally with voucher form(s), edit request, and ITA documents.

LWDB Statewide ETPL Policy
The ETP application process is intended to develop a statewide list of qualified training providers who offer a wide range of occupational skills trainings, educational and apprenticeship programs. In order to remain in good standing on the ETPL is contingent upon successful placement of enrollees. The WDB has established a lifetime maximum limit for ITAs. Training must be in occupations identified by the WDB as demand occupations or through approval of exceptions, as stated in the area’s ETPL application package. Training must be full-time as indicated in the program guidelines and the maximum length of training is 104 weeks, unless approved by the Executive Director.

Out-of-area training programs/institutions must be on the state-approved provider list. The statewide list includes qualified training providers who offer a wide range of educational programs, including classroom, and apprenticeship programs.

Registered Apprenticeship Programs Added to ETPL
Under WIOA, Registered apprenticeship programs are automatically eligible as WIOA training providers. Under WIOA, all Registered Apprenticeship (RA) programs that are registered with the USDOL Office of Apprenticeship (OA) are automatically eligible to be included on the State Eligible Training Provider/Program List. RA programs are not subject to the same application and performance information requirements nor subject to a period of initial eligibility as other providers because they go through a detailed application and vetting procedure to become a registered apprenticeship program sponsor with USDOL/OA. All RA programs will be informed of their
automatic eligibility to be included on the list and will be provided an opportunity to consent to their inclusion, before being placed on the State ETPL. There are no WIOA performance requirements for RA programs and RA programs are not required to provide ongoing reports to the state or local boards.

*TCSG-WorkSource Georgia-Registered Apprenticeship ETPL Information

Implementation of Technology

Technology Used to Enhance Customer (participant and business) Experience

WSECG comprehensive one-stop and is available to customers five days a week; 8:00 am to 4:30 pm. The One Stop Operator ensures linkage to partner agencies through a referral process. User friendly computers allows for self-registration and serves as the foundation for WIOA information and programs. Events that are scheduled include recruitment fairs, workshops, community training programs, etc. Most of the service delivery area is rural and have minimal internet access. Many residents lack the resources to bring internet into their homes and rely on their cellular devices and the technology provided in LWDA 13. Participants are able to connect to WorkSource East Central Georgia’s website for information on programs offered; and the WorkSource Georgia Online Participant Portal for registration and self-paced trainings/tutorials. All access point computers have internet access for job seekers and are open to the public. Events that are scheduled include recruitment fairs, workshops, community training programs, etc.

During this pandemic WSECG Board is exploring the use of Virtual Job Fairs; giving participants and businesses to all available resources. To continue to serve the public virtually the WIOA application and upload process is also online. Training through TCSG have been completed giving WSECG Board staff the ability to complete the intake process virtually.

State Initiatives and Vision

State Branding

WSECG LWDB have adapted and utilized the WorkSource Georgia single, statewide brand for workforce services in order to promote uniformity and increase access to services. WSECG LWDA 13 have applied the local brand to the local boards and the Comprehensive One-Stop center.

WorkSource East Central Georgia

WSECG LWDB utilizes the official state unified brand as prescribed in WIG PS-16-002, the WorkSource Georgia Unified Branding Standards Manual.

Priority of Service

Identify administration of the state’s priority of service policy

WSECG Board ensures compliance of priority of service policy requirements under Section 680.600 of the Workforce Innovation and Opportunity Act (WIOA) Final Rules and Regulations and Technical College System of Georgia Workforce Implementation Guidance (WIG) Letter #PS-15-004 require that statutory priority for Individualized Career and Training Services under the WIOA Adult Funding Stream be given to otherwise eligible individuals who are also Recipients of Public Assistance, Low Income and/or Basic Skills Deficient (the WIOA Priority Groups). Under WIOA, this priority applies to the Adult Funding Stream, only, and is afforded automatically to the group of individuals. For this Policy, “Basic Skills Deficient” is defined as an individual who 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, as stipulated under Section 3(5)(B) of WIOA. Public Assistance and Low Income are defined under WIOA Sections 3(50) and 3(36), respectively, and in WIG #PS-15-004. WIOA services may be provided to other individuals who are not members of the Priority Group after priority has been provided, if such services have been determined appropriate for the individuals by WorkSource East Central Georgia Staff.

A “Veteran” defined under WIOA Section 3(63)(A) and 38 Jobs for Veteran Act 38 U.S.C. 4215 as an individual who served in the active military, naval or air service and who was discharged or released wherefrom under conditions other than dishonorable, and who also meets the statutory Adult Funding Stream Priority Group requirements, is to receive First Priority for services. In addition, a Spouse of any Veteran who died of a service connected disability; of any Veteran who has a total disability resulting from a service connected disability; of any Veteran who died while a disability so evaluated was in existence; or, any member of the armed forces serving on active duty who, at the time of application for assistance, has been listed for a total of ninety (90) or more days as either missing in action, captured in the line of duty by a hostile force or forcibly detained or interned in the line of duty by a foreign government or power, is to be considered as an Eligible Spouse, and if such individual meets the above Adult Funding Stream Priority Group requirements, is also to receive First Priority.

Alignment of State Goals

a. Utilize Sector Partnerships to Guide Strategies and Coordination

Sector partnerships bring together multiple employers within an industry to collaborate with colleges, schools, labor, workforce agencies, community organizations, and other community stakeholders to align training with the skills needed for that industry to grow and compete. Sector partnerships can facilitate career advancement for all workers by creating an opportunity engine that will sustain a public-private partnership with business, education and community-based partners. The utilization of the High Demand Career Initiative is the catalyst that bring multiple employers with our designated sectors together to collaborate with colleges, schools, labor and community stakeholders. Advanced Manufacturing, Healthcare and Information Technology are the sector for LWDA 13. Career pathways are instrumental in building the future workforce.

b. Further Develop Regional Integration

As a region LWDA 13 supports the statewide universal forms process to include but not limited to; coordinated participant intake and eligibility, as well as common business service forms and processes. LWDA 13 will continue to improve and enhance resources to accomplish seamless service delivery throughout the region. COVID19 pandemic gave WSECG the opportunity to meet and serve customers virtually.

c. Increase Statewide Prosperity

LWDA 13 support Governor Kemp’s commitment to initiatives that spur growth for all parts of the state to create an opportunity for the workforce system to thrive in its mission to serve individuals and employers. WSECG Board recognizes the best asset to increase statewide prosperity is the citizens in our nine-county area. Through the One Stop System, local area partners, the local workforce and local elected official boards LWDA 13 will continue to strive to reach as many businesses as possible. WIOA programs and initiatives such as work-based learning, Rapid Response, Customized Recruitment, and Registered Apprenticeships are shared with businesses in an effort to afford the employer an opportunity to train or upskill their employees. An infrastructure agreement consisting of core partners are positioned to assist in the increase of Georgia’s statewide prosperity. WSECG will work to increase access points to better serve individuals and businesses in rural/remote areas. This greatly enhances the workforce

Region 7 Workforce Development Plan
system’s ability to serve rural Georgia and increase statewide prosperity. This greatly enhances the workforce system’s ability to serve rural Georgia and increase statewide prosperity.

d. **Align Workforce and Education Systems**

The Governor’s goals of the alignment of workforce and education can reduce unemployment and unfilled jobs in the local communities, creating the opportunity for long and short term needs to be met. Reaching the underserved communities is a priority while meeting their employment, training and education needs to assist in building a ladder to success. Through collaborations the workforce system, secondary education, postsecondary institutions, and employers the focus will be on creating a career focused alignment from cradle to career for individual in the local area. The creation of career pathways is essential when identifying critical current and future occupations. All WIOA core partners are committed to further aligning training services provided through the workforce system with education partners to best serve companies and individuals looking to play key roles in the economy of today and tomorrow.

e. **Address a Tightened Labor Market**

Georgia’s workforce system is the ideal place to train and prepare working age civilian population for inclusion in the labor market. In order to identify and serve individuals who are not considered active in the workforce system, the core WIOA partners continue to work to promote resources and opportunities among strategic populations. These populations include, but are not limited to, transitioning veterans, opportunity youth, returning citizens, English language learners, individuals who are basic skills deficient, and individuals with disabilities. The barriers to employment can be assessed and the needs can be met through LWDA and our partners. The empowerment of individuals to realize their full potential through meaningful education, training, and work is the workforce systems goal. The local area strategic population will continue to have the resources and opportunities for advancement within the workforce system. The Board is always exploring new and innovative avenues to reach any citizen in need of the services provided through the one stop system.
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Area 12 - Appendix 2: Equal Opportunity & General Grievance

Equal Opportunity and General Grievance
For Applicants, Participants, Other Interested or Affected Parties

SECTION I: Equal Opportunity Complaint Policy
SECTION II: General Grievance Policy
SECTION III: Complaints of Fraud, Abuse, or Other Alleged Criminal Activity
SECTION IV: Complaints against Public Schools

I. EQUAL OPPORTUNITY COMPLAINT POLICY

WorkSource Central Savannah River Area RC/Area 12 (Recipient) adheres to the following United States law: “Equal Opportunity Is the Law”. It is against the law for this recipient of Federal financial assistance to discriminate on the following basis: 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 (WIOA), on the basis of the individual’s citizenship status or participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas: (1) Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; (2) providing opportunities in, or treating any person with regard to, such a program or activity; or (3) 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.

What To Do If You Believe You Have Experienced Discrimination

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

- The recipient’s Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW. Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Website at www.dol.gov/crc.
- If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center.
- If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).
- If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint
within 30 days of the date on which you received the Notice of Final Action.

A complaint is an allegation of discrimination on the grounds a person, or any specific class of individuals, has been or is being discriminated against on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69. An allegation of retaliation, intimidation or reprisal for taking action or participating in any action to secure rights protected under WIOA will be processed as a complaint.

Note: A complaint cannot be processed as both a program complaint and as a discrimination complaint.

FILING COMPLAINTS OF DISCRIMINATİON (under Equal Opportunity Complaint Policy)

Who May File: Any person requesting aid, benefits, services or training through the WorkSource Central Savannah River Area RC workforce system; eligible applicants and/or registrants; participants; employees, applicants for employment; service providers, eligible training providers (as defined in the Workforce Innovation and Opportunity Act), and staff with the workforce system that believes he/she has been or is being subjected to discrimination prohibited under the Nondiscrimination and Equal Opportunity Provisions 29 CFR Part 38 and Section 188 of the Workforce Innovation and Opportunity Act (WIOA).

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

Kiki S. Murray, EO OFFICER
WORKSOURCE CENTRAL SAVANNAH RIVER AREA RC
3626 Walton Way, Suite 300
Augusta, Georgia 30909
(706) 210-2000
kmurray@csrarc.ga.gov

Each complaint must be filed in writing, either electronically or in hard copy, and must contain the following information:

(A) The complainant’s name, mailing address, and, if available, email address (or another means of contacting the complainant).

(B) The identification of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination).

(C) A clear description of the allegations in sufficient detail including the date(s) and timeline that the alleged violation occurred to allow the recipient, as applicable, to decide whether: (1) what agency has jurisdiction over the complaint; (2) the complaint was filed in time; and (3) the complaint has apparent merit; in other words, whether the complainant’s allegations, if true, would indicate noncompliance with any of the nondiscrimination and equal opportunity provisions of WIOA or part 29 CFR Part 38.

(D) The written or electronic signature of the complainant or the written or electronic signature of the complainant’s representative.
Complaint Processing Procedure

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

1. Acknowledgement of complaint received including date received; notice that the complainant has the right to be represented in the complaint process; notice of rights contained in §38.35; and notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.

2. A written statement of issue(s) which includes a list of the issues raised in the complaint; for each issue, a statement of whether or not the issue is accepted for investigation or rejected and the reasons for each rejection after performing a period of fact-finding.

3. Notice that the complainant may resolve the issue through Alternative Dispute Resolution (ADR) any time after the complaint has been filed, but before a Notice of Final Action has been issued.

If the complaint does not fall within the Workforce Innovation and Opportunity Act jurisdiction for processing complaints alleging discrimination under Section 188 or Equal Opportunity and Nondiscrimination provisions at 29 CFR Part 38.74, the complainant will be notified in writing within five (5) business days of making such determination. The notification shall include the basis of the determination as well as a statement of the complainant’s right to file with the Civil Rights Center (CRC) within thirty (30) days of the determination.

Upon determination that the complaint has merit and is within the Workforce Innovation and Opportunity Act jurisdiction and period of fact-finding or investigation of the circumstances underlying the complaint.

Complaint Processing Time Frame

A complaint will be processed and Notice of Final Action issued within ninety (90) days of receipt of the complaint pursuant to 29 CFR 38.72. Complainant may elect to file his or her equal opportunity complaint with the Technical College System of Georgia (TCSG) Office of Workforce Development (OWD). TCSG OWD’s contact information is as follows: Compliance Director, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304, (404) 679-1371, wioacompliance@tcsg.edu.

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

OR

Complaints may be initially filed or appealed to the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210 or electronically as directed on the CRC website at www.dol.gov/crc within thirty (30) days of complainant’s receipt of either WorkSource Central Savannah Area River Area RC/Area 12 Notice of Final Action or TCSG Notice of Final Action. In other words, within one hundred twenty (120) days Complainant may file his or her appeal.

Resolution Process

Alternative Dispute Resolution: Complainant must be given a choice as to the manner in which they have their complaint resolved. After an investigation is conducted by the Equal Opportunity Officer, ADR may be chosen by the complainant to resolve the issues, as long as a Notice of Final Action has not been issued. Mediation is recommended ADR and will be conducted by an impartial mediator. Complainant must notify the Equal Opportunity Officer within ten (10) days of receiving the Notice of Issue Statement letter of whether ADR is selected to resolve the dispute. WorkSource Central Savannah Area River Area RC/Area 12 will provide an impartial mediator and will provide interested parties information regarding the arrangements (date, time, and location).
Time Frame: The period for attempting to resolve the complaint through mediation will be thirty (30) days from the date the complainant chooses mediation; but must be performed within ninety (90) days of the initial filing date.

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

Unsuccessful Mediation: In the event mediation was not successful, WorkSource Central Savannah River Area RC/Area 12 shall proceed with issuing a Notice of Final Action within the ninety (90) day limit.

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

Breach of Agreement: Any party to any agreement reached under ADR may file a complaint in the event the agreement is breached with Compliance Director, Technical College Systems of Georgia, Office of Workforce Development, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304 or Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210. The non-breaching party may file a complaint within thirty (30) days of the date that party learns of the alleged breach (29 CFR 38.72).

II. GENERAL GRIEVANCE POLICY

Any person applying for or receiving services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by WorkSource Central Savannah River Area RC/Central Savannah River Area RC Workforce Development Board (CSRARCWDB) will be treated fairly. WorkSource Central Savannah River Area RC/Area 12 will make every effort to resolve all general, non-discriminatory complaints informally between those involved before a grievance is filed. Grievances may be filed in accordance with the written procedures established by WorkSource Central Savannah River Area RC/CSRARCWDB. If you believe a violation of Title I of Workforce Innovation and Opportunity Act or regulations of the program has occurred, you have the right to file a grievance.

A grievance is a complaint about customer service, working conditions, wages, work assignment, etc., arising in connection with WIOA Title I funded programs operated by WIOA recipients including service providers, eligible training providers, one-stop partners and other contractors.

FILING A GENERAL GRIEVANCE (violations of the act or regulations not alleging discrimination)

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

Any person may attempt to resolve all issues of unfair treatment by working with the appropriate manager and/or supervisor and staff member, service provider, or one-stop partner involved informally prior to a written grievance being filed.

All complaints as described in the previous definition may be filed within one hundred twenty (120) days after the act in question by first completing and submitting the General Grievance Form to:

Kiki S. Murray, EO OFFICER
WORKSOURCE CENTRAL SAVANNAH REGIONAL AREA RC
3626 Walton Way Extension, Suite 300
Grievance Processing Procedure
A complaint may be filed by completion and submission of the General Grievance Form located [www.csrarc.ga.gov](http://www.csrarc.ga.gov). WorkSource Central Savannah River Area RC will issue a written resolution within sixty (60) days of the date the complaint was filed. Pursuant to Section 181 of the Workforce Innovation and Opportunity Act, WorkSource Central Savannah River Area RC/Area 12 shall provide the grievant with an opportunity for a hearing within sixty (60) days of the complaint’s filing, if requested in writing by the grievant. In the event a hearing is not requested, WorkSource Central Savannah River Area RC/Area 12 shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act were violated. In the event the grievant is dissatisfied with WorkSource Central Savannah River Area RC/CSRARCWDB’s decision, he or she may appeal the decision to the Technical College System of Georgia, Office of Workforce Development (OWD) within sixty (60) days of the date of the decision. If such an appeal is made, the OWD shall issue a final determination within sixty (60) days of the receipt of the appeal.

In the event WorkSource Central Savannah River Area RC/Area 12 does issue a written resolution within the sixty (60) days of the complaint’s filing as required, the grievant has the automatic right to file his or her complaint with the Technical College System of Georgia, Office of Workforce Development.

Hearing Process
A hearing on any complaint filed shall be conducted as soon as reasonably possible, but within sixty (60) days of the complaint’s filing. Within ten (10) business days of the receipt of the request for a hearing, WorkSource Central Savannah River Area RC/Area 12 shall: (1) respond in writing acknowledging the request to the grievant; and (2) notify the grievant and respondent of a hearing date. The notice shall include, but not limited to: (1) date of issuance; (2) name of grievant; (3) name of respondent against whom the complaint has been filed; (4) a statement reiterating that both parties may be represented by legal counsel at the hearing; (5) the date, time, place of the hearing, and the name of the hearing officer; (6) a statement of the alleged violation(s) of WIOA; (7) copy of any policies and procedures for the hearing or identification of where such policies may be found; and (8) name, address, and telephone number of the contact person issuing the notice.

The hearing shall be conducted in compliance with federal regulations. The hearing shall have, at a minimum, the following components: (1) an impartial hearing officer selected by WorkSource Central Savannah River Area RC/CSRARCWDB; (2) an opportunity for both the grievant and respondent to present an opening statement, witnesses, and evidence; (3) an opportunity for each party to cross-examine the other party’s witnesses; and (4) a record of the hearing which WorkSource Central Savannah River Area RC/Area 12 shall create and maintain.

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

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

Appeal Process
An appeal may be requested by contacting the Technical College System of Georgia, Office of Workforce Development, Attention: Compliance Director, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304, (404) 679-1371, wioacompliance@tcsg.edu within sixty (60) days of the date of the decision.
III. COMPLAINTS OF FRAUD, ABUSE, OR OTHER ALLEGED CRIMINAL ACTIVITY

In cases of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644 or inspector.general@oig.ga.gov.

IV. COMPLAINTS AGAINST PUBLIC SCHOOLS

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

I CERTIFY THAT I HAVE RECEIVED A COPY OF THIS POLICY AND PROCEDURE AND UNDERSTAND THE INFORMATION PROVIDED WITHIN THIS DOCUMENT.

_________________________________________        ____________
Participant Signature                        Date

_________________________________________
Print Name

_________________________________________
Signature

_________________________________________
Parent/Guardian
Policy# 2014-1004

Priority of Service – Veterans and Spouses

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

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

1. Veteran - an individual who has served at least one day in active military, naval or air service, and was discharged under “other than dishonorable” conditions. This includes full-time duty in the National Guard or a Reserve component, except full-time duty for training purposes.

2. Eligible spouse - the spouse of:
   a. Any veteran who died of a service-connected disability;
   b. Any member of the Armed Forces servicing on active duty who, at the time of the spouse’s request for priority has been listed for at least 90 days as: missing in action; captured in line of duty by a hostile force; or forcibly detained or interned in line of duty by a foreign government or power;
   c. A veteran who has a total disability resulting from a service-connected disability (as determined by the Department of Veterans Affair); or
   d. A veteran who died while a total disability, resulting from a service-connected disability, was in existence.

Priority of service means a veteran and eligible spouse (covered person) shall take precedence over non-veteran or non-eligible spouse (non-covered person) for the receipt of Workforce Investment Act (WIA) services. “Take precedence” shall mean:

   a. The covered person will receive access to the service before a non-covered person, or

   b. If the service is limited, the covered person will receive access to the service instead of a non-covered person. Priority of service does not change the intended function of a program or service. A covered person must meet all statutory eligibility and program requirements to participate in or receive a program or service.

   e. Priority of service begins at reception or other initial point of entry to the One-Stop System. WIA staff will ask each individual, when first accessing services, if he or she is a veteran or eligible spouse. Individuals that identify themselves as covered persons are not required to verify their status as veterans or eligible spouses at the point of service entry, unless they immediately undergo eligibility determination and formal enrollment into a program.

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

a. A DD 214 (Discharge Papers and Veterans Separation Documents).

b. An official notice issued by the Department of Veterans Affairs establishing entitlement to a disability rating or award of compensation to a qualified dependent.

c. An official notice issued by the Department of Defense that documents veteran status or spousal rights.

d. An official notice issued by state veterans’ service agency that documents veteran status or spousal rights.

f. Once identified, the Case Manager will update a covered person’s work history and skills profiles on the Georgia Workforce System (GWS) during core services if the individual does not pursue additional services. The Case Manager will ensure veterans and eligible spouses are made aware of the following:

a. Their entitlement to priority of service.

b. The full array of employment, training and placement services.

c. Applicable eligibility requirements for programs and services.

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

2. The priority of service for a covered person under our intensive and training services limited funding/priority of service policy are as follows:

a. Priority I: Veterans/Eligible Spouses and Public Assistance recipients and other low income individuals at or below poverty level – Allocate 75% of ITA and supportive service WIA dollars. Low Income veterans/eligible spouses and Public Assistance recipients will receive first priority over non-veterans. (Dislocated Workers who are veterans/eligible spouses will receive first priority over non-veterans).

b. Priority II: Individuals whose incomes are between 101% and 125% of the Poverty Level. Allocate 25% of the ITA and support service WIA dollars. Veterans/eligible spouses will receive priority over non-veterans. (Dislocated Workers who are veterans/eligible spouses will receive priority over non-veterans).

3. The CSRA RC staff will monitor the delivery of priority services to veterans/eligible spouses receiving WIA services by reviewing monthly reports, Web FOCUS reports, file reviews and observing daily activities and providing pertinent training to all staff. Staff will also review a percentage of all customer files to ensure appropriate documentation of veteran and eligible spouse status.

4. The CSRA RC will coordinate quarterly or semi-annual meetings between WIA staff and Career Center veteran staff (DVOPs and LVERs) to address concerns, best practices and potential enhancements to service integration.
Area 12 - Appendix 4: Procurement

Procurement Policies

POLICIES
It will be the responsibility of the Commission's Executive Director to assure compliance with applicable federal, state, and local laws, rules, and regulations. The terms bidder, applicant, offeror, and responder are, for the purposes of these procurement policies, used interchangeably. The terms bidding, soliciting, and procuring are used interchangeably. The terms bid, response, offer, proposal, and application are used interchangeably.

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

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

PROCEDURES
These procedures shall, at a minimum, provide that, The Regional Commission avoid purchasing unnecessary items; Where appropriate, an analysis is made of lease and purchase alternatives to determine which would be the most economical and practical procurement for the Regional Commission; and Solicitations for goods and services include the following:

- A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features which unduly restrict competition.
- Requirements which the responder must fulfill and all other factors to be used in evaluating bids or proposals.
- A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
- The specific features of "brand name or equal" descriptions that responders are required to meet when such items are included in the solicitation
- The acceptance, to the extent practicable and economically feasible, of products and services dimensioned in the metric system of measurement if applicable.
- Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.

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

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

SUBRECIPIENT AND VENDOR RELATIONSHIPS
For the purposes of these Procurement Policies, the following definitions shall apply:
Subrecipient means a non-Federal entity that expends State or Federal awards received from a pass-through entity to carry out a State or Federal program, but does not include an individual who is a beneficiary of such a program. A subrecipient may also be a recipient of other State or Federal awards directly from a State or Federal awarding agency. Guidance on distinguishing between a subrecipient and a vendor is provided below.

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

Subrecipient and vendor determinations
(a) General. An awardee may be a recipient, a subrecipient, and/or a vendor. State and Federal awards expended as a recipient or a subrecipient would be subject to audit under relevant State and Federal auditing requirements. The payments received for goods or services provided as a vendor would not be considered State or Federal awards. The guidance in paragraphs (b) and (c) of this section should be considered in determining whether payments constitute a State or Federal award or a payment for goods and services.
(b) State or Federal award. Characteristics indicative of a State or Federal award received by a subrecipient are when the organization:
(1) Determines who is eligible to receive what State or Federal financial assistance;
(2) Has its performance measured against whether the objectives of the State or Federal program are met;
(3) Has responsibility for programmatic decision making;
(4) Has responsibility for adherence to applicable State or Federal program compliance requirements; and

CSRA Regional Workforce Development Plan
(5) Uses the State or Federal funds to carry out a program of the organization as compared to providing goods or services for a program of the pass-through entity.

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

1. Provides the goods and services within normal business operations;
2. Provides similar goods or services to many different purchasers;
3. Operates in a competitive environment;
4. Provides goods or services that are ancillary to the operation of the State or Federal program; and
5. Is not subject to compliance requirements of the State or Federal program.

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

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

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

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

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

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

Any purchase over $125,000 must be approved by the Regional Commission's governing Council. This approval will be documented in the minutes of the Council. Under no circumstances shall any such purchases be split to avoid these purchasing thresholds.

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

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

PURCHASE REQUIREMENT EXCEPTIONS
Any purchases of goods, services, or equipment that meet any of the following criteria do not have to follow the purchase threshold requirements outlined above:
- Purchases from vendors of goods, services, or equipment obtained under state contracts.
- Purchases of goods, services, or equipment from member jurisdictions.
- Purchases made through the Department of Administrative Services.
- Purchases made through the Georgia Technology Authority or with other state agencies and/or regional commissions providing goods, services, or equipment.
- Professional Services (such as legal services, information technology services, accounting or auditing services (unless otherwise required by applicable law), temporary employment services, and insurance brokerage services).
- Membership dues/subscriptions to relevant job/organization related associations, organizations, or entities. Annual software maintenance and/or update costs.
- Annual budgeted insurance costs.
- Utility costs.
- Other items specifically outlined and approved in the Commission's annual operating budget.
- Additionally, the issuance of any cooperative agreement, grant, or contract between the CSRA Regional Commission and any of its member jurisdictions shall not require any competitive procurement process.

RIGHT TO AUDIT

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

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

- Incorporate a clear and accurate description of the technical requirements for the material(s), supply(ies), product(s), or service(s) to be procured.
- Clearly set forth all requirements which responder must fulfill and identify factors to be used in evaluating responses to the procurement.
- Awards shall be made only to responsible responders who possess, at the Commission's sole discretion, the potential ability to perform successfully under the terms and conditions of a proposed procurement.
- Proposed procurement actions shall be reviewed by Commission officials, the Executive Director, and/or the Finance Officer to avoid purchasing unnecessary or duplicative items. Where appropriate, an analysis should be made of lease and purchase alternatives to determine which would be the most economical and practical procurement.
- The Commission shall perform a cost or price analysis in connection with every procurement action, which in the judgment of Commission officials, is of a material amount.
- The Commission shall maintain records sufficient to detail the significant history of all procurements that are material in amount. These records shall include, but are not necessarily limited to information pertinent to rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the cost or price.
- The Commission will insure that contractors and/or vendors perform in accordance with the terms, conditions, and specifications of their contract or purchase order.
- Affirmative steps shall be taken, if required, to assure that small and minority businesses are utilized where possible as sources of supplies, equipment, construction, and services.

AFFIRMATIVE STEPS
Affirmative Steps shall include the following:

- Including known qualified small and minority businesses on solicitation lists.
- Assuring that known small and minority businesses are solicited whenever they are potential sources.
- When economically feasible, dividing total requirements into smaller tasks or quantities so as to permit maximum small and minority business participation.
- Where the requirements/regulations permit, establishing delivery schedules which will encourage participation by small and minority business.
- Using the services and assistance of the Small Business Administration, the Office of Minority Business Enterprise of the Department of Commerce and the Community
Services Administration whenever required.

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

- Identify funds to be utilized in the project. Ideally, the project should be included in the budget, in which case it would have already received any necessary Council approval.
- Prepare and sign a purchase order request form (including relevant funding information in the description box) then forward to your supervisor for his/her approval.
- Submit the appropriate supporting documentation to your Department Head and to the Human Resources Director for further action.

Your supervisor may either approve or deny your request (in which case a disapproval notice is sent to you), or approve the request, and forward it to the Human Resources Director for a purchase order number. It is your responsibility to follow-up on all purchase order requests prior to purchasing any items included on the request.

(NOTE: YOU AS THE PURCHASER ARE RESPONSIBLE FOR ASSURING YOUR COMPLIANCE WITH THESE PROCEDURES. FAILURE TO DO SO MAY RESULT IN THE COST BEING DISALLOWED. THE COMMISSION MAY HOLD YOU FINANCIALLY RESPONSIBLE FOR A DISALLOWED COST.)

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

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

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

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

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

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

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

Identify the funds to be utilized in the procurement.

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

Prepare a Request for Proposals (RFP) or a Request for Qualifications (RFQ) package (to include the legal advertisement, the Executive Director’s memorandum of approval, and the relevant procurement documents) and submit to the Executive Director.
Director for his/her approval prior to releasing such documents to the public. All competitive procurement notices must be announced at least thirty (30) days prior to the deadline for acceptance of responses unless the Executive Director explicitly approves in writing a waiver of this requirement.

The procurement documents must outline the specifications for the procurement including, but not necessarily limited to the following: the date of any responder’s conference (if applicable), the due date and time for responses, the number of copies of the response to be submitted, and include a clear and accurate description of the technical requirements for any material(s), supply(ies), product(s), or service(s) to be procured. Identify how potential responders can obtain copies of the RFP/RFQ; and set forth all requirements which responder must fulfill; and identify factors to be used in evaluating responses to the procurement, specifically noting that the CSRA Regional Commission will evaluate each Response, choosing the one that, in the CSRA RC’s sole discretion, is the most responsive Response for the particular contract, best addresses the work to be performed, taking into consideration factors such as price, potential ability to perform successfully under the terms and conditions of the contract, analysis of applicable Unit Cost Methodology or other cost analysis, relevant past project experience/qualifications, organizational capacity, budget/financial capacity, and responses to the scope of work and performance overview sections of this response.

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

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

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

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

Upon the Executive Director’s approval, the procurement documentation, including the procurement legal notice (if required) must be given to the Commission’s Secretary, who is responsible for placing required advertisements in the Commission’s legal organ. A copy of all of these documents must be placed in the Procurement Folder.
An applicant/responders conference, if applicable and if listed within the RFP/RFQ legal notice, can be held to discuss the procurement documents/process with potential responders.

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

- a sign-in sheet signed by all those in attendance (including Commission staff) demonstrating those in attendance at the meeting; and
- minutes from the conference.

In some cases, it may be necessary to send out addendums or written correspondence to questions raised during the conference or during the procurement process. If such addendums and/or correspondence is sent out, you must include all copies of any such documents in the Procurement Folder.

Procurement responses should be time stamped upon receipt.

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

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

No responses shall be accepted after the time due.

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

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

Procurements that are expected to result in an award/contract greater than $50,000 in aggregate must be reviewed by a review committee assembled by the CSRA RC, which may or may not include staff of the CSRA RC and/or independent individual(s).

Such procurements should also include an acknowledgement by the responder demonstrating his/her understanding at a minimum that the:

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

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

If the Regional Commission decides to reject any and/or all proposals, any letters sent to respondents denoting such rejection shall be included in the Procurement Folder.
If the Regional Commission decides to make any award(s), a copy of the award letter(s) shall be included in the Procurement Folder. Awards greater than $125,000 require Regional Commission Council approval. A copy of the minutes denoting the Council's approval is required prior to finalizing the contract with the successful responder. Once the successful responder is selected, a contract/agreement is negotiated and prepared in duplicate. Submit the Procurement Folder and recommended contracts/agreements to Accounts Payable for review (Note: contact Accounts Payable if you need assistance with the contract/agreement development). After review, Accounts Payable will forward the Procurement Folder and both copies of the contract/agreement to the Chief Financial Officer for review who will then forward to the Executive Director. A cover letter will be prepared to accompany the contract/agreement. Upon execution of the cover letter, the contract/agreement is sent to the award recipient for signatures. The RC Executive Director will execute the contract/agreement after the recipient has signed the contract. A copy of the contract/agreement with original signature is returned to the award recipient with the second original along with all paperwork supporting the procurement and the contract going to accounts payable. At this time a copy of the contract/agreement will be returned to the employee for management of the project. Implementation of the project is ready to begin.

APPEALS PROCESS
Responders not selected may appeal the CSRA Regional Commission's decision to award a competitively solicited contract/agreement to another Responder by submitting a written appeal to the Executive Director within ten (10) calendar days of being notified that they were not selected. The written appeal must be sent via certified mail, return receipt requested to: Attn: Appeal of Procurement Award, CSRA Regional Commission, 3023 Riverwatch Parkway, Suite A, Augusta, GA 30907. For procurements resulting in awards of less than $125,000, the Executive Director will schedule a time within ten (10) business days to hear the Responder's appeal. The Executive Director will consider the information presented and submit to the appealing Responder(s) his/her decision within ten (10) business days after hearing the appeal. For procurements resulting in awards equal to or greater than $125,000, the CSRA Regional Commission's Council will hear any such appeal at the Council's next regularly scheduled meeting (where the Responder may present an argument on its behalf, and the Executive Director, or his/her designee, may submit the Regional Commission's counterargument(s)). The Council will consider the information presented and submit to the Responder(s) its decision within ten (10) business days after hearing the appeal. The decision of the CSRA Regional Commission's Council shall be final and binding. After the Regional Commission's Council or the Executive Director issues an appeal decision, any dispute that shall arise as to the procurement process shall be referred to a(n) arbitrator(s) selected in accordance with the rules of the American Arbitration Association, and such dispute shall be settled by arbitration in accordance with the rules prescribed by the CSRA Regional Commission, and judgment upon the award
rendered by the arbitrator(s) may be entered in any court of competent jurisdiction. The party requesting arbitration and the CSRA Regional Commission shall share equally the cost of the arbitration process.

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

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

Acquisitions and Purchases

986 Acquisitions and Purchases
Effective Date: 12/18/2009
Revision Date:
All employees are required to get written authorization prior to acquiring any supplies, materials, services, or goods for the CSRA RC.

Prior to acquisition, employees must fill out a purchase order request form (available on the Commission’s intranet web site). The employee’s department head must approve the request. The Commission’s Executive Director or Chief Financial Officer must also approve the request prior to any acquisition.

Failure to obtain prior written authorization for acquisitions/purchases may result in the employee being responsible for the purchase price of the item(s) purchased.

In cases where the Executive Director, at his/her sole discretion, decides to make the employee liable for purchases made without authorization, the Executive Director will send written documentation to the Accounting Department authorizing the withholding of the amount of the unauthorized purchase from the employee’s next payroll. A copy of the notice shall be given to the employee. The employee may, if he/she wishes, pay the amount due prior to the next payroll, or, if the Accounting Department agrees, make arrangements for repayment over a period of time.

Policy No. 986 Effective Date: 12/18/2009

Personal Property

987 Personal Property
Effective Date: 12/18/2009
Revision Date:
The Regional Commission will not be responsible for any employee’s personal property that is lost, damaged, or stolen. For employee’s safety, the Commission maintains twenty-four (24) hour video surveillance on the premises. Many, but not all, of the parking spaces in the front and the rear of the building are monitored through this equipment. Additionally, primary corridors leading into and out of the office are also monitored.

Employees who utilize their own private vehicle for business-related travel also assume any risks for any accidents that may occur even if the employee is on official business. The Regional Commission’s insurance policies do not cover losses to individual employee’s automobiles or personal property.

Policy No. 987 Effective Date: 12/18/2009

Staff Meetings

988 Staff Meetings
Effective Date: 12/18/2009
Revision Date:
The Commission typically holds staff meetings throughout the course of the year. All employees should make every effort to attend these meetings. General information related to operational policies and procedures may be discussed. In addition, general information about activities in and around the area that may affect the Commission or its local jurisdictions will be discussed.
From time-to-time, the Executive Director may schedule called staff meetings to discuss issues needing immediate attention.
Individual departments may hold departmental staff meetings during the month. Your department head will advise you of the time and place for such meetings.
Policy No. 988 Effective Date: 12/18/2009
### Area 12 - Appendix 5: Workforce Development Board

<table>
<thead>
<tr>
<th>Member</th>
<th>Category</th>
<th>Organization</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lee Wilson</td>
<td>Business</td>
<td>MI Metals</td>
<td>HR Manager</td>
</tr>
<tr>
<td>John Nichols</td>
<td>Business</td>
<td>Purification Solutions</td>
<td>Manager</td>
</tr>
<tr>
<td>Lynthia Ross</td>
<td>Business</td>
<td>Doctor's Hospital</td>
<td>Director of Communications and</td>
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<tr>
<td>Zack Daffin</td>
<td>Business</td>
<td>Employment Express Pros</td>
<td>CEO</td>
</tr>
<tr>
<td>Lisa Stitch</td>
<td>Business</td>
<td>Motion MetalWorks</td>
<td>Project Manager/HR</td>
</tr>
<tr>
<td>Charlene Sizemore</td>
<td>Business</td>
<td>Workforce Capital</td>
<td>CEO</td>
</tr>
<tr>
<td>Gia Hunter</td>
<td>Business</td>
<td>Textron</td>
<td>HR Director</td>
</tr>
<tr>
<td>Ed Tarver</td>
<td>Business</td>
<td>Enoch Tarver Law Firm</td>
<td>Partner</td>
</tr>
<tr>
<td>Matt Forshee</td>
<td>Business</td>
<td>Georgia Power</td>
<td>Community &amp; Economic Development Manager</td>
</tr>
<tr>
<td>Barrett Wimberly</td>
<td>Business</td>
<td>Alstom Grid</td>
<td>Testing Manager</td>
</tr>
<tr>
<td>Eric Gibbs</td>
<td>Business</td>
<td>Battle Lumber</td>
<td>HR Manager</td>
</tr>
<tr>
<td>Mandy Underwood</td>
<td>Economic Development</td>
<td>Jenkins County Development Authority</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Angela Pringle</td>
<td>Education/Training</td>
<td>Richmond County School System</td>
<td>Superintendent</td>
</tr>
<tr>
<td>Angela Mosely</td>
<td>Education/Training</td>
<td>Augusta Technical College</td>
<td>Adult Education</td>
</tr>
<tr>
<td>Michael Lewis</td>
<td>Education/Training</td>
<td>Jefferson County BOE</td>
<td>Director of Testing Services</td>
</tr>
<tr>
<td>Kim Elle</td>
<td>Veterans</td>
<td>Augusta Warrior Project</td>
<td>CEO</td>
</tr>
<tr>
<td>Angela Gaston</td>
<td>Veterans</td>
<td>Ft. Gordon Soldier For Life</td>
<td>Program Manager</td>
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<tr>
<td>Nick Fiorre</td>
<td>Workforce</td>
<td>Building and Construction Trades/AFL-CIO</td>
<td>Site Coordinator</td>
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<tr>
<td>James Dubose</td>
<td>Workforce</td>
<td>IBEW</td>
<td>Vice President</td>
</tr>
<tr>
<td>Ed Sturcken</td>
<td>Workforce</td>
<td>Painter’s Union</td>
<td>Business Representative</td>
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<tr>
<td>Dixie Morris</td>
<td>Workforce</td>
<td>DOL Vocational Rehab</td>
<td>GVRA Service Area Manager</td>
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<tr>
<td>Judith Richburg</td>
<td>Workforce</td>
<td>Georgia Department of Labor</td>
<td>Local Director</td>
</tr>
</tbody>
</table>
## Area 13 Appendices

### Appendix A: WorkSource East Central Georgia Local Workforce Development Board Area 13

<table>
<thead>
<tr>
<th>Member Name</th>
<th>Title</th>
<th>Entity</th>
<th>Board Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kerr, Donna</td>
<td>CSRA Nurse Case Manager</td>
<td>Manley and Associates</td>
<td>Member/Chairperson</td>
</tr>
<tr>
<td>Scott, Lakeyra</td>
<td>Outreach Admissions Counselor</td>
<td>Job Corps</td>
<td>Member</td>
</tr>
<tr>
<td>Banks, Alvin</td>
<td>Veterans Outreach Advocate</td>
<td>Augusta Warrior Project</td>
<td>Member</td>
</tr>
<tr>
<td>Kelley, Donald</td>
<td>Training Outreach Advocate</td>
<td>CSRA Electrical JATC</td>
<td>Member</td>
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<tr>
<td>Bennett, Robert</td>
<td>Economic Dev. Director</td>
<td>Columbia County Economic Dev.</td>
<td>Member</td>
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<tr>
<td>Carrington, Ginger</td>
<td>Regional Coordinator</td>
<td>GA Department of Labor</td>
<td>Member</td>
</tr>
<tr>
<td>Bodine, Chris</td>
<td>VP &amp; General Manager</td>
<td>Standard Aero</td>
<td>Member</td>
</tr>
<tr>
<td>Griswell, Anthony</td>
<td>Entrepreneur</td>
<td>Industrial Saws</td>
<td>Member</td>
</tr>
<tr>
<td>Henderson, Brian</td>
<td>President</td>
<td>Midway Forest Products</td>
<td>Member</td>
</tr>
<tr>
<td>David, Kimberly</td>
<td>VP Economic Development</td>
<td>Oconee Fall Line Technical College (apprenticeship/labor)</td>
<td>Member</td>
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<tr>
<td>Kepshire, Bob</td>
<td>Manager</td>
<td>University Hospital</td>
<td>Member</td>
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<tr>
<td>Edwards, Carrie</td>
<td>Director of Workforce Development</td>
<td>Goodwill Industries</td>
<td>Member</td>
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<tr>
<td>Henry, Ann</td>
<td>Regional Coordinator</td>
<td>The Legacy Link, Inc.</td>
<td>Member</td>
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<tr>
<td>Jordan, Wanda</td>
<td>Entrepreneur</td>
<td>Mary's Kuntry Kitchen</td>
<td>Member</td>
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<tr>
<td>Kelley, Adela</td>
<td>Senior Project Manager</td>
<td>Georgia Department of Economic Dev.</td>
<td>Member</td>
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<tr>
<td>Lamar, Al</td>
<td>Vice President</td>
<td>F&amp;M Bank</td>
<td>Member</td>
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<tr>
<td>Langham, Julie</td>
<td>Vice President</td>
<td>Augusta Technical College/Adult Edu/Higher Edu</td>
<td>Member</td>
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<td>Brown, Jeff</td>
<td>Manager</td>
<td>Thiele Kaolin Co.</td>
<td>Member</td>
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<tr>
<td>Newton, Sarah</td>
<td>HR Manager</td>
<td>Augusta Coating &amp; Mfg.</td>
<td>Member</td>
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<td>Reynolds, Carolyn</td>
<td>Consultant</td>
<td>Workforce Solutions</td>
<td>Member</td>
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<td>Rice, Jeff</td>
<td>Training Director</td>
<td>Plumbers &amp; Steamfitters Local Union 150</td>
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<td>Tuten, Lori</td>
<td>Regional Manager</td>
<td>Vocational Rehabilitation</td>
<td>Member</td>
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<td>Woodruff-Hawkins, Kimberly</td>
<td>Counselor</td>
<td>WellCare</td>
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<td>Beard, Morris</td>
<td>Daycare Provider</td>
<td>A World of Hope Christian Child Care</td>
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<td>Armstrong, Lily</td>
<td>HR Manager</td>
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### Area 13 - Appendix 2: Local Negotiated Performance

**WorkSource East Central Georgia PY20-PY21 Negotiated Performance**

<table>
<thead>
<tr>
<th>WIOA Performance Measure</th>
<th>PY 20 Goal</th>
<th>PY 21 Goal</th>
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<tr>
<td>Adult Q2 Entered Employment</td>
<td>85%</td>
<td>86%</td>
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<td>Adult Q4 Entered Employment</td>
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<tr>
<td>Adult Median Earnings</td>
<td>$6,500</td>
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<td>Adult Credential Rate</td>
<td>82%</td>
<td>78%</td>
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<td>Adult In-Program Skills Gain</td>
<td>38%</td>
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<tr>
<td>DW Q2 Entered Employment</td>
<td>85%</td>
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</tr>
<tr>
<td>DW Q4 Entered Employment</td>
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<td>DW Median Earnings</td>
<td>$7,500</td>
<td>$7,650</td>
</tr>
<tr>
<td>DW Credential Rate</td>
<td>84%</td>
<td>78%</td>
</tr>
<tr>
<td>DW In-Program Skills Gain</td>
<td>29%</td>
<td>31%</td>
</tr>
<tr>
<td>Youth Q2 Placement in Employment or Education</td>
<td>72%</td>
<td>74%</td>
</tr>
<tr>
<td>Youth Q4 Placement in Employment or Education</td>
<td>79%</td>
<td>80%</td>
</tr>
<tr>
<td>Youth Median Earnings</td>
<td>$2,800</td>
<td>$3,000</td>
</tr>
<tr>
<td>Youth Credential Rate</td>
<td>61%</td>
<td>62%</td>
</tr>
<tr>
<td>Youth In-Program Skills Gain</td>
<td>40%</td>
<td>41%</td>
</tr>
<tr>
<td>Employer Measure</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Area 13 - Appendix 3: Procurement policy and cost price analysis

Procurement Services and Contract Requirements

Policy: Procurement and Contracts

The purpose of this policy is to outline the guidelines for procuring Services through a contracted provider and detail of the documentation required with all contracts entered into by WorkSource East Central Georgia to provide a service or training. This does not apply to the identification of eligible training providers found on the State's Eligible Provider List.

- All contracts must contain a signatory page to authorize a designated individual to sign and submit invoices as well as an alternate designee.
- Any contract entered into with WIOA program funds should outline the specific use of those funds. No funds should be issued prior to the execution of the contract.
- All contracts must be signed and dated by a person designated by the contractor as the responsible party and WorkSource East Central Georgia Executive Director
- No contract is to be paid at an amount greater than the amount specified by the contract and must be cost reimbursement. If there is a need for additional money, refer to the policy on contract modifications.

WorkSource East Central Georgia will follow contract procurement requirements found in 2 CFR 200.317

General procurement standards through 2 CFR 200.326 of the Uniform Guidance. Procurement Standards. — all procurement actions are to be conducted in a manner that provides for "full open competition". See Sec. 123 of the Act for Youth Services Procurement.

WorkSource East Central Georgia uses the following methods:

Competitive Proposals — This is used when there is more than one prospective bidder, lowest price is not necessarily the determining factor for awarding contracts.

- RFP's are publicized, and there must be an adequate number of qualified bidders responding.
- State and local geographical preferences are not allowable in procurements to be awarded using Federal dollars.
• All RFPs’ shall be published/released to the public for at least 30 days to allow for adequate timelines for all federally required deadlines

• Services requested are specified through a request for proposal.

• All prospective bidders are strongly requested to attend the scheduled Bidders Conference conducted by WorkSource East Central Georgia.

• Technical Assistance will be available via email.

• Upon evaluating the Proposals, WorkSource East Central Georgia is responsible for ensuring that awards are made only to responsible contractors with the ability to perform successfully under the required performance guidelines and under the required fiscal guidelines as set forth by WorkSource East Central Georgia in the Policy and Procedures manual and by the Act.

• There must be a technical evaluation of proposals, and the evaluation criteria must be made known to the bidders through the RFP.

• All proposals are to remain sealed until submission deadline has passed, and then must be opened publicly.

• A Pre-Award Risk Assessment and a Cost Price Analysis are required.

• Contract Assurances must be included in all Contracts/RFP’s

• Awards will be made to the responsible proposal which is most advantageous to the program, with price and other factors being considered. All sub-awards must be identified with the proper CFDA and FAIN number.

LWDAs may procure equipment, supplies and services under the grant award agreement. Items expensed to the grant award must be reasonable and serve the primary objective of the agreement. All procurement transactions must follow the federal regulations found at 2 C.F.R § 200.320 and applicable local procurement procedures. The purchase or construction of facilities or buildings is unallowable under the WIOA, except for certain circumstances requiring prior written approval from the federal awarding agency.

LWDAs are authorized to make purchases of equipment, supplies and services as described below. LWDAs are responsible for ensuring the vendors selected are not debarred or suspended by checking the information on the following federal government website: https://www.sam.gov/portal/SAM/##11

1. Micro-Purchases – $5,000.00 and under. All LWDAs are authorized to make purchases via micro-purchase. To the extent practicable, the LWDA must distribute
micro-purchases equitably among all qualified suppliers. If the price is considered to be reasonable, then no competitive quotations are required.

2. Small Purchases – under $150,000. All LWDAs may purchase items with a value of less than $150,000 (the Federal Simplified Acquisition Threshold.) If an LWDA’s fiscal agent or administrative entity has established a lower threshold for procurement procedures, then the lower threshold shall prevail. Small purchase procurement may be achieved by obtaining price or rate quotations from an adequate number of qualified sources. Adequate documentation of all obtained quotations must be maintained and available for review by either OWD or the federal awarding agency. For all purchases that exceed an LWDA’s simplified acquisition threshold, cost-price analysis of similar goods or services must be conducted prior to solicitation.

OWD requires LWDAs to submit for prior written approval all purchases where the unit price is $5,000 or greater and the useful life of the proposed purchase is more than one calendar year. LWDAs should provide narrative explaining the need for the purchase, documentation to illustrate that all local, state, and federal procurement regulations were met, and copies of all quotes and supporting documentation considered in selecting a vendor. Additional information may be required if the unit price is $50,000 or more. This information may be found in WIG GA-15-002. OWD will review all requests and provide a written determination within 30 days of receiving all documentation necessary to support the request for approval.

3. For all purchases that exceed the established simplified acquisition threshold, competitive procurement should be conducted, either through sealed bids for requests for proposal.

4. Noncompetitive Proposals: Sole source procurement may be awarded only if one of the following criteria are met:

   a. The good/service is only available from one source.

   b. After solicitation from a number of sources, competition is determined inadequate. This is typically met through insufficient bid responses.

   c. Through a formal request, OWD authorizes a noncompetitive proposal. d. Public emergency will not allow a delay resulting from the competitive procurement process. If an LWDA plans to use the public emergency criteria, OWD must be notified in advance.

Sub-Awards to Debarred and Suspended Parties
Grantees and sub-grantees must not make any award to any party which is debarred, suspended or is ineligible for participation in Federal assistance programs under Executive Order 12549, "Debarment and Suspension." All parties should be checked for debarment or suspension prior to any federal award being issued.

Citations:

See Technical Assistance Guides

WIG-GA-15-004
WIG-GA-15-002

See O.C.G.A Title 34 Chapter 14
Area 13 - Appendix 4: Priority of service

Veterans, Eligible Spouses, Adults and Dislocated Workers

Background

Section 680.600 of the Workforce Innovation and Opportunity Act (WIOA) Final Rules and Regulations and Technical College System of Georgia Workforce Implementation Guidance (WIG) Letter #PS-15-004 require that statutory priority for Individualized Career and Training Services under the WIOA Adult Funding Stream be given to otherwise eligible individuals who are also Recipients of Public Assistance, Low Income and/or Basic Skills Deficient (the WIOA Priority Groups). Under WIOA, this priority applies to the Adult Funding Stream, only, and is afforded automatically to the group of individuals. For this Policy, “Basic Skills Deficient” is defined as an individual who 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, as stipulated under Section 3(5)(8) of WIOA. Public Assistance and Low Income are defined under WIOA Sections 3(50) and 3(36), respectively, and in WIG #PS-15-004. WIOA services may be provided to other individuals who are not members of the Priority Group after priority has been provided, if such services have been determined appropriate for the individuals by WorkSource East Central Georgia Staff.

A “Veteran” defined under WIOA Section 3(63)(A) and 38 Jobs for Veteran Act 38 U.S.C. 4215 as an individual who served in the active military, naval or air service and who was discharged or released wherefrom under conditions other than dishonorable, and who also meets the statutory Adult Funding Stream Priority Group requirements, is to receive First Priority for services. In addition, a Spouse of any Veteran who died of a service connected disability; of any Veteran who has a total disability resulting from a service connected disability; of any Veteran who died while a disability so evaluated was in existence; or, any member of the armed forces serving on active duty who, at the time of application for assistance, has been listed for a total of ninety (90) or more days as either missing in action, captured in the line of duty by a hostile force or forcibly detained or interned in the line of duty by a foreign government or power, is to be considered as an Eligible Spouse, and if
such individual meets the above Adult Funding Stream Priority Group requirements, is also to receive First Priority.

As referenced under Section 680.650 of the WIOA Final Rules and Regulations, The Jobs for Veterans Act of 2002, TCSG OWD WIG #PS-15-004 and Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) #19-16, any Veteran or Eligible Spouse who otherwise meets the program eligibility/priority qualifications for a Department of Labor funded program must receive First Priority.

Priority of Service

Priority of service is not an eligibility criterion. Priority of service is a means to ensure emphasis providing services to these populations.

Priority of Service applies to the selection of individuals for enrollment into WIOA Individualized Career and/or Training Services. If there is a waiting list for services, an individual in a Priority Group must go to the top of that list. Once an individual outside of any Priority Group has been approved for funding and accepted/enrolled into a training program, Priority of Service does not allow another individual in a Priority Group to “bump” that individual from their training program. This Policy has been provided to all WorkSource East Central Georgia Staff and is posted in the Centers in order to inform individuals of their respective rights.

WorkSource East Central Georgia Staff will complete the WIOA Priority of Service Status Form to document each individual’s Priority of Service Category and maintain such completed Form in the individual’s physical file. The Form is attached to this Policy.

Practice

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

• Second, to individuals who are not veterans or eligible spouses who meet WIOA priority criteria.

• Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.

• Last, to individuals outside the groups given priority under WIOA.

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

Otherwise eligible Veterans and Eligible Spouses will have First Priority for services funded under the WIOA Dislocated Worker Funding Stream. There is no other priority requirement for that funding stream.

Process

WorkSource East Central Georgia Staff will determine and document the specific eligibility qualifications for Priority of Service. Such will be determined and documented in accordance with the prescribed WIOA requirements. Priority status for individuals seeking to receive WIOA Basic Career Services may be identified through self-attestation. Priority status to receive Individualized Career and/or Training Services must be verified.

WorkSource East Central Georgia Management Staff will monitor adherence to this Policy on an ongoing basis, in consultation with TCSG OWD. Ongoing outreach and recruitment activities will be conducted by WorkSource East Central Georgia Staff to identify individuals for whom Priority of Service is required, to make them aware of the services, resources and activities available through the WorkSource East Central Georgia. Outreach and recruitment activities will be conducted with all System Partner Organizations.

Purpose: This Form is to be used to document the Priority of Service Category of a Workforce Innovation and Opportunity Act (WIOA) Title I Adult/DW Funding Stream participant.

Participant’s Name:__________________________________________________________
State ID: ___________________  Participation Date: __________

PRIORITIZATION OF SERVICE CATEGORY: (CHECK ALL THAT APPLIES)

A. Veteran or Eligible Spouse:
   a. Veteran: Yes ___ No___
   b. Eligible Spouse: Yes___ No___
   c. Meets Adult Priority Criteria:
      i. Is currently receiving public assistance: Yes____ No____ OR
      ii. Is low income: Yes____ No____ or
      iii. Is basic skills deficient: Yes___ No___

B. Individuals who are not veterans or eligible spouses who:
   a. Meets WIOA Priority Criteria:
      i. Is currently receiving public assistance: Yes____ No____ OR
      ii. Is low income: Yes____ No____ or
      iii. Is basic skills deficient: Yes___ No___

C. A veteran or eligible spouse of a veteran who is not included in WIOA priority groups:
   a. Yes____
   b. No____

D. To individuals outside the groups given priority under WIOA, but still meet the eligibility criteria:
   a. Yes____
   b. No____

Note: Verification documentation is required for WIOA Individualized and Training Service participants.

Center Staff: ______________________________________________________________________

Date Completed: ____________________________________________________________________

** Note: This Form is to be maintained in the participant’s file
Area 13 - Appendix 5: Supportive Service Policy

Adult and Dislocated Workers Supportive Services Policy

Purpose
The Workforce Innovation and Opportunity Act (WIOA) requires the Local Workforce Development Board (LWDB) to develop a policy regarding supportive services for participants. Supportive services are defined as services such as transportation, childcare, housing, and needs related payments that are necessary to enable an individual to participate in activities authorized under WIOA. Supportive services are designed to provide a participant with the resources necessary to enable their participation in career and training services as referenced in DOL Final Rule at 20 CFR 680.900-970.

Policy Implementation
To ensure that WorkSource East Central Georgia is in compliance with the Technical College System of Georgia, Office of Workforce Development (OWD) in implementing the Supportive Service Policy.

Career Advisors /Case Managers will integrate participants currently enrolled and receiving supported services in accordance to the new policy guidelines.

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

Types of Supportive Services
Supportive Services include, but are not limited to the following:

1. Childcare
2. Transportation
3. Uniforms and shoes/boots;
4. Drug tests, physicals, immunizations; (limited to a one-time nature)
5. Background checks;
6. Application, graduation, and GED fees;
7. Credential, license or exam fees;
8. Lodging (when it is a part of the cost of attending training out of area)
9. Tools (limited to a one time purchase)
10. Laptop/computer (limited to a one purchase)
11. Data/Internet
12. Auxiliary aides and services necessary for persons with disabilities to participate in training.

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

1. Assistance with uniforms or other appropriate work attire and related tools, including eyeglasses and protective gear;
2. Tools, work clothing, and boots/shoes required for employment;
3. Drug testing required by employer;
4. Financial counseling; and
5. Auxiliary aides and services necessary for persons with disabilities to obtain and retain employment.

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

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

Eligibility and Determination of Need
To be eligible for WIOA supportive service assistance, a participant must have been determined in need of supportive service.

• Participants who are low income eligible under WIOA requirements or receiving unemployment benefits will have eligibility for supportive services documented through WIOA eligibility documents such as food stamps verification, low income, UI payments, or separation notice.

• Participants must submit birth certificates for children for whom they are receiving child-care.

• The distance to the training facility must be documented within the file to justify transportation. “Mapquest” will be used to determine the distance from the participant’s home to training.

• The Supportive Service amount the participant receives will depend on the local ITA support policy limits and the participant’s need.

• There will be an initial case note for each participant which will outline the need, amount and justification.

• All supportive service payments must be recorded by the case manager in Georgia Work Ready Online Participant Portal (GWROPP)
ITA Participants must apply for HOPE and PELL which will be documented in the file with the College Financial Aid documentation.

Participants who are denied supportive services will be provided an explanation for the denial. The denial reason will be documented in the case notes.

**Supportive Service Approval Process**

Any request for supportive services from the participant must be initially reviewed for eligibility and determination of need by the assigned Case Manager/Career Advisor. The supportive service documents are forward to the Program Coordinator for review and approval. (**Supportive Service documents that are denied or incomplete will be returned to the originator**). The Program Coordinator will forward the signed supportive service documents to the Director for approval and a signature. The Director will forward the approved documents to the LWDA Fiscal Unit for review and disbursement of payment.

**Process for Provision of Supportive Service Payments**

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

I. Be participating in career services and/or training services
II. Be unable to obtain supportive services through other programs providing such services; and
III. Must comply with program regulations and policies during the period of training and/or enrollment.

Supportive Service Payments will be made to vendor or to participants during the period when participant have an active WIOA registration in the GWROPP (from the first Date of Participation to the Closure.) Payments will be made in the form of a check to the vendor or participant, whichever is appropriate. Payments will be disbursed on the 15th and the last day of each month.

Supportive service payments paid directly to vendor must include an invoice from the vendor that includes an itemize list(s) and the cost of each item.

Supportive service funds can be reimbursed to the participant provided prior authorization and submission of original sales receipts or documentation of payment with an itemization of the service/ product(s) provided.

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.

**Leverage Resource and Service Coordination**

It is the responsibility of the Case Manager/Career Advisor to determine that supportive services cannot be provided through another funding resource.

**Child Care**

Participants who are attending training or participating in a work program and in need of childcare, should be referred to community dependent care assistance program(s) to ensure WIOA Title I funds do not duplicate childcare assistance available from another source.

A child-care supportive service payment of **$15 per day**, based on attendance, can be paid if the participant has legal and physical custody of a child under the age of five.

CSRA Regional Workforce Development Plan
If participants receive childcare assistance from another agency, WIOA can also pay childcare only if the agency’s payment does not pay child care in full. WIOA may pay the balance not to exceed $15.00 a day. Supporting documentation in this instance must include verification of childcare assistance from another agency.

Childcare must be provided by a licensed or registered day care or an adequate alternative day care. The documentation indicating who is providing daycare must be maintained in the participant’s file.

Childcare may not be paid to a provider who resides in the same residence with the ITA Participant (example: spouse, older child, live-in parent). Therefore, all documentation of provision of daycare services must be documented on the WorkSource East Central provided “Day Care Service Information” form.

- The participant selects child-care service provider
- All providers must complete the Day Care Services Information form which includes:
  - Provider full name and
  - Provider’s home residence address and phone, (Not the ITA Participant address) and
  - Relationship to the ITA participant and
  - Provider signed statement that they are being paid for their services.
- If the provider is a licensed daycare provider, the daycare license number must be included.

Participant will submit attendance report weekly with provider’s signature verifying their child/dependent attended training. Child-care attendance reports that are more than 45 days old will not be processed for reimbursement.

**Transportation**

A transportation supportive service payment of **$10 per day** for transportation expenses can be paid to participants (with or without children) that live **6 miles or more** from their training site based on days of attendance.

Participant will submit attendance report weekly with instructors’ signature verifying participant attended training. Attendance reports that are more than 45 days old will not be processed for reimbursement.

**Participants that receive both child-care and transportation must turn in attendance forms together.**

**Tools**

Tools are limited to a one-time purchase. Tools may be purchased for the participant if the tools are required to continue a training program or required to obtain employment. The service provider must document the tools are required and cannot be obtained by any other source. Cost of tool will not exceed **$500**. Tools can only become the property of the participant upon satisfactory completion of WIOA training or upon obtaining employment. If the participant fails to complete training or obtain employment, the tools will remain the property of WIOA and are to be returned to WIOA.

**Laptop/Computer and Office Software**

Limited to a one-time purchase, laptop/computer and office software may be purchased if items cannot be purchased with financial aid; or is not included as part of a training provider cost. The service provider must
provide document that items are required. Total cost of laptop/computer and office software cannot exceed $500. Laptop/computer can only become the property of the student upon satisfactory completion of WIOA training. If the participant fails to complete training, the laptop/computer remains the property of WIOA and is to be returned to WIOA.

Data/Internet
Data/ internet may be provided, dollar amount to be determine base on an average cost and to include a price cap. ITA participant must provide a class schedule each semester to document online classes.

Cell phone data: ITA participant must submit a copy of their cell phone bill before and after to document that additional data or hotspot was used to allow them to participate in classes.

Internet: ITA participant must provide monthly bill that list the same residence as their WIOA registration.

Supportive Service Payments for OJT, Work Experience and Customize Training
Child-care support if available for OJT, Work Experience and Customized Training participants for a duration of two weeks at the beginning of the training period or until the first paycheck is receive.
On-the-Job and Work Experience training participants with documented special needs can receive a one-time support payment of $25.00 at the beginning of the training period to assist with transportation.

Documentation of the Provision for Supportive Service
All participant case file documentation must be maintained in GWROPP for those enrolled after January 1, 2019. OWD has rescinded the requirement to upload all active participants and those undergoing follow-up that were enrolled prior to January 1, 2019. However, if those files are selected for review during the annual monitoring conducted by OWD, LWDAs will be required to upload the selected files at that time.

1. All supportive service information for participants must be entered in the WorkSource Portal (type of supportive service, amount, date of service etc.). All supporting documentation for a participant’s supportive services must be scanned into the WorkSource Portal (Examples of this supporting documentation include but are not limited to, participant time sheets, income determination, UI records, supportive service request form, etc.).

2. All participant’s supportive service information is required to be accurate in the WorkSource Portal. The budgeted amount, type of service and timeframe in which the supportive service was given must be accurate. No payment can be made to the participant until that amount has been updated in the WorkSource Portal. Supporting documentation of the participant’s qualifying WIOA activity, for which the participant is receiving supportive services, must be scanned into the participant’s WorkSource Portal profile. Examples of this supporting documentation include, but are not limited to, in-training participant time sheets signed by the instructor/supervisor and documents proving participation in other types of intensive or training services.
State of Emergency

In the event of extraneous circumstances, including, but not limited to, the issuance of a “State of Emergency” for counties in the LWDA, State of Georgia, or United States as a whole.

State of Emergency Special Waiver for Attendance
Exceptions to traditional attendance records for Transportation and Childcare payments will be allowed in the event of a “State of Emergency”. Attendance sheets will still be maintained for any day the participant has need to travel to access resources necessary for the completion of their school work. This is in an effort to continue to provide needed support for participants that reside within our rural LWDA that may not have access to resources such as internet or a computer at home. These attendance sheets must be signed by both the participant on the appropriate line and a witness in the Instructor Signature line. This witness may include a librarian, daycare provider, etc. (A family member is not allowed to sign as a witness unless an existing daycare letter is already in the file with the family member as the daycare provider).

State of Emergency Supportive Services
Additional Supportive Services may be provided to participants impacted.
YOUTH SUPPORTIVE SERVICES POLICY

Background and Purpose:
The Workforce Innovation and Opportunity Act (WIOA) requires the Local Workforce Development Board (LWDB) to develop a policy regarding supportive services for participants. Supportive services are defined as services such as transportation, childcare, housing, and needs related payments that are necessary to enable an individual to participate in activities authorized under WIOA. Supportive services are designed to provide a participant with the resources necessary to enable their participation in career and training services as referenced in DOL Final Rule at 20 CFR 680.900-970.

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

Follow-up career services are not a qualifying service for the receipt of supportive services; therefore, an adult/dislocated worker who is only receiving follow-up services may not receive supportive services. Supportive services also may not be used to extend the date of exit for performance accountability purposes. Supportive Services, like follow-up services, do not make an individual a participant or extend participation (TEGL 19-16). Youth follow-up services also may include the supportive services as stated in 20 CFR § 681.580.

All supportive services must have been approved and recorded in 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 such as Work Experience for youth if payment cause loss of benefits. Advances and Retroactive payments are not allowed. Providers/Sub-Recipients should not provide participants that fail to comply with Supportive Services policy with good cause.

**Eligibility:**

To be eligible for WIOA Financial assistance payments, participant must be determined WIOA eligible, participant in career/training services. Comply with program regulations and policies during period and/or enrollment.

The development of an Assessment Tool outlines all requirements. The assessment includes qualification to receive supportive services, timeframe of 12 months with progress toward performance. The initial assessment will be conducted by case manager/coordinator. Approval will be from LWDB. All participants receiving supportive services will be entered as such in GWROPP and case files at provider’s location. Files should be made available for monitoring, reviewing, and data validation review. The assessment includes qualifiers to receive supportive services. Timeframe is limited to 4 quarters with documented progress toward performance in monthly case notes in GWROPP and physical case files. Request for Supportive Services (WDB 611S Rev.07/18) must be completed with required signatures as specified.

**LWDA 13 Youth Supportive Services Policy:**

The Supportive Services policy is developed to comply with applicable federal regulation and required mandated state board and OWD. The LWDB will ensure participants eligible for Supportive services with proof and documentation of bearing a financial need and encompassing hardship. The necessity of the need supportive service for participant to participate in specified activities eligibility and determination should be conducted by appropriate LWDB staff/case manager. An Assessment will be conducted.

The supportive services during training include but not limited to the following:

- Transportation (50% attendance required weekly with proof of attendance from instructor/person providing career/training service)
• Incentive for attaining GED, Diploma, Enrollment and retention in Post-Secondary, Job retention, Occupational Skilled Certificate, Military, Employment.

• Tools for employment/training

• Work clothing required by employer

• Boots and shoes required for work or training with letter of proof from employer

• Drug testing required by employer

• Financial counseling

• Aide/services for persons with disabilities to obtain and retain employment after exhausting other resources, such as Vocational Rehabilitation

Unallowable Supportive Services:

• Rental Deposits

• Rent

• Mortgage Payments

• Car Payments

• Purchase of Vehicle

• Payment of Fines

Payments will be reimbursed to the Subrecipient in the form of a check. Invoices will be submitted to finance by subrecipient who will issue check to the participant. Supported Services will be provided according to time frame previously mentioned.

Documentation:

Documentation will be maintained in GWROPP, case notes, and participant’s physical case file

Reference:

20 CFR 680.900-970

State Policy 3.4.4
WORKSOURCE EAST CENTRAL GEORGIA

INDIVIDUAL TRAINING ACCOUNT (ITA) POLICY

INTRODUCTION:

This policy addresses the use of Workforce Innovation and Opportunity Act (WIOA) funds for Individual Training Accounts (ITAs), which are scholarships provided in the form of a voucher that is redeemed for training. ITAs are awarded to eligible participants enrolled in WIOA Adult, Dislocated Worker and Youth programs to enable them to afford a training program made available through the statewide list of eligible training providers that leads to attainment of a credential.

GUIDELINES:

ITAs are not entitlements and shall be provided to eligible participants on the basis of an individualized assessment of the individual’s job readiness, employment and training needs, financial, social and supportive needs, labor market demand and potential for successful completion, as documented on the participant’s Individual Employment Plan (IEP)/Individual Service Strategy (ISS) and subject to the availability of funds. In order to ultimately secure self-sufficient employment, WIOA enrolled Adults, Dislocated Workers, and Out-of-School Youth (ages 16-24) may qualify for an ITA when all of the following conditions are met:

1) The participant’s IEP/ISS indicates that he/she will be unlikely or unable to obtain or retain employment that leads to self-sufficiency through career services alone;

2) The participant has selected a career pathway that is outlined in the IEP/ISS, and the IEP/ISS identifies the selected training course that will lead to self-sufficiency as defined by the local area;

3) The participant has the skills and qualifications to successfully participate in and complete the selected training program (as determined by assessment, by program staff and in accordance with the training provider admission policy);

4) The participant is likely to secure employment in an in-demand sector or occupation;

5) The participant has made every effort to coordinate with alternate grant sources (such as Hope and or Pell), and grant assistance beyond available funding resources is required to complete training goals.

TRAINING:
ITAs are authorized only for training programs listed on the Eligible Training Provider List (ETPL) and awarded on an individual basis, taking into account the total costs of the selected training program and other financial assistance available to the participant. The ITA is issued directly to the training vendor/provider.

An ITA may fund one (1) training program when a participant meets the program’s requirements, unless the career pathway indicates that stackable training programs are in the best interest of the participant in order to secure self-sufficient employment.

Online training is permitted when the platform for the course provides an adequate system for tracking attendance and/or online participation.

Programs that are largely self-taught are not permitted.

COSTS:

Costs allowable under ITAs include tuition, fees, books, the usual and customary tools, equipment and supplies and uniforms required for the program of study and must be documented as a requirement for all students in the training program. Any other required costs incidental to training must be approved by staff in accordance with local, state and federal policy.

LIMITATIONS:

ITAs issued may not exceed $10,000.

Excluded from this limit are costs pertaining to Basic Skills upgrading, ESL, certain remedial and prevocational courses if required in order to complete a program in which the participant is actively enrolled.

Exceptions to the ITA funding limit per participant may be made on a case-by-case basis at the approval of the Director if evidence can be shown that the lack of additional funds will negatively impact the participant’s ability to complete the training program. In no case will an ITA be approved for an increase in excess of $2,000 of the appropriate cap without Board approval.

DENIAL:

Reasons for denial of an ITA, or discontinuation of funding, may include:

- The participant is unable to satisfy the ITA approval conditions;
- The participant has previously accessed ITA funded training and is unable to demonstrate the need for an additional or new credential;
- The participant did not successfully earn a credential through their previous ITA training funded and is unable to provide information to substantiate extenuating circumstances that prevented successful credential attainment;

CSRA Regional Workforce Development Plan
The participant has failed to maintain regular contact with program staff;
• The participant has had repeated absences, tardiness or had failed to participate/complete training requirements;
• The participant has failed to maintain a minimum GPA as defined by the provider; or
• The participant has to repeat courses previously funded under WIOA.

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

• Advance Manufacturing
• Healthcare
• Information Technology

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

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

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

1) Participants may select an approved training provider from the approved list found on the WorkSource Online Participant Portal (VOS) online website at www.worksourcegaportal.com.
2) Initial eligibility for new training providers; training providers will submit training program applications directly to East Central Georgia Consortium. A generic application and instructions can be accessed at www.workreadyga.org. Training program applications will be reviewed and evaluated by East Central Georgia Consortium. If a program application is approved by majority vote from the Workforce Board, the program application is submitted to the state of Georgia Department of Economic Development, Workforce Division (WFD) for review and approval.
3) WIOA requires that programs, not providers, not providers, be approved for Individual Training Accounts (ITAs) therefore, prospective training providers must submit an application for each course of study.

4) Participants have a one-on-one career assessment session with a career advisor that includes an analysis for their chosen occupation.

5) Participants must have a high school diploma or its equivalent as well as meet any additional academic requirements of the selected school or additional minimum academic skill levels established by East Central Georgia Consortium. In some circumstances, it may be possible to request an exception to this policy, but such a waiver must be approved by the Director.

6) Participants must have applied for federal financial aid (which includes Pell and Hope, etc.) and all other financial aid offered by the particular institution for any program for which such assistance is available. All students (new and returning) must document that their Pell application has been resolved by showing either approval (with the amounts awarded) or denial of a grant award.

7) Participants must not be in federal loan default and, by definition, ineligible for federal educational grants. This policy applies only to students being sponsored through an Individual Training Account (ITA).

8) Participants must make application to the selected school and provide proof of acceptance into the course of study (may be contingent upon payment) if he/she is a new student or proof of good standing at the school if a continuing student.

9) Participants must provide written direct training cost requirements associated with participation in the selected training, as required by the chosen school.

10) Direct training expenses are defined as tuition, fees, books, supplies, uniforms, tools, and other items required for the course of study. Other non-direct but training-related expenses may be paid if they are consistent with the current Supportive Services Policy.

11) Requirements for Continuing Financial Sponsorship:
   • Participants must maintain a cumulative GPA of 2.50 or better. If a student drops below that level for any school term he or she will be allowed one additional term to bring that level up to the standard to avoid termination of financial sponsorship.
   • Students must submit previous term transcripts, confirmation of current HOPE and Pell Grant status, and specific required training costs by established deadlines for each semester.
   • A student must remain on target to complete training within the timeframes indicated in the policy.

12) Financial sponsorship may be terminated if student reaches a point at which he or she is incapable of graduating within the allotted timeframes indicated in the policy. If the participant dis-enrolls from training before completion the career advisor will continue to assist the participant with follow-up services such as, job search.

13) Payment Limitations for Individual Training Accounts:
   • ITA payments will only be made to training providers on the State of Georgia Eligible Provider approved list and not directly to customers
   • The payment policies and total amounts per ITA will be limited according to the following parameters. Annual payment limitations are based on the fiscal year running from July 1st to June 30th.
Participants may only be sponsored for training programs designed to be completed in 104 weeks or less or, in the case of existing students, when 24 months or less remain to complete the program. This would include the final two years of a four-year program. The maximum allowable time in which to complete any course of study is 104 weeks.

Participants enrolled cannot exceed $10,000.00 lifetime.

For students who have exhausted their lifetime limit but remain actively enrolled in WIOA will continue to receive non-financial assistance until credential is obtained.

Additional payments for required tools, uniforms and other materials not available through the training provider may be made directly to other vendors through supportive services.

Vouchers will be issued to training providers at appropriate points within the training such as semesters and quarters. If training is provided in a single session, appropriate return of funds for uncompleted training will be negotiated with training providers in conjunction with their existing policies.

Exceptions to time limits and dollar caps may be made on a case-by-case basis due to extenuating circumstances such as long-term illness or disability are subject to approval by the Director.

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

REFERENCES:

WIOA Section 134(c)(3)(G)
WIOA Section 129(c)(2)(D)
WIOA Final Rule 20 CFR 680.300, 320-330
WIOA Final Rule 20 CFR 681.550
Area 13 - Appendix 7: ELIGIBLE TRAINING PROVIDER POLICY

BACKGROUND
The WIOA legislation requires the establishment of criteria, information requirements and procedures regarding the eligibility of providers of training services to receive funds under Section 122(b) of WIOA.

WIOA emphasizes informed customer choice, job-driven training, program performance and continuous improvement. The quality and selection of training programs is vital to achieving these core principles. The Georgia Eligible Training Provider/Program List (ETPL), including performance and cost information, is publicly available online through the state’s website with a searchable database to serve all significant population groups.

STATE POLICY
Reference: Technical College System of Georgia, Office of Workforce Development (OWD) Policies and Procedures Section 4.4 WIOA Eligible Training Providers and Programs List Procedures

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

- Post-secondary education institutions that provide a program which leads to a postsecondary credential;
- Entities that carry out programs registered through the National Apprenticeship Act (Registered Apprenticeship programs);
- Other public or private training providers, which may include: community-based organizations, joint labor-management organizations, pre-apprenticeship programs and occupational/technical training;
- Eligible providers of adult education and literary activities, if combined with skills training; or
- Local Workforce Development Boards (LWDBs), if they meet the conditions of WIOA sec. 107(g)(1).
**Eligible Programs of Training Services**

A training services program is defined as one or more courses or classes or a structured regimen that leads to an industry recognized certificate or credential, a certificate of completion of a registered apprenticeship, a license recognized by the state or federal government, an associate or baccalaureate degree, a secondary school diploma or its equivalent, employment or measurable skills gain toward such a credential or employment.

Not all allowable types of training services are subject to the requirements of the training provider provisions. Contracts for services may be utilized instead of ITAs only when one or more of the following five exceptions apply and the LWDB has fulfilled the consumer choice requirements of 20 C.F.R. § 680.340:

A. When the services provided are on-the-job training, customized training, incumbent worker training, transitional employment, internships, paid or unpaid work experience;

B. When the LWDB determines that there is an insufficient number of eligible providers in the local area to accomplish the purposes of a system of ITAs. The determination process must include a 30-day public comment period and be described in the local plan;

C. When the LWDB determines that there is a training program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve individuals with barriers to employment. The LWDB must develop criteria (as noted in 20 C.F.R. § 680.320) to be used in determining demonstrated effectiveness, particularly as it applies to individuals with barriers to employment;

D. When the LWDB determines that it would be most appropriate to contract with an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit customer choice;

E. When the LWDB is considering entering into a pay-for-performance contract and the Local WDB ensures that the contract is consistent with § 683.510 of this chapter or

F. When an LWDB may provide training services only if it submits a request to the State for a waiver. The proposed request should be made available to eligible training providers and the general public for public comment no less than 30 days. Public comments must be included with the request. The request will include: evidence that there are an insufficient number of eligible provider of such a program of training services to meet local demand, information that the board meets the requirements for an eligible training provider under WIOA Section 122, and information that training will prepare participants for an in-demand industry sector or occupation in the local area.
Initial Eligibility for New Training Providers or Providers Submitting New Programs

I. New Training Providers/Programs

All Eligible Training Providers (ETP) that were not previously approved as eligible under WIA (except Registered Apprenticeship programs) must submit the required information to be considered for initial eligibility under Workforce Innovation Opportunity Act (WIOA). Under WIOA, ETPs may receive initial eligibility for only one year for an ETP-specific program. For potential ETPs seeking initial eligibility, verifiable program-specific performance information must be provided.

WIOA requires that programs, not ETPs, be approved for ITAs. Therefore, potential ETPs must submit an application for each course of study or program.

Potential ETPs submitting initial eligibility applications should submit training program applications directly to WorkSource East Central Georgia. Training program applications will be reviewed and evaluated by the East Central Georgia Workforce Development Board (WDB). If the program application is approved by the WDB, the program is submitted to the state office for review, approval and placement on the State ETPL.

A Pre-Award Checklist will be conducted prior to recommendation for a Provider/Program inclusion on the State ETPL. The Checklist will include an on-site visit to access compliance with ADA accessibility and reasonable accommodations.

The ETP application can be accessed on the TCSG OWD website https://tcsg.edu/wp-content/uploads/2018/09/ETP-Application-9.2018-Version.pdf. The application should be submitted directly to WorkSource East Central Georgia. Applications will be reviewed and evaluated by the East Central Georgia Workforce Development Board (WDB). If the program application is approved by the WDB, the program is submitted to the OWD for review, approval, and if approved placement on the State ETPL.

Program applications need only be made with one Local Workforce Development Board (LWDB) for possible inclusion on the State ETPL. Once approved for placement on the State ETPL, an approved program is available to all Georgia LWDBs and cooperative States.

The current State ETPL can be accessed at: www.worksourcegaportal.com
An Applicant must provide the following:

A. A detailed description of each training program – Provide information that the program is a high-quality program, which can include information related to training
services that lead to a recognized post-secondary credential, or a wage more than 150% of the Georgia self-sufficiency wage ($10.88), or successful outcomes across all population groups;

B. Performance information for each training program will include:

• Median earnings;
• Average wage at placement;
• Attainment of post-secondary credential;
• Completion rate;
• Employment rate; and
• Training-related employment rate.

C. Describe in detail applicant’s partnerships with business;

D. Describe the recognized post-secondary credential attained after training completion;

E. Describe how the training program(s) aligns with in-demand industries and occupations;

F. Local Workforce Development Areas (LWDA) must verify that the Applicant complies with the following to be considered for inclusion on the State ETPL:

i. Applicant must have been in business for at least six months prior to the initial application and must have a current business license or proof of active compliance with the Secretary of State Corporations Division;

ii. Training programs must be available to the general public, have published catalog price structures;

iii. Training facilities must comply with ADA requirements for accessibility and reasonable accommodation:

iv. Each training program must have proven outcomes and have successful program completions and training-related employment for at least five students per program;

v. Applicant must be current on all federal and State taxes (Must supply certification from accounting/tax firm of current tax standing regarding federal and State taxes, including Unemployment Insurance taxes);

vi. Applicant must be in statutory compliance with the laws of the State related to operation as a training education institution. Proprietary colleges or schools operating in Georgia are required by the Nonpublic Post-Secondary Educational Institution Act of 1990 to have a certificate of authorization from the NPEC before beginning operation or advertising in the state;
vii. Applicant must provide documentation of current accreditation/authorization;

viii. Applicant must not have been found at fault in criminal, civil or administrative proceeding related to its performance as a training or educational institution. Must disclose any pending criminal, civil or administrative proceeding as either a defendant or a respondent;

ix. Applicant must disclose any and all conflicts of interest with State or LWDB staff or board members including, but not limited to family ties (spouse, child, and parent), fiduciary roles, and employment or ownership interests in common; and

x. All applications must include a current federal tax identification number.

STUDENTS PAST PERFORMANCE INFORMATION – past 12 months period _ Minimum Standard - Must pass two of the following six measures

- **Median Earnings**, $11.50, The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program

- **Average Wage at Placement**, $10.70, Average wage at placement of completers obtaining employment

- **Attainment of Post-Secondary Credential**, 60%, The percentage of program participants who obtain a recognized post-secondary credential or a secondary school diploma or its recognized equivalent during participation in or within one year after exit from the program

- **Completion Rate**, 70%, Program completion rate for students completing all coursework and exams

- **Employment Rate**, 70%, Employment Rate for all students completing the program coursework

- **Training-Related Employment Rate**, 70%, Percent of completers exiting the program who have obtained training-related employment.
II. Currently approved ETPs proposing new training programs

Approved Eligible Training Providers proposing new training programs shall follow the following procedure in order to qualify for one year of initial eligibility. Approved Eligible Training Providers seeking initial eligibility for a new program shall provide the LWDB a narrative application (attach to the locally developed application), which must include the following verifiable program specific performance information:

1. Provide information on a substantially similar training program (in the same industry) indicating whether that program satisfied the following indicators of performance:
   a. Unsubsidized employment during the second quarter after exit,
   b. Unsubsidized employment during the fourth quarter after exit,
   c. Median earnings,
   d. Credential attainment,
   e. Average wage at placement, and
   f. Training related employment rate;

2. A descriptive narrative with information on the proposed training program’s ability to satisfy the following indicators of performance:
   a. Unsubsidized employment during the second quarter after exit,
   b. Unsubsidized employment during the fourth quarter after exit,
   c. Median earnings,
   d. Credential attainment,
   e. Average wage at placement, and
   f. Training related employment rate;

3. Information concerning whether the provider is in a partnership with business. This could include information about the quality and quantity of employer partnerships:

4. Information that addresses alignment of the training services with in-demand industry sectors and occupations, to the extent possible.

5. The LWDA will re-verify that the Approved Eligible Training Provider’s proposed new program complies with the following to be considered for one-year inclusion on the State ETPL:

   a. Approved Eligible Training Provider must have been in business for at least six months prior to the initial application and must have a current business license or proof of active compliance with the Secretary of State Corporations Division;
   b. Training programs must be available to the general public and have published catalog price structures;
   c. Training facilities must comply with ADA requirements for accessibility and reasonable accommodation;
d. Approved Eligible Training Provider must be current on all federal and State taxes (must supply certification from accounting/tax firm of current tax standing regarding federal and State taxes, including Unemployment Insurance taxes);

e. Approved Eligible Training Provider must be in statutory compliance with the laws of the State related to operation as a training education institution. Proprietary colleges or schools operating in Georgia are required by the Nonpublic Post-Secondary Educational Institution Act of 1990 to have a certificate of authorization from the NPEC before beginning operation or advertising in the state;

f. Approved Eligible Training Provider must provide documentation of current accreditation/authorization;

g. Approved Eligible Training Provider must not have been found at fault in criminal, civil, or administrative proceeding related to its performance as a training or educational institution and must disclose any pending criminal, civil, or administrative proceeding as either a defendant or a respondent;

h. Approved Eligible Training Provider must disclose any and all conflicts of interest with State or LWDB staff or board members including, but not limited to, family ties (spouse, child, and parent), fiduciary roles, and employment or ownership interests in common; and,

i. All applications must include a current federal tax identification number.

All information detailed above shall be reviewed and verified to determine whether or not the proposed program shall be granted initial, one-year eligibility.

At the conclusion of the initial year, the program shall provide such required data as outlined and detailed below for the State to determine whether the program shall remain on the ETPL or be removed. Each required measure’s data shall be collected and submitted by the Local Workforce Development Area. The Approved Eligible Training Provider may continue enrolling WIOA-funded students into the initially approved program until such time as the State issues a determination regarding continued eligibility and subsequent placement on the ETPL.

After receiving the program’s data from the Local Workforce Development Area, the State shall perform its review of the program. If the necessary data is not received by the State in a timely manner, the Program shall not receive continued eligibility or be placed on the ETPL. The program must satisfy the following factors in order to be determined eligible for placement on the ETPL:

1. The program must enroll at least ten (10) students during the twelve-month initial eligibility period; and,

2. The program must satisfy two or more of the six factors identified below.
If the program fails to satisfy either of the two requirements listed above, the Eligible Training Provider’s program under review will be removed in accordance with section below *ETPL Notice of Denial of Eligibility or Removal*.

**STUDENTS PAST PERFORMANCE INFORMATION – past 12 months period _ Minimum Standard - Must pass two of the following six measures**

- **Median Earnings**, $11.50, The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program

- **Average Wage at Placement**, $10.70, Average wage at placement of completers obtaining employment

- **Attainment of Post-Secondary Credential**, 60%, The percentage of program participants who obtain a recognized post-secondary credential or a secondary school diploma or its recognized equivalent during participation in or within one year after exit from the program

- **Completion Rate**, 70%, Program completion rate for students completing all coursework and exams

- **Employment Rate**, 70%, Employment Rate for all students completing the program coursework

- **Training-Related Employment Rate**, 70%, Percent of completers exiting the program who have obtained training-related employment.

**Additional Local Requirements**

The WDB limits new providers and providers’ proposing new programs to ten (10) referrals until satisfactory performance outcomes are obtained. Performance will be reviewed at the end of the current program year.

**Registered Apprenticeships**
I. Automatic Eligibility

Under WIOA, all Registered Apprenticeship (RA) programs that are registered with the USDOL Office of Apprenticeship (OA) are automatically eligible to be included on the State ETPL. RA programs are not subject to the same application and performance information requirements nor 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.

All RA programs will be informed of their automatic eligibility to be included on the State ETPL and are provided an opportunity to consent to inclusion, before being placed on the State ETPL. The state OWD has worked with OA to develop a mechanism to contact all RA programs within the State regarding inclusion on the State ETPL. OWD works with the OA to collect program information (to populate the State ETPL) on newly OA registered apprenticeship programs on a quarterly basis. Information required to populate the State ETPL includes: Occupations; name/address of program sponsor; name/address of instructional provider if different from the sponsor; method and length of instruction; and number of active apprentices.

II. Performance

There are no WIOA performance requirements for RA programs and RA programs are not required to provide ongoing reports to the State or LWDBs. OWD will work in concert with the OA to encourage voluntary reporting of performance information.

RA programs must remain registered and in good standing with the OA to remain on the State ETPL. OWD works in concert with the OA to verify registration status.

LWDAs may not impose additional criteria, information or reporting requirements on RA programs. Additionally, if an LWDA has a local ETPL, RA programs should be included and should be noted as ‘in-demand occupations”. If an issue arises, LWDAs should contact OWD for assistance.

III. Continued Eligibility

RA program sponsors appearing on the State ETPL will remain there as long as the program is registered or until the program sponsor notifies the OWD that it no longer wants to be included on the State ETPL. However, RAs may be removed if determined to have intentionally supplied inaccurate information or to have substantially violated any provision of Title I of WIOA (e.g., civil rights of discrimination violations) or the WIOA regulations, including 29 C.F.R. part 38. An RA program whose eligibility is terminated due to intentionally supplying inaccurate information or substantially violating WIOA provisions will
be terminated for not less than 2 years and is liable to repay all youth, adult and dislocated worker training funds, if received during the period of noncompliance.

If instances of substantial violation are reported to OWD, OWD will work in concert with the OA to make the determination of ineligibility. The opportunity for an appeal and hearing is described in the ETPL Appeal Procedures.

At minimum, OWD will conduct a semiannual review of RA programs including verification of the registration status and removal of any RA programs that are not currently registered or no longer wish to continue as ETPs, in collaboration with OA. Although RA programs are not required to provide ETP Performance reports, voluntary reporting of performance information is encouraged under WIOA regulations and outcomes for WIOA participants in WIOA funded RA programs must be included in the State’s annual performance report. WIOA § 116 (d)(2)

ETPL Notice of Denial of Eligibility or Removal

The performance of all training institutions with participants enrolled in WIOA is monitored through the Georgia Work Ready Online Participant Portal (GWROPP). Each training provider is responsible for providing updated information, through the VOS ETPL website, on its programs listed through the Local Board. Vendors may be removed from the ETPL if monitoring reveals non-compliance with the Act or poor performance and other violation notated in the local or state policy. The LWDB uses state data along with participant data collected from all vendors using the participants’ completion rate. Data indicating the number of participants entering employment is also evaluated. If performance falls below the local area standards (as negotiated with TCSG Office of Workforce Development), the provider is notified that corrective action is needed and/or participant enrollment is ceased. The LWDB who originally approved the program’s inclusion to the ETPL shall be responsible for making ETP removal determinations under the following conditions:

I. Supplying inaccurate information (If inaccurate information regarding a program is intentionally supplied to a LWDB or OWD.)
   A. If instances of intentionally supplying inaccurate information are reported to, the LWDB shall submit a recommendation for ETP removal to OWD. Upon receiving a determination of ineligibility from the LWDB, OWD will remove the ETP from the ETPL at the LWDB’s request.
   B. The ETP may be excused if the inaccurate information was supplied unintentionally, but the burden for proving the inaccurate information supplied was unintentional rests with the ETP.
C. If warranted, a termination of eligibility will occur and will remain in effect for a minimum of two years.

II. Substantial violation

A. If a LWDB determines that an ETP has substantially violated any requirements under WIOA (e.g., civil rights or discrimination violations), failed to provide timely and accurate information for the ETP report and for initial and continued eligibility, or failed to follow other State or federal laws, regulations or requirements, then the LWDB shall notify OWD of the determination of ineligibility. Upon receiving a determination of ineligibility from the LWDB, OWD shall remove the ETP from the ETPL.

B. Repeated failures to submit information and a failure to cooperate with the LWDB will be considered in the State determining whether a “substantial violation” occurred. “Substantial violation” may be construed to be one or more egregious violations in a short period of time or numerous minor violations over a longer period of time.

C. With regard to a violation of the submittal of timely and accurate information for the ETP as well as initial and continued eligibility, the LWDB shall take into account exceptional circumstances beyond the ETP’s control, such as natural disasters, unexpected personnel transitions, and unexpected technology related issues.

D. A termination of eligibility will occur and will remain in effect for a minimum of two years for all substantial violations.

III. Removal for failure to meet performance standards

A. If an ETP’s program fails to meet minimum established State established performance levels set for continued eligibility, the program must be removed from the State ETPL. B. An ETP/ETP program may reapply under the initial eligibility criteria if they can provide documentation of successful performance attainment with all students prior to the next program year. During that time the former ETP should take the opportunity to evaluate program design performance of non-WIOA students.

C. Reapplication procedures may begin with a LWDB no earlier than 90 days preceding the beginning of the one-year exclusion period.

D. If the LWDB program evaluation indicates that there have been successful performance outcomes of all students, the program may be added to the State ETPL no earlier than one year from the date of removal.

IV. Other Removals

A. If an ETP loses its license or accreditation of its accrediting body.

B. If an ETP’s program is inactive (no activity within three program years), the ETP’s program will be automatically removed and the provider (program) will have to reapply using initial eligibility procedures.

V. Repayment

An ETP’s program whose eligibility is terminated under the above conditions shall be liable for repayment of funds received during the period of noncompliance.
If an ETP’s program is terminated or removed from the State ETPL, the LWDA should assure timely assistance to participants who may be affected. Depending on the nature of the violation, WIOA participants may be allowed to complete the programs, or may transfer and enroll in other training programs.

If it is deemed by a LWDB that training received by a WIOA customer did not adhere to program information as marketed by the ETP, consequences levied upon the ETP may include: (1) additional training to the aggrieved customer at no cost; and/or (2) a refund to the fiscal agent of amounts paid; and/or (3) debarment from the State ETPL.

VI. ETPL Appeal

A. Introduction

These procedures are designed to provide guidelines for filing and resolving Appeals made by an ETP. In the event that an ETP seeks to file an Appeal, it must do with the entity whose action the ETP disputes. For example, in the event that an ETP is removed from a specified LWDB, the ETP must file an Appeal with the LWDB in accordance with LWDB’s policies. Once an ETP has filed an Appeal with the LWDB, received a written resolution, and is dissatisfied with the LWDB’s resolution, the ETP may file second level appeal with the State Workforce Development Board (SWDB).

Conversely, in the event that an entity is denied designation on the State ETPL, or if the ETP or is removed from the State ETPL, the ETP may file an Appeal directly with the SWDB.

B. Local Appeal Procedures

TEGL WIOA NO. 41-14(11)(b) requires LWDBs to establish an Appeal procedure for ETPs to dispute a denial of eligibility from the ETPL. Such procedures must allow for an attempt to resolve the dispute informally, provide an opportunity for a hearing, and require written resolution within 60 days of the filing date of the Appeal. They must also notify the ETP of its right to file a Second Level Appeal with the State.

Procedure

An ETP may file an appeal with the LWDB in the event that the ETP is denied eligibility or is removed from the State ETPL. In order to Appeal, the ETP must satisfy the following criteria:

1. The ETP must complete an ETPL Appeal form;
2. The ETP must include all other pertinent information; and
3. The ETP must file the Appeal no later than 30 days from the date that the ETP is denied eligibility or is terminated from the State ETPL.
The ETP shall have the option to request a hearing in the event that the Appeal cannot be resolved informally. In the event that a hearing is requested in writing, it will be conducted in accordance with the procedure set forth below.

A written resolution will be provided within 60 days of the filing date of the Appeal. If an ETP is dissatisfied with the resolution, the ETP may file a second level appeal with the SWDB.

C. SWDB Procedures for Second Level Appeals of LWDA Resolutions

An ETP may file a second level appeal of a LWDB resolution directly with the SWDB so long as the following criteria are satisfied:

1. The ETP has completed an ETPL Appeal form;
2. The ETP attaches the LWDB’s Written Resolution and any other pertinent information to the Appeal form; and
3. The Appeal is filed with the SWDB no later than 30 days from the date the LWDB issued its written resolution.

The ETP shall have the option of requesting a hearing in the event that the Second Level Appeal cannot be resolved informally. In the event that a hearing is requested in writing, it will be conducted in accordance with the procedure set forth below. The SWDB ruling on all Second Level Appeals shall be final.

D. OWD Procedures for Appeals of denial or removal of an ETP from the State ETPL

An ETP may file an appeal directly with the SWDB in the event that the ETP is denied eligibility or is removed from the State ETPL. In order to Appeal, the ETP must satisfy the following criteria:

1. The ETP must complete an ETPL Appeal form;
2. The ETP must include all other pertinent information; and
3. The ETP must file the Appeal no later than 30 days from the date that the ETP is denied eligibility or is terminated from the State ETPL.

The ETP shall have the option to request a hearing in the event that the Appeal cannot be resolved informally. In the event that a hearing is requested in writing, it will be conducted in accordance with the procedure set forth below. The SWDB ruling on all Appeals shall be final.

E. Hearing Procedure for State and Local ETPL Determination Appeal

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

1. Upon receiving written notice of the ETP’s request for a hearing, the LWDB or the SWDB shall respond in writing acknowledging the ETP’s request and notifying the ETP of the
date of the hearing. Such acknowledgment and notice shall be transmitted to the ETP within ten (10) business days of receipt of the ETP’s request. The notice shall include, at a minimum:

a. The date of issuance;
b. The name of the ETP;
c. The name of the Respondent against whom the Appeal has been filed (OWD or the LWDB);
d. A statement reiterating that the ETP and Respondent may be represented by legal counsel at the hearing;
e. The date, time, and place of the hearing, including the name of the hearing officer serving as an impartial party;
f. A statement of the alleged violations of WIOA, (This may include clarification of the original Appeal, but must accurately reflect the content of the submitted documentation of the ETP);
g. A copy of any policies or procedures for the hearing or identification of where such policies may be found; and
h. The name, address, and telephone number of the contact person issuing the notice.

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

a. An impartial hearing officer selected by the LWDB or SWDB;
b. An opportunity for both the ETP and LWDB/OWD to present an opening statement, witnesses and evidence;
c. An opportunity for each party to cross-examine the other party’s witnesses; and,
d. A record of the hearing which the LWDB or OWD shall create and retain.

3. The hearing officer, considering the evidence presented by the ETP and Respondent, shall issue a written decision which shall serve as the LWDB or SWDB official resolution of the Appeal. The decision shall include the following information, at a minimum:

a. The date, time, and place of hearing;
b. A recitation of the issues alleged in the Appeal;
c. A summary of any evidence and witnesses presented by the ETP and the respondent;
d. An analysis of the issues as they relate to the facts; and

e. A decision addressing each issue alleged in the Appeal.

4. The SWDB meets every quarter. State level hearings shall be conducted in accordance with this schedule. To appeal to the SWDB and/or request a hearing, ETPs shall send all communication in writing to the staff liaison of the SWDB Performance and Accountability Committee, Steven Wilson, at SWilson@tcs.edu.
Changes to the State ETPL

After approved for continued eligibility, requests for changes to contact information, program cost, program description, corporate entity change, etc. should be submitted to the LWDB which approved the initial application. Changes related to contact information should also be submitted to OWD.

ETPL/ITA-related questions should be directed to: Technical College System of Georgia Office of Workforce Development 1800 Century Place
Suite 150
Atlanta, GA 30345
404-679-1371
ETPL@tcsg.edu

Continued Eligibility – Biennial Review

All ETPs (excluding RAs) are subject to review and renewal of eligibility at least every two years. OWD will review the performance of providers to ensure they are meeting minimum levels of performance. Biennial review will also include verification of the registration status of RA programs. The following factors will be utilized to determine continued eligibility:

A. The performance of training providers on WIOA standards. The performance should be disaggregated by the LWDA being served.
B. The biennial review may include other factors such as:
   1. The degree to which training programs are in-demand industries sectors and occupations State licensure requirements;
   2. Use of industry recognized certificates and credentials;
   3. Whether the programs lead to post-secondary credentials;
   4. The ability of the ETP to provide training services that are physically and programmatically accessible for individuals who are employed and individuals with barrier to employment, including individuals with disabilities;
   5. The ability of the ETP to partner with employers and provide job placement services;
   6. The dropout rate of the ETP; and 8. The student loan default rate of the ETP.

ETPs will be responsible for collection of performance data, which is not available through the state data management system, and transmittal to OWD.

The following performance data should be collected by ETPs for WIOA performance measures. The actual minimum performance levels will be determined based on federal standards.

WIOA requires that performance data include the outcomes of ETP programs for students in general for employment and earnings measures.
<table>
<thead>
<tr>
<th>All Students Past Performance Data Past 12 Month</th>
<th>Minimum Standard</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate second quarter after exit</td>
<td>70%</td>
<td>The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program. For Title 1 Youth, the indicator includes percentage of participants in education or training activities the 2nd quarter after exit.</td>
</tr>
<tr>
<td>Employment Rate fourth quarter after exit</td>
<td>60%</td>
<td>The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program. For Title 1 Youth the indicator includes percentage of participants in education or training activities in 4th quarter after exit.</td>
</tr>
<tr>
<td>Median Earnings second quarter after exit</td>
<td>$11.50</td>
<td>The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>60%</td>
<td>The percentage of participants enrolled in education or training program (excluding OJT and Customized Training who attain a recognized postsecondary credential or secondary school diploma within 1 year after program exit.</td>
</tr>
<tr>
<td>Measurable Skills Gain</td>
<td>20%</td>
<td>The percentage of participants who, during a program year, are in education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skills gains towards such a credential or employment.</td>
</tr>
</tbody>
</table>
**Out of State Training Providers**

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

The provider shall:

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

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

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

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

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

**REFERENCES**

Technical College System of Georgia, Office of Workforce Development Policies and Procedures Section 4.4 WIOA Eligible Training Providers and Programs List Procedures
20 CFR Section 680
WIOA Section 116
WIOA Section 122(b)
Area 13 - Appendix 8: Supporting Documents – EO Policies and Procedures

Equal Opportunity Complaint & General Grievance Policy and Procedure For Applicants, Participants, Other Interested or Affected Parties

SECTION I: Equal Opportunity Complaint Policy

SECTION II: General Grievance Policy

SECTION III: Complaints of Fraud, Abuse, or Other Alleged Criminal Activity

SECTION IV: Complaints against Public Schools

I. EQUAL OPPORTUNITY COMPLAINT POLICY

WorkSource East Central Georgia Workforce Development Board (WDB) adheres to the following United States law: “Equal Opportunity Is the Law”. It is against the law for this recipient of Federal financial assistance to discriminate on the following basis: 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 (WIOA), on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas: (1) Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; (2) providing opportunities in, or treating any person with regard to, such a program or activity; or (3) 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.

What To Do If You Believe You Have Experienced Discrimination

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

CSRA Regional Workforce Development Plan
The recipient’s Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW., Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Web site at www.dol.gov/crc.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center.

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

A complaint is an allegation of discrimination on the grounds a person, or any specific class of individuals, has been or is being discriminated against on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69. An allegation of retaliation, intimidation or reprisal for taking action or participating in any action to secure rights protected under WIOA will be processed as a complaint.

Note: A complaint cannot be processed as both a program complaint and as a discrimination complaint.

FILING COMPLAINTS OF DISCRIMINATION (under Equal Opportunity Complaint Policy)

Who May File: Any person requesting aid, benefits, services or training through the WorkSource East Central Georgia (ECG) workforce system; eligible applicants and/or registrants; participants; employees, applicants for employment; service providers, eligible training providers (as defined in the Workforce Innovation and Opportunity Act), and staff with the workforce system that believes he/she has been or is being subjected to discrimination prohibited under the Nondiscrimination and Equal Opportunity Provisions 29 CFR Part 38 and Section 188 of the Workforce Innovation and Opportunity Act (WIOA).

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

PECOLA WILEY, EQUAL OPPORTUNITY OFFICER
WORKSOURCE EAST CENTRAL GEORGIA
674 WASHINGTON ROAD | P.O. BOX 179
THOMSON, GEORGIA 30824
706-595-8941 | 800-251-3882
TTY: 800-255-0056
pwiley@ecgwdc.org

Each complaint must be filed in writing, either electronically or in hard copy, and must contain the following information:

The complainant's name, mailing address, and, if available, email address (or another means of contacting the complainant).

The identification of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination).

A clear description of the allegations in sufficient detail including the date(s) and timeline that the alleged violation occurred to allow the recipient, as applicable, to decide whether: (1) what agency has jurisdiction over the complaint; (2) the complaint was filed in time; and (3) the complaint has apparent merit; in other words, whether the complainant's allegations, if true, would indicate noncompliance with any of the nondiscrimination and equal opportunity provisions of WIOA or part 29 CFR Part 38.

The written or electronic signature of the complainant or the written or electronic signature of the complainant’s representative.

Complaint Processing Procedure

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

Acknowledgement of complaint received including date received; notice that the complainant has the right to be represented in the complaint process; notice of rights contained in §38.35; and notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.
A written statement of issue(s) which includes a list of the issues raised in the complaint; for each issue, a statement of whether or not the issue is accepted for investigation or rejected and the reasons for each rejection after performing a period of fact-finding.

Notice that the complainant may resolve the issue Alternative Dispute Resolution (ADR) any time after the complaint has been filed, but before a Notice of Final Action has been issued.

If the complaint does not fall within the Workforce Innovation and Opportunity Act jurisdiction for processing complaints alleging discrimination under Section 188 or Equal Opportunity and Nondiscrimination provisions at 29 CFR Part 38.74, the complainant will be notified in writing within five (5) business days of making such determination. The notification shall include the basis of the determination as well as a statement of the complainant’s right to file with the Civil Rights Center (CRC) within thirty (30) days of the determination.

Upon determination that the complaint has merit and is within the Workforce Innovation and Opportunity Act jurisdiction and period of fact-finding or investigation of the circumstances underlying the complaint.

**Complaint Processing Time Frame**

A complaint will be processed and Notice of Final Action issued within ninety (90) days of receipt of the complaint pursuant to 29 CFR 38.72. Complainant may elect to file his or her equal opportunity complaint with the Technical College of Georgia-Office of Workforce Development; address and contact information is as follows:

State EO Officer: TCSG OWD Compliance Director  
Address: 1800 Century Place N.E., Suite 150, Atlanta, GA 30345-4304  
Phone: 404-679-1371  
Email: wioacompliance@tcsg.edu

If WorkSource ECG/ECG-WDB has not provided complainant with a written decision within ninety (90) days of the filing of the complaint, complainant need not wait for a decision to be issued. Complainant may file a complaint with State EO Officer or CRC within thirty (30) days of the expiration of the 90-day period. If complainant is dissatisfied with WorkSource ECG/ECG-WDB’s resolution of his or her equal opportunity complaint, complainant may file a complaint with State EO officer. Such complaint must be filed within thirty (30) days of the date you received notice of WorkSource ECGC/WDB’s proposed resolution.

**OR**

Complaints may be initially filed or appealed to the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210 or electronically as directed on the CRC website at [www.dol.gov/crc](http://www.dol.gov/crc) within thirty (30) days of complainant’s receipt of
either WorkSource ECG/ECG-WDB Notice of Final Action or TCSG- Notice of Final Action. In other words, within one hundred twenty (120) days Complainant may file his or her appeal.

Resolution Process

Alternative Dispute Resolution: Complainant must be given a choice as to the manner in which they have their complaint resolved. After an investigation is conducted by the Equal Opportunity Officer, ADR may be chosen by the complainant to resolve the issues, as long as a Notice of Final Action has not been issued. Mediation is recommended ADR and will be conducted by an impartial mediator. Complainant must notify the Equal Opportunity Officer within ten (10) days of receiving the Notice of Issue Statement letter of whether ADR is selected to resolve the dispute. WorkSource ECG/ECG-WDB will provide an impartial mediator and will provide interested parties information regarding the arrangements (date, time, and location).

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

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

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

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

Breach of Agreement: Any party to any agreement reached under ADR may file a complaint in the event the agreement is breached with State EO Officer, TCSG OWD Compliance Director Compliance; 1800 Century Place N.E., Atlanta, GA 30345-4304 or Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210. The non-breaching party may file a complaint within thirty (30) days of the date that party learns of the alleged breach (29 CFR 38.72).

II. GENERAL GRIEVANCE POLICY

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

A grievance is a complaint about customer service, working conditions, wages, work assignment, etc., arising in connection with WIOA Title I funded programs operated by WIOA recipients including service providers, eligible training providers, one-stop partners and other contractors.

FILING A GENERAL GRIEVANCE (violations of the act or regulations not alleging discrimination)

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

Any person may attempt to resolve all issues of unfair treatment by working with the appropriate manager and/or supervisor and staff member, service provider, or one-stop partner involved informally prior to a written grievance being filed.

All complaints as described in the previous definition may be filed within one hundred twenty (120) days after the act in question by first completing and submitting the General Grievance Form to:

PECOLA WILEY, EQUAL OPPORTUNITY OFFICER
WORKSOURCE EAST CENTRAL GEORGIA
674 WASHINGTON ROAD | P.O. BOX 179
THOMSON, GEORGIA 30824
706-595-8941 | 800-251-3882
TTY: 800-255-0056
pwiley@ecgwdc.org

Grievance Processing Procedure

A complaint may be filed by completion and submission of the General Grievance Form located at www.ecgwdc.org.

WorkSource ECG/ECG-WDB will issue a written resolution within sixty (60) days of the date the complaint was filed. Pursuant to Section 181 of the Workforce Innovation and Opportunity Act, WorkSource ECG/ECG-WDB shall provide the grievant with an opportunity for a hearing within sixty (60) days of the complaint’s filing, if requested in writing by the grievant. In the event a hearing is not requested, WorkSource ECG/ECG-WDB shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act were violated. In the event the grievant is dissatisfied with WorkSource ECG/C/WDB’s decision, he or she may appeal the decision to the State Opportunity Officer, Compliance
and Legal Affairs Director within sixty (60) days of the date of the decision. If such an appeal is made, the WFD shall issue a final determination within sixty (60) days of the receipt of the appeal.

In the event WorkSource ECG/ECG-WDB does issue a written resolution within the sixty (60) days of the complaint’s filing as required, the grievant has the automatic right to file his or her complaint with the Technical College System of Georgia-Office of Workforce Development (TCSG-OWD)

**Hearing Process**

A hearing on any complaint filed shall be conducted as soon as reasonably possible, but within sixty (60) days of the complaint’s filing. Within ten (10) business days of the receipt of the request for a hearing, WorkSource ECG/ECG-WDB shall: (1) respond in writing acknowledging the request to the grievant; and (2) notify the grievant and respondent of a hearing date. The notice shall include, but not limited to: (1) date of issuance; (2) name of grievant; (3) name of respondent against whom the complaint has been filed; (4) a statement reiterating that both parties may be represented by legal counsel at the hearing; (5) the date, time, place of the hearing, and the name of the hearing officer; (6) a statement of the alleged violation(s) of WIOA; (7) copy of any policies and procedures for the hearing or identification of where such policies may be found; and (8) name, address, and telephone number of the contact person issuing the notice.

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

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

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

**Appeal Process**

An appeal may be requested by contacting the TCSG-OWD Attention: State EO Officer, TCSG OWD Compliance Director, 1800 Century Place N.E., Suite 150, Atlanta, GA 30345-4304, 404-679-1371, wioacompliance@tcsg.edu within sixty (60) days of the date of the decision.

**III. COMPLAINTS OF FRAUD, ABUSE, OR OTHER ALLEGED CRIMINAL ACTIVITY**
In cases of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644 or inspector.general@oig.doj.gov.

IV. COMPLAINTS AGAINST PUBLIC SCHOOLS

If the complaint is not resolved informally and it involves public schools of the State of Georgia, the grievance procedure will comply with WIOA and OCGA 20-2-1160.
Area 13 - Appendix 9: LWDA 13 In-Demand Occupations list

In-Demand Occupation List

Management Occupations
General/Operations Managers
Procurement/Supply Chain Managers
Front Line Supervisors
Management Analysts
Project Managers
Medical/Health Managers
Financial Managers
Lodging Managers

Business and Financial Operations Occupations
Accountants and Auditors
Administrative Service Managers

Engineering Occupations
Environmental Engineers
Industrial Engineers
Electrical Engineers
Mechanical Engineers
Manufacturing Engineers

Computer and Mathematical Occupations
Computer Systems Analysts
Software Developers, Applications
Software Developers, Systems Software

Education and Training Occupations
Elementary School Teachers, Except Special Education
Middle School Teachers, Except Special Education
Postsecondary Teachers; Biological Science & Psychology
Teacher Assistant

Healthcare Practitioners and Technical Occupations
Physicians and Surgeons, All Other
Physical Therapists
Certified Nursing Assistant
Healthcare/Patient Care Technicians
Licensed Practical Nurse
Registered Nurses
Paramedic
Occupational Therapy
Surgical Technicians
Radiologic Technologist
Respiratory Therapist
Medical Assistants

Protective Service Occupations
Police and Sheriff’s Patrol Officers
Firefighters
Correctional Officers and Jailers
Security Guards

Food Preparation and Serving Related Occupations
Combined Food Preparation and Serving Workers, Including Fast Food
Bakers
Cooks
Waiters and Waitresses

Building and Grounds Cleaning and Maintenance Occupations
Laborers; Landscape/Groundkeepers
Janitors and Cleaners, Except Maids and Housekeeping Cleaners

Personal Care and Service Occupations
Nonfarm Animal Caretakers
Childcare Workers
Nursing Assistant
Personal Care Aides

Sales and Related Occupations
First-Line Supervisors of Retail Sales Workers
Cashiers

Office and Administrative Support Occupations
Customer Service Representatives
Receptionists and Information Clerks
Stock Clerks and Order Fillers
Office Clerks, General

Sales and Related Occupations
First-Line Supervisors of Retail Sales Workers
Cashiers

Construction and Extraction Occupations
Electricians
Plumbers, Pipefitters & Steamfitters
HVAC Technicians
Construction Laborers

Installation, Maintenance, and Repair Occupations
Millwrights
Maintenance and Repair Workers, General

Manufacturing Occupations
Computer-Controlled Machine Tool Operators, Metal and Plastic
Industrial Maintenance Technician
Engine and Other Machine Operators
CNC Machine Operator
Manufacturing Production Technicians

Aircraft Aviation Mechanic and Technician
Structure Mechanic (Aviation)

Transportation and Material Moving Occupations
Heavy and Tractor-Trailer Truck Drivers
Fork Lift Operator
Laborers and Freight, Stock, and Material Movers, Hand Ambulance Drivers and Attendants

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

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

Area 13 - Appendix 10: LWDA 13 Data

<table>
<thead>
<tr>
<th>Rank</th>
<th>Industry Sector</th>
<th>Establishments</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Retail Trade</td>
<td>624</td>
<td>9,250</td>
</tr>
<tr>
<td>2</td>
<td>Health Care and Social Assistance</td>
<td>483</td>
<td>7,405</td>
</tr>
<tr>
<td>3</td>
<td>Manufacturing</td>
<td>168</td>
<td>7,281</td>
</tr>
<tr>
<td>4</td>
<td>Educational Services</td>
<td>133</td>
<td>7,035</td>
</tr>
<tr>
<td>5</td>
<td>Accommodation and Food Services</td>
<td>368</td>
<td>6,582</td>
</tr>
<tr>
<td>6</td>
<td>Public Administration</td>
<td>181</td>
<td>4,180</td>
</tr>
<tr>
<td>7</td>
<td>Construction</td>
<td>455</td>
<td>4,119</td>
</tr>
<tr>
<td>8</td>
<td>Administrative and Support and Waste Management</td>
<td>249</td>
<td>3,154</td>
</tr>
<tr>
<td>9</td>
<td>Professional Scientific &amp; Technical Svc</td>
<td>330</td>
<td>1,957</td>
</tr>
<tr>
<td>10</td>
<td>Transportation and Warehousing</td>
<td>155</td>
<td>1,924</td>
</tr>
</tbody>
</table>

Georgia Dept. of Labor, Workforce Statistics & Economic Research, Quarterly Census of Employment and Wages Program
## WorkSource East Central Georgia - Area 13

<table>
<thead>
<tr>
<th>County</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbia</td>
<td>75,134</td>
<td>72,860</td>
<td>2,274</td>
<td>3.0%</td>
</tr>
<tr>
<td>Glascock</td>
<td>1,272</td>
<td>1,225</td>
<td>47</td>
<td>3.7%</td>
</tr>
<tr>
<td>Hancock</td>
<td>2,447</td>
<td>2,312</td>
<td>135</td>
<td>5.5%</td>
</tr>
<tr>
<td>Lincoln</td>
<td>3,554</td>
<td>3,417</td>
<td>137</td>
<td>3.9%</td>
</tr>
<tr>
<td>McDuffie</td>
<td>8,852</td>
<td>8,402</td>
<td>450</td>
<td>5.1%</td>
</tr>
<tr>
<td>Taliaferro</td>
<td>567</td>
<td>539</td>
<td>28</td>
<td>4.9%</td>
</tr>
<tr>
<td>Warren</td>
<td>2,821</td>
<td>2,693</td>
<td>128</td>
<td>4.5%</td>
</tr>
<tr>
<td>Washington</td>
<td>7,013</td>
<td>6,722</td>
<td>291</td>
<td>4.1%</td>
</tr>
<tr>
<td>Wilkes</td>
<td>3,823</td>
<td>3,650</td>
<td>173</td>
<td>4.5%</td>
</tr>
<tr>
<td><strong>Area 13 Total</strong></td>
<td><strong>112,056</strong></td>
<td><strong>108,080</strong></td>
<td><strong>3,976</strong></td>
<td><strong>3.5%</strong></td>
</tr>
</tbody>
</table>

| Georgia | 5,110,318 | 4,935,310 | 175,008 | 3.4% |
| United States | 163,539,000 | 157,538,000 | 6,001,000 | 3.7% |

*Georgia Department of Labor; U.S. Bureau of Labor Statistics.*

Source: Georgia Department of Labor; U.S. Bureau of Labor Statistics

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## Appendix 11: Comments that Express Disagreement

<table>
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<td><strong>Originating Entity:</strong></td>
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<table>
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<td><strong>Comment:</strong></td>
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</table>

<table>
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<th>Comment 3</th>
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</thead>
<tbody>
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<td><strong>Originating Entity:</strong></td>
</tr>
<tr>
<td><strong>Comment:</strong></td>
</tr>
</tbody>
</table>
Appendix 12: Signature Page

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

Name: ________________________________

Title: Local Workforce Area Director

Entity Representing: ________________________________

Signature: ________________________________

Name: ________________________________

Title: Chief Local Elected Official

Entity Representing: ________________________________

Signature: ________________________________

Name: ________________________________

Title: Local Workforce Development Board Chair

Entity Representing: ________________________________

Signature: ________________________________

CSRA Regional Workforce Development Plan