

VIII. Plan Attachments

Attachment A: Area Sites and Services

Please complete and submit matrix.

Attachment B: Memoranda of Understanding/Resource Sharing
Agreements

Please submit a sample Memorandum of Understanding/Resource Sharing Agreement from one comprehensive One-Stop here.

NOTE: Accurate, complete, and current agreements must be available for review upon request and during onsite program reviews.

Attachment C: Performance Worksheets

NOTE: Instructions for estimating performance levels for PY 2012 will be transmitted to local areas in a separate memo.

Attachment D: Local Area Assurances

The attached local assurances were developed to address provisions of the Workforce Investment Act and the Final Rule. By virtue of signatures with submission of the plan, the local area agrees to abide by these provisions.

Attachment A

Area Sites and Services

List the name, address and phone number of each comprehensive WIA service site. It is not necessary to list affiliate/single partner locations. For each comprehensive site, specify the lead partner or One-Stop operator in bold type, followed by the other partners that provide services at that site. In the third column, indicate the major services (e.g. career counseling, assistance with training, Rehabilitation Services, UI, employment services, etc.) provided at that site by the partners specified in the second column. Add rows for additional sites as needed.

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

<u>North Georgia Technical College</u> P.O. Box 65 Clarkesville, GA 30523 (706) 754-7700	Department of Technical and Adult Education	Assistance with training/re-training, career counseling, New Connections to Work, Georgia Fatherhood services, Career Placement services
<u>Legacy Link</u> 508 Oak Street, Suite 1 P.O. Box 2534 Gainesville, GA 30503 (770) 538-2650	Title V	Aging services
<u>Banks County DFCS</u> P.O. Box 159 Homer, GA 30547-0159 (770) 677-2272	DFCS	All DFCS services
<u>Dawson County DFCS</u> P.O. Box 867 Dawsonville, GA 30534-0867 (706) 265-6598	DFCS	All DFCS services
<u>Forsyth County DFCS</u> P.O. Box 21 Cumming, GA 30028-0021	DFCS	All DFCS services
<u>Franklin County DFCS</u> P.O. Box 279 Carnesville, GA 30521-0279	DFCS	All DFCS services
<u>Habersham County DFCS</u> P.O. Box 160 Clarkesville, GA 30523-0160 (706) 754-2148	DFCS	All DFCS services
<u>Hall County DFCS</u> 970 McEver Road Extension Gainesville, GA 30504-3964 (770) 532-5298	DFCS	All DFCS services
<u>Hart County DFCS</u> P.O. Box 518 Hartwell, GA 30643-0518	DFCS	All DFCS services
<u>Lumpkin County DFCS</u> 175 Tipton Drive Dahlonega, GA 30533-1139 (706) 864-1980	DFCS	All DFCS services

<u>Rabun County DFCS</u> P.O. Box 787 Clayton, GA 30525-0787 (706) 782-4283	DFCS	All DFCS services
<u>Stephens County DFCS</u> 1000 East Tugalo Street Toccoa, GA 30577 (706) 282-4505	DFCS	All DFCS services
<u>Towns County DFCS</u> P.O. Box 156 Hiawassee, GA 30546-0156 (706) 896-3524	DFCS	All DFCS services
<u>Union County DFCS</u> P.O. Box 220 Blairsville, GA 30514-0220 (706) 745-2931	DFCS	All DFCS services
<u>White County DFCS</u> 1241 Helen Highway, Ste. 200 Cleveland, GA 30528-0455 (706) 865-3128	DFCS	All DFCS services
<u>DRS – Cleveland Hub</u> 243 S. Main Street Suite B Cleveland, GA 30528 (706) 865-9535	Division of Rehabilitation Services	All RS services
<u>DRS – Cumming Hub</u> 100 Colony Park Drive Suite 204 Cumming, GA 30040 (770) 781-6781	Division of Rehabilitation Services	All RS services
<u>DRS – Gainesville Hub</u> 2756 Atlanta Highway Gainesville, GA 30504 (770) 535-5468	Division of Rehabilitation Services	All RS services
<u>Ninth District Opportunity</u> 308 Spring St. SW Gainesville, GA 30501 770-532-3191		Case management services, employment services, budget counseling and development, housing assistance and weatherization, nutrition, health awareness, smoke detectors, medicine, and emergency assistance

Attachment B

Memoranda of Understanding and Resource Sharing Agreements

Include Sample Memorandum of Understanding/Resource Sharing Agreement from one comprehensive One-Stop.

Note: Accurate, complete, and current agreements must be available for review upon request and during onsite program reviews

Attachment B

MEMORANDUM OF UNDERSTANDING

ESTABLISHING ONE-STOP CONSORTIA

PURSUANT TO THE

WORKFORCE INVESTMENT ACT OF 1998

1. This **Memorandum of Understanding** (MOU) is entered into by the partnering agencies offering services and contributing resources through the Area 2 Georgia Mountains Workforce Consortium.
2. **DURATION:** This MOU shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998 (WIA) or in accordance with this section.

Any party may withdrawal from this MOU by giving written notice of intent to withdraw at least 90 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given the Chairperson of Area 2 Georgia Mountains Workforce Consortium (Entity 1) and the Georgia Mountains Workforce Investment Board (Entity 2).

Should any party withdraw, this MOU shall remain in effect with respect to other remaining parties.

3. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of all parties.
4. **MISSION STATEMENT:** This mission statement for the Area 2 Georgia Mountains Workforce Consortium is:

To advance the economic well-being of the area by developing and maintaining a quality workforce. This is to be achieved through the co-location and integration of employment, training, education and economic development services for job seekers, workers, and employers.

5. **ATTACHMENTS:** The following attachments are included in this MOU.
 - A. **CONFIDENTIALITY:** The parties agree to honor the Confidentiality Information/Release Form included as Attachment A. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving, or sharing information.

- B. **CROSS REFERRAL:** The parties adopt the cross-referral arrangements in **ATTACHMENT B**, which also include by reference cross-referral arrangements within the local WIA plan, including modifications thereto.
 - C. **RESOURCE SHARING:** The parties agree to share resources in accordance with **ATTACHMENT C**, Resources Sharing Agreement. It is expressly understood that this MOU does not constitute a financial commitment, but rather intent to commit specific resources in the future as the parties' allocations and budgets are known and the One-Stop system evolves. The One-Stop system is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year.
 - D. **GOALS AND OBJECTIVES:** The parties agree to the Goals and Objectives listed in **ATTACHMENT D** for the Area 2 Georgia Mountains Workforce Consortium One-Stop System and the Georgia Mountains Workforce Investment System as agreed upon by the Georgia Mountains Workforce Investment Board (WIB).
 - E. **BY-LAWS:** The parties agree to the By-Laws in **ATTACHMENT E**.
 - F. **LOCATIONS:** The parties agree that One-Stop services will be provided during the indicated house of operation at the locations included in **ATTACHMENT F**. In addition, services may be provided at events such as Job Fairs, promotional events, etc.
 - G. **SERVICES:** The parties agree to the Matrix of Services included as **ATTACHMENT G**.
 - H. **ADDITIONAL ATTACHMENTS:** More specific resource sharing arrangements or financial agreements may be executed. If those additional agreements reference this MOU, they shall be considered additional attachments.
- 6. **LIABILITY:** The parties acknowledge that the Georgia Mountains Service Delivery Area/Workforce Investment Board has no responsibility and/or liability for any actions of the Area 2 Georgia Mountains Workforce Consortium/One-Stop System Partners and its employees, agents, and/or assignments. Likewise, the parties have no responsibility and/or liability for any actions of the Georgia Mountains Service Delivery Area/Workforce Investment Board and its employees, agents, and/or assignments.
 - 7. **DISPUTES:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes. Should informal resolution efforts fail, the dispute shall be referred to a full meeting of the Area 2 Georgia Mountains Workforce Consortium/One-Stop System. Should the local Area 2 Georgia Mountains Consortium/One-Stop System fail to resolve the dispute, it shall be referred to the Chair of the Georgia Mountains Workforce Investment Board who shall place the dispute on the agenda of regular or special meeting of the WIB or its Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute.
 - 8. **SEVERABILITY:** If any part of this MOU is found to be null and void or is otherwise stricken the rest of this MOU shall remain in force.
 - 9. **AUTHORITY AND SIGNATURES:** The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do commit by signing.

SIGNATORY PAGE

AREA 2 GEORGIA MOUNTAINS WORKFORCE CONSORTIUM

MEMORANDUM OF UNDERSTANDING

CONFIDENTIALITY/INFORMATION RELEASE

Each Consortium member agency will honor requests for information by other Consortium members for shared customers.

Each Consortium member agency agrees to keep all information shared between the Consortium confidential in accordance with applicable laws and regulations.

AREA 2 GEORGIA MOUNTAINS WORKFORCE CONSORTIUM

MEMORANDUM OF UNDERSTANDING

CROSS REFERRAL ARRANGEMENTS

Individuals seeking core, intensive, and/or training services may be referred to the One-Stop Center(s) or to an affiliate/partner site. If an individual seeks specialized services at a One-Stop Center rather than the partner's site, information on and arrangement for services should be made available to him or her without referral to another location (based on staffing availability, Refer to Attachment G). Participants may receive referral to appropriate training and education programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

AREA 2 GEORGIA MOUNTAINS WORKFORCE CONSORTIUM

MEMORANDUM OF UNDERSTANDING

RESOURCE SHARING

The Resource Sharing Agreement provides the framework for key partner commitment in regard to the allocation and sharing of operational costs and resources. The sharing of operation costs and resources are applicable as applied to the Georgia Mountains Local Area's comprehensive onsite One-Stop system which maintains monthly overhead expenses including occupancy, utility, telephone, technology maintenance, janitorial, and security services.

- A. Partners are committed to working out a Resource Sharing Agreement which will subsequently be made part of the MOU.
- B. The One-Stop system is a work in progress, and its costs and the partners' resource-based contributions may be adjusted as needed. For example, a partner may request assistance with payment of facility costs. Any adjustments to the Resource Sharing Agreement listed above will be submitted to the Consortium for approval.

AREA 2 GEORGIA MOUNTAINS WORKFORCE CONSORTIUM

MEMORANDUM OF UNDERSTANDING

GOALS AND OBJECTIVES

1. To empower job seekers/workers to achieve long-term economic self-sufficiency.
2. To assist employers in meeting their present and future workforce needs.
3. To provide information, referrals, and services to job seekers/workers for economic self-sufficiency as appropriate.
4. To deliver services in the most cost-effective and efficient manner possible.
5. To assist the transition of students from school to work.

AREA 2 GEORGIA MOUNTAINS WORKFORCE CONSORTIUM MEMORANDUM OF UNDERSTANDING BY-LAWS

The parties agree the Consortium is comprised of the following agencies:

Georgia Mountains Regional Commission, Georgia Department of Labor, Georgia Division of Family and Children Services, Georgia Division of Rehabilitation Services, *add agencies as appropriate such as a representative of tech schools, housing authority, etc.*

Each agency listed below is entitled to one vote on business that comes before the consortium.

Georgia Mountains Regional Commission	1 Vote
Georgia Division of Family and Children Services	1 Vote
Georgia Division of Rehabilitation Services	1 Vote
Secondary Schools (one member representative)	1 Vote
Georgia Department of Labor	1 Vote
Legacy Link/Title V	1 Vote
Job Corps	1 Vote
Adult Education Literacy	1 Vote
Ninth District	1 Vote

A chairperson shall be elected by the Consortium and shall have signatory authority to the extent agreed upon by the Consortium.

A simple majority of four members shall constitute a quorum of the Consortium (*adjust as needed based on the final number of agencies in the Consortium*)

AREA 2 GEORGIA MOUNTAINS WORKFORCE CONSORTIUM

MEMORANDUM OF UNDERSTANDING

LOCATIONS

Georgia Department of Labor (Full Service One-Stop Site)

8:00 a.m. – 4:30 p.m. Monday through Friday

Excluding Holidays

Address:

Georgia Department of Labor (*)

Gainesville Career Center (Georgia Mountains One-Stop)
2756 Atlanta Highway
Gainesville, GA 30504
Phone: (770) 535-5484
Fax: (770)531-5699

Additional affiliate sites are under development by partner agencies. As they are implemented, this agreement will be modified.

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.

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

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

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

Attachment C

NEGOTIATED PERFORMANCE LEVELS UPDATED FOR PY2014

As of 07/10/14

Adult	PY14 Target	80% Minimum
Entered Employment Rate	75%	60%
Employment Retention Rate	86%	68.8%
Average 6 Months Earning	\$13,300	\$10,640
Dislocated Worker	Y14 Target	80% Minimum
Entered Employment Rate	88%	70.4%
Employment Retention Rate	90%	72%
Average 6 Months Earnings	\$15,800	\$12,640
Youth	Y14 Target	80% Minimum
Placed in Employment/Education Rate	75	60%
Attainment of Degree or Certificate	65%	52%
Literacy/Numeracy Gains	40%	32%

Attachment D

Local Area Assurances

PY 2012

Local Workforce areas must ensure that area staff, contractors, and partners are accountable to all state and federal laws, regulations, and policies. By signatures on the local Workforce Plan, the area assures the State that the following provisions will be met for PY 2012.

1. Policies and procedures will be developed for soliciting and contracting with training providers for adult and dislocated worker training services that are not part of the Individual Training Account (ITA) system. [WIA Sec. 118 (b)(9)]
2. Policies and procedures will be developed for identifying and competitively procuring youth activity providers. Policies will include evaluation criteria used and desired program elements, as required by WIA. [WIA Sec. 118 (b)(9)]
3. Memoranda of Understanding/**Resource Sharing Agreements (MOU/RSA)** have been established between the local Workforce Investment Board and: a) all required WIA partners; and b) other partners participating in the local One-Stop system. [WIA Sec. 118 (b)(2)(B)] **A sample MOU/RSA** will be considered part of the area's comprehensive WIA plan and **current, valid agreements** will be available locally for review upon request.
4. Area staff, partners and subcontractors will comply with the nondiscrimination and equal opportunity provisions of the following laws.

Section 188 of the WIA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I-financially assisted program or activity.

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin.

Section 504 of the Rehabilitation Act of 1973 as amended, Americans with Disabilities Act of 1990, and Americans with Disabilities Act Amendments of 2008, which prohibit discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended,

which prohibits discrimination on the basis of age; and Title IX of Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

5. No funds received under the WIA will be used to assist, promote, or deter union organizing. [WIA Sec.181 (b)(7)]
6. The local Workforce Investment Board assures that all awards of federal and state funds shall be accounted for using generally accepted accounting principles, and treated in accordance with federal cost principles that apply to the type of entity receiving funds, including OMB Circular A-87 for units of state or local government; A-21 for institutions of higher learning; A-122 for private, non-profit organizations; and 48 CFR, Part 31 for private, for-profit organizations.
7. The local Workforce Investment Board assures that audits of covered organizations shall conform to the federal Single Audit Act and OMB Circular A-133.
8. The area's financial management system will satisfactorily account for and document the receipt and disbursement of all WIA funds. Further, effective internal controls in place will safeguard assets and ensure their proper usage (including property location and usage). [WIA Sec. 184 (a) (1)]
9. The local area's financial system will permit the tracking of program income and potential standing costs. [WIA Sec. 185 (f)(1)&(2)]
10. The local area will prepare and submit required financial reports in a timely manner, and WIA operations funded wholly or in part with state and/or federal funds will maintain financial and program records with all supporting documents for at least three years from the date of submission of the closeout reports for each program. [WIA Sec. 185 (e)(1)]
11. Any information or records concerning an individual or employing unit obtained by the Georgia Department of Labor in the administration of the Employment

Security Law or other federally funded programs for which the department has responsibility are, by law, private and confidential [O.C.G.A. 34-8-120 et seq.].

The area agrees to abide by all state and federal laws, rules, and regulations regarding the confidentiality of such records. There are criminal sanctions for unauthorized release of such information. The area further agrees not to divulge any private or confidential information concerning any individual or employing unit to any unauthorized person without the informed consent of both the individual employee and the related employing unit, or, when applicable, of a particular customer. The Georgia Open Records Act requires government agencies and their private contractors to allow inspection of "public records" by citizens who request such inspection [O.C.G.A. 50-18-70 et seq.]. Georgia

Department of Labor information and records on individuals and employing units described above are exempt from the disclosure requirements of the Georgia Open Records Act. The area agrees to fully comply with the Georgia Open Records Act, which may require a timely written response

(within three days of the inspection request) denying inspection of such records and stating the applicable statutory authority for denying the request.

Local areas will comply with the security and privacy standards of Public Law 104-191 – the Health Insurance Portability and Accountability Act of 1996.

Veterans and eligible spouses will be provided priority in USDOL-funded services in accordance with the Jobs for Veterans Act (P.L. 107-288), (38 USC 4215) and Jobs for Veterans Act Final (20 CFR part 1010) published at 73 Fed. Reg. 78132 (December 19, 2008).

Migrant and seasonal will be provided the same range and quality of services as non-migrants, and equity of service will be afforded to migrant and seasonal farmworkers in all labor exchange services provided in the area. [20 C.F.R., Part 653]

Local areas will comply with section 101 of Public Law 109-149 which limits the salary and bonus compensation for individuals who are paid by funds appropriated to the Employment and Training Administration and provided to recipients and sub-recipients.

Attachment E

A RESOLUTION OF THE GEORGIA MOUNTAINS REGIONAL COMMISSION TO AMEND THE BY-LAWS OF THE GEORGIA MOUNTAINS REGIONAL COMMISSION; TO ENACT CLEAR ETHICS PROVISIONS IN CONJUNCTION WITH BECOMING A CERTIFIED ORGANIZATION OF ETHICS; TO PROVIDE FOR DEFINITIONS; TO PROVIDE FOR AN ENUMERATION OF CERTAIN PERMISSIBLE AND IMPERMISSIBLE ACTIVITIES BY ORGANIZATION OFFICIALS; TO PROVIDE FOR DUE PROCESS IN THE EVENT OF A CHARGE OF ETHICS VIOLATION; TO PROVIDE FOR PUNISHMENT FOR VIOLATIONS OF ETHICS PRINCIPALS; TO PROVIDE FOR ENFORCEMENT; TO PROVIDE FOR AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

WHEREAS, the Georgia Mountains Regional Commission (“GMRC”) is a State Chartered Agency created and established by O.C.G.A. § 50-8-32 *et. seq.*, consisting of members which are each county and municipality within the boundaries of the GMRC; and,

WHEREAS, the GMRC is empowered by the General Assembly of the State of Georgia to adopt bylaws to govern and conduct its affairs pursuant to O.C.G.A. § 50-8-35 ; and

WHEREAS, the governing authority of the GMRC is its Council as established by O.C.G.A. § 50-8-34; and

WHEREAS, the Council of the GMRC has determined that it is desirable and necessary to amend the Bylaws of the GMRC; and

WHEREAS, this Resolution to amend the Bylaws of the GMRC is being sent to the Council of the GMRC at least ten (10) days prior to the date on which the Council will consider for adoption the proposed amendments to the Bylaws of the GMRC; and

WHEREAS, the Executive Committee of the GMRC has recommended approval of the amendments to the Bylaws of the GMRC included herein; and

WHEREAS, the governing authority deems it essential to the proper operation of government agencies and the public’s trust in the same that the public officials be, and give the appearance of being, independent, impartial, and responsible to the people; that governmental decisions and policies be made in the proper channels of the governmental structure; and that public office not be used for personal gain; and

WHEREAS, the purpose of this Bylaws amendment is to fulfill that goal of the GMRC as stated in a separate Resolution adopted by the GMRC to become a Certified Organization of Ethics as the same is recognized by the Georgia Municipal Association.

NOW THEREFORE, pursuant to the authority granted to the GMRC, the Council of the GMRC hereby resolves as follows:

SECTION 1. AMENDMENT TO PROVISIONS OF THE BYLAWS OF THE GEORGIA MOUNTAINS REGIONAL COMMISSION CONCERNING ETHICS.

Article XV, Ethics, of the Bylaws of the Georgia Mountains Regional Commission is hereby deleted in its entirety, and in its place there shall be a new Article XV, Ethics, which shall read and provide as follows:

**ARTICLE XV
ETHICS**

1. PURPOSE: The purpose of this Code of Ethics is to, as it pertains to GMRC Officials:

- (a) Encourage high ethical standards in official conduct;
- (b) Establish guidelines for ethical standards of conduct for all such officials by setting forth those acts or actions that are incompatible with the interest of the GMRC;
- (c) Require disclosure by such officials of private financial or other interest in matters affecting the GMRC; and
- (d) Serve as a basis for disciplining those who refuse to abide by its terms.

2. SCOPE

The provisions of this code of ethics shall be applicable to all GMRC Officials, including but not limited to members of the GMRC Council and those officials appointed by the GMRC Council. Notwithstanding anything herein to the contrary, state law shall be controlling in the event of an actual conflict with the provisions of this code of ethics. This code of ethics shall be interpreted to supplement, and not replace, said provisions of state law.

3. DEFINITIONS

Solely for the purpose of this code of ethics:

- (a) *GMRC Official or Official*, unless otherwise expressly defined does not include GMRC employees, but does mean the Executive Director, Members of the Council, the GMRC's Attorney, and all other persons holding positions designated by the GMRC's Bylaws or pursuant to State Law, as amended. The term also includes all individuals, including GMRC employees, appointed by the Council or its officers, as appropriate, to authorities, commissions, committees, boards, task forces, or other bodies which can or may vote or take formal action or make official recommendations to the Council.
- (b) *Council* means the Council of the Georgia Mountains Regional Commission.
- (c) *Decision* means any ordinance, resolution, contract, franchise, formal action or other matter voted on by the Council or other board, committee or commission, as well as the discussions or deliberations of the Council, board, or commission which can or may lead to a vote or formal

action by that body.

- (d) *Employee* means any person who is a full-time or part-time employee of the GMRC.
- (e) *Immediate family* means the spouse, mother, father, grandparent, brother, sister, son or daughter of any Official related by blood, adoption or marriage. The relationship by marriage shall include in-laws.
- (f) *Incidental interest* means an interest in a person, entity or property which is not a substantial interest as defined herein and which has insignificant value.
- (g) *Remote interest* means an interest of a person or entity, including an Official, which would be affected in the same way as the general public. For example, the interest of an Official in the property tax rate, general fees charged by the GMRC and services provided by the GMRC to member local governments is deemed remote to the extent that the Official would be affected in common with the general public.
- (h) *Substantial interest* means an interest, either directly or through a member of the immediate family, in another person or entity, where:
 - (1) the interest is ownership of five percent or more of the voting stock, shares or equity of the entity or ownership of \$5,000.00 or more of the equity or market value of the entity; or
 - (2) the funds received by the person from the other person or entity during the previous 12 months either equal or exceed (a) \$5,000.00 in salary, bonuses, commissions or professional fees, or \$5,000.00 in payment for goods, products or services, or (b) ten percent of the recipient's gross income during that period, whichever is less;
 - (3) the person serves as a corporate officer or member of the board of directors or other governing board of a for-profit entity other than a corporate entity owned or created by the GMRC; or
 - (4) the person is a creditor, debtor, or guarantor of the other person or entity in an amount of \$5,000.00 or more.

4. PROHIBITIONS

- (a) No Official shall use such position to secure special privileges or exemptions for himself or herself or others, or to secure confidential information for any purpose other than official duties on behalf of the GMRC.
- (b) No Official, in any matter before the Council or other GMRC appointed body, relating to a person or entity in which the Official has a substantial interest, shall fail to disclose for the record such interest prior to any discussion or vote or fail to recuse himself/herself from such discussion or vote as applicable.
- (c) No Official shall act as an agent or attorney for another in any matter before the Council or

other GMRC appointed body.

- (d) No Official shall directly or indirectly receive, or agree to receive, any compensation, gift, reward, or gratuity in any matter or proceeding connected with, or related to, the duties of his office except as may be provided by law.
- (e) No Official shall enter into any contract with, or have any interest in, either directly or indirectly, the GMRC except as authorized by state law.
 - (i) This prohibition shall not be applicable to the professional activities of the GMRC attorney in his or her work as an independent contractor and legal advisor on behalf of the GMRC.
 - (ii) This prohibition shall not be applicable to an otherwise valid employment contract between the GMRC and a GMRC Official who is appointed by the GMRC Council (such as the Executive Director).
- (iii) Any Official who has a proprietary interest in an agency doing business with the GMRC shall make that interest known in writing to the Council and the Executive Director.
 - (f) All public funds shall be used for the general welfare of the people and not for personal economic gain.
 - (g) Public property shall be disposed of in accordance with state law.
 - (h) No Official shall solicit or accept other employment to be performed, or compensation to be received, while still a GMRC Official if the employment or compensation could reasonably be expected to impair such Official's judgment or performance of GMRC duties. This provision shall not affect the ability of members of the governing authorities of the local governments which make up the GMRC from serving on the GMRC Council as provided by State Law.
 - (i) If an Official accepts or is soliciting a promise of future employment from any person or entity who has a substantial interest in a person, entity or property which would be affected by any decision upon which the Official might reasonably be expected to act, investigate, advise, or make a recommendation, the Official shall disclose the fact to the Council and shall recuse himself/herself and take no further action on matters regarding the potential future employer.
 - (j) No Official shall use GMRC facilities, personnel, equipment or supplies for private purposes, except to the extent such are lawfully available to the public.
 - (k) No Official shall grant or make available to any person any consideration, treatment, advantage or favor beyond that which it is the general practice to grant or make available to the public at large.
 - (l) An Official shall not directly or indirectly make use of, or permit others to make use of, official information not made available to the general public for the purpose of furthering a private interest.

- (m) An Official shall not use his or her position in any way to coerce, or give the appearance of coercing, another person to provide any financial benefit to such Official or persons within the Official's immediate family, or those with whom the Official has business or financial ties amounting to a substantial interest.
- (n) An Official shall not order any goods or services for the GMRC without prior official authorization for such an expenditure pursuant to the GMRC's procurement policy. No Official shall attempt to obligate the GMRC nor give the impression of obligating the GMRC without proper prior authorization.
- (o) No Official shall draw travel funds or per diem from the GMRC for attendance at meetings, seminars, training or other educational events and fail to attend such events without promptly reimbursing the GMRC therefore.

5. CONFLICT OF INTEREST

- (a) An Official may not participate in a vote or decision on a matter affecting an immediate family member or any person, entity, or property in which the Official has a substantial interest.
- (b) An Official who serves as a corporate officer or member of the board of directors of a nonprofit entity must disclose their interest in said entity to the Council prior to participating in a vote or decision regarding funding of the entity by or through the GMRC.
- (c) Where the interest of an Official in the subject matter of a vote or decision is remote or incidental, the Official may participate in the vote or decision and need not disclose the interest.

6. BOARD OF ETHICS

- (a) The Board of Ethics of the GMRC shall consist of three (3) residents of the Georgia Mountains Region. One such resident shall be appointed by the Chairman of the GMRC Council; one such resident shall be appointed by the Council of the GMRC, and the third shall be appointed by the Chairman of the GMRC Council subject to approval by a majority of the Council.
- (b) All members of the Board of Ethics shall be residents of the Georgia Mountains Region for at least one (1) year immediately preceding the date of taking office and shall remain a resident while serving on the Board.
- (c) All members of the Board of Ethics shall serve a two (2) year term.
- (d) No person shall serve as a member of the Board of Ethics if the person has, or has had within the preceding one (1) year period, any interest in any contract or contracting opportunity with the GMRC or has been employed by the GMRC within that time frame.
- (e) Members of the Board of Ethics with any matter pending before the GMRC, or any pending or

potential litigation against the GMRC or any Official charged in the complaint shall be disqualified from serving on the Board of Ethics for that complaint. An alternate member of the Board of Ethics shall be selected in the same manner as the disqualified individual.

- (f) The members of the Board of Ethics shall serve without compensation. The Council shall provide meeting space for the Board of Ethics and, subject to budgetary procedures and requirements of the GMRC, such supplies and equipment as may be reasonably necessary for the Board to perform its duties and responsibilities.
- (g) No person shall serve on the Board of Ethics who has been convicted of a felony involving moral turpitude in this state or any other state.
- (h) No person shall serve on the Board of Ethics who is less than 21 years of age, who holds a public elective office, who is physically or mentally unable to discharge the duties of a member of the Board of Ethics, or who is not qualified to be a registered voter in some jurisdiction within the boundaries of the Georgia Mountains Regional Commission.
- (i) Upon appointment, members of the Board of Ethics shall sign an affidavit attesting to their qualification to serve as a member of the Board of Ethics.
- (j) Members of the Board of Ethics may be removed by majority vote of the Council.
- (k) In addition to all other powers granted herein, the Board of Ethics shall have the following powers as well:
 - (i) To establish procedures, rules, regulations, forms and protocols not otherwise inconsistent with these bylaws and state law for governing its affairs and carrying out its duties.
 - (ii) To appoint a hearing officer to conduct the hearings of the Board of Ethics in lieu of the hearing being conducted by a member of the Board of Ethics.

7. RECEIPT OF COMPLAINTS

- (a) All complaints against Officials shall be filed with the Executive Director or, if the Complaint is against the Executive Director, with the Chairman of the Council. Upon receipt of a complaint in proper form, the Executive Director or his designee (or, if the Complaint is against the Executive Director, the Chairman of the council or his designee) shall forward a copy of the complaint to the Official or Officials charged in the complaint within no more than seven (7) calendar days. All complaints shall be submitted and signed under oath, shall be legibly drawn and shall clearly address matters within the scope of this Article.
- (b) Upon receipt of a complaint in proper form, the Board shall review it to determine whether the complaint is unjustified, frivolous, patently unfounded or fails to state facts sufficient to invoke the disciplinary jurisdiction of the Council. The Board of Ethics is empowered to dismiss in writing complaints that it determines are unjustified, frivolous, patently unfounded or fail

to state facts sufficient to invoke the disciplinary jurisdiction of the Council; provided, however, that a rejection of such complaint by the Board of Ethics shall not deprive the complaining party of any action such party might otherwise have at law or in equity against the Official. For complaints that are not dismissed, the Board of Ethics is empowered to collect evidence and information concerning any complaint and add the findings and results of its investigations to the file containing such complaint.

- (c) Upon completion of its investigation of a complaint, the Board of Ethics is empowered to dismiss in writing those complaints which it determines are unjustified, frivolous, patently unfounded or which fail to state facts sufficient to invoke the disciplinary jurisdiction of the Council; provided, however, that a rejection of such complaint by the Board of Ethics shall not deprive the complaining party of any action such party might otherwise have at law or in equity against the Official.
- (d) The Board of Ethics is empowered to conduct investigations, to take evidence, and to hold hearings to address the subject matter of a complaint.
- (e) The Board of Ethics is empowered to adopt forms for formal complaints, notices, and any other necessary or desirable documents within its jurisdiction where the Council has not prescribed such forms.
- (f) Findings of the Board of Ethics shall be submitted to the Council for action.
- (h) To discourage the filing of ethics complaints solely for political purposes, complaints will not be accepted against a person seeking election to a city, county, or state office, whether currently serving as a city, county or state official or not, from the date qualifying opens for the elected office at issue through the date the election results for that office are certified. The time for filing complaints will not run during this period. Properly filed complaints will be accepted and processed after the election results have been certified.

8. SERVICE OF COMPLAINT

The Executive Director (or in the event the Complaint is against the Executive Director, the Chairman of the Council) shall cause the complaint to be served on the Official charged as soon as practicable but in no event later than seven (7) calendar days after receipt of a proper, verified complaint. Service may be by personal service, by certified mail, return receipt requested or by statutory overnight delivery. A hearing shall be held within sixty (60) calendar days after filing of the complaint. The Board of Ethics shall conduct hearings in accordance with the procedures and regulations it establishes but, in all circumstances, at least one hearing shall include the taking of testimony and the cross-examination of available witnesses. The decision of the Board of Ethics shall be rendered to Council within seven (7) calendar days after completion of the final hearing. At any hearing held by the Board of Ethics, the Official who is the subject of inquiry shall have the right to written notice of the hearing and the allegations at least seven (7) calendar days before the first hearing, to be represented by counsel, to hear and examine the evidence and witnesses and, to oppose or try to mitigate the allegations. The Official subject to the inquiry shall also have the right but not the obligation of submitting evidence and calling witnesses. Failure to comply with any of the time deadlines in this section of the ordinance shall not invalidate any otherwise valid complaint or in any way affect the power or jurisdiction

of the Board of Ethics or the Council to act upon any complaint.

9. RIGHT TO APPEAL

- (a) Any Official or complainant adversely affected by the findings or recommendations of the Board of Ethics may obtain judicial review of such decision as provided in this Section.
- (b) An action for judicial review may be commenced by filing an application for a writ of certiorari in the Superior Court of Hall County within thirty (30) days after the decision of the Board of Ethics. The filing of such application shall act as supersedeas.

10. PENALTY

Any person violating any provision of this article is subject to:

- (a) Public reprimand or censure by the Council;
- (b) Request for resignation by the Council;
- (c) Removal from the Official's position by the Council.

SECTION 2. INCORPORATION AND REPEALING CLAUSE.

All portions of the Bylaws of the Georgia Mountains Regional Commission not expressly repealed or amended herein are by this provision hereby reaffirmed and incorporated, it being the intent of the Council of the Georgia Mountains Regional Commission to reaffirm its Bylaws as amended by this Resolution. Any other resolutions or parts of resolutions in conflict with this Resolution are hereby expressly repealed.

SECTION 3. EFFECTIVE DATE.

This Resolution shall become effective upon its approval by the Council of the Georgia Mountains Regional Commission.

VOTE:

_____ **Present at the Meeting**

_____ **In Favor of the Resolution**

_____ **Against the Resolution**

GEORGIA MOUNTAINS REGIONAL COMMISSION

**Sam Norton, Chairman of the Council of the
Georgia Mountains Regional Commission**

Attest:

**George Wangemann
Secretary**

X. Business Plan

I. Executive Summary

The Workforce Investment Act is a U.S. federal law enacted in 1998 to replace the Job Training Partnership Act and certain other Federal laws relating to job training. The purpose of the act is to provide workforce investment activities through statewide and local workforce investment systems. The aim behind it is to increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants. The end goal is to improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

The Act authorizes the establishment of workforce investment activities for eligible youth and employment and training activities for adult and dislocated workers. It is carried out in partnership with state and communities. Workforce Investment Boards were established for carrying out these functions working in partnership with the local communities.

The implementation of an effective and integrated One Stop Workforce Delivery System has been a goal for the Georgia Mountains Workforce Investment Board (GWIB) since October 2011. The vision of integrated employment services to meet the needs of the adults, dislocated workers, in school and out of school youth in the 13 County area of Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union and White Counties. The plan to continue to meet the needs is outlined with input from the Consortium partners.

Period of Performance

This plan should commence on the date of execution April 2014 and will remain in effect until such parties modify or terminate the agreement.

Any party may withdraw from this plan by giving written notice of intent to withdraw at least 45 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all partners to this plan. Should any partner withdraw, this plan shall remain in effect with respect to the remaining partners until the Plan is duly executed or until the official end of the agreement.

Area 2 Profiles

Encompassing approximately 3,500 square miles, the Georgia Mountains Region is located in the foothills of the Blue Ridge Mountains. The region is bordered by North Carolina to the north and South Carolina to the

east, while other Georgia counties border the region to the south and west. At a total population of 627,333, the Georgia Mountains Regional Commission (GMRC) serves the following 13 counties: Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White and 38 municipalities within these counties.

The Georgia Mountains Region has grown tremendously over the past several decades. In fact, the Georgia Mountains Region population growth exceeded both the state and national rates, and it appears that this trend will continue in future years. Much of the growth taking place within the region is occurring in areas where transportation corridors are present. Other migration factors can be attributed to individual economic factors, retirement population, and urban sprawl spillover from Metropolitan Atlanta.

The natural scenic beauty of the Georgia Mountains Region is one of its most important resources as is unique culture, heritage, and history. Topographically, over half the area is mountainous, with the remainder being rolling hills and fertile valleys. The highest mountain in the region and also the highest point in Georgia is Brasstown Bald (elevation 4,784 feet above sea level) located in Towns County. Nine of the thirteen counties have National Forest lands located within them. Approximately 492,000 acres of the Chattahoochee National Forest covers the northern section of the region.

The region is also blessed with many lakes and rivers, including the state's largest body of water, Lake Lanier, located on the Hall-Forsyth County line. The 38,500-acre lake was constructed between 1954 and 1957 by damming the Chattahoochee River in Buford, Georgia. Lake Lanier boasts over a million visitors each year and is the most visited U.S. Army Corps of Engineers lake in the United States. Another sizeable reservoir is Lake Hartwell, which was created on the Savannah River near Hartwell, Georgia in the southeastern portion of the region near South Carolina. Both lakes provide flood control, electrical power, major recreational facilities, and public water supply for a portion of the Georgia Mountains Region and a portion of metro Atlanta. In the northern part of the region, Lake Chatuge and Lake Nottely are operated by the Tennessee Valley Authority (TVA).

The Georgia Mountains Region has a diversified economic base in both domestic and international markets. There are many economic drivers in our region, including agricultural, automotive, industrial manufacturing, healthcare, and educational sectors, which provide a favorable business climate and environment. All of these factors enhance the quality of life and make the Georgia Mountains Region an ideal place to live and work.

The Georgia Mountains Region accounts for approximately one-third of the farm gate value of poultry in Georgia with a statewide economic impact through both packaging and transportation of poultry products. In fact, Hall County is referred to as the "Poultry Capital of the World."

The Georgia Mountains Region has proven to be a strategic site for advanced manufacturing. The core transportation network throughout the region, including Interstates 85, 985, and US Highway 441 transportation corridors, strategically locate and align the region for expanded business and industry in both domestic and international markets. The region is also part of a large automotive "cluster." The Interstate 85 corridor traversing the region serves as an important economic tool linking automotive plants for Mercedes in Alabama, Kia in West Point, and BMW in Spartanburg. As a result of this core network, many automotive manufacturers and suppliers are located in the region, such as ZF Industries, IMS Gear, TI

Automotive, Bosal Industries, Kautex, and Tenneco, just to name a few. All of these factors position the Georgia Mountains to expand its presence as a significant player in the global economy.

At more than 1,000,000 square feet and a total employment of 850, Kubota Tractor Corporation has recently expanded its operations in Hall County, making it the home of the company's largest manufacturing plant. Production at this facility accounts for one-third of all Kubota-branded equipment sold in the U.S.

ZF Wind Power, LLC has recently begun production at a new facility that manufactures 16-ton wind turbine gear boxes. The company aims to produce 2,000 gear boxes per year. Employing 220 people, ZF Windpower represents a \$95 million investment in Hall County. This is in addition to the 200+ persons already employed in the German company's auto transmission factory, also located in Gainesville, Georgia.

Ritz Instrument Transformers expanded its U.S. presence by opening a new facility in Hartwell and employed 52 people. The company manufactures medium and low voltage instrument transformers at the Hartwell facility, which also serves as the company's the North American corporate and sales headquarters.

In addition to the aging population, business recruitment and retention for the region are dependent upon many social and demographic characteristics, and the availability of adequate healthcare is no exception. The region is fortunate to have a healthcare anchor in the Northeast Georgia Medical Center, located in Gainesville, Georgia. At a total employment of approximately 4,000, Northeast Georgia Health Systems, Inc. has generated more than \$1.03 billion in total economic impact for the region, according to a 2010 report from the Georgia Hospital Association. For the past seven years, Northeast Georgia Medical Center has been ranked the #1 heart hospital in Georgia. The Center was also ranked first in Georgia in gastrointestinal care and ten (10) other specialties.

As the population of the region increases, additional medical services are needed to meet the demand for specialty services. The Northeast Georgia Medical Center is currently in the design stages of a South Hall Medical Campus and Hospital. Situated on a 119-acre campus, project plans include a 100-bed hospital and medical office building. At a total investment of \$200 million, 500 new jobs will be created. The campus currently already consists of an urgent care center, outpatient services, including imaging, laboratory, and physical and occupational therapy.

On July 1, 2012, Ty Cobb Healthcare System, Inc. (TCHS), a non-profit healthcare organization based in Franklin County and serving the residents of rural Northeast Georgia, opened a new state-of-the-art 144,000 square foot, 56-bed regional medical center. Named after baseball legend Ty Cobb, who hails from Franklin County, the Ty Cobb Regional Medical Center will offer patients and physicians a modern healthcare facility that will enhance the quality of care and strengthen the delivery of services. The new hospital will provide the region with specialty health services not currently offered in the region, such as cardiology, neurology, etc. At a total investment of \$70 million, TCHS retained 350 jobs and created 25 new jobs at the new hospital facility. In addition, a \$22 million Medical Office Building (MOB) was constructed and created an additional 25 jobs.

The region's workforce is considered one of its most competitive business assets. A skilled workforce is critical to economic development in the region. The Georgia Mountains Region is home to seven (7) public and private colleges and universities, and two (2) technical colleges, which also have satellite campuses. Lanier Technical College is home to the Georgia Center of Innovation for Manufacturing Excellence for

technologies in automation, controls, and robotics. The newly formed University of North Georgia (a merger of Gainesville State College and North Georgia College and State University in Dahlonega, GA) will be a huge economic driver for workforce development in the region. By creating a regional university with satellite campuses in both Gainesville and Cumming, the workforce development needs of the region will be better addressed for enhanced economic and community development.

According to a June 2011 report from the Selig Center for Economic Growth – University of Georgia’s Terry College of Business, the regional economic impact from North Georgia College and State University was over \$230 million and accounted for 2,462 jobs in a six-county area. In addition, the economic impact of Gainesville State College reached \$204 million in 2010 and generated approximately 2,250 full and part-time jobs.

A reliable and robust broadband network is one of the leading infrastructure requirements from businesses and industries competing in the global economy. Global pressures, competitive challenges, reduced budgets, increased service needs, and greater expectations for quality all focus attention on the need for broadband for economic development both locally and regionally. Recently, a 5011 12 was established to serve an eight-county area, including Dawson, Forsyth, Habersham, Lumpkin, Rabun, Towns, Union, and White counties and is known as the North Georgia Network (NGN). The NGN is building a core fiber optic network from Atlanta through North Georgia, and construction is expected to be completed by December 2012.

Recently, the Joint Development Authority (JDA) of Franklin, Hart, and Stephens Counties, in collaboration with the JDA of Banks, Habersham, and Rabun Counties, was awarded funding to build a fiber optic backbone network, hereinafter referred to as North East Georgia Network (NEGN), which will provide broadband service throughout the six-county area for economic development and growth. The JDA has identified the core network route and the proposed project will serve to interconnect with the existing and neighboring North Georgia Network (NGN) routes, and other points of presence. The core network consists of approximately 125 miles throughout the six-county region. Of the 125 miles, the JDA identified two priority projects consisting of a total of 65 miles of new fiber optic construction or Indefeasible Rights of Use (IRU).

The potential regional impact of the proposed fiber optic ring through the Georgia Mountains is immense. Broadband serving the area will be a catalyst for improving economic development with enhanced education, healthcare, workforce development, business expansion and recruitment, helping to create and/or retain direct and indirect jobs.

Vision and Goals

Provide the vision for the LWIA’s system and list the goals that have been established to achieve the vision. These goals should incorporate LWIA Board votes and activities that set forth LWIA policy for the area. Review and incorporate the priorities from the 2011-2012 Georgia Competitiveness Initiative (view report: www.georgiacompetitiveness.org), statewide effort to encourage employment within the skilled trades (a.k.a. Go Build Georgia, see: www.gobuildgeorgia.com), and any and all recent local economic development trends. Refer to USDOL ETA’s National Strategic Directions (TEGL 13-06) to address local vision and goals, as appropriate.

A strategic planning session was held on December 7, 2011 with members of the Georgia Mountains Area 2 WIB. Cooperation & Collaboration, Job Seeker Skills, Public Awareness and Board Development

Committees were formed. The following recommendations were made by the committees and approved by vote of the Georgia Mountains WIB.

Georgia Mountains Workforce Development Mission Statement

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

Cooperation & Collaboration

Success Vision

- Employment opportunities and services for job applicants are easy to locate and accessible to the public;
- Job seekers have the necessary tools to prepare themselves for employment opportunities in the current job market and the ability to utilize these tools;
- Total provider cooperation to further enhance collaboration and enhancement of all WIA programs;
- High awareness of WIB mission and services continuum among job seekers and employers;
- Ideally, a level of “full employment” would be reached in our area where all eligible employees are able to find work which pays them an enhanced wage to adequately support their household.

Goals

- Open communication among all agencies and resources to better collaborate and improve services to clients in our area;
- Identify service gaps to eliminate possible weaknesses in the program allowing for better service to the area as a whole;
- Enhance target services focusing on both the unemployed and underemployed; youth, both in school and out; dislocated workers; and On-the-Job Training.

Strategies

- Develop a comprehensive inventory of services available to potential employees and employers ;
- Increase agency administrators’ awareness of employment and training (WIA) services by increasing visibility and communication.

Job Seeker Skills

Success Vision

- Job applicants will be trained in a determined growth and demand occupation leading to a secure position with financial stability and a higher median income.
- All eligible job seekers are fully employed reducing the real unemployment rate, taking into account both underemployed and discouraged individuals no longer looking for work.

- An increase in summer youth jobs is evidence that youth are benefiting from the real world experience and counseling received during Summer Work Experience and more worksites will be willing to work with our program.
- Encouraging clients to make earning a high school diploma or GED a priority ensures that potential employees are aware of the greater opportunities and advancements when they hold a degree.
- A high school diploma provides assurance to the employer that the applicant has met certain basic education standards. By focusing on a higher graduation rate, we are bettering the future workforce.

Goals

- Job-seekers receive education and training in a specialized field making them attractive to employers requiring specific industry needs.
- Partner with local businesses to create a large number of jobs for Summer Work Experience.

Public Awareness

Success Vision

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

Goals

- Create a positive “name recognition” for the WIB and its activities/programs in order to increase visibility and promotion through word of mouth in our communities.
- Cultivate the support of local news media making certain that our programs name and benefits stay in the public eye.
- Ensure that employers are aware of the benefits that they receive through WIA, from a skilled workforce to on-the-job training.

Strategies

- Develop a broad multi-media campaign:
 - PSA’s, articles, & flyers making general information easily accessible.
 - Develop an infomercial to air on access channels of Technical schools and Universities we partner with that will appeal to a large group of our target audience- students who are currently in school and motivated to graduate and enter the workforce.
 - Work with the Chamber of Commerce to become a trusted source for businesses to turn to when looking for potential employees.
 - Civic Clubs have the mission of giving back to the community and raising public awareness for programs like Workforce Development.

- Provide information to governments increasing program transparency and gathering public opinion to help shape the program.
- Target high school juniors and seniors to provide information on our services and assistance we provide in obtaining a postsecondary education.
- Local law enforcement comes into contact with eligible individuals with specific needs on a daily basis that could use our services.
- Both DFACS & Foster programs could direct their clients to us if they are looking to start a new career, retrain, or enter school for the first time.
- Many local churches run programs reaching individuals who want to better themselves but may not have the resources- sending these individuals to Workforce Development will allow them access to these services.
- Individuals who are visiting their local DOL or Career Center are also in our target market since they are often looking to upgrade their current skill level or retrain in a new career.
- Host educational classes to filter program information to the community in a clear, accessible way.
- E-mail “blast” through Chamber of Commerce, keeping businesses informed with up-to-date information on current services.
- Establish a PR person who handles communication with all media outlets ensuring that information is communicated in a correct, timely, and clear manner to both participating and potential clients and employers.
- Develop an educational campaign through Chamber of Commerce showing potential employers the benefits of partnering with Workforce Development.

The Mission Statement will be accomplished by the enacting of leadership for workforce development to create a strong workforce aligned with employer needs.

The following list of values will guide the GWIB and staff in all decisions.

- Accountability
- Collaboration
- Communication
- Compassion
- Customer Focus
- Innovation
- Integrity
- Participation
- Quality Focus
- Respect

- Strong Leadership
- Transparency

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

II. Management Plan

a. Management Structure

Georgia Mountains Workforce Development Chief Local Elected Officials Structure (CLEO)

Georgia Mountains Workforce Development consists of 13 Counties represented by a County Commission Chair or appointed Commissioner by Commission Chair from each county. (see Table # 2.1)

- Banks County
- Dawson County
- Forsyth County
- Franklin County
- Hall County
- Habersham County
- Hart County
- Lumpkin County
- Rabun County
- Stephens County
- Towns County
- Union County
- White County

Georgia Mountains Workforce Development Local Board Structure (WIB)

Membership

- 30 member representation from all 13 Georgia Mountains Counties
 - Minimum allowable membership of 51% private sector industry
 - Members serve on 3 year rotating basis

Structure

- Chair must come from the private sector
 - Nominated and voted on by WIB
- Vice-Chair must come from the private sector
 - Nominated and voted on by WIB
- Secretary and Treasurer
 - Nominated and voted on by WIB
- WIB Committees
 - WIB Executive Committee consists of:
 - GMWIB Chair
 - serves two year term or length on WIB whichever first
 - GMWD Vice-Chair
 - serves two year term or length of WIB whichever first
 - GMWIB Secretary and Treasurer
 - serves two year term or length of WIB whichever first
 - Committee Chairs

Funding

Funding resources

- USDOL grants Adult, Youth, Dislocated and Rapid Response funding to
 - Georgia Governor’s Office of Workforce Development grants formula funding to
 - Georgia Mountains Regional Commission

Financial and Program Oversight

Budget must be approved by

- GMWIB votes to approve the budget and move it forward to GMRC Executive Committee;
- GMRC Executive Committee reviews budget and votes to approve or revoke;
- GMWIB Executive Committee reviews the budget and votes to pass it on to the full board;
- Georgia Mountains Board of Directors will final approval of the budget;
- Budget will be sent to Governor’s Office of Workforce Development;
- 30 Day public review of budget posted on website.

Financial and Program Oversight

- Georgia Mountains Regional Commission Executive Director
- Georgia Mountains Regional Commission Finance Department
- GMWIB Executive Committee
- GMWIB
- Annual Governor’s Office of Workforce Development Program Review
- Annual Georgia Mountains Independent Audit for sub-state and non-profit organizations
- USDOL Audit
- Quarterly Performance numbers from USDOL
- Georgia Mountains Regional Council

Core Services

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 WIA;
- 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 TEG-5-03, veterans and spouses who are eligible are given priority of service.

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

- Title I (WIA) adults and dislocated workers;
- Title I (WIA) youth;
- Title I (WIA) Job Corp, and migrant and seasonal farm-worker programs if these national programs are present in the area;
- Veterans' workforce programs under Title I (WIA);
- Title II (WIA) 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.

Services to Adults

Intensive Services

These services are for individuals:

- who are unemployed and are unable to obtain employment through core services
- who have been determined to be in need of more intensive services in order to obtain employment or,
- who are employed, but who are determined to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency

Such intensive services shall be provided:

- directly through GMWD and Partners
- through contracts with service providers which may include contracts with public, private for-profit and private-non-profit service providers approved by the GMWIB

Such intensive services may include:

- comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools and in depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals
- individual counseling and career planning
- case management for participants seeking training service
- short term prevocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training

Training Services

These services are for individuals:

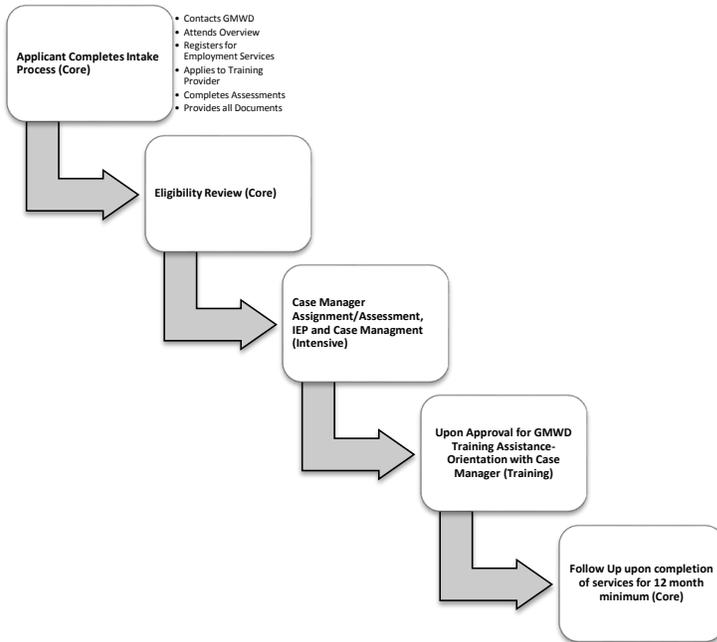
- who have met the eligibility requirements for intensive services and who are unable to obtain or retain employment through such services
- who after an interview, evaluation, or assessment, and case management, have been determined to be in need of training services and to have the skills and qualifications to successfully participate in the selected program of training services
- who select programs of training services that are directly linked to the employment opportunities in the local area involved
- who meet the qualification requirements, and
- who are determined to be eligible in accordance with the priority system established by the GMWIB, when applicable.

The Statewide Eligible Training Provider Listing (ETPL) will be made available to all individuals seeking training information with a description, performance and cost of the programs.

- on-the-job training
- programs that combine workplace training with related instruction which may include cooperative education programs
- skill upgrading and retraining
- entrepreneurial training
- job readiness training
- adult education and literacy activities provided in combination with services 1-7 described above, and
- customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services. 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 GMWIB determines there are 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.

Training services shall be directly linked to occupations that are in demand in the local area. The GMWIB may approve training services for occupations determined by the local board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area.



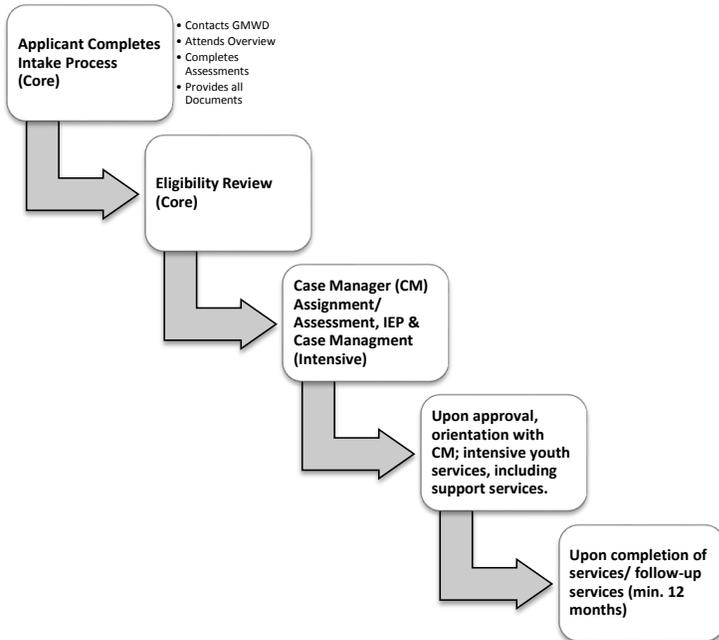
Services to Youth

GMWD will provide youth (ages 14-21) with:

- A full array of WIA applicable or appropriate services available the board or One Stop Partners and eligible providers
- Eligible youth will be provided information on how to seek and obtain:
 - Youth Transition Program
 - After School Program
 - Project Search

- In School Youth Service Track
- Job Information
- Guidance and counseling
- Summer Jobs
- Work Experience
- Independent Living Skills
- Referrals as appropriate Drug and Alcohol Counseling
- Life Skill Training
- Youth Transition Program
- Go Build Georgia Cooperation
- Region Youth Detention Center

GMWD Youth Process



INDIVIDUAL TRAINING ACCOUNTS

An individual determined eligible for WIA-funded training services may select an eligible provider from the Georgia Mountains Workforce Investment Board/STATE approved list in consultation with a GMWD representative located at Georgia Mountains Workforce Development Office located at 2481 Hilton Drive, Gainesville GA 30501.

Policies:

1. Training must be in occupations identified in the local WIA plan as growth and/or demand occupations or documentation of employment prospects for areas not listed in the Plan must be provided. Growth and Demand Occupation lists are subject to change at any time due to fluctuating economic conditions.
2. Training must result in an employment wage sufficient to maintain or increase income.
3. ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, general supplies, tools, uniforms and shoes, certification, licensing, testing fees, drug testing for entrance into training, medical requirements for training entrance, etc.
4. Funding limitations will be as follows:
 - (a) Up to \$6,000 in training costs, excluding support may be expended for each participant for the first year of training. (Effective for participants registered on or after 7/1/2014)
 - (b) For training that extends beyond one year, total training costs may not exceed \$10,000 excluding support. (Effective for participants registered on or after 7/1/2014)
 - (c) The total cost of training may exceed the available WIA funding limitations however customers must provide evidence that additional financial support is available to cover the total training cost. In a case where the total cost of training exceeds the available WIA funding limitations, customer funding will be utilized until the remaining training amount is within local area funding limitations. WIA supportive services may be paid during the time in which the customer funding is being utilized.
 - (d) Up to \$11,000 excluding support for a specialized Welding Program. (Effective 7/1/2014)

Target Population

- Offenders in Re-entry programs GMWD is partnering with Goodwill of North Georgia to provide the Training2Work (T2W) to eligible offenders. Initially, the program will serve 10 participants providing training and job placement.
- Veterans

GMWD continues to give Veterans priority and works with the GDED Workforce Division, DOL Career Center Staff and Veteran’s Agencies to provide the training Veterans need to transition back into the workforce.

2012 Georgia Mountains Workforce Development Job Titles and Duties

Name	Title	Job Description
John Phillips	Georgia Mountains WD Director	Provides administrative support to the Board by planning, developing, maintaining and administering the Plan, developing RFPs, proposes policies and procedures in compliance with the Act, designs and maintains local area website, participating in various training sessions/conferences, developing working relationships with area collaborative partner agencies and local businesses and other duties as required by the Board.
Becky Sievers	Director of Finance, GMRC	25% Prepares and maintains the annual budget. Reviews contracts and grants to insure compliance. Prepares financial information and reports for Executive Director and department heads. Prepares and submits monthly, quarterly, and annual financial reports to applicable funding agencies. Approves and processes all accounts payable.
Nona Turk	Billing Specialist	Provides financial management of all WIA funded activities, completes Financial Status Reports, processes customer support, completes bank reconciliations, processes training invoices and participates in annual review process, tracks ITA obligations and expenditures.
Cheryl Smith	Financial Assistant (Part Time)	Supports Billing Specialist with financial management of all WIA funded activities.
Diane Jackson	Administrative Assistant	Provides detailed administrative support to the program staff and to the Board, develops and submits training provider agreements, provides. Utilizes VOS reports database to provide Board with up-to-date performance information. Reviews Adult and dislocated worker files for program eligibility.
Open	Intake Program Assistant/Career Advisor/Data Entry	Provides detailed career assessment services to customers in the application process throughout the One-Stop system, administers the CAPS, CDM, TABE and SAGE. Coordinate overview sessions to Georgia Mountains 13 county area.
Ginger Little	Intake Manager	Provides detailed career assessment services to customers in the application process throughout the One-Stop system, administers the CAPS, CDM,

		TABE and SAGE. Enters customer information in VOS.
Dawn Bruce	Receptionist/Intake Services	Provides customer service to incoming customers. Supports Intake Manager with acceptance of all WIA funded applications. Orders and maintains supplies for office.
Diana Eddins-Wiggin	A/DW Supervisor	Provides comprehensive case management services to Adult and Dislocated Worker WIA funded customers. Also provides supervision to other Adult/Dislocated staff.
Gloria Dodd	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information.
Dan Thornton	A/DW Case Manager Rapid Response Coordinator	Provides comprehensive case management services to Adult and Dislocated Worker WIA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information. Manages and Rapid Response activities.
Wanda Payne	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIA funded customers and utilizes Vostro enter customer information regarding customer credential/employment information
Josette Jeanis	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information
Jessica Williams	Youth Supervisor	Provides comprehensive case management services to Youth services WIA funded customers, issues yearly RFPs as needed to secure additional services, coordinates Youth Council (members, meetings), applies for applicable grant dollars, coordinates with area partner agencies to ensure non-duplication of services, develops youth program in conjunction with youth performance standards to ensure compliance. Provides supervision to Youth Department staff.
Ebony Tucker	Youth Services Case Manager	Provides comprehensive case management services to Youth services WIA funded customers
Danielle Avelar	Youth Services Case Manager	Provides comprehensive case management services to Youth services WIA funded customers

Faith Bryan	Information Services Director	10% Provides technical assistance regarding computer hardware and software. Communicates with supervisors, employees, the public, and others as needed to coordinate work activities, exchange information, and resolve problems.
Andrea Newsome	Human Resources Specialist	50% Performs a variety of administrative duties, including payroll processing. Serves as Benefits Coordinator and assists in the coordination and scheduling of interviews. Coordinates and expedites activities among various agency departments regarding personnel issues.
Peggy Lovell	Executive Assistant	10% Types contracts; notarizes and processes contracts as well as other documents; develops and oversees contract files; Receives various forms, reports, correspondence, manuals, reference materials, or other applicable documentation. Reviews, completes, processes, forwards or retains as appropriate.
Marissa Smith	Administrative Secretary	15% Types, copies, mails, distributes letters and other correspondence; prepares or completes forms, reports, memos or other documents; assists in preparing monthly newsletter. Directs all calls and inquiries to the correct agency.
Niki Duncan	On the Job Training Coordinator	Markets the OJT program to the 13 counties supported by GMRC-WD. Coordinates OJT for customers of the Workforce Investment Act. Qualifies participants, assesses skill levels, and completes OJT plan with employers. Assists with follow up files for customers that have completed Workforce Investment Act training.
Whitney Williams	Adult Program Assistant	Coordinates Overviews, Job Fairs, and Technical School Information and updates Media Sites. Customer service provider. Follows up with customers and employers as needed to complete follow up.
Patrick Shuler	Youth Program Assistant	Maintenance of intake files including reviewing the files for accuracy. Assists customers in completing application processes. Updates files quarterly/by semester with grades, schedules, ITA reviews. Follows up with customers and employers as needed to complete follow up.

Samantha O'Day	Youth Services Intake Assistant	Assists in implementation of all aspects of the area's youth program. Guide potential youth in the application process. Maintenance of intake files. Administers required assessments/ pre-requisites to eligibility determination. Upon completion of program updates service assignments and completion packets.
Micah Thomas	Mobile Training Unit Instructor	Promote, schedule, operate and maintain Mobile Training Units in support of WIA youth, Adult, Rapid Response and OJT programs in the 13 county GMRC service area. Provide employment oriented service to residents. Develop and present customer educational programs. Administer assessments. Assist with Intake and follow-up services
Keith Krauth	Mobile Training Unit Instructor	Promote, schedule, operate and maintain Mobile Training Units in support of WIA youth, Adult, Rapid Response and OJT programs in the 13 county GMRC service area. Provide employment oriented service to residents. Develop and present customer educational programs. Administer assessments. Assist with Intake and follow-up services

Employee Development

Employee Development will be Strongly Encouraged

- Cross Training
- Attendance to Seminars and Staff Training Exercises
- Using the Internet as a tool
- Staff Sharing
- Working with other WIA's for training
- Keeping up to date with all GDED WD seminars and training
- Utilizing SETA Training
- Biweekly or as needed staff meetings

III. Market Analysis for Georgia Mountains Workforce Development

a. Increasing Individual Customer Use of WIA Programs

Plans to increase enrollment

- GMWD is currently working to increase marketing in High Schools, Technical Schools and Community Outreach Programs. GMWD has begun this and is seeing more youth entering the programs at all levels.
- GMWD will continue to reach a portion of the population that is not served by the Career Centers with the Mobile Training Units allowing for many to complete customized resumes', apply for jobs or get services they would not get without access to the internet.
- Continue to work closely with Food Banks and Job Clubs to access a population in need of services.
- Continue to work with the judicial system trying to provide education to prevent recidivism.
- GMWD will continue to solicit other sources of referrals through Private Business, government branches, media, faith based organizations, and civic organizations by constantly promoting the services provided by the GMWD.
- Keep using and updating Web Page and Facebook.
- Keep needed flyers and publications in schools and public arenas.

Coordination with Other Agencies

WIB Integration with Business and Economic Needs

Georgia Mountains Workforce Development staff partners and requests consultation on job needs within the Georgia Mountains WD area directly with:

- Georgia Department of Economic Development
- Local, county and regional economic development directors
 - GMWD sends bi-monthly e-mails announcing overview sessions
- Georgia Power, EMC and TVA Economic Development staff

- Local Chamber of Commerce
- Private Industry
- GDOL regional business committees
 - Hall County
 - GMWD staff monthly attendance
 - Stephens, Franklin and Hart County
 - GMWD staff monthly attendance
 - Union and Towns County
 - GMWD staff monthly attendance
- US Department of Commerce Comprehensive Economic Development Strategy committee
 - GMWD staff attends quarterly meetings
 - GMWD Staff authored education and workforce development for CEDS rewrite
 - Georgia Mountains WD staff has ongoing contact
- Job Fairs
 - GMWD attempts to staff a booth and provide the Mobile Training Unit at all area job fairs
- On the Job Training Program to meet the needs of the Georgia Mountains area

Customer Satisfaction Surveys

- Questionnaires distributed after information sessions and other workshops;
- Customer surveys at the time of WIA Orientation;
- Transition Interviews at Training Completion.

Core Services Identified by Workforce Investment Act

IV. Location, Facilities, Operations

- a. Georgia Mountains Regional Commission (Grant Recipient- Fiscal Agent)
1010 West Ridge Rd.
PO Box 1720
Gainesville, GA 30503

- b. Georgia Mountains Workforce Development Office
2481 Hilton Drive, Suite 8
Gainesville, GA 30501

- c. Gainesville Career Center (One Stop)
2756 Atlanta Hwy.
Gainesville, GA 30504

XI. Comprehensive Economic Development Strategy

EDUCATION/WORKFORCE DEVELOPMENT

Goal Statement: To promote education throughout the region while retaining the educated workforce, to attract and retain business and industry by promoting education and workforce development.

Strategies

- 1) Lower the high school dropout rate
- 2) Retain graduates and the educated workforce within the region
- 3) Partner with local schools, businesses/industries and civic organizations to promote the importance of an educated workforce
- 4) Increase basic and technical skills
- 5) Help alleviate Unemployment and Underemployment in the Georgia Mountain Region
- 6) Provide additional resources when family support is lacking

Strategy 1: Lower the High School Dropout Rate

Objectives

1.1 The WIB and its Youth Council have authorized that 10 required program elements will be provided through the GMRC/WIB program office. The WIB provides services to local youth through program staff including a Youth Program Supervisor and Youth Services Case Managers. Additionally, WIB/GMRC contracts with individuals in different communities who work with WIB to provide services such as tutoring and administration of local programming. WIB youth program and contractor staffs provide the following services in-house:

- Application & eligibility determination
- Case management
- Summer & year-round work experiences
- Tutoring and study skills development
- Supportive services
- Job search placement assistance
- Leadership development opportunities
- Assessments
- Adult mentoring
- Job shadowing
- Workshops in work readiness development
- Follow-up services for 12-months after exit

1.2 To ensure that WIA funds are used as a gap filler rather than a sole funding source, WIB youth program staff adhere to the following process when a service is needed to meet a participant's Youth Individual Service Strategy:

- Service providers in the local community are surveyed to determine if the service is already being provided and if WIB can refer youth to the service. If the service is available, WIB youth program staff refer to the youth program and maintain contact with youth and service provider as a facilitator
- Youth programs will include an objective assessment of each youth's skill levels and service needs
- If the service is not available, WIB program staff develop programming to meet the need and then either carry out the programming in-house or contract for the service to be offered locally
 - Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
 - Alternative secondary school offerings;
 - WIB coordinates services with alternative schools in the local area. WIB may assist with tuition at Lanier Career Academy and Mountain Education Centers and may provide supportive services for youth participating in these programs.
 - Incentives are given for each credit earned for Credit Recovery.
 - Summer employment opportunities directly linked to academic and occupational learning
 - Other work experiences, including year-round work experiences, are offered for in-school and out-of-school youth. These work experiences are closely tied to academic goals such as increasing GPA, regular attendance and progress toward a GED or other goals.
 - Occupational Skill Training
 - Leadership development opportunities, which include community service and peer-centered activities encouraging responsibility and other positive social behaviors;
 - Supportive services
 - Adult mentoring for duration of at least twelve (12) months, that may occur both during and after program participation;
This service is provided in two ways:
 - WIB coordinates services with local groups who assign volunteer mentors to work with youth.
 - WIB staff and contractors serve as mentors to youth participants. Each youth participant has regular contact with a WIB youth program case manager who provides mentoring and other services. Additionally, youth participating in the summer work experience are mentored by summer counselors and worksite supervisors. Tutors and other contract staff also mentor youth with whom they work.
 - Follow-up services
 - Follow-up services are coordinated by WIB youth program staff. Follow-up services include regular contact, job search services including resume preparation, interview practice and opening search assistance, workshops on various topics, access to WIB events such as campus visits and leadership/volunteer activities

Strategy 2: Retain graduates and the educated workforce within the region

2.1 Strategies:

- Researching companies thoroughly, contacting them and noting their workforce needs;
- Networking locally and regionally to identify and target high-growth employers;
- Educating employers about how OJT training works

2.2 Business services offered through the WIA system include:

- Recruitment of job applicants
- Screening of job applicants
- Job Postings/Orders
- Job/Employee matching
- Skills Assessments
- Workshops
- Available space for employer interviews
- Labor Market Information
- Census Data
- Unemployment Insurance Information
- Job Fairs
- On-The-Job Training (under development)

Strategy 3: Partner with local schools, businesses/industries and civic organizations to promote the importance of an educated workforce.

Objectives:

The Youth Council is appointed by the Workforce Investment Board so that members represent the special interest of youth or expertise in youth policy. The Council also includes representatives of youth service agencies, parents/guardians of eligible youth who may be approved for assistance under Title I of the Workforce Investment Act, individuals who have been involved in youth activities including former participants, worksite supervisors, representatives from organizations who work directly with youth and beneficial members of the WIB. Members of the Youth Council are voting members of the Youth Council, and may or may not be members of the WIB.

3.1 Members of the Youth Council and the WIB include representatives from:

- Board of Education
- Job Corps
- Ninth District Opportunity
- YMCA
- Junior Achievement
- Housing Authority
- DFCS
- Council of Juvenile Judges
- 4-H
- Youth Employers
- Technical Colleges

3.2 Paid and unpaid work experiences, including internships and job shadowing;

- Job Shadowing experiences are offered (1) through a partnership with employers, schools and partner agencies during the school year and (2) through special events offered as part of the summer work experience.
- The WIB offers opportunities for youth to participate in volunteer activities at local Humane Societies and other organizations. Additionally, all youth are encouraged to participate in clubs, groups and activities offered through local schools.

3.3 WIB youth program staff members have coordinated their efforts with the following agencies to ensure that all 10 services are available and to maximize use of limited funds:

- Lanier Career Academy
- DFCS Regional and County Offices
- Family Connections
- Mountain Education Centers
- Alternative Schools
- The Technical College System of Georgia
- County Housing Authorities
- County Boards of Education
- Lanier Technical College
- North Georgia Technical College
- Junior Achievement
- Juvenile Justice
- Hall County Boys & Girls Club
- Northeast Georgia Boys & Girls Club
- Library Systems
- County Chambers of Commerce
- School-to-Work
- District 2 Public Health
- University of Georgia—Athens?
- Rehabilitation Services
- The West Avenue Home
- 9th District Opportunity
- Local Economic Development Organizations
- Jobs for Georgia Graduates—Dawsonville
- Communities-in-Schools—Toccoa and Hartwell
- Gainesville, Toccoa, and Habersham Career Centers
- Healthy Families—Northeast Georgia Medical Center

In addition to service agencies, WIB is committed to developing relationships with private businesses that assist in providing supervision and training to youth through work experiences. Several local businesses including J&J Foods in Gainesville and Metro Insurance Agency in Toccoa have participated in WIB youth programming as speakers and as mentors for youth participants. Developing strong relationships with local employers will remain a high priority for the WIB youth program.

3.4 All training must allow the customer to become self-sufficient. The following occupations have been determined to be growth and demand occupations for the area as of May 31, 2012:

- Accountant & Bookkeeper
- Administrative Assistant
- Automotive Mechanic
- Automotive Structural Repairer
- Bill & Account Collector
- Brick Mason
- CAD Operator
- Carpenter
- Cashier/Sales Clerk
- Child Development Assistant
- Certified Nursing Assistant
- CNC Machine Operators
- Construction Laborer
- Correction Officer
- Cosmetology
- Culinary
- Customer Service Representative
- Data Entry Technician
- Delivery & Route Truck Driver
- Dental Assistant & Dental Hygienist
- Dental Laboratory Technician
- Drafter
- Electrician
- Emergency Medical Technician
- English as a Second Language
- Instructor
- General Office Clerk
- Hand Packers & Packagers
- Heating/AC Technician
- Home Health Aide
- Hotel/Motel Management
- Human Service Worker
- Industrial Machinery Mechanic
- Industrial Truck & Tractor Operator
- Laborer (Warehouse)
- Large Truck & Tractor Trailer Driver
- Law Enforcement Officer
- Legal Secretary
- Licensed Practical Nurse (LPN)
- Maintenance Mechanic
- Management Trainee
- Manufacturing Machine Operator
- Mechanic & Repairer Helper
- Medical & Laboratory Technician
- Medical Assistant
- Medical Office Worker
- Medical Records Technician
- Medical Secretary

- Motorcycle Repair Technician
- Occupational Therapist
- Paralegal
- Pharmacy Technician
- Phlebotomist
- Physical Therapist
- Plumber, Pipefitter, & Steamfitter
- Quality Assurance Technician
- Radiological/X-Ray Technician
- Registered Nurse (RN)
- Respiratory Therapist
- Robotics
- Special Education Teacher
- Surgical Technician
- Surveyor
- Teacher
- Truck Driver, Heavy
- Vocational Education Teacher & Instructor
- Welder & Cutter

3.5 GMWD distributes information about Occupational Skills Training for Adults, Dislocated Workers and Youth throughout the Georgia Mountains Area.

- Sessions are conducted weekly in the Gainesville area and biannually in each of the other counties.
- Staff presents information at local Technical Colleges on New Student Registration Day to inform new students about GMWD.
- Information is sent out to partners in the Georgia Mountains Area: 9th District, The Housing Authority, DFACS, Legacy Link, etc. about Occupational Skills Training opportunities.

3.6 GMWD is developing an On the Job Training program.

- GMWD will work with businesses to train new employees to meet their skills requirement.

3.7 The GMWIB has approved a GED pilot program to work in conjunction with the Hall and Dawson County Courts.

- GMWD will assist 5 participants from each county that have been court ordered to pursue their GED.

7) **Strategy 4: Increase basic and technical skills**

The Georgia Mountains Regional Commission has access to data to provide area demographics, needed labor market information, etc. for the Georgia Mountains Area. The WIB is holding public meetings in each county and with each Georgia Department of Labor Career Center Employer Committee in the Georgia Mountains region. The purpose of the meetings would be to gauge employment and training needs from employers, community members, and partner agencies the in the Georgia Mountains region.

4.1 Strategies: Basic Skills

- For youth and adults who do not have a high school diploma or GED, WIB encourages attainment of a GED by either offering supportive services such as daycare, transportation and meal support for regular attendance in a GED class or by enrolling the youth in a year-round work experience whose continuation is contingent upon regular attendance in the GED course.
- For youth and adults with a high school diploma or GED, WIB encourages attainment of diploma, degree or certificate that directly leads to employment in a high growth and demand occupation. Supportive services, assistance with tuition books may be offered. Additionally, youth may be offered a year-round work experience in the field they are studying to increase demand for the youth in the job market as a result of documented work experience.

4.2 Strategies: Technical Skills

- To better link employment with academic and occupational learning, WIB has developed an orientation to the summer work experience which includes 8 hours of work-readiness training as well as informal assessment of the youth and individualized goal setting for occupational skills. Through workbook activities and regular meetings with Summer Counselors the youth are assisted in making the linkage between academic learning and employment throughout the summer.
- Occupational skills' training is available through local technical colleges and other providers.
- WIB participants attending technical colleges in high growth and demand occupations may be eligible for supportive services. These services are also offered to youth in GED programs. Need and level of supportive services are determined on a case-by-case basis.
- For other youth, WIB coordinates with Job Corps to assist in education and employment programming.

8) **Strategy 5: Help alleviate unemployment and underemployment in the Georgia Mountain Region**

Provide core services through the one-stop system, as well as provide intensive training services for program participants. Core services include: job search and placement assistance, including career counseling; labor market information identifying job vacancies, skills necessary for occupations in demand, and relevant employment trends in the local, regional and national economies.

Priority for training services will be given to residents of the Georgia Mountains area for adult, youth, and dislocated worker applicants. Services for dislocated workers will also be given to employees of companies whose place of

employment is/was within the Georgia Mountains service area. Informational and core services will be available to all applicants, as applicable, regardless of residence. Residents of other service areas desiring training services, unless they are dislocated workers, will be referred to the WIB in their area. Exceptions to this policy may be approved on a case-by-case basis.

5.1 Dislocated Workers

Each Department of Labor Career Center employs a dislocated worker specialist who participates in the on-site dislocation activities in the region. These specialists, when possible, work with management, labor representatives, and the Rapid Response team to coordinate efforts to inform and bring workers the services they will need to either receive training and/or return to work at a similar or higher wage than they are currently earning. Most dislocated worker funds will be utilized to provide training opportunities and supportive services. Due to the high drop-out rate in the Georgia Mountains region, many of the dislocations occur among individuals who have low basic skills who will require additional, often extensive, education and training to find a position with an acceptable replacement wage. Georgia Mountains Workforce Development works with the local career centers in the coordination of activities of Rapid Response.

5.2 Veterans

The Georgia Department of Labor Career Centers employ Disabled Veterans Outreach Program Staff as well as Local Veteran Employer Representatives. All veterans will be identified upon entering or accessing the Career Centers and provided services at the core level. The needs-based approach will be used to identify veterans with special needs, i.e. disabled veterans, newly separated veterans, etc. and they will be subsequently referred to the DVOP or LVER for the appropriate services. All veterans who are pursuing employment will be registered in the State's Management Information System known as the Georgia Workforce System. Veterans with barriers to employment will be provided with the necessary initial assessment and the required documented intensive case management services. The workforce needs of veterans will be provided in the following order of priority:

- Special disabled veterans;
- Disabled veterans;
- Other eligible veterans; and
- Certain spouses and other eligible persons

Eligible veterans will also receive priority in all Georgia Department of Labor employment and training programs operating in the Career Centers.

Other examples of priority services will include the following:

- Referral of qualified veterans to new job openings, especially Federal Contractor job orders, prior to all non-veteran job referral activity;
- Job skills workshops for veterans;
- Job fairs for veterans;
- DOL websites promoting services to veterans;
- Job referrals via e-mail

Staff will monitor job order notification and referral processes for any activity that would prevent veterans the maximum exposure to employment and career opportunities. Staff members attend the annual Veterans Conference to promote the importance of being compliant in these areas.

Strategy 6: Lack of family support

For in-school youth, WIB coordinates counseling services through school counselors and social workers. For out-of-school youth, WIB coordinates services for counseling with agencies such as Healthy Families, DFCS and Region 2 District Health.

Adult mentoring for youth has a duration of at least twelve (12) months, which may occur both during and after program participation;

- WIB coordinates services with local groups who assign volunteer mentors to work with youth.
- WIB staff and contractors serve as mentors to youth participants. Each youth participant has regular contact with a WIB youth program case manager who provides mentoring and other services. Additionally, youth participating in the summer work experience are mentored by summer counselors and worksite supervisors. Tutors and other contract staff also mentor youth with whom they work.
- Drug and alcohol abuse referrals to counseling, as appropriate to the needs of the individual youth.

Comment [A1]: Exact same points from section 1.2

Table 12.1
Grant Flow Table

