



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

GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT PLAN 2016 – 2019



WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)*

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

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

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

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INTRODUCTION

There are now over 675,000 people living in the thirteen-county Georgia Mountains Region. Of these, approximately 307,000 are currently employed as part of the civilian labor force. At least 15,000 people in this region are actively looking for work. Some of these individuals are underemployed. There are employers throughout the region who are trying to find dependable, skilled workers to fill positions in their businesses and industries and to keep the local economy strong.

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

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

This working plan provides a framework for understanding how this area is responding to a different way of thinking about true innovation and opportunity for its local workforce to function as a more effective, coordinated whole. The Georgia Mountains Area has chosen to implement part of Governor Deal's initiative for using available technology by distributing this plan online. Throughout the document, there are hyperlinks to resources and additional information, including future updates, when possible. A chief goal of Georgia Mountains Workforce Development is to continue to provide useful links, not only to offer ready access to important workforce information, but also to establish better channels of connection and communication between everyone involved in any aspect of the region's workforce. We welcome the opportunity to work together more closely – and more effectively.

About the Cover:

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

ACRONYM LIST

ACS	American Community Survey
ADA	Americans with Disabilities Act
AEFLA	Adult Education & Family Literacy Act
AOP	Agricultural Outreach Plan
ASL	American Sign Language
BER	Benefits Eligibility Review
BGLI	Burning Glass Labor Insight
BLS	Bureau of Labor Statistics
BSU	Business Services Unit (housed in GDOL)
CAD	Computer Aided Design
CAP	Client Assistance Programs
CAP	Corrective Action Plan
CAPI	Customized Apprenticeships & Paid Internships
CCR	College & Career Readiness Standards
CCSS	Common Core State Standards
CIL	Centers for Independent Living
CJCC	Georgia Criminal Justice Coordinating Council
CLEO	Chief Local Elected Official
CNC	Computer Numerical Control Operator
CR	Customized Recruitment
CRC	Certified Rehabilitation Counselors
CRCC	Commission on Rehabilitation Counselor Certification
CRP	Community Rehabilitation Programs
CSB	Community Service Boards
CSPD	Comprehensive System for Personal Development
CSPM	Client Services Policy Manual

CSU	Constituent Services Unit
DBHDD	Georgia Department of Behavioral Health and Developmental Disabilities
DCA	Georgia Department of Community Affairs
DCH	Georgia Department of Community Health
DCS	Georgia Department of Community Supervision
DFCS	Division of Family & Children Services (DHS)
DHS	Georgia Department of Human Services
DJJ	Georgia Department of Juvenile Justice
DOAS	Georgia Department of Administrative Services
DOC	Georgia Department of Corrections
DoDD	Division of Developmental Disabilities (DBHDD)
DSU	Designated State Unit
DVOP	Disabled Veteran Outreach Program
EG	Employ Georgia (GDOL)
EMSI	Economic Modeling Specialists Intl
ERP	Eligibility Review Process
ES	Employment Services
ESP	Extended Services Plan
ETA	Employment & Training Administration (USDOL)
ETP	Eligible Training Provider
ETPL	Eligible Training Provider List
EXCEL	Executive Commitment to Excellence in Leadership
FB	Federal Bonding
FY	Fiscal Year
GaDOE	Georgia Department of Education
GALIS	Georgia Adult Learners Information System
GA-PRI	Georgia Prisoner Reentry Initiative
GDEcD	Georgia Department of Economic Development
GDOL	Georgia Department of Labor
GED	General Education Development test
GEPS	Georgia Enterprises for Products & Services
GLME	Georgia Labor Market Explorer
GOTSR	Governor's Office of Transition, Support & Reentry
GSE	Georgia Standards of Excellence
GVRA	Georgia Vocational Rehabilitation Agency
GWROPP	Georgia Work Ready Online Participant Portal
GWS	Georgia Workforce System
HDCI	High Demand Career Initiative
IATSE	International Association of Theatrical & Screen Employees
IAWP	International Association of Workforce Professionals
ICR	Information Collection Request
IDEA	Individuals with Disabilities Education Act
IELCE	Integrated English Literacy & Civics Education
IEP	Individualized Education Plan
IPE	Individualized Plan for Employment
IPS	Individualized Placement & Support
ISY	In-School Youth
ITA	Individual Training Account

ITP	Individualized Transition Plan
IWT	Incumbent Worker Training
JFF	Jobs for the Future
LEOs	Local Elected Officials
LVERs	Local Veteran Employment Representatives
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board
LWIA	Local Workforce Investment Area
MHS	Migrant Head Start
MIS	Management Information System
MOA	Methods of Administration
MOU	Memorandum of Understanding
MSFW	Migrant & Seasonal Farmworkers
NAICS	North American Industry Classification System
NASWA	National Association for State Workforce Agencies
NDI	Non-Destructive Inspectors
NDT	Non-Destructive Testers
NDWG	National Dislocated Worker Grants
NEG	National Emergency Grant
NFJP	National Farmworker Jobs Program
NPRM	Notice of Proposed Rulemaking
NRS	National Reporting System
O*Net	Occupational Information Network
O.C.G.A.	Official Code of Georgia Annotated
OA	Office of Apprenticeship (USDOL)
OAE	Office of Adult Education (TCSG)
OCTAE	Office of Career, Technical & Agricultural Education (USDOE)
OJT	On-the-Job
OOS	Order of Selection
OSY	Out-of-School Youth
PIP	Performance Improvement Plan
PLC	Programmable Logic Controller
PWP	Personal Work Plan
PY	Program Year
REA	Reemployment Assistance Program
RESEA	Georgia's Reemployment Services & Eligibility Assessment
RFA	Request for Application
RSA	USDOE Rehabilitation Services Administration
SCSEP	Senior Community Service & Employment Program
SDVS	Georgia Department of Veteran's Services
SE	Supported Employment
SES	Supported Employment Services
SETA	Southeastern Employment & Training Association
SILC	Statewide Independent Living Council
SIWDG	Strategic Industries Workforce Development Grant
SMA	State Monitor Advocate
SNAP	Supplemental Nutrition Assistance Program
SPC	Statistical Process Control

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



A. Strategic Elements, Governance, and Structure:

1. Identification of the Fiscal Agent

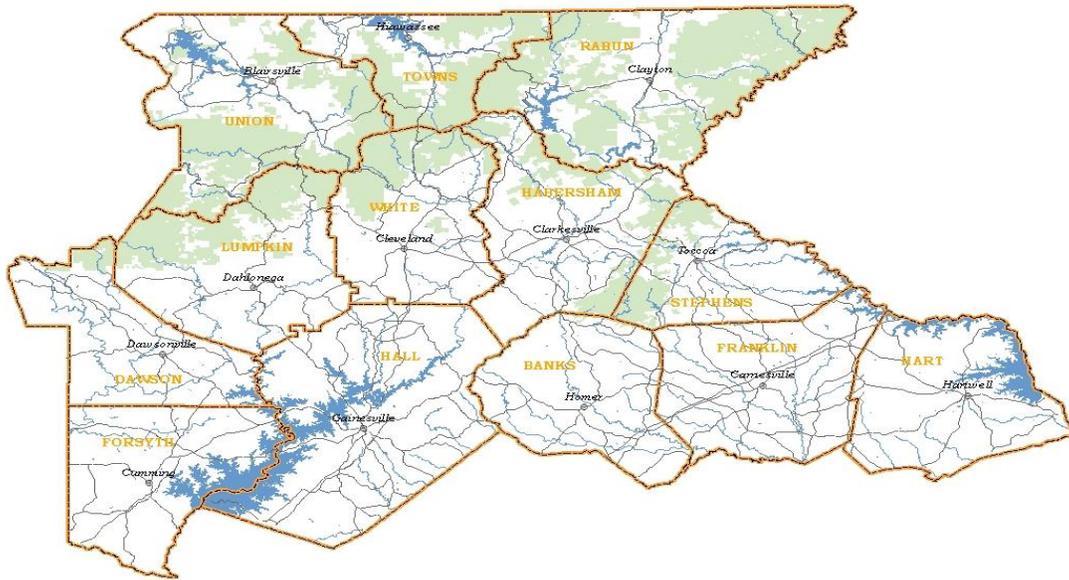
Provide an identification of the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III) as determined by the chief elected official.

The LEO (Local Elected Officials) of the 13 county Georgia Mountains WIOA Area 2 have designated the Georgia Mountains Regional Commission as the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III).

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

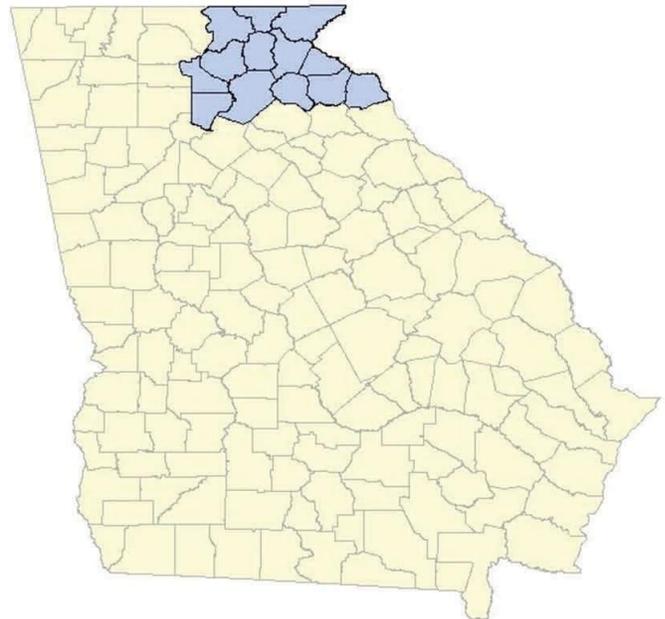
The Georgia Mountains Regional Commission (GMRC) is a sub-state district created by local governments in 1962 under provisions of Georgia Enabling Law. The purpose of the GMRC is to locally promote and guide proper development of human, natural, physical, social, and economic resources in the Georgia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

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



Georgia Mountains Workforce Development Area 2

Encompassing approximately 3,500 square miles, the Georgia Mountains Region is in the foothills of the Blue Ridge Mountains. North Carolina borders the region to the north, and South Carolina borders to the east, while other Georgia counties border the region to the south and west. The current estimated population for the region is over 675,000 people. The Georgia Mountains Regional Commission serves the following 13 counties: Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White, along with 38 municipalities within these counties.



2. Description of Strategic Planning Elements

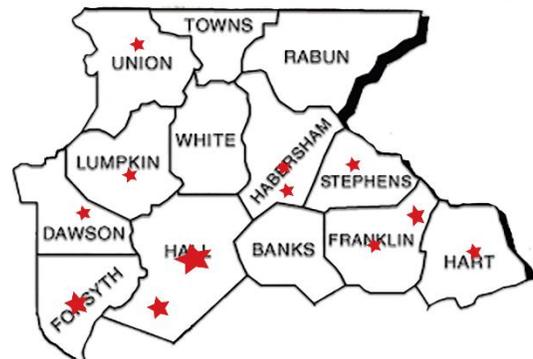
Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.

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

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

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

Within the durable goods manufacturing sector, automotive parts manufacturing is an important employment cluster within the Georgia Mountains Region. There has been an increase recently within this cluster. In December 2014, Haering, a German automotive precision components company announced their location in the Gateway Industrial Park in Hart County, Georgia. At a total investment of \$54M, Haering will create up to 800 jobs within 10 years. Additionally, in May 2015, Nifco KTW, a German automotive supplier of injection molded components announced the location of its U.S. operations in Toccoa, Stephens County, Georgia, creating 200 jobs and investing \$27M within its first five years. Nifco KTW supplies many automotive manufacturers around the world including BMW and Mercedes Benz. The development and growth of this sector over the past twenty years has significantly impacted virtually every county within the



Georgia Mountains Region. As the automotive industry continues to develop in the southeastern United States, the Georgia Mountains Region is strategically positioned to

Automotive Industry Suppliers in Georgia Mountains Region



attract new investment capital and new jobs within this sector. The region's infrastructure is continuing to provide top quality support to the region's economic clusters. Important components of the public infrastructure system to support all segments of the region's economy include, but not limited to: skilled labor force, strong workforce development facilities, advanced technological resources, and

adequate physical infrastructure that includes an adequate water supply, reliable wastewater treatment capabilities, transportation resources, and an expanding communications system.

Kubota is developing a new 180-acre campus in Hall County on Highway 365 in the Gateway Industrial Centre with a \$100 million investment and 650 jobs.

Wrigley is adding 170 new jobs at its Hall County facility, making it the largest fully integrated chewing gum manufacturer in the world.

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

Olympic Venue had an estimated \$7.8 million overall impact for the calendar year 2014-2015. [Lake Lanier Olympic Park](#)

At an estimated economic impact of over \$7 billion in 2015, the film industry in Georgia continues to flourish, especially in the Georgia Mountains area. All 13 counties within the Georgia Mountains Region are certified as “Camera Ready”. The mountains, lakes, and small towns make the Georgia Mountains an ideal location. Several movies and television shows were filmed in the Georgia Mountains Region in the last year.) Every year tourism generates substantial employment, payroll income and tax revenues for the region.

Source and link:

[Georgia Mountains Regional Commission Comprehensive Economic Development Strategy & Regional Plan](#)

Healthcare continues to be a thriving industry for the region. As the population of the region increases, additional medical services are needed to meet the demand for specialty services. Northeast Georgia Medical Center (NGMC) Braselton opened its doors in 2015, providing citizens access to cutting-edge technology and quality healthcare. The 100-bed facility represents the first new hospital (not a replacement or relocated) facility built in Georgia in nearly 20 years. The campus also houses a Medical Office Building and an Urgent Care facility. A new state-of-the-art labor and delivery center will open at this location in the fall of 2016. (Source and link: [Northeast Georgia Health System](#))

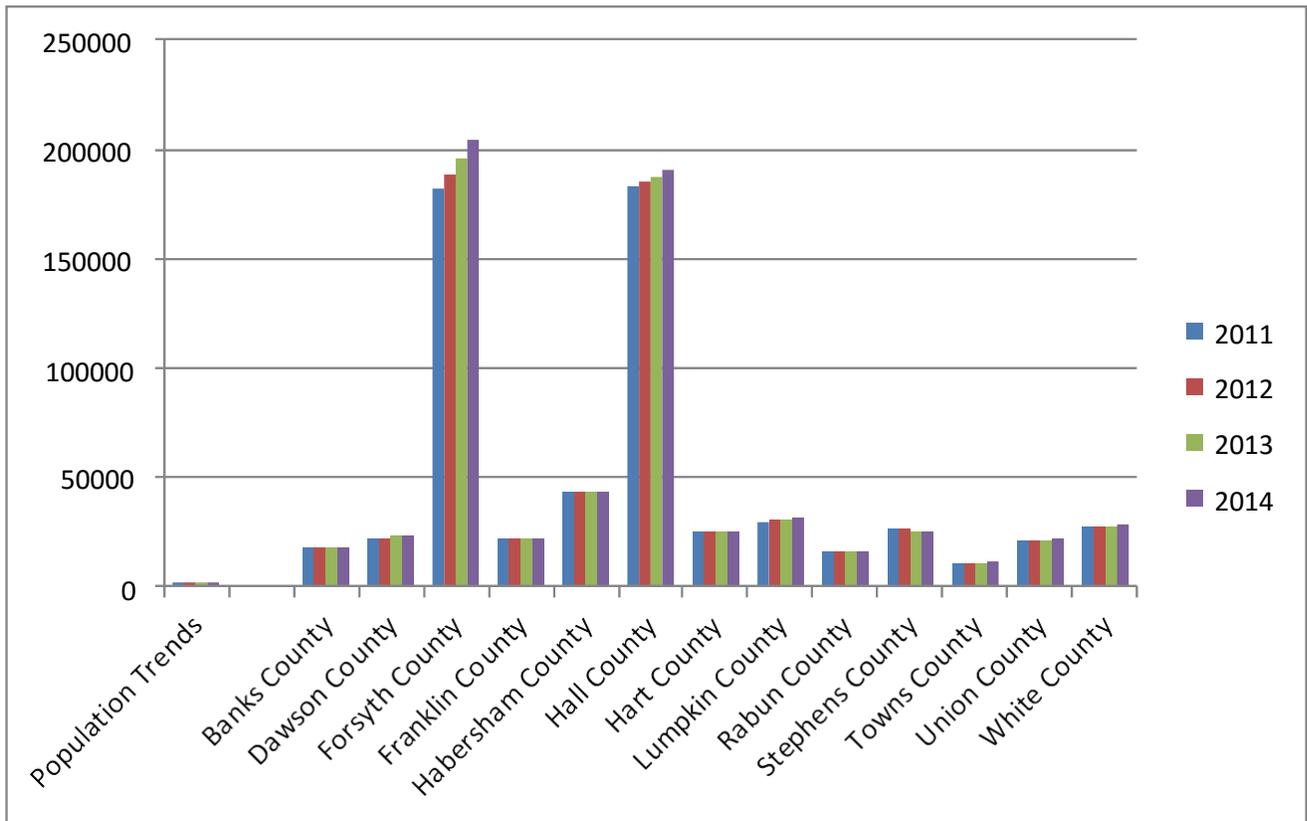
Also, Northside Hospital-Forsyth is completing a three story addition to its building. This expansion offers a new in-patient oncology unit as well as a new in-patient post-surgical unit, adding a total of more than 60 new patient beds.

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

In attempting to predict the future economic profile of the Georgia Mountains Region, it is helpful to gain an understanding about the historic population growth patterns of the region and the existing population profile. Studying current trends can be useful for decision makers as they prepare for regional changes in population age, location, and household makeup. Improving the economic health of the region is a common goal and it requires that policy makers understand how changes in the region’s population will affect the opportunities for economic growth.

The Georgia Mountains Region has grown tremendously over the past several decades and was estimated in 2015 to be 674,664. In fact, the region’s population growth in recent years has exceeded both the state and national rates, and it appears this trend will continue in the future. Much of the growth taking place within the region is occurring in areas where transportation corridors are present. Other migration factors can be attributed to individual economic factors, retirement population, and urban growth and spillover from Metropolitan Atlanta. Georgia Department of Labor anticipates the region’s population in 2025 will be approximately 1,004,395 persons.

Georgia Mountains Population Growth



Source and link:

[Georgia Mountains Regional Commission Comprehensive Economic Development Strategy & Regional Plan](#)

An analysis of Georgia Mountains LWDA Region 2 offers a picture of diversity in geography, in workforce composition, and in employers and industry sectors. Much of the Georgia Mountains region has made a strong comeback from the economic crisis of 2008.

The total civilian preliminary labor force (not seasonally adjusted) for Georgia Mountains Workforce Development Area in June, 2016 was 323,549, of which 307,648 were employed and 15,901 were unemployed. The unemployment rate for the region was 4.9%. This was among the lowest for any area of the state.

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

In Georgia Mountains LWDA Region 2, the following trends concerning the region’s workforce have been noted:

- 1) Training in Soft skills/ workplace skills are needed. This type of skills training is offered to some regional residents through *Georgia BEST*, a business ethics student training program developed through the Georgia Department of Labor with input from area employers. The

Hall County School system was one of the first to pilot this initiative. Also, Osborne Wood Products and ASI-Southeast, both Stephens County employers, helped to pilot this program.

TEN SOFT SKILLS / WORKPLACE SKILLS

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

Source and link: [Georgia BEST Program Fact Sheet](#)

2) The existing workforce is aging, and a large percentage of these individuals are retiring, so employers are concerned about replacing these individuals with competent, skilled employees. Especially in skilled trades, there are not enough younger people training to fill the demand.

3) Some area employers have difficulty recruiting employees who can pass background screenings and drug tests.

4) There is a strong demand for basic educational skills. Employers indicate they are looking for individuals with “work ready skills,” such as proficiency in reading, mathematics, statistics, and writing. Consequently, there is an increasing need to begin introducing Science, Technology, Engineering, and Mathematics (STEM) to students at a younger age, and made part of the curriculum. [Georgia's STEM Careers](#)

5) With an increase in commercial building projects in several areas of the region, especially in Dawson, Forsyth, and Hall County, there is an increasing shortage of local skilled trades workers.

To address these needs, employers use on-the-job (OJT) training, and incumbent worker programs to identify, assess, and train both current and prospective employees. Employers also emphasize the importance of OJT in the employee development process. These programs help them fill positions requiring specialized experience.

Occupations in the Health Care & Life Sciences Sector are the top five listed for long term growth in the Georgia Mountains Area 2 for 2012-2022, all with an annual growth rate of 5.6% or greater.

- Physicians Assistants
- Health Specialties Teachers (Postsecondary)
- Personal Care Aides
- Nursing Instructors and Teachers (Postsecondary)
- Nurse Practitioners

Along with these five, three additional occupations in the medical field are also listed among the top dozen with the best growth rate projected through 2022. They are: Diagnostic Medical Sonographers, Physical Therapists, and Dental Hygienists.

When considering projected long term growth for occupations in the region by Annual Openings, the greatest number is for Retail Salespersons at 460 annually. The number of Laborers and Freight, Stock and Material Movers is projected at 260 annually. Construction Laborers are at 190 and Heavy and Tractor-Trailer Drivers are estimated at 160 per year.

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

Area employers report a strong need for soft skills training across age levels. As mentioned above, soft skills training is being offered through area middle and high schools in the Georgia BEST program <https://dol.georgia.gov/georgiabest> . However, this does not include all high school students, and it does not involve individuals who are out of school, so there is still a great need for this type of training beyond that being offered through the schools.

Other areas of knowledge and skills area employers in the in-demand industry sector of Automotive Manufacturing need in employees are: the ability to read engineering drawings and instructions; math and computer skills, robotics; technical writing; lean management; tool & die; CAD (computer assisted design); and the ability to work independently.

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

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

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

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

The workforce in the Georgia Mountains Region is diverse regarding skills and workforce readiness.

The Growth and Demand Occupations for this region are included as Addenda Item 5.8 For a statewide county by county view of information on adults without a high school diploma or a GED, and about the significant impact this has on lifetime earnings, see [Atlanta PBA30 America](#)

The most recent unemployment figures (preliminary for June 2016) for the Georgia Mountains Region reflect almost full employment at 4.9 %, one of the lowest in the state. Updated information concerning Civilian Labor Force Estimates, statewide and by region, can be found through [Labor Market Information, GDOL Explorer](#)

To access labor market information specifically for the Georgia Mountains Area, such as that shown in the tables below, [Georgia Mountains Labor Market Information GDOL Explorer](#)

GEORGIA MOUNTAINS AREA 2 – LABOR MARKET INFORMATION

Area Labor Force - Employment and Unemployment Data

The table below shows preliminary estimated labor force, employment and unemployment information in Georgia Mountains Workforce Area, Georgia for June, 2016. These figures are not seasonally adjusted.

Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Georgia Mountains Workforce Area	323,549	307,648	15,901	4.9%	Yes
Georgia	4,909,991	4,637,083	272,908	5.6%	Yes
United States	160,135,000	151,990,000	8,144,000	5.1%	Yes

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

Employment Wage Statistics

The table below shows Preliminary estimated average wage information Georgia Mountains Workforce Area, Georgia for the 4th quarter, 2015.

Area Name	Total Average Employment	*Average Hourly Wage	Average Weekly Wage	*Average Annual Wage
Georgia Mountains Workforce Area	231,922	\$21.78	\$871	\$45,292
Georgia	4,232,832	\$25.05	\$1,002	\$52,104
United States	141,730,266	\$27.05	\$1,082	\$56,264

* Assumes a 40-hour week worked the year-round.

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

Total employment in Georgia Mountains Area is expected to reach 283,000 by the year 2022, up from over 221,000 jobs in 2012. The growth equates to an average of more than 6,100 new jobs added each year. One of this area’s main industries is poultry processing. A principal city in the area, Gainesville, has been titled the “Poultry Capital of the World”, as it is the national leader in the production of broiler chickens and the third largest producer of chicken eggs, making it the state’s largest manufacturer of food products. Key industries in addition to food product manufacturing include education, health services, administrative and business support services, and construction.

Source: [Georgia DOL Explorer](#)

The top largest employers in Georgia Mountains Workforce Area, Georgia are listed below. All data provided by Infogroup.



Northeast Georgia Medical Ctr.	River Pl	Braselton	GA	30517	6,000
Northeast Georgia Medical Ctr	Spring St NE # 3	Gainesville	GA	30501	5,000
Northeast Georgia Health Syst.	Spring St NE	Gainesville	GA	30501	2,800
Bank of North Georgia	Buford Rd	Cumming	GA	30041	2,011
Northside-Forsyth Imaging	Northside Forsyth Dr.	Cumming	GA	30041	2,000
Pilgrim's Pride Corp	Queen City Pkwy	Gainesville	GA	30501	1,900
Fieldale Farms	Thompson Bridge Rd	Murrayville	GA	30564	1,500
Clearwater Paper Corp	Lockeway Dr # 501	Alpharetta	GA	30004	1,245
Mar-Jac Poultry Inc.	Aviation Blvd	Gainesville	GA	30501	1,200
Tyson Foods Inc.	W Maple St	Cumming	GA	30040	1,200



Carry-On Trailer Corp	Joe Harvey St	Lavonia	GA	30553	1,100
Kubota Manufacturing-America	Ramsey Rd	Gainesville	GA	30501	1,000
Ty Cobb Regional Medical Ctr	Franklin Springs St	Royston	GA	30662	950
Fieldale Farms Corp	Monroe Dr.	Gainesville	GA	30507	800
Koch Foods Inc.	Meadow Dr.	Cumming	GA	30040	800
Wrigley Manufacturing Co LLC	Atlanta Hwy	Flowery Branch	GA	30542	725
Hospital Authority-Habersham	Hwy 441-N	Demorest	GA	30535	601
Scientific Games Intl Inc.	Bluegrass Lakes Pkwy	Alpharetta	GA	30004	600
Lake Lanier Islands Resort	Lanier Islands Pkwy	Buford	GA	30518	600
Habersham Medical Ctr	Historic Hwy N	Demorest	GA	30535	600



Coats American Inc.	Coats Dr.	Toccoa	GA	30577	597
Mt Vernon Ml Inc. Alto Fabric	Gainesville Hwy	Alto	GA	30510	590
Department of Transportation	Gillsville Hwy	Gainesville	GA	30507	550
Walmart Supercenter	Shallowford Rd NW	Gainesville	GA	30504	523
Global Resource Management	Laurel Springs Pkwy # 902	Suwanee	GA	30024	517

Freudenberg-Nok	Nok Dr	Cleveland	GA	30528	506
Siemens Industry Inc.	Technology Dr	Alpharetta	GA	30005	500
Precision Concrete Constr Inc.	Brandon Trl	Alpharetta	GA	30004	500
Stephens County Hospital	Hospital Dr	Toccoa	GA	30577	500
Koch Foods Inc.	Industrial Blvd	Gainesville	GA	30501	500
□					
Ethicon Inc.	Ethicon Cir	Cornelia	GA	30531	500
Cottrell Inc.	Candler Rd	Gainesville	GA	30507	500
Tenneco Inc.	Mcintyre Dr	Hartwell	GA	30643	500
Longstreet Clinic PC	Jesse Jewell Pkwy SE # 200	Gainesville	GA	30501	500
Gress Foods LLC	Industrial Blvd	Gainesville	GA	30501	500
Absolute Dui	Mcever Rd # B	Oakwood	GA	30566	500
Hoover Precision Products Inc	Pendley Rd	Cumming	GA	30041	450
Hartwell Classic Apparel	Winfield Cir	Hartwell	GA	30643	450
SKF USA INC	Mcever Rd	Flowery Branch	GA	30542	445
Walmart Supercenter	Mundy Mill Rd # 3627	Oakwood	GA	30566	429
L-3 Display Systems	Bluegrass Lakes Pkwy	Alpharetta	GA	30004	420
Performance Foodservice-Milton	Old Oakwood Rd	Oakwood	GA	30566	402
Walmart Supercenter	Highway 441 S	Commerce	GA	30529	400
Forsyth County Sheriff Dept.	E Main St	Cumming	GA	30040	400
United Community Bank	Highway 515 E	Blairsville	GA	30512	400
Pharma Tech Industries Inc.	Old Elbert Rd	Royston	GA	30662	400
Flo-Pak	Ayersville Rd	Toccoa	GA	30577	400
United Community Banks Inc.	Highway 515 E	Blairsville	GA	30512	400

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CIVILIAN LABOR FORCE ESTIMATES

Not Seasonally Adjusted

Georgia Mountains

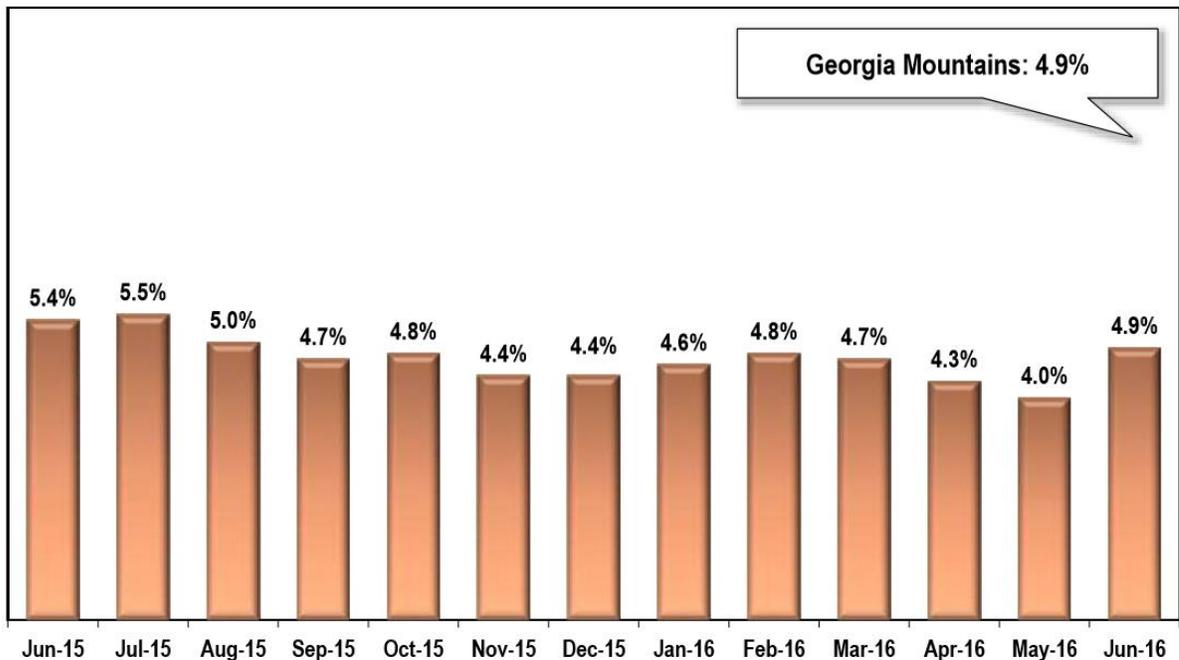
Regional Commission #2

County	PRELIMINARY MAY 2016				REVISED APRIL 2016				REVISED MAY 2015			
	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate	Labor Force	Employed	Unemployed	Rate
Banks	8,502	8,125	377	4.4	8,312	7,923	389	4.7	8,298	7,827	471	5.7
Dawson	11,190	10,725	465	4.2	11,125	10,646	479	4.3	10,999	10,431	568	5.2
Forsyth	104,054	100,232	3,822	3.7	103,474	99,508	3,966	3.8	102,256	97,545	4,711	4.6
Franklin	9,491	9,053	438	4.6	9,428	8,968	460	4.9	9,190	8,591	599	6.5
Habersham	19,149	18,289	860	4.5	18,953	18,035	918	4.8	19,028	17,918	1,110	5.8
Hall	94,886	91,245	3,641	3.8	94,174	90,234	3,940	4.2	92,828	88,190	4,638	5.0
Hart	10,696	10,179	517	4.8	10,573	10,046	527	5.0	10,434	9,790	644	6.2
Lumpkin	15,265	14,610	655	4.3	15,318	14,611	707	4.6	15,334	14,494	840	5.5
Rabun	6,648	6,329	319	4.8	6,494	6,155	339	5.2	6,743	6,300	443	6.6
Stephens	10,796	10,228	568	5.3	10,716	10,141	575	5.4	10,834	10,097	737	6.8
Towns	3,783	3,552	231	6.1	4,030	3,778	252	6.3	3,794	3,484	310	8.2
Union	10,160	9,733	427	4.2	10,014	9,579	435	4.3	9,891	9,361	530	5.4
White	14,140	13,574	566	4.0	13,961	13,360	601	4.3	13,873	13,138	735	5.3
Total	318,760	305,874	12,886	4.0	316,572	302,984	13,588	4.3	313,502	297,166	16,336	5.2

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

Unemployment in the Georgia Mountains Region continues to remain low overall as compared with state and national rates. For several recent months, the region's unemployment has been among the lowest in the state.

Georgia Mountains Area Unemployment Rate (Not Seasonally Adjusted)



Note: Georgia Mountains Region includes Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union and White counties.

Source: Georgia Department of Labor – Mark Butler, Commissioner

[Georgia's Hot Careers](#) is a two-page, summary listing of occupations in demand in Georgia, including educational level required, skills and abilities needed, work activities, annual average wage, and projected number of openings through 2022. This is a useful, graphic overview from several perspectives.

Source: GDOL Explorer, Workforce Statistics & Economic Research

[Labor Profile of Georgia Mountains Area](#), including current charts and graphs for regional:

- Super Sector Industries
- Colleges and Universities
- Per Capita Income
- Technical College Graduates
- Industry Mix
- Active GDOL Applicants
- Labor Force Activities
- GDOL Locations
- Population Estimates
- Top Employers
- Education of the Workforce
- High School Graduates

Source: GDOL Explorer

Graphs of Labor Trends for the Georgia Mountains Area,
[Georgia Mountains Area Workforce Trends](#)

- Fastest Growing Occupations
- Occupations with Most Annual Openings
- Total Industry Growth
- Industry Rate of Growth
- Occupations with the Most Growth

Source: GDOL Explorer

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

Source: [Georgia Department of Economic Development](#)

Occupations

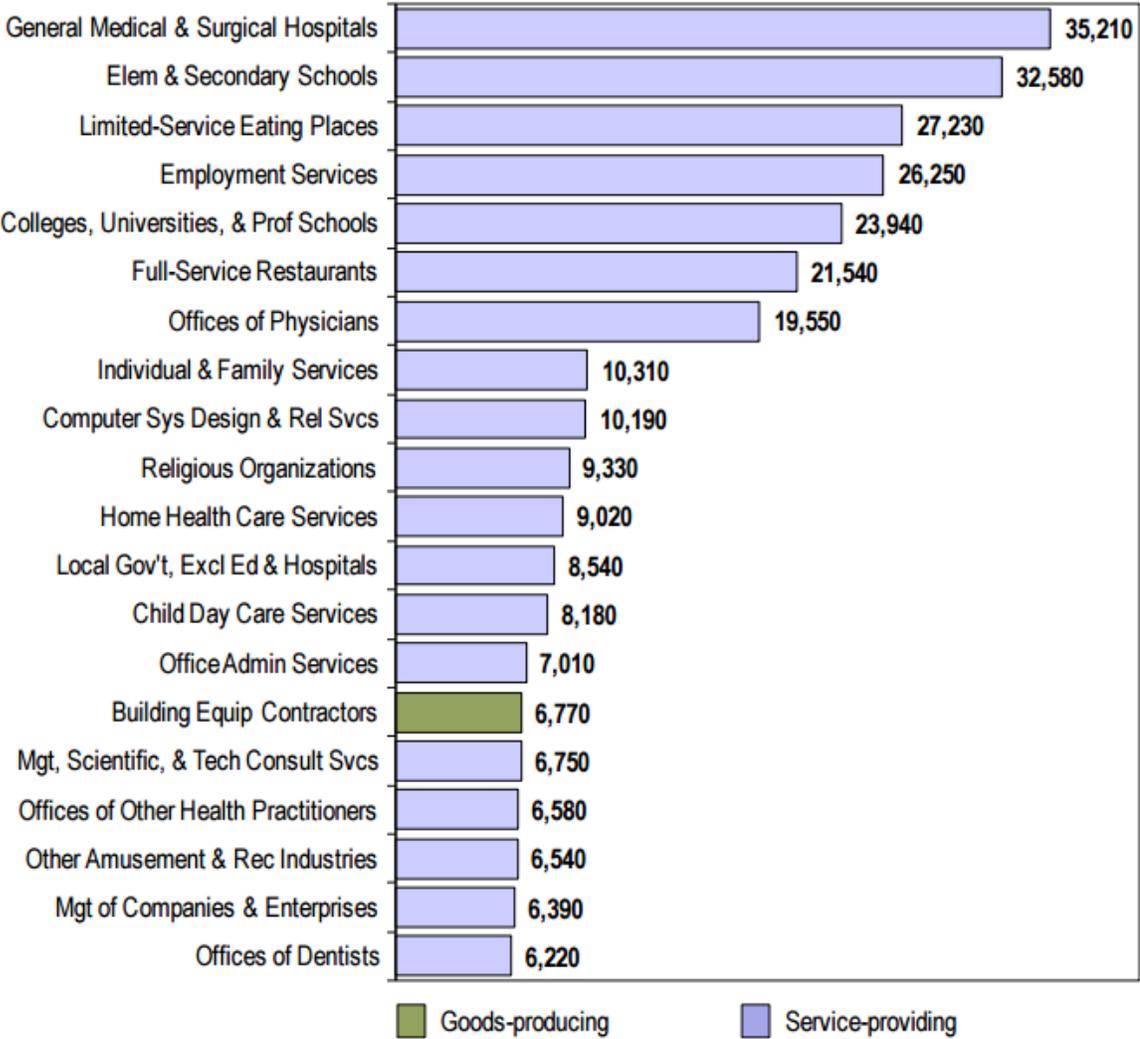
Occupational Employment Distribution

The 2010 total estimated number of employed in Georgia Mountains Workforce Development Area, Georgia was 58,818. The largest major occupational group was Education, Training, and Library Occupations with 27% of the estimated employed, followed by Management Occupations with 24.5% of the estimated employed, and Healthcare Practitioners and Technical Occupations with 17.4% of the estimated employed.

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

Most Job Growth by Detailed Industry

At the detailed industry level, industries tied to healthcare and social assistance are scattered at the top of the list of most growing. General medical and surgical hospitals will lead in employment growth in Georgia from 2010 to 2020 as over 35,000 jobs are projected to be created in the detailed industry. Elementary and secondary schools, adding 32,600 jobs, and limited-service eating places, with an additional 27,200 jobs by 2020, round out the top three. Of the top twenty detailed industries in job growth over the projection period, seven are in health care and social assistance while five are in professional and business services.



Source: [Georgia Workforce Trends: An Analysis of Long-term Employment Projections to 2020](#)

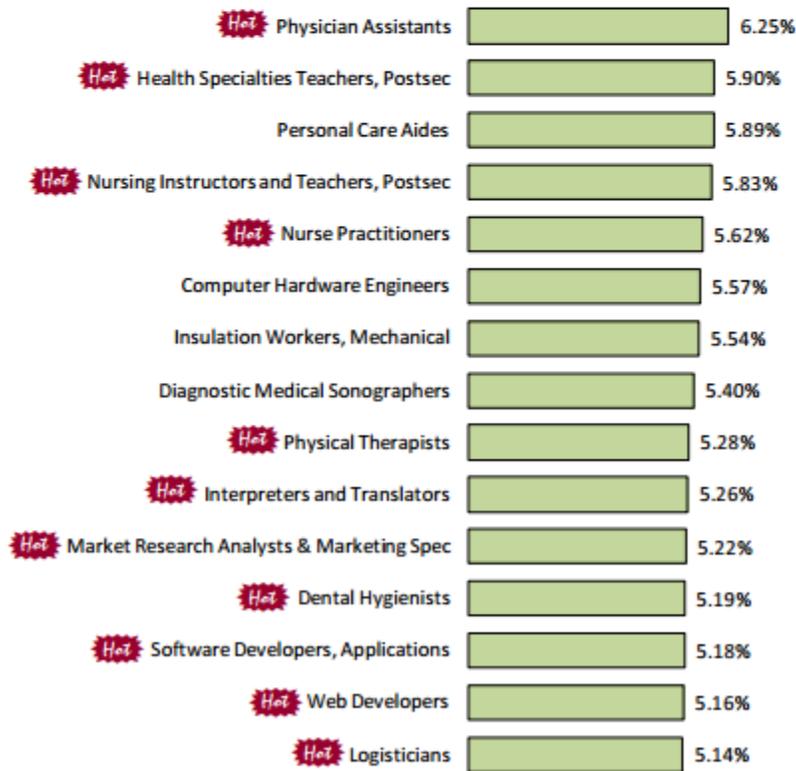
Fastest Growing Occupations

These fast-growing occupations will have better employment prospects than occupations with slow or declining employment. Also, conditions will be more favorable for mobility and advancement.

Half of the fastest growing occupations are in healthcare, computers, and business operations.

One-third of these occupations generally do not require a bachelor's degree.

Eleven of these occupations have received the **Hot** label on a statewide basis through the 2022 projections period.



The table to the left shows occupations with the highest estimated annual openings in Georgia Mountains Workforce Development Area for 2010 - 2022.

Source:
[GDOL Explorer](#)
[Employment Trends in Georgia Mountains Area](#)

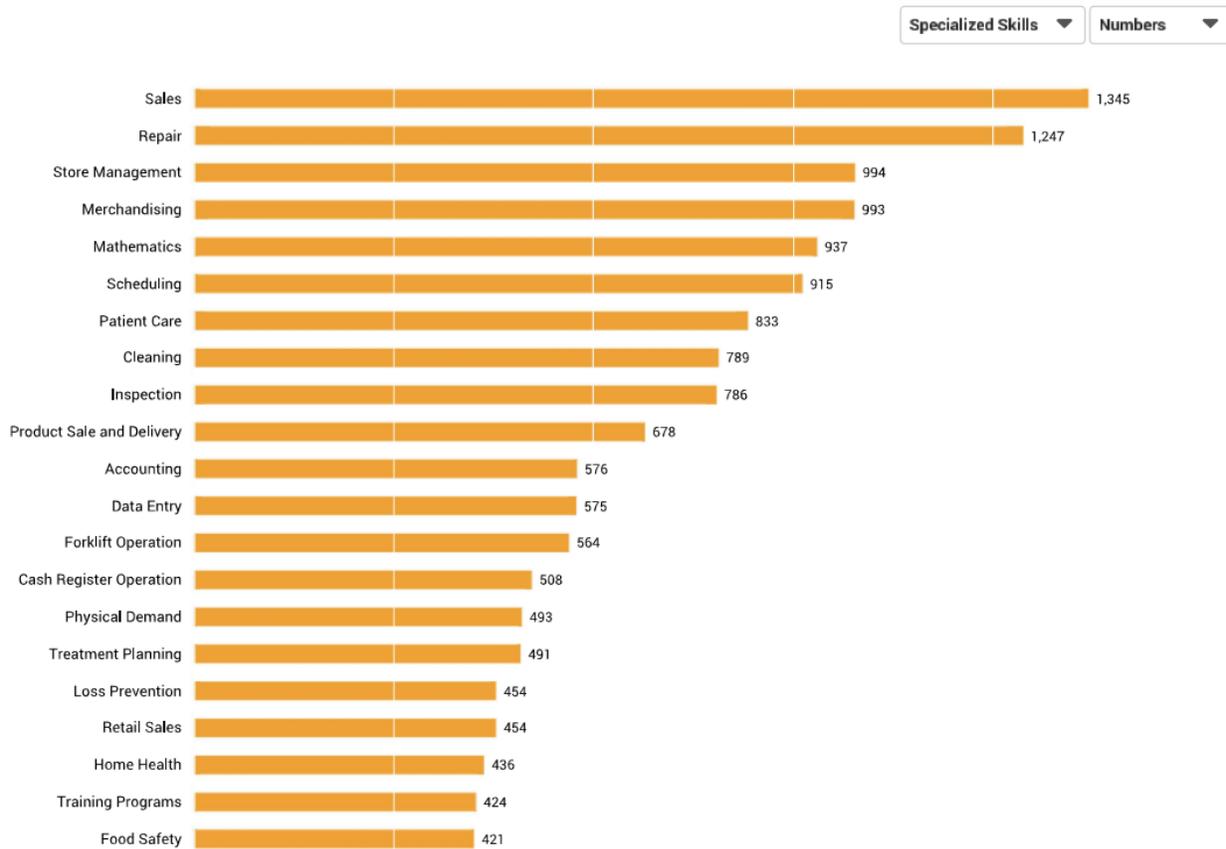
Top Skills

Note: 46% of records have been excluded because they do not include a skill. As a result, the chart below may not be representative of the full sample.

Feb. 01, 2015 - Jan. 31, 2016

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

There are 10,948 unspecified or unclassified postings.



Top skills needed for jobs in the Georgia Mountains Workforce Area during reporting period Feb. 1, 2015 –Jan. 31, 2016.

Source: Labor Insight - Burning Glass Reports

Educational Levels of the Region's Labor Force

Almost 20% of individuals age 18-24 in the region's workforce have not completed high school. Also, an average of 10% of individuals age 25 and above who are in the region's workforce do not have a high school diploma or GED. Since so many jobs now require a high school education, these statistics regarding educational levels of the region's workforce point to a need for adult education services.

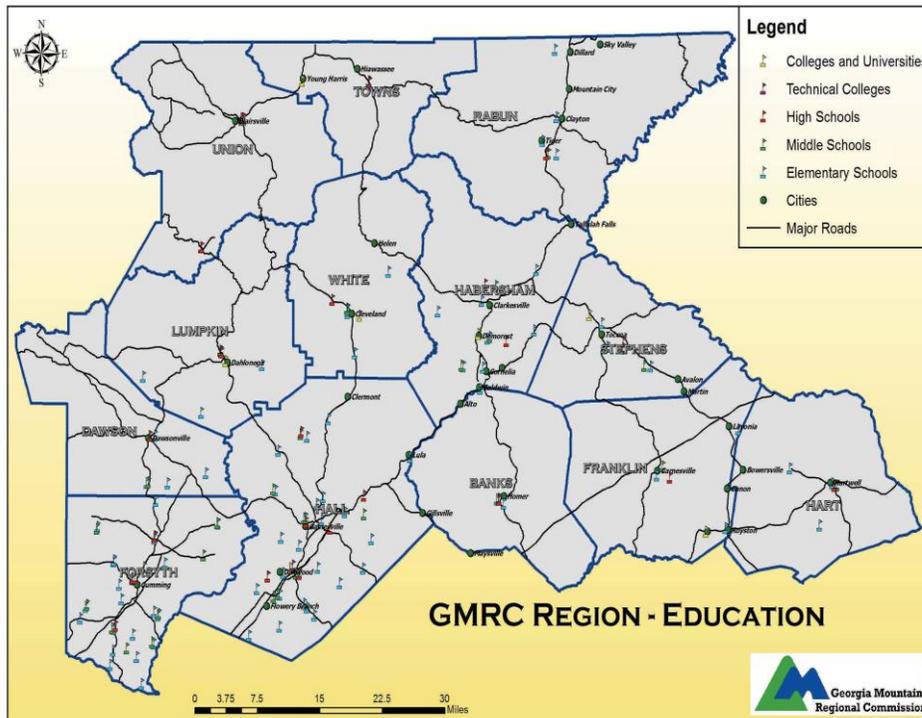
The economic development programs provided through the colleges and technical colleges provide customized training and other services for business and industry to help existing companies remain in the area and succeed. These programs also serve as a stimulus for new business start-ups. Quick Start training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

EDUCATION OF THE LABOR FORCE IN THE GEORGIA MOUNTAINS REGION

PERCENT DISTRIBUTION BY AGE

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

Source: Georgia Department of Labor



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

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

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

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

Workforce Development Activities in the Georgia Mountains Region

Georgia Mountains Workforce Development's goal, under the leadership of the Georgia Mountains Regional Commission and the Georgia Department of Economic Development Workforce Division, is to build a world-class workforce that: enables individuals to achieve their highest potential; ensures employers have the skilled workers they need to compete effectively in the global economy; and to capitalize on the untapped potential of underemployed and dislocated workers, youth, and other job seekers with special needs. Georgia Mountains Workforce Development provides funding for education and training to eligible individuals to enhance their current skills or learn a new trade. Funding and services are also supplied for Georgians who lose their job because of plant closures, mass layoffs, and other effects of the changing economy.

Georgia Mountains Workforce Development (GMWD) administers the Workforce Innovation and Opportunity Act (WIOA) Program and is funded by the federal government.

Individuals who live in or who have been separated from their jobs in Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White Counties may be eligible for WIOA assistance through GMWD. The forms of assistance and training available to eligible individuals are:

Training funds - assistance with tuition, books, and program supplies

Supportive Services - assistance with transportation costs and childcare

Incumbent Worker Training is an available training option, described in detail in Addenda Item 5:13.

OJT (On-the-Job Training) OJT assists Adults and Dislocated Workers with gaining experience, knowledge, and skills in demand industries. Participant must be unemployed through no fault of their own, be under-employed or be a displaced homemaker seeking to re-enter the workforce. Details for OJT are included in section C.5 Implementation of Work-Based Learning Initiatives.

Apprenticeships are also available. A detailed description of Apprenticeships is in section E.3.h. Eligible Training Provider List, (ETPL).

Three groups are assisted:

Youth (ages 16-24)

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

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

For assistance with occupational skills training, applicants must enroll in a program for a Growth and Demand Occupation Program at an approved area school. (See Addenda Items 5.7 and 5.8.)

Georgia Mountains Workforce Development has expanded its services throughout the region by using its Mobile Training Units or Career Coaches. Not only do these units allow staff to offer assessment and training at numerous sites, they also serve as moving marketing tool, building public awareness of the program. (See Addenda Item 5.10 for an MTU Guide).



Career Coach Visits Lumpkin County

**Need assistance during your job search?
Want to attend school to further your education?
Let us help you reach your goals!**



Visit our Mobile Career Coach to:

- ◊ Search and Apply for Jobs Online
- ◊ Create Resumes and Cover Letters
- ◊ Take Career Surveys and Assessments
- ◊ Learn and Practice Workforce Skills
- ◊ All services provided free of charge!

**163 Tipton Drive
Dahlonega, Georgia 30553**

Thursday, September 1st, 2016

11:00 AM — 2:00 PM

Serving Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White Counties

An Equal Opportunity Employer/Program
Auxiliary Aids & Services Are Available
Upon Request To Individuals With Disabilities

2481 Hilton Drive, Suite 8, Gainesville, GA 30501
(TEL) 770.538.2727 (FAX) 770.538.2618
www.gmrc.ga.gov (or) www.facebook.com/gmrc.wd

Identified strengths of Georgia Mountains Workforce Development activities include:

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

Some identified challenges of the existing workforce program are:

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

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

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

Members of the Georgia Mountains Workforce Development Board, along with staff, held a strategic planning meeting. A mission statement was established, and these committees were formed: Cooperation & Collaboration; Job Seeker Skills; Public Awareness; and Board Development. Following are recommendations made by the committees and approved by the GMWDB:

These values will guide GMWD in all decisions.

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

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.
- All providers cooperate fully to further enhance collaboration and improvement of the program.
- There is a high awareness of GMWD mission and services continuum among job seekers and employers.
- Ideally, a level of full employment is reached in our area where all employees are able to find work which pays them an enhanced wage to adequately support their household.

Goals

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

Job Seeker Skills

Success Vision

- Job applicants will be trained in an occupation that has been determined to be one of growth and demand in this region, and one that leads to a secure position with financial stability and a higher median income.
- 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.
- Clients are encouraged to make earning a high school diploma or GED a priority, and they are made aware of greater opportunities and advancements when they hold a degree.
- A high school diploma provides assurance to an employer that an applicant has met certain basic education standards. By focusing on a higher graduation rate, we are bettering the future workforce.

Goals

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

Public Awareness

Success Vision

- GMWD 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 GMWD Board Chair. Employers and job-seekers alike come to the One-Stop for service and are pleased with results.

Goals

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

Strategies

- Develop a broad multi-media campaign:
 - Create PSA’s, articles, and flyers, making general information easily accessible.
 - Develop an infomercial to air on access channels of area Technical schools and Universities to appeal to some of our target audience – those students who are currently in school and motivated to graduate and enter the workforce.
 - Work with the area Chambers of Commerce to become a trusted source for businesses to turn to when looking for potential employees.
 - Connect with those Civic Clubs having a mission of giving back to the community and raising public awareness for programs like Georgia Mountains 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 GMWD services and assistance available for obtaining a postsecondary education.
 - Connect with local law enforcement officers who encounter eligible individuals who may benefit from Georgia Mountains Workforce Development services
 - Encourage staff members from DFACS and Foster programs to direct their clients to Georgia Mountains Workforce
 - Development programs when they are looking to start a new career, retrain, or enter school for the first time.
 - Connect with programs at local churches to make them aware of Georgia Mountains Workforce Development services available to individuals who are trying to better themselves.
 - Offer information about GMWD services to those who are seeking services through the Department of Labor Career Centers since these

individuals 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.
- Send E-mail notices through Chambers 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 area Chambers of Commerce showing potential employers the benefits of partnering with Georgia Mountains Workforce Development.

Board Development

Success Vision

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

Goal

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

Strategies

- Implement an on-going orientation program for new members to assist them in adapting quickly to current policies and issues the Board is examining.

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

In the Georgia Mountains Regional Commission’s 2015 Annual Update of their Comprehensive Economic Development Strategy and Regional Plan, [CEDS for GMRC](#), the following issues related to workforce and education are listed along with methods of addressing them:

- Lack of labor skills to support a diverse group of industries
 - Work directly with the businesses to identify lack of skills levels needed for their business.
 - Work with high school, technical colleges to prepare individuals in the needed skill sets.
- Perception of low educational attainment by local residents
 - Publicize with area newspapers the positive educational and skills attainment achieved in the region
- Increasing demand for high quality education facilities and programs
 - Start a school mentor/Junior Achievement program in every junior
 - High and high school in the region
 - Program promoting Career Days in primary and secondary schools
 - Develop program linking local schools with area Technical Colleges
 - Develop an entrepreneurship training program for teachers
 - Identify and create a database of entrepreneur support resources in the region
 - Creation of an entrepreneurial network
 - Develop a hi-tech strategy for the region

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

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

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

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

3. Description of Strategies and Services

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

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

Georgia Mountains Workforce Development Board will coordinate with local technical colleges and economic development organizations to solicit high demand employers to meet on a regular basis to have roundtable discussions concerning training and hiring needs. GMWDB will seek to coordinate programs with educational and training partners to fill these needs. The discussions will be led by a convener who is recognized as being knowledgeable in the high demand fields. This program is in its infancy.

Special efforts will be made to recruit small employers and employers in in-demand industry sectors and occupations as members of the Georgia Mountains Workforce Development Board.

Personal contacts will be made with small employers and with employers in in-demand industry sectors by members of Georgia Mountains Workforce Development Board and staff members.

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

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

Business services offered through the system include:

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

GMWD 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 GMWD is to have and to promote a well-trained, well educated, highly skilled and qualified workforce that is actively engaged in lifelong learning, and is fulfilling the needs of local employers. This workforce will be critical to the

attraction and retention of successful business and to regional economic development. The workforce development system will ensure that employers, educators, job seekers and workers work together to promote economic development throughout the GMWD area.

Layoff Aversion can be a valuable service for employers. An Employer Information Form for Layoff Aversion Funding for Incumbent Worker Training is included as Addenda Item 5.14. This program requires some creative thinking on the part of employers as well as employment professionals in developing strategies for upgrading skills of existing workers when that strategy is needed to keep businesses open.

THE LAYOFF AVERSION MINDSET



Source: [Georgia Workforce Development Effective Utilization of Rapid Response](#)

Additionally, discussions are being held with organized labor concerning possible alternative training options. With commercial construction increasing, there is a great need for plumbers and pipefitters in this region and in the Atlanta area.

Georgia Mountains Workforce Development Board (GMWDB) members have contributed to the development of these strategies through participation in meetings and personal interviews. The members have collaborated to identify workforce needs of both the area's employers and of individuals seeking training and employment. Based on this information, they have set goals and objectives for offering workforce services for the area. As part of the development of the current WIOA plan, members of GMWDB have contributed their input regarding adjustments needed to provide more effective and efficient workforce services.

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

Georgia Mountains Workforce Development has a good working relationship with economic development partners. Those partners include:

- Lanier Technical College
- North Georgia Technical College
- Athens Technical College
- University of North Georgia
- Development Authorities
- Chambers of Commerce
- GMRC Economic Development
- Goodwill Industries
- GDEcD
- GDOL
- Georgia Vocational Rehabilitation
- CEDS

The CEDS committee is playing an active role in developing strategies for the region's workforce. Their work on researching and publishing the CEDS Report has been very useful for the WDB to study and to blend with the goals they have developed. The 2015 CEDS update includes these strategies regarding the area's workforce and economic development:

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

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

Source: [CEDS for GMRC](#)

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

Linkages between the one-stop delivery system and unemployment insurance programs in the Georgia Mountains area will be strengthened by having a One-Stop Center.

Unemployment insurance claimants will have access to labor exchange services and career counseling included under Title I. They will also have available activities to assist them in obtaining jobs in in-demand industries and occupations.

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

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

4. Regional Service Delivery

(Only applies to regions that encompass two or more local areas) Describe how the region will address the items listed below.

a. Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).

N/A

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

N/A

5. Sector Strategy Development

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

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

The following partners are participating in the sector strategy development for the Georgia Mountains Region:

- Industry Representatives
- University of North Georgia
- GDEcD
- CEDS
- GMWDB
- Local School Systems K-12
- Georgia Vocational Rehabilitation Agency (GVRA)
- Georgia Power Company
- Goodwill of North Georgia
- Electric Membership Corporations
- Regional Manufacturers
- North Georgia Technical College
- Lanier Technical College
- Athens Technical College
- GMWD Staff
- WellCare
- UCB
- MedAssets
- Immucor
- HealthSouth
- Dendreon
- GDOL
- Local Chambers of Commerce/Local Economic Development Professionals
- Department of Economic Development Existing Industries Representative
- GMRC

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

Some 5 years ago Dr. Mark Ivester, then Vice President of Economic Development, now North Georgia Technical College (NGTC) President, developed what is called the Economic Development Council. This Council meets once in the fall and once in the spring as well as a large Summit once a year. The council is composed of Industry Leaders, School Superintendents and Development Authority Directors from the NGTC Service Area which includes Habersham, Stephens, White, Franklin, Rabun, Towns, Union and Fannin Counties. The purpose of the group is to promote Industry in this Service Area. The meetings have speakers on topics related to the Council, discussions on topics of interest, and new ways to promote workforce development in the region, such as sector strategies. The next session of the Economic Development Council is scheduled at North Georgia Technical College in September 2016. Among those invited are: manufacturing leaders, development authority directors, school superintendents. Georgia Mountains Workforce Development will be sponsoring this meeting.

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

The following businesses were represented at a Healthcare Sector meeting in Gainesville, GA—September 11, 2014 Hosted by the University of North Georgia • Dendreon • HealthSouth • Immucor • MedAssets • UCB • WellCare

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

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

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

Georgia Mountains Workforce Development Area 2 is committed to developing local sector strategies that are: 1) regional in scope, 2) industry-specific and 3) driven by employers. The groundwork of developing working relationships with area employers has been proceeding well. Now employer members of the Georgia Mountains Workforce Development Board will assist in recruiting employers from identified sectors to participate in additional sector strategy initiatives for the region.

The board and staff look forward to the next scheduled meeting with the State's HDCI initiative in November 2016, inviting local training providers and representatives of Chambers of Commerce, Economic Developers, and in-demand industries to attend.

[Georgia HDCI Report](#) and [Georgia HDCI Initiative](#)

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

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

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

Additional resources used to help identify the sector chosen for the sectors strategies training in Georgia Mountains Workforce Development Area 2 are these:

Labor Force Activity												
ANNUAL AVERAGES												
	Labor Force			Employed			Unemployed			Rate		
	2014	2015	% Change	2014	2015	% Change	2014	2015	% Change	2014	2015	% Change
Banks	8,147	8,162	0.2%	7,612	7,718	1.4%	535	444	-17.0%	6.6%	5.4%	-18.2%
Dawson	10,800	10,918	1.1%	10,143	10,376	2.3%	657	542	-17.5%	6.1%	5.0%	-18.0%
Forsyth	100,388	101,774	1.4%	95,136	97,273	2.2%	5,252	4,501	-14.3%	5.2%	4.4%	-15.4%
Franklin	9,255	9,203	-0.6%	8,502	8,624	1.4%	753	579	-23.1%	8.1%	6.3%	-22.2%
Habersham	18,970	18,844	-0.7%	17,656	17,785	0.7%	1,314	1,059	-19.4%	6.9%	5.6%	-18.8%
Hall	90,082	92,277	2.4%	84,790	87,894	3.7%	5,292	4,383	-17.2%	5.9%	4.7%	-20.3%
Hart	10,384	10,304	-0.8%	9,609	9,674	0.7%	775	630	-18.7%	7.5%	6.1%	-18.7%
Lumpkin	15,257	15,170	-0.6%	14,291	14,360	0.5%	966	810	-16.1%	6.3%	5.3%	-15.9%
Rabun	6,553	6,529	-0.4%	6,016	6,096	1.3%	537	433	-19.4%	8.2%	6.6%	-19.5%
Stephens	11,204	10,720	-4.3%	10,356	10,025	-3.2%	848	695	-18.0%	7.6%	6.5%	-14.5%
Towns	4,139	3,900	-5.8%	3,759	3,596	-4.3%	380	304	-20.0%	9.2%	7.8%	-15.2%
Union	9,514	9,786	2.9%	8,892	9,278	4.3%	622	508	-18.3%	6.5%	5.2%	-20.0%
White	13,836	13,740	-0.7%	12,978	13,042	0.5%	858	698	-18.6%	6.2%	5.1%	-17.7%
Georgia	308,529	311,327	0.9%	289,740	295,741	2.1%	18,789	15,586	-17.0%	6.1%	5.0%	-18.0%
Georgia Mountains RC												
Georgia	4,756,708	4,770,873	0.3%	4,414,343	4,490,931	1.7%	342,365	279,942	-18.2%	7.2%	5.9%	-18.1%
United States	155,922,000	157,129,917	0.8%	146,305,000	148,833,417	1.7%	9,617,000	8,296,333	-13.7%	6.2%	5.3%	-14.5%

Note: This series reflects the latest information available. Labor Force includes residents of the county who are employed or actively seeking employment. Source: GDOL

Burning Glass Reports for the thirteen county Georgia Mountains Area were reviewed and analyzed by the Georgia Mountains Workforce Development Board and staff, by Area Technical College administrators, and by Regional Economic Developers.

These reports revealed the following: Top Occupations in the Georgia Mountains Area posted from Feb. 1, 2015 to Jan. 31, 2016 were: Heavy & Tractor Trailer Truck Drivers (2,489); Registered Nurses (2,014); Retail Salespersons (1,312).

Top Industry Sectors for the Georgia Mountains Area during that same time were: Health Care and Social Assistance (4,560); Retail Trade (2,953); Manufacturing (1,826) and Transportation & Warehousing (1,813).

Also for that 12-month period, Burning Glass reports for the Georgia Mountains Area indicated the following openings in manufacturing: Manufacturing Machine Operator (115); Production Worker (53); Quality Inspector (42); Forklift/Pallet Jack Operator (36); Welder/Solderer (26); Assembler/Fabricator (21); and Machinist (18).

Top Occupations

Feb. 01, 2015 - Jan. 31, 2016

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

8-digit O*NET ▼ Numbers ▼



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

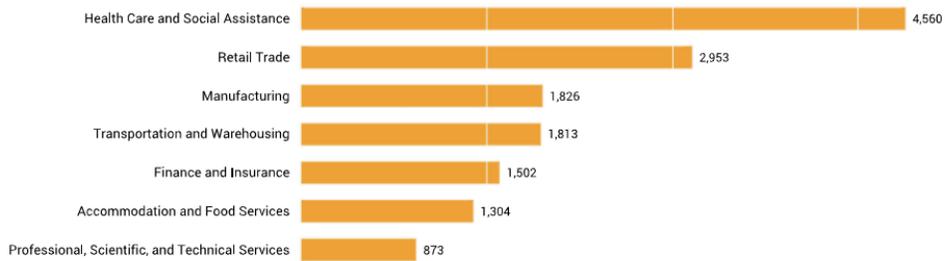
1/6

Top Industry Sectors

Feb. 01, 2015 - Jan. 31, 2016

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

Numbers ▼



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

4/6

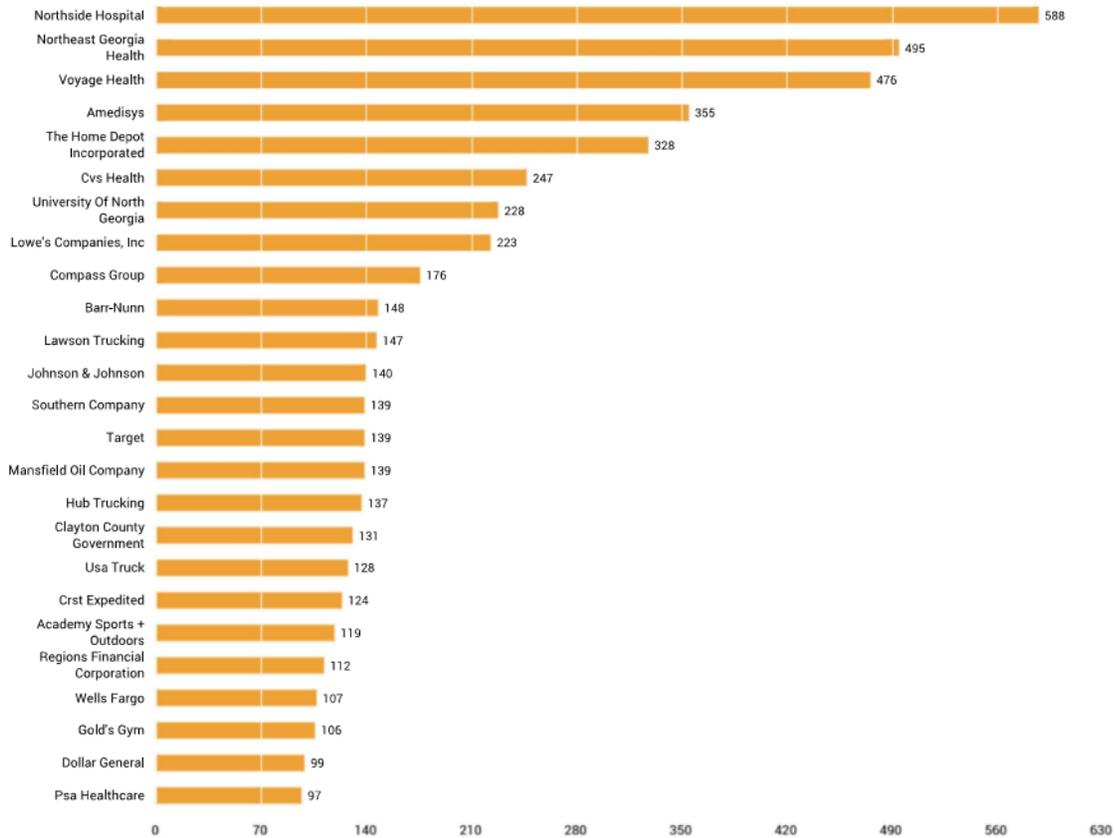
Top Employers

Feb. 01, 2015 - Jan. 31, 2016

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

There are 6,404 unspecified or unclassified postings.

Numbers ▾

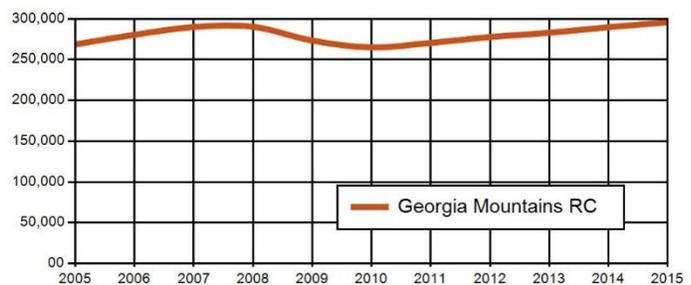


<http://laborinsight.burning-glass.com/jobs/us#/snapshots/reports>

5/6

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

Employment Trends



source: *GDOL Explorer*

The Georgia Manufacturing Alliance is a professional organization founded in 2008 to support Georgia's manufacturing community. GMA provides monthly plant tours, educational sessions and unique networking opportunities designed to help

make profitable business connections for its members. Georgia Mountains Workforce Development will link with the Georgia Manufacturing Alliance members in this region to gain greater support and potential leadership for the Manufacturing Sector efforts in this area. <http://www.GeorgiaManufacturingAlliance.com>

Another group of interest in planning for a sector strategy focus on manufacturing is the Women in Manufacturing Association <http://www.womeninmanufacturing.org/home> This organization is a founding partner of Precision Metal Forming Association. <http://www.pma.org/home/> Links with this organization of women leaders could potentially provide partnerships for developing in-demand training for target groups in the region.

Of course, there will be continued coordination with regional economic developers from area Chambers and from area businesses.

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

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

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

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

i. Participating employers;

Some of the employers participating in this sector strategy process are: Kubota, Doc Martin Construction, North Georgia Network, Fieldale Farms, Mechanical Trades Institute, Community & Southern Bank, Plumbers, Pipefitters, and Service technicians, Local Union 72, The Home Place/Rabun County, Northeast GA Health Systems, and Picnic Café and Dessertery

ii. Target occupations;

Targeted occupations identified within the manufacturing sector are: Welding, CNC (Computer Numerical Control) Operators, Precision Metal Working, Machine Operators, Fork Lift Drivers

iii. Training programs; and

Training programs in the Georgia Mountains Workforce Development Area for these targeted occupations are offered at area technical colleges. North Georgia Technical College offers courses in precision metal working, welding technology, tool & die technology, machine shop technology, and heavy equipment maintenance. Lanier Technical College offers certificate level programs for CNC specialist, and for lathe operator.

iv. Target Populations.

Target populations for these training programs are:

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

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

Governor Nathan Deal's strategic industries workforce focus includes commercial truck driving and practical nursing. Also included in the list are these growth industries: welding and joining technology, precision manufacturing, movie production, health sciences, diesel equipment technology, early childhood care and education, computer technology, and certified engineer assistant. Another statewide strategic industry workforce focus currently in the development stage is that of industrial maintenance.

Dr. Ray Perren, President of Lanier Technical College reports there is a commercial truck driver certification program currently being developed there. In response to demands from students and healthcare employees in the region, North Georgia Technical College expanded its nursing program to its Blairsville campus in 2015.

This information and additional labor market information from GDEcD and GDOL point to the development of additional sector strategies for the region.

These include: Logistics and Transportation; and Healthcare and Life Sciences. Additional research is being conducted through contact with area employers, as well as through analysis of updated regional labor market information, to confirm these findings.

[Georgia Trend Article, Technically Speaking, April 2016](#)

6. Description of the One-Stop Delivery System

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

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

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

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

The local board will facilitate access to services provided through the one-stop delivery system throughout the region. A physical, one-stop location is scheduled for beginning service in early 2017 in Hall County, a large population center for the region. In the remote areas of the region, mobile units are already offering workforce training services on a regularly schedule. A concerted effort will be made to link other services with these to be able to provide one-stop service in more areas. Additionally, efforts will be made by the WDB to increase awareness of the need for Broadband service throughout the region so workforce information and services as well as digital, distance-learning training options are more readily available for individuals and for employers.

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

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

- Job Fairs
- GMWD continually schedules (meeting dates and times are publicized in local newspapers, radio, and career centers) WIOA Program Overviews in all 13 member counties allowing for:
 - easier access to WIOA services
 - explanation of eligibility requirements
 - learning WIOA services
- GMWD partners with the Trade Act’s Trade Adjustment Assistance (TAA), to provide if eligible:
 - ESL at local Adult Learning Centers
 - GED Training at local Adult Learning Centers
 - financial aid for testing

- case management
- eligibility processing
- further occupational skills training
- supportive services
- Mobile Training Units
 - Handicap accessible
 - Handicap station available

A good example of accessibility provisions in the Georgia Mountains Workforce Development Area is the Program Access Report for Blue Ridge Career/One Stop Center -Addenda Item 5.4. This type of review can serve as a model for program accessibility throughout the region. All core partners will share information about solutions concerning the elimination of potential accessibility issues at service sites.

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

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

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

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

The current one-stop operator for LWDA 2 has been Georgia Mountains One-Stop Consortium, selected in accord with the Workforce Investment Act SS121(d) through an agreement reached between the local board and a consortia of entities that, at a minimum had to include three or more of the one-stop required partners described

The one-stop operator for the Georgia Mountains Area will be chosen through a competitive process for operator selection. Local market research is being conducted to determine the needs of local employers as well as the needs of individuals seeking employment. The local workforce board will solicit requests for information from area employers as well as from other interested parties.

Details are being determined regarding shared equipment and common areas for the operators and partners. A Request for Proposal is being developed based upon information collected regarding location, size, accessibility, costs, and renovation requirements for a facility.

The well-publicized RFP will be issued to a list of Eligible Competitive Bidders. Proposals will be reviewed by the GMWDB and Local Elected Officials (LEOs), and a program operator for the one-stop will be chosen.

A Memorandum of Understanding regarding coordination of services between partners is already in effect, and a Memorandum Extension of that document will serve to clarify service coordination within the region.

New resource sharing agreements are being developed, and will be finalized as the one-stop operator for this region is identified.

Bi-monthly meetings are held involving all the local one-stop WIOA-required partners, and Georgia Mountains Workforce designees from Georgia Vocational Rehabilitation Agency, Georgia Department of Labor, Adult Education, Temporary Assistance for Needy Families.

7. Awarding Sub-grants and Contracts

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

Regarding the awarding of sub-grants, Georgia Mountains Regional Commission, as the administrative entity/fiscal agent, is responsible for completing the procurement process for contracts and subcontracts. RFPs have already been issued and awarded for youth services and other training options.

GMRC also issues contracts to ITA providers on the Eligible Provider List. Note: Georgia's Workforce Development Eligible Training Providers and Programs can be reviewed at www.workreadyga.org under education Services – Training Providers and Schools.

Customers desiring to attend a provider that only appears on the State-approved list would need to speak with a Workforce Development Representative to get more information on how a State-approved provider may be approved by the Georgia Mountains Workforce Development Board.

The GMWDB publicizes the opportunity to bid through area newspapers designated as legal organs, and by providing the information online on Facebook and on the GMRC web site. Also, the meeting time(s) for selecting sub-grants and contractors, minutes of the meetings, the plan, and other guiding documents are made public. The selection process is competitive. Proposal Review Committee meetings are also announced publicly. A Conflict of Interest Policy is in effect to assure fair and open competition in the entire process.

8. EEO and Grievance Procedures

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

EEO and Grievance Procedures for Georgia Mountains Workforce Development Program are contained within the General Complaint Form (Addenda Item 3.3), the Complaint Resolution Form (Addenda Item 3.4), and the Rights Statement (Addenda Item 3.5).



B. Local Boards and Plan Development:

1. Local Boards

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

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

The Georgia Mountains Regional Commission, Fiscal Agent, is responsible for tracking Local Workforce Development Board membership requirements regarding nominations, attendance, and continuing eligibility. In the event of a Workforce Development Board vacancy, Georgia Mountains Regional Commission provides a list of potential candidates to County's Chief Elected Official for nomination. Nomination Forms for Workforce Development Board Membership are completed and submitted to the CLEOs for review and selection. See Addenda Item 2.1.

From the date a local board vacancy occurs, the vacancy is to be filled within sixty (60) days. If the vacancy is created from a member indicating intent to discontinue serving, a replacement must be made within sixty (60) days of that notice.

Adult education nominations are sought from the three technical colleges serving the area – North Georgia Technical College, Lanier Technical College, and Athens Technical College. A representative from North Georgia Technical College was selected by the CLEOs for current service on the board.

A representative of The Georgia AFL-CIO offered recommendations for members for the GMWDB. One of those individuals was selected by the CLEOs, and is currently serving as a board member.

Georgia Mountains Workforce Development Board Membership includes:

- Twenty (20) 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 GMWDB
- Vice-Chair must come from the private sector
 - Nominated and voted on by GMWDB

Secretary and Treasurer

- Nominated and voted on by GMWDB

GMWDB Committees

- GMWDB Executive Committee consists of:
 - GMWDB Chair
 - serves two-year term or length of WDB term, whichever first
 - GMWDB Vice-Chair
 - serves two-year term or length of WDB term, whichever first
 - GMWDB Secretary and Treasurer
 - serves two-year term or length of WDB, whichever first
 - Committee Chairs

- GMWDB Youth Standing Committee

Under Title I of WIOA, Youth Standing Committees represent a new mechanism for states and local boards to coordinate area-wide youth services, assist with planning, and oversee operational programs related to youth services.

- Membership composition of GMWDB Youth Committee should have one or more of the following:
 - Local Board member who chairs the committee
 - Members of community-based organizations with a demonstrated record of success in serving eligible youth
 - Members may represent agencies such as education, training, Vocational Rehabilitation, health, mental health, housing, public assistance, and justice, or be representatives of philanthropic or economic and community development organizations and employers.
 - Members may also include parents, participants, and youth
- Duties of Georgia Mountains Youth Committee:
 - Ensure fiscal and programmatic accountability of the youth system
 - Assist the local GMWDB in developing policy for youth employment and training
 - Recommend youth service providers
 - Identify gaps in services and develop strategy to use competitive selections or community partners to address the unmet needs of youth
 - Develop local goals for youth employment and training programs
 - Review RFP's for local WIOA youth services
 - Think strategically about resources, both financial and programmatic
 - Establish connections between the youth system and the local One-Stop system
- Georgia Mountains Youth Committee meeting frequency:
 - Committee meets 6 times a year, with 2 meetings as community based meeting or training

From the date a local board vacancy occurs, the vacancy is to be filled with sixty (60) days. If the vacancy is created from a member indicating intent to discontinue serving, a replacement must be made within sixty (60) days of that notice.

Financial and Program Oversight

Budget must be approved by

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

Financial and Program Oversight

- Georgia Mountains Regional Commission Executive Director
- Georgia Mountains Regional Commission Finance Department
- GMWDB Executive Committee
- GMWDB
- Annual Governor's Office of GA Department of Economic Development Workforce Division
- Annual Georgia Mountains Independent Audit for sub-state and non-profit organizations
- USDOL Audit
- Georgia Mountains Regional Council

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

New board members undergo an orientation process that includes:

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

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

Georgia Mountains Workforce Development Board (GMWDB) and Staff will continue to partner with and to request consultation on job needs within the Georgia Mountains area directly with the following:

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

- 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 (CEDS) committee

- GMWD staff attends quarterly meetings
- GMWD staff authored education and workforce development
 for CEDS rewrite
- GMWD 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 (OJT) program to meet the needs of the Georgia Mountains area

- GMWD works directly with business and industry to provide needed skills
 training.

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

Georgia Mountains Workforce Development Board meets monthly at locations throughout the region. Standard reports, provided at each board meeting, outline WIOA activities, WIOA performance, One-Stop performance and Labor Market information. Subcommittees consist of members of the board, and are appointed by the chair of the board. Minutes of board meetings are made available electronically to all.

Notices of board meetings, training events, and other upcoming events related to area workforce development are sent to all board members. Members are strongly encouraged to participate in regional, state, and/or federal meetings and conferences offering training opportunities for board members.

Workforce Development Staff members maintain a Facebook page to provide up-to-date information for GMWDB members as well as for customers.

A planning retreat provides board members an opportunity for additional training regarding WIOA implementation in the Georgia Mountains area. This event is also an excellent opportunity for them to exchange with each other their ideas for innovation and improvements related to the local workforce system.

2. Local Board Committees

Provide a description of board committees and their functions.

Local Board Committees and their functions are:

- A. Executive Committee - The Executive Committee will exercise authority and manage the business of GMWD during intervals between board meetings. The officers serve as the members of the Executive Committee, except for the power to amend the Policies and the By-Laws.
- B. Finance Committee - The Finance Committee will provide oversight over GMWD fiscal expenditures and of other contributions and grants received from public or private sources on their behalf.
- C. Marketing & Communications - The Marketing & Communications Committee will develop effective marketing strategies, publications, website usage and reports to promote the workforce development system in the Georgia Mountains area.
- D. Youth Committee - The Youth Committee will provide oversight and develop recommendations for GMWD regarding the allocation of funds and the delivery of youth services.
- E. Disabilities Committee – Assure services and accessibility for all customers to accommodate their disabilities
- F. Comprehensive Plan Committee - Assist with and oversee development and completion of regional comprehensive plan
- G. One-Stop Committee – Provide guidance and oversight for development of One-Stop services in Georgia Mountains Workforce Development Area 2

The Chair of the GMWDB will have the authority to appoint standing or ad hoc committees to achieve the stated and approved objectives of the GMWDB. The term of a standing committee will expire at the end of the year in which it was appointed, except for the Youth Committee. The term of any ad hoc committee will expire when the task for which it was created is completed.

Workforce Development - Youth Committee

The Youth Committee, a subgroup of the local Workforce Development Board (WDB), must include the following positions, a Board representative, representatives from youth service agencies, public housing authorities, school systems, parent of youth participant, and a youth participant. Committee members must be nominated and approved by local WDB.

Responsibilities of the Youth Committee include working with WDB Youth Staff to develop and submit a local plan for serving youth to fit in the parameters of WIOA requirements, as well as identify eligible youth training providers through a competitive process.

Youth Committee:

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

- Membership composition of GMWD Youth Committee should have one or more of the following:
 - Local Board member who chairs the committee
 - Members of community-based organizations with a demonstrated record of success in serving eligible youth
 - Members may represent agencies such as education, training, Vocational Rehabilitation, health, mental health, housing, public assistance, and justice, or be representatives of philanthropic or economic and community development organizations and employers.
 - Members may also include parents, participants, and youth
- Duties of Georgia Mountains Youth Committee:
 - Ensure fiscal and programmatic accountability of the youth system
 - Assist the local WDB in developing policy for youth employment and training
 - Recommend youth service providers
 - Identify gaps in services and develop strategy to use competitive selections or community partners to address the unmet needs of youth
 - Develop local goals for youth employment and training programs
 - Review RFP's for local WIOA youth services
 - Think strategically about resources, both financial and programmatic
 - Establish connections between the youth system and the local One-Stop system
- Georgia Mountains Youth Committee meeting frequency:
 - Committee meets 6 times a year, with 2 meetings as community based meetings or training

3. Plan Development

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

The local plan was developed through the following process:

- 1) Collection and review of local labor market information including most recent reports from GDOL for unemployment rates, in-demand occupations, commuting patterns, educational attainment of the population, etc. Consultation with GMWDB Staff
- 2) Collection and review of existing documents, reports, etc. containing information related to workforce development in the Georgia Mountains Region including: existing Workforce Development Plan; updates for program descriptions and local policies; Policies and Procedures for State of Georgia Department of Economic Development, Workforce Division; minutes from previous meetings of the Georgia Mountains Workforce Development Board; website for Georgia Mountains Regional Commission; WIOA Law; and Georgia WIGS

- 3) Collection of information concerning the current local workforce development program including programs of service partners such as GDOL, GDVR, and all local technical colleges. Visits to offices of service partners to discuss contributions of each partner to the One-Stop system
- 4) Development of a set of interview questions and dialogue topics for discussion for use in personal interviews (see Addenda Item 1.4)
- 5) Scheduling and carrying out a series of open-ended interviews with over 60 individuals from throughout the region representing employers, public officials, job-seekers, educational institutions, training providers, youth services, organized labor, private sector, business owners, local workforce development board members, and local workforce development staff members (See Addenda Item 1.5)
- 6) Ongoing analysis of information and comments received concerning local workforce needs, and collection or creation of graphics to illustrate key points in the workforce plan
- 7) Development of an interactive graphic representation of how the various components of an innovative workforce plan can best offer opportunities for employers and for individuals seeking training and employment in the region
- 8) Compilation and synthesis of information from all sources and continuing consultation with GMWD Staff.
- 9) Review of draft for the completed plan by key staff members of GMWD.
- 10) Revisions and additions to the draft plan
- 11) Presentation of the plan to the local workforce development board staff
- 12) Thirty (30) day period of public review of the plan, available through GMRC website, and transmitted online to representatives of businesses, to representatives of labor organizations, and to GMWDB members, requesting comments Information published about availability of plan for public review
- 13) Comments, recommendations, and/or complaints received concerning the plan
- 14) Public response reviewed and revisions made (if minor)
- 15) Presentation of revised plan (with comments) to Georgia Mountains Workforce Development Board
- 16) Vote of GMWDB regarding submission of plan
- 17) Submission of plan to State of Georgia for review



C. Service Delivery and Training:

1. Expanding Service to Eligible Individuals

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

The Georgia Mountains Workforce Development Board will work closely with all entities carrying out core programs to ensure that all partners are operating as a team to provide access to employment, training, education, and supportive services for all eligible individuals, particularly eligible individuals with barriers to employment.

The GMWD provides Program Overviews in the 13-county Georgia Mountains region on a regular basis. Every week there is an Overview in the Gainesville Area. Program Overviews are also provided in two other counties each month. Every county will be visited with an Overview every 6 months. Overviews are also conducted on a regular basis at each Career Center, Technical College and satellite each month throughout the Georgia Mountains Workforce Development area. Newspaper and radio are used to advertise Overview times and locations.

Signs have been posted at all partner agencies explaining WIOA and application information. Georgia Mountains Workforce Development utilizes the Georgia Mountains Regional Commission's Website for dispensing application materials.

Georgia Mountains Workforce Development has four formalized access points to WIOA services provided through the Georgia Department of Labor Career Centers. It is anticipated that additional access points will be created throughout the Georgia Mountains area by the strong collaboration of various partner agencies. The One-Stop site in the Department of Labor has transitioned to a "greeter" from a receptionist model for directing

customers to appropriate services. In addition, the Career Centers allow individuals access to Internet applications, résumé preparation, and basic computer software in resource areas.

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

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

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

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

2. Description of Service to Adults and Dislocated Workers

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

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

A GED program is in place for Adults and Dislocated Workers. Assistance with GED Services may be provided when it is required for Employment or for the Post-Secondary Training being requested by the individual. Participant’s Test of Adult Basic Education, level D (TABE) scores must be a minimum of 8.0 in Math and 8.0 in Reading prior to WIOA registration. The individual must be able to complete the GED within a six-month

period. To further ensure compliance with WIOA guidelines (Sec 134(c)(3)(D)(x), job readiness classes will also be required during the six-month period.

A participant may receive services in any order that is deemed appropriate. Career services for adults and dislocated workers include three types of career services: basic career services; individualized career services; and follow-up services.

Additionally, training services are provided to equip individuals to enter the workforce and retain employment. Services are available locally to Adults and Dislocated workers in the form of Registered Apprenticeship Training, On-the-Job Training, Individual Training Accounts (ITAs), and Incumbent Worker Training. Specifics regarding each of these training options are provided in other sections of this document.

3. Description of Rapid Response Services

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

The Georgia Department of Economic Development - Workforce Division (GDEcD) oversees the State's Dislocated Worker programs. Georgia Mountains Workforce Development has been assigned the Rapid Response responsibilities within the Local Workforce Development Area under WIOA. Georgia's approach to Rapid Response leverages the relationships and knowledge of local workforce areas to help provide services to dislocated workers. This integrated approach ensures that the state both responds in a timely manner, and that the state has a presence with employers and employees after services have been provided. This allocation of local WIOA's utilizes the state's resources with less duplication of services.

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

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

1. Employee Information Sessions
2. Employee Orientations on U.I and other GDOL Employment Services
3. Job Fairs
4. Development of On-the-Job and Customized Training Programs
5. Incumbent Worker Training Programs
6. Onsite Transition Centers and Onsite Training Services with the use of Mobile Training Units (MTUs)

7. Workshops encompassing the following topics:
 - a. Job search techniques
 - b. Career exploration
 - c. Career assessments
 - d. Labor market information
 - e. Resume writing
 - f. Interview skills
 - g. Money management
 - h. Community Resources exploration
 - i. Basic computer skills
8. Educational Opportunities:
 - a. Workforce Innovation and Opportunity Act (WIOA)
 - b. Grants and scholarships through HOPE, and Pell
 - c. Adult Education and GED training
 - d. Post-Secondary school growth and demand programs
 - e. On the Job Training (OJT)
 - f. Local college presentations at job fair and employee information sessions
 - g. TAA information to certified customers

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

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

4. Description of Youth Services

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

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

GED/Career Pathways Innovative Program

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

Project SEARCH Program

The Project SEARCH High School Transition Program is a unique, business led, one-year school-to-work program that occurs entirely at the workplace. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations. The program provides real-life work experience and helps youth with disabilities transition from school to adult life. The Project SEARCH program has been active in Hall County for seven years; Georgia Mountains Regional Commission-Workforce Development has been a partner for 6 years. For the past 4 years, the Hall County Project SEARCH, with the assistance of partners, has been recognized at the National Project SEARCH convention for 100% employment of the youth in the program and has presented on how to obtain 100% outcomes.

Georgia Mountains Regional Commission-Workforce Development plays a vital role in preparing youth for working in the assigned rotation at the local hospital. Georgia Mountains, through the Workforce Innovation & Opportunity Act (WIOA) funding, can provide necessary work items such as scrubs (uniforms), and school uniforms so youth are recognized at the hospital. Georgia Mountains also supplies items needed for classroom instruction, such as laptop computers, printers, and copy paper. During this training period through Project SEARCH, Georgia Mountains offers supportive service to the youth to aide in transportation costs, as the youth must provide their own transportation.

Georgia Mountains also plays a role in developing skills that aide youth in transitioning from High School life to adult life. Youth attend weekly workshops, developed and presented by Georgia Mountains staff, that teach skills in character building, independent living, and work ethics, interviewing, resume building and budgeting that compliments the instruction presented by the Project SEARCH instructors.

Georgia Mountains also works with the Northeast Georgia Medical System, and local businesses to assist with subsidized work experience for youth in training to be hired. Those who are not hired may have opportunity through subsidized work to increase work history to gain better chances for hire in the community.

Georgia Mountains participates in monthly evaluation and employment planning meetings, including future planning, to assist students in setting goals and providing resources to

further education or obtaining employment. Funding is available to the youth through WIOA to assist in approved post-secondary education or occupational skills training.

Follow-up services are offered to the youth for 12 months, through Georgia Mountains upon completion of active services. These services include tracking youth on continued successes or offering resources in job search, career building, etc.

Transition to Success

The Transition to Success program is a collaborative transition program between Georgia Mountains Regional Commission – Workforce Development and the Lanier Technical College Adult Basic Education program inside the Georgia Department of Juvenile Justice School System. The program initially is housed in the Hall County Regional Youth Detention Center.

Lanier Technical College Adult Basic Education has provided a General Education Diploma (GED) instructor, who teaches GED preparation to eligible youth. When the young adult has passed the GED practice tests, the GED instructor schedules GED testing inside the Detention Center. If a participant completes and passes the GED, the instructor may assist in applying for online college programs.

Georgia Mountains Regional Commission-Workforce Development has several roles in the Transition to Success collaboration. Georgia Mountains, through the Workforce Innovation and Opportunity Act (WIOA) funding, can provide the cost for the GED instructor through contract with Lanier Technical College, as well as the cost of GED testing fees for the incarcerated youth. Through WIOA funding, Georgia Mountains can pay for tuition for those participants interested in attending online technical college in an approved program.

In addition to the funding aspect, Georgia Mountains offers workshops and mentoring to the incarcerated youth participating in this program. Workshops include character building; ‘So I have my GED, now what?’, ‘Mapping Your Future’; soft skills training, employability skills (which is hands on and is designed to challenge them), interviewing skills, dressing for success and ‘how to get a job and keep it’. An Independent Living Mentor contracted with Georgia Mountains, offers these workshops, as well as mentors them in the transition process from the Youth Detention Center into the community. Mentoring involves resume building, job searching and placement, interviewing skills, and case management, including meetings with Social Workers, Probation Officers, parents, and counselors to construct a transition plan.

Once a youth has obtained the GED, he/she is encouraged to give back by helping another inmate who may be struggling to pass certain subjects. The youth is also given opportunities to motivate and encourage those who may want to give up. Not only does this aide with the struggling student, but builds confidence and develops leadership skills within the youth assisting.

The main goal of the program is to provide GED preparation and testing opportunities, technical college enrollment opportunities, job training and employment to youth involved with the Georgia Department of Juvenile Justice while incarcerated or on probation. The

program has been in place for 18 months and has seen 15 successful GED graduates, 3 of which have entered a technical college program. The idea in the goal of this program is to see a decline in the percentage of recidivism for youth incarcerated in the Regional Detention Center and involved with Juvenile Justice.

Although there are GED programs in several of the long term detention centers in Georgia, this is the only regional (transitional) youth detention center with a GED program. It is also the only detention center in Georgia with a mentoring and transitional program sponsored by a Regional Commission-Workforce Development that works with the participant to assist them in beginning a post-secondary education or entrance into the workforce.

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

5. Implementation of Work-Based Learning Initiatives

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

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

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

- OJT assists Adults and Dislocated Workers with gaining experience, knowledge, and skills in demand industries. Participant must be unemployed through no fault of their own, be under-employed or be a displaced homemaker seeking to re-enter the workforce.
- Trainees undergo a skills assessment and we develop a training plan in conjunction with the employer. To determine the appropriate length of the training plan, consideration should be given to the skill requirements of the occupation, the prior academic and occupational skill level of the participant, prior work experience, level of job difficulty, and the participants individual employment plan or strategy.
- OJT Training is limited in duration based on the occupation and training needs of the participant. Trainee’s performance and understand of the job duties are evaluated

- at the beginning, middle and end of the training period. Modifications to the OJT Training Plan may be executed as needed with the most common modification being to extend the training period.
- The current wage reimbursement is 50%. WIOA allows for up to a 75% reimbursement rate if companies meet one of the four following criteria:
 - a. The employer must be a small business as defined by the Small Business Administration. [link for U.S. Small Business Admin. Size Standards](#)
 - b. The OJT must lead to the participant's attainment of an industry recognized credential.
 - c. The participant must be determined to be an individual "with barriers to employment," as listed WIOA Section 3(24), to include individuals who are long-term unemployed.
 - d. The participant's job title must be on the state's in-demand occupations list.
 - Reimbursement will be broken out into two payments. After training is completed and 90 days after training is completed.
 - Employers can refer prospective applicants locally to determine eligibility and suitability for OJT Training. But, Employers may not hire until after WIOA registration.
 - Goals for OJT include assisting at least one employer in each county and doubling participation over the next year.

6. Provision of ITAs

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

INDIVIDUAL TRAINING ACCOUNTS

An individual determined eligible for WIOA-funded training services may select an eligible provider from the Georgia Mountains Workforce Development Board/STATE approved list in consultation with a GMWD representative located at Georgia Mountains Workforce Development Office. See Addenda Item 5.5 for local policies regarding ITAs.

7. Entrepreneurial Skills Training and Microenterprise Services

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

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

8. Coordination with Education Programs

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

The local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services by assisting in the development of a digital system for sharing schedules and strategic planning goals for as many partners as possible. This may involve sponsorship of a periodic planning retreat, and designation by each entity of a representative individual who will participate in continuing coordination efforts.

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

9. Description of Supportive Services

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

The Supportive Services Policies for Georgia Mountains Workforce Development Area 2 are included as Addenda Item 5.2.



D. Coordination with Core Partners:

1. Description of the Workforce System

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

The workforce system in the Georgia Mountains may include the following as a One-Stop system:

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

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

Most of these services are already available in the region, but they have not been available together. The services currently provided through Georgia Mountains Workforce Development Board are

provided for three groups: Youth (ages 16-24); Adults (18+, if employed must be income eligible, new to the workforce, etc.), Dislocated Workers (18+, currently on unemployment, laid-off from previous employer, etc.) Services include: Training funds - assistance with tuition, books, and program supplies; Supportive Services - assistance with transportation costs and childcare costs.

Other services available through GMWD are: Apprenticeships, OJT, Incumbent Worker Training, Layoff Aversion. Mobile Training Units or “Career Coaches” offer: Individualized Job Searches; Resume and Cover Letter Writing; Workforce Skills and Typing Training; Computer Skills Training; Microsoft Office Training; OJT/ GED / Career Skills Assessments; Career Interest Assessments; and Information about GMWD Programs.

2. Coordination with Wagner-Peyser

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

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

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

Georgia Mountains Workforce Development will continue close coordination with all services of GDOL in this region. Through these collaborative efforts, a greater spectrum of workforce development options will be made available to area customers.

Following are examples of various services and programs offered at area Career Center offices:

Georgia Department of Labor - Habersham Career Center

By the State Employment Services under the Wagner-Peyser Act:

Employment Service-job placement; UI Service -file unemployment claim Case management

Collaboration with HomeSafe Georgia for citizens needing mortgage assistance

Older worker workshop – Legacy Link

DVOP & LVER Veteran Representative

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

REFERRAL TO VOCATIONAL REHABILITATION

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

WORKSHOPS:

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

RESOURCE CENTER & COMPUTER PROGRAMS:

- looking for better career opportunities; individuals who have lost their jobs; and those seeking employment for the first time; GED, occupational training, OJT, and Each GDOL career center has a resource area customers can access for their employment needs. Labor market information, including O*Net tools and others; Over 40 TapDance programs; self-directed career exploration and assessment tools; Instructional software for typing and résumé development; Automated job referral options; training and education resources; Financial aid information; telephones, fax machines and copiers; books, videos, and pamphlets; Access to computers and job search software; Résumé development and typing tutorials; Labor market information for career exploration, fields in demand, average salaries, etc.; Training and education resources, financial aid options. Those with jobs is support services

that make training possible to enhance an individual's ability to return to work;

TOPPSTEP

- Assistance for ex-offender; Assistance with federal bonding

Community resources

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

JOB SEEKERS:

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

JOB FAIRS & IN-HOUSE RECRUITMENT

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

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

HABERSHAM TOPPSTEP

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

- Access to thousands of job openings through www.employgeorgia.com.
- Federal bonding and WOTC (employer tax credits).
- All staff are trained to be a TOPPSTEP representatives' available onsite at each GDOL career center to help ex-offenders connect to employers.
- Provide community resources (e.g., faith-based organizations, clothing, and food banks)
- Retraining or on-the-job training resources offered.

- Job search workshops, online résumé tutorials, labor market information, Internet access.
- Offering specialized job search workshops.
- Staff conduct a workshop at the Lee Arrendale Correction Center one a month
- Staff conduct a quarterly workshop assisting Tammy Gibson with the probation office.

**GDOL Gainesville Career Center
Local Workforce Development Plan for All Customers**

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

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

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

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

- Monthly orientations by Job Corps
- Monthly GED orientation by Lanier Technical College

Toccoa Career Center

EX-OFFENDERS

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

- The Toccoa Career Center has a staff member who assists the local Probation Office staff with a quarterly workshop geared to readying probationers to find employment.
- Access is provided thousands of job openings through www.employgeorgia.com.
- Federal bonding and Work Opportunity Tax credit programs are promoted to employers.
- This Career Center has a designated TOPPSTEP representative
- A community resources guide is available.
- Job-search workshops are offered weekly.
- Résumé assistance is offered through Certified Résumé Writers from the Career Center staff.

DVOP

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

ONE-STOP ASSESSMENT PART II – PROGRAMS

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

Date of Assessment: 04/21/2016

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

General Information

In complying with Section 504 of the Rehabilitation Act of 1973, as amended, the Americans With Disabilities Act of 1990, and EEOC 29 CFR Part 37.7 through 29 CFR Part 37.54(d)(2)(v), 29 CFR Federal and State laws prohibit discrimination against qualified people with disabilities. Accessibility requirements are found in Section 504 of the Rehabilitation Act of 1973, as amended (504), and the Americans with Disabilities Act of 1990 (ADA). Under 504 and ADA, a “qualified individual with a disability” is anyone who has, has a history of, or is perceived as having a physical or mental impairment which substantially limits one or more major life activities. Disabilities include, but are not limited to: mobility, visual, hearing, or speech disabilities; mental illness; epilepsy; learning disability; brain injury; HIV/AIDS; arthritis; cerebral palsy; multiple sclerosis; developmental disability; and alcohol and/or drug addiction.

Disability Compliance Assessment / Questionnaire Form

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

“Quick Look” Barriers Checklist

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

Assurance of Compliance Form

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

YES	NO	N/A
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General Requirements

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

Program Access

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

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

Employment and Reasonable Accommodation

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

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

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

ASSURANCE OF COMPLIANCE

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

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

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

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

CORRECTIVE ACTION PLAN

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

Actions to be Taken	Completion Date
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General Requirements

Program Access

Employment and Reasonable Accommodation

Physical Accessibility

One-Stop Career Center Manager

Print Name

Sign Name

Date

DISABILITY RESOURCE LIST

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

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

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

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

www.ada.gov

Job Accommodations Network (JAN)

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

JAN ADA Information 800-526-7234 V/TTY

800-ADA-WORK (232-9675) V/TTY

<http://askjan.org/>

US Department of Justice (DOJ)

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

US Department of Transportation

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

Equal Employment Opportunity Commission

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

Federal Communications Commission

www.fcc.gov/cgb/dro

Architectural and Transportation Barriers Compliance Board (Access Board)

www.access-board.gov

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

www.dol.gov/odep

Georgia Vocational Rehabilitation Agency

Provides employment and independent living services for a broad range of individuals with disabilities. Divisions include [Business Enterprise Program](#), [Disability Adjudication Services](#), [Georgia Industries for the Blind](#), [Roosevelt Warm Springs Institute for Rehabilitation](#) (including a satellite location at [Cave Spring Rehabilitation Center](#)) and [Vocational Rehabilitation](#).

800-436-7442 – Georgia Call Center

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

3. Coordination with Adult Education

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

The Georgia Mountains Workforce Development Board will coordinate workforce development activities carried out in the local area with the provision of adult education and literacy activities under Title II in the same service area by eligible providers for the delivery of adult education services, which are academic instruction and education services below the post-secondary level that increase an individual's ability to

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

In accordance with federal regulation, eligible providers may receive adult education funding for the delivery of any of the following adult education and literacy activities:

- adult education;
- literacy;
- workplace adult education and literacy activities;
- English language and acquisition activities;
- integrated English literacy and civics education;
- workforce preparation activities; or
- integrated education and training.

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

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

- (1) a description of how funds awarded under this title will be spent consistent with the requirements of this title;
- (2) a description of any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- (3) a description of how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;
- (4) a description of how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;

(5) a description of how the eligible provider will fulfill one-stop partner responsibilities as described in section 121(b)(1)(A), as appropriate;

(6) a description of how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and

(7) information that addresses the considerations described under section 231(e), as applicable.

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

(1) the degree to which the eligible provider would be responsive to— (A) regional needs as identified in the local plan under section 108; and (B) serving individuals in the community who were identified in the plan as most in need of adult education and literacy activities, including individuals— (i) who have low levels of literacy skills; or (ii) who are English language learners;

(2) the ability of the eligible provider to serve eligible individuals with disabilities, including eligible individuals with learning disabilities;

(3) past effectiveness of the eligible provider in improving the literacy of eligible individuals, to meet State-adjusted levels of performance for the primary indicators of performance described in section 116, especially with respect to eligible individuals who have low levels of literacy;

(4) the extent to which the eligible provider demonstrates alignment between proposed activities and services and the strategy and goals of the local plan under section 108, as well as the activities and services of the one-stop partners;

(5) whether the eligible provider's program— (A) is of sufficient intensity and quality, and based on the most rigorous research available so that participants achieve substantial learning gains; and (B) uses instructional practices that include the essential components of reading instruction;

(6) whether the eligible provider's activities, including whether reading, writing, speaking, mathematics, and English language acquisition instruction delivered by the eligible provider, are based on the best practices derived from the most rigorous research available and appropriate, including scientifically valid research and effective educational practice;

(7) whether the eligible provider's activities effectively use technology, services, and delivery systems, including distance education in a manner sufficient to increase the amount and quality of learning and how such technology, services, and systems lead to improved performance;

(8) whether the eligible provider's activities provide learning in context, including through integrated education and training, so that an individual acquires the skills needed to transition to and complete postsecondary education and training programs, obtain and advance in employment leading to economic self-sufficiency, and to exercise the rights and responsibilities of citizenship;

(9) whether the eligible provider's activities are delivered by well-trained instructors, counselors, and administrators who meet any minimum qualifications established by the State, where applicable, and who have access to high quality professional development, including through electronic means;

(10) whether the eligible provider's activities coordinate with other available education, training, and social service resources in the community, such as by establishing strong links with elementary schools and secondary schools, postsecondary educational institutions, institutions of higher education, local workforce investment boards, one-stop centers, job training programs, and social service agencies, business, industry, labor

organizations, community-based organizations, nonprofit organizations, and intermediaries, for the development of career pathways;

(11) whether the eligible provider's activities offer flexible schedules and coordination with Federal, State, and local support services (such as child care, transportation, mental health services, and career planning) that are necessary to enable individuals, including individuals with disabilities or other special needs, to attend and complete programs;

(12) whether the eligible provider maintains a high-quality information management system that has the capacity to report measurable participant outcomes (consistent with section 116) and to monitor program performance; and

(13) whether the local areas in which the eligible provider is located have a demonstrated need for additional English language acquisition programs and civics education programs.

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

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

4. Coordination with Vocational Rehabilitation

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

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

The cooperative agreement between Georgia Vocational Rehabilitation office and the Georgia Mountains Workforce Development Board will provide for the delivery of enhanced services to individuals with disabilities as well as to other individuals.

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

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

- Development of comprehensive array of service for project participants in either a school or community, integrated setting: Pre-Employment Transition Services (PETS) (including assessments for determining level of understanding career pathways selection for the participants); CAPI; and. customized employment to address the complexities of individualization.
- Engagement of employers using third-party agreements which will include employer presentations, job shadowing, internships, mentorships, and apprenticeships.
- Engagement of the youth's families throughout the Explore, Engage, and Employ process via support from Parent to Parent of Georgia, which will offer information, training, and support to families and youth with disabilities focusing on transition to adulthood.
- Employment of social media strategies to engage youth in understanding employment-related activities in new and creative ways, including the development of industry-specific blogs.
- Supported Education and Strengths-Based Case Management to accomplish the completion of education and training programs while attaining industry recognized credentials.
- Utilization of Burton Blatt Institute/Southeast ADA Center to offer training and employer education and awareness of disabilities and job accommodations.
- Partnering with the Center for Leadership in Disability at Georgia State University to complete a project evaluation and assessment for Georgia's Pathways to Work E3 program.
- The program will be launched in three school districts; an urban, suburban, and rural systems to ensure that the design of the program can be modified to overcome the unique challenges present in each of these settings. It will then be scaled to the entire State in Years four and five (2019 & 2020).

Georgia Pathways to Work will change how organizations support the independence, employment, and career advancement of Georgians with disabilities. This will be accomplished by working with statewide initiatives such as Go Build Georgia and HDCI to be responsive to the known market demands for careers in Georgia, as well as supporting employer efforts to engage Georgians with disabilities more effectively. Furthermore, the overall goal of the Georgia Pathways to Work program is to increase the number of youth who achieve competitive, integrated employment through existing and customized pathways. Additionally, this demonstration project will be implemented to increase the average weekly wage and employer benefits of participants in each occupational cluster through successful completion of career pathways.

GVRA will develop policies that address the WIOA requirements, ensure coordination of services with GaDOE, and meet the needs of youth with disabilities in and out-of-school. VR program's current transition policies are as follows:

- i. The VR CSPM states that transition services are to be provided to eligible students with disabilities that facilitate the transition from the receipt of educational services in secondary school to the receipt of VR services oriented toward an employment outcome (CSPM 450.1.02).
- ii. The coordinated transition activities are based on the individual student's needs, taking into account the student's preferences and interests, and include: consultation and technical assistance to assist schools in planning for the transition of students with disabilities; outreach to and identification of students with disabilities who need transitioning services; transition planning that facilitates the development and completion of the student's IEP and ITP; development of an IPE which identifies the work plan goal and the VR services to enable the student to obtain the employment outcome. The Work Plan is to be completed and signed by the student prior to his/her graduation from high school (CSPM 450.1.03; CSPM 450.1.04).

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

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

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

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

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

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

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

- i. VR provides GaDOE the eligibility criteria for VR services; works collaboratively with local school districts to identify and locate students with disabilities who may need services; and, develops, in conjunction with the eligible student, an IPE prior to the student's graduation. This plan includes VR services that are determined to be appropriate for the student.
- ii. Each school district receives intensive, rehabilitation services for earlier

identification of and interventions provided to students with disabilities that facilitates successful employment outcomes. iii. VR works with each eligible student to develop a work plan and determine the VR services appropriate to the students' goal. iv. VR is involved in school transition planning and IEP meetings with students, parents, and school personnel. Currently, GVRA has Interagency Cooperative Agreements with 89 school districts across Georgia. Through these agreements, GVRA provides a transition counselor to work with the students. In school districts that do not have a formal agreement or have opted to not formally engage with the agency, GVRA offers the same transition services through the Rehabilitation Counselors serving the area in which the school district is located. This allows GVRA to provide these services statewide. A new Director of Transition Services has been appointed to work with these school districts to remove barriers that prohibit a formal engagement with GVRA.

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

The Interagency Cooperative Agreement defines the terms, roles, and responsibilities, including financial, for each agency. GaDOE is specifically responsible for identifying and referring to VR those students with disabilities who appear to meet the requirements for eligibility for VR services, to include both those who do and do not qualify for special education and related services. While the student is in school, existing resources in the school or in the community sponsor needed services. VR will sponsor required employment-related services if they are unavailable through the school and/or community and if a student is eligible for those services through VR services.

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

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

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

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

Collaborative Partners Local LEA, Local Workforce Development Board, Family Connection, Local Interagency Planning Team, Community Services Board (Public Behavioral Health Authority), Local Interagency Transition Council, Project Search, Parent

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

Source: Local Vocational Rehabilitation Services Director and [State of Georgia Workforce Innovation and Opportunity Act Unified Plan](#)

5. Coordination with TANF and SNAP

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

TANF and SNAP will coordinate with all core partner agencies in the Georgia Mountains Area 2 to provide support services to assist participants. This includes, providing shared assessments, sharing case management systems, cross-training program staff, and implementing family- oriented policies. TANF already provides work-based training strategies for adults and youth with barriers to employment with subsidized employment and work experience. TANF will begin co-locating staff at the one-stop delivery systems in metropolitan areas of the State to enable better service delivery and communication. Staff will be increased as needed to offer an expanded presence

TANF Welfare to Work and SNAP E&T also promote the development and maintenance of community connections and resources that address basic skill deficiencies and identify employment barriers. These local collaborations include the current core partners of WIOA, providing a platform to further enhance the referral process for TANF and SNAP customers eligible for WIOA services.

DHS will incorporate employment and training aspects of the SNAP and TANF programs with the unified workforce system under WIOA through four primary mechanisms: integration across programs, a focus on youth, collaborative performance measures, and strengthened relationships with employers.

TANF and SNAP program goals align closely with WIOA's goals and outcomes as evidenced by varying levels of coordination that already exist across State regions. Moving forward, TANF and SNAP will work to co-locate staff at one-stop centers for enhanced service delivery and streamlined communication between WIOA partner programs.

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

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

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

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

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

Job-driven and employer-focused outcomes remain core tenants of the WIOA program and Georgia's workforce system. TANF and SNAP will leverage current program components to support the State's goal of increasing employer relationships and increasing

positive outcomes. For example, all **TANF** participants are eligible to receive support services, but those who become employed and exceed income limits for TANF services remain eligible to participate in the Work WSP. The WSP provides support services that allows participants to transition to employment while still providing a safety net for up to a year. Within this program, TANF will provide employment services but will rely on WIOA services to direct the customers to the area of need in the local employment sector, match employment and education activities with career pathway models, and to increase the participant's qualifications. All SNAP Works participants also receive support services. SNAP support services are issued to the vendor or directly to the participant in support of their participation in an allowable activity.

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



F. State Initiatives and Vision:

1. State Branding

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

Georgia Mountains Workforce Development Board has already begun to use the new State Branding in some of its forms – identifying as **WorkSource Georgia Mountains**. Additional forms, documents, signage, and various printed communications are being revised to reflect this change, and to promote a more unified and identifiable image for identifying and marketing the area’s workforce system. As soon as Identity Packets are received, GMWD will begin implementing a revised marketing program utilizing new digital logos and digital files.

2. State Initiatives

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

Georgia Mountains Workforce Development will coordinate closely with all WFD initiatives including the following:

Go Build Georgia will be a strong focus area for training in the region. Welding and other targeted trade skills are being provided at Lanier Technical College and at North Georgia Technical College. Organized labor representatives report that there is a strong demand for plumbers and pipe fitters in the area. The recent increase in commercial building construction has fueled this need.

[Go Build Georgia](#)

Operation: Workforce will be an integral part of the workforce system, targeting veterans with special initiatives for their employment in the Georgia Mountains region. There are many veterans living in this area who can benefit greatly from this program.

[Operation: Workforce](#)

WorkSmart Georgia is also a high priority program for implementation in the Georgia Mountains Workforce. A key workforce training model promoted by Georgia WorkSmart is Registered Apprenticeship. Through a partnership with the Department of Labor’s Office of Apprenticeship, the Technical College System of Georgia, and other education and state agency partners, Georgia WorkSmart helps organizations create apprenticeship programs

that include curriculum and classroom instruction development. Assistance with national apprenticeship registration is also provided through this partnership. [Georgia WorkSmart](#)

High Demand Career Initiative is another State initiative used in the Georgia Mountains region. This program is offering valuable guidance to the region in its identification, development and implementation of sector strategies. [High Demand Career Initiatives](#)



GO BUILD GEORGIA



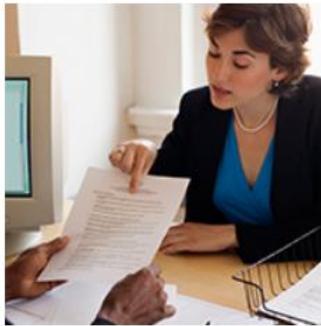
OPERATION: WORKFORCE



GUARD INITIATIVE



HIGH DEMAND CAREER INITIATIVE



GEORGIA WORKSMART

3. Special Populations

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

- a. Target groups served in the area
 - Offenders in Re-entry programs

GMWD is partnering with Arrendale Transition Center, Hall County Corrections, Phillips Transition Center, North Georgia Technical College, Lanier Technical College and Goodwill of North Georgia to provide the training to eligible offenders. There have been 3 cohorts from Arrendale

Transition Center. A fourth cohort is currently taking place with Hall County Corrections and Phillips Transition Center.

Additionally, GMWD is targeting these groups for services

- Dislocated Workers
- Adults and Out of School Youth without a High School Diploma

A GED program is in place for Adults and Dislocated Workers. Assistance with GED Services may be provided when it is required for Employment or the Post-Secondary Training being requested by the Individual. Participant's Test of Adult Basic Education level D (TABE) scores must be 8.0 in Math and 8.0 in Reading prior to WIOA registration. The individual must be able to complete the GED within a six-month period. To further ensure compliance with WIOA guidelines (Sec 134 (c)(3)(D)(x), job readiness classes will also be required during the 6-month period.

- Youth with Disabilities
GMWD will continue to accept applications for youth in **Project Search**, a collaborative program organized by the Hall County Board of Education, and supported also by, Vocational Rehabilitation, R.I.N.G. and Northeast Georgia Medical Center. The goal of the program is to give youth with disabilities who have one additional year of high school, opportunities to learn occupational skills “on the job” and be part of the hiring pool at NEGA Medical Center
- Low income individuals
- Veterans
GMWD continues to give Veterans priority, and works with GDEcD, Georgia, DOL Career Center Staff, and Veteran's Agencies to provide the training Veterans need to transition back into the workforce.

4. Priority of Service

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

Georgia Mountains Workforce Development Board will administer the state's priority of service policy by using this local policy:

Service Priority for Individualized Service and Training Services

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

Priority for adult services must be given to recipients of public assistance or other low income individuals, and for individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized career services and training services must be given on a priority basis, regardless of funding levels, to:

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

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

> Priority must be provided in the following order:

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

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

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

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

X. Low Income Individuals - An individual who meets any one of the following criteria satisfies the low income requirement for WIOA adult services: A. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months

has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance; B. Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department of Labor (USDOL) 70 percent Lower Living Standard Income Level; C. Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act; D. Receives or is eligible to receive a free or reduced-price lunch under the NSLA E. Is a foster youth, on behalf of whom state or local government payments are made; or F. Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program.

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

XII. Transitioning Military Service Members - Still-active, transitioning military service members may qualify for Dislocated Worker services. While these individuals may be eligible to receive WIOA Dislocated Worker services and funds, they would not be considered 'veterans' for the purposes of DOL reporting or be eligible for Priority of Service. For the purposes of serving still-active transitioning service members under the "notice of termination or layoff" eligibility criterion, documentation must align with the DOL Data Element Validation (DEV) requirement for "Date of Actual Qualifying Dislocation." Military Personnel are eligible to begin receiving Dislocated Worker Program services upon receipt of discharge orders (Effective Termination of Service "ETS" Orders or DD-2 648-ACAP Transition Checklist).

Length of service to qualify an individual for such discharges or separations under WIOA guidance may be as few as one day of service. Qualified individuals can receive services up to 18 months prior to retirement or 12 months before normal separation. If a transitioning service member successfully reenlists into active military duty, then that service member is no longer eligible for services.

XIII. Eligibility/Suitability

A. Eligibility for Workforce Development - Funded Services

All customers must be determined Eligible for Workforce Development funded Adult/DW services by a Workforce Development staff member. To be eligible to receive WIOA services as an adult in the Adult and Dislocated Worker programs, an individual must:

- Be 18 years of age or older;
- Be a citizen or noncitizen authorized to work in the US; and
- Meet Military Selective Service registration requirements (males only).

B. Suitability for Workforce Development-Funded Services

All customers must be determined suitable for Workforce Development funded Adult/DW services by a Workforce Development staff member. Suitability is determined by examining some or all the following items:

- Length of training program
- Financial aid award/denial
- Household budget
- Support system
- Reliable transportation
- Assessment scores/program choice
- Current marketable skills
- Skills and qualifications to participate successfully in training services



E. Performance, ETPL and Use of Technology:

1. Description of Performance Measures

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

A copy of the current performance measures is included as Addenda Item 3.2: Negotiated figures will be submitted when federal guidelines are finalized, and will be in the format of Attachment 2.

2. One-Stop System Performance and Assessment

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

Assessment of the one-stop system and regional service delivery will be conducted using WIOA performance measures, as negotiated for the Georgia Mountains area, based on such factors as: receipt of additional grant funding, increased layoffs, commitment to serve “hard-to-serve” populations, etc. The review committee of the GMWDB will use GWROPP to review performance at least quarterly. If problems exist in meeting the set performance standards, assistance will be sought from state WFD, and renegotiation of the standards may occur.

3. ETPL System

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

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

Public notification to prospective providers

- All known potential training providers will be notified of the solicitation. Notification will be made through the dissemination of a letter to providers on the provider list and through an announcement in newspapers that cover the GMWD service area.
- The notification will include performance requirements, time limitations for completing the application, etc.
- A record of inquiries will be maintained. To ensure consistency and accuracy of the log, one staff member will be assigned to maintain the Inquiry Log. A list of potential bidders will be developed from the Inquiry Log.
- Applications utilizing the ITA Training Provider packet are now accepted by the local GMWDB at any time during the program year and evaluated as soon as possible and reviewed at next scheduled GMWDB or committee meeting. A public advertisement of this open solicitation may be published periodically as the need arises. All applications will be logged in on the Provider Application Log.
- Initially, potential training providers will be on a trial with limited participants until their success rate is determined based on performance records

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

Applications will be reviewed and evaluated as outlined below:

- GMWD staff will review the application, and complete the Application Responsiveness Criteria to determine responsiveness. Non-responsive providers will be notified in writing that their application was non-responsive and the reason(s) for the determination.

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

Georgia Mountains Workforce Development Board evaluates providers and proposed training programs for initial eligibility based on the following:

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

Additionally, GMWDB evaluates potential providers on the following:

- APPROPRIATENESS/OUTCOMES
 1. Is (Are) the proposed training program(s) in a growth occupation identified in the application, or has the provider submitted documentation of a need for proposed training?
 2. Does the provider site indicate a positive learning atmosphere with training curriculum and equipment that are up-to-date and considered state-of-the-art?
 3. Does the tuition include payment for supplies, etc., as part of the total cost?

4. Is job search assistance included?
 5. Do references of both participants and employers indicate that completers attain marketable job skills after training?
 6. Will training lead to a certificate, diploma, or degree?
 7. Are training schedules on-going?
- PAST PERFORMANCE
 1. Does the provider have previous successful completion rate, defined as meeting or exceeding Georgia Mountains WDB goals for the previous 12 months?
 2. Does the provider have previous successful experience in placing individuals in training related occupations classified as unsubsidized employment defined as meeting or exceeding Georgia Mountains WDB goals for the previous 12 months?
 3. Does the provider have previous successful unsubsidized employment in training related occupations experience, defined as meeting or exceeding WDB goals for the previous 12 months?
 4. Does (Do) the training program(s) result in an employment at a wage necessary to attain self-sufficiency?
 5. Will placement occur in full time positions with potential growth and benefits?
 6. Does the student loan default rate exceed 25%?
 7. Is the provider listed on current Federal, State or local debarment/suspension lists?
 - CAPABILITY OF TRAINING ORGANIZATION
 1. Has the organization been in operation for more than 6 months and submitted evidence of financial stability, i.e., sound financial statement, audit report, tax return?
 2. Has an appropriate accrediting agency certified the curriculum?
 3. Have the organization's programs been certified by NPEC (if applicable)?
 4. Has the provider submitted a signed debarment statement?
 - BONUS Does the provider have experience with training special populations, such as disabled, homeless, low income, individuals with language or cultural barriers?

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

ITA Customers and providers of unapproved training programs who are aggrieved may use formal appeals processes outlined in their ITA agreement or in the Complaint Form (Addenda Item 3.3) or in the Rights Statement (Addenda Item 3.5).

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

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

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

Some examples of non-compliance are:

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

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

Regional policies and agreements for Individual Training Accounts (ITAs) and training providers are included as Addenda Item 5.5.

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

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

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

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

GMWDB will issue RFPs for training services to training providers who appear on the statewide list of those who are eligible.

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

A registered apprenticeship program is approved by the United States Department of Labor (USDOL). Any company can utilize apprenticeships. In conjunction with the GDEcD Workforce Division and Lanier Technical College, GMWD supported the development of the IMS Gear Mechatronics USDOL Registered Apprenticeship program. The program is a four-year program and includes a Metals Boot Camp, an Electrical Boot Camp and an Associate's Degree in Industrial Systems Technology. The training plans are available to all businesses in our 13 county area interested in replicating the Apprenticeship Program. Initially, IMS Gear will have four apprentices.

Going forward, GMWD anticipates funding apprentices at the current ITA rate of \$10,000.00 per participant for two years and implementing a cap of total participants in apprenticeships per program year. The process for selecting and adding additional registered apprenticeship programs will be similar. Guidance will be sought from the GDEdD Workforce Division, from employers, and from area technical colleges regarding the need for a new apprenticeship program. GMWD staff will develop a proposal for adding a new program, and present it to the GMWD Board.

The board will review training budget, demand for training, and limit of number of apprentices per program year. The board will accept or reject the proposal for adding a registered apprenticeship program to the training options for the Georgia Mountains Area.

4. Implementation of Technology

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

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

communications cooperative, its partnerships for economic development, and about distance learning opportunities, use this [link for NGN](#).

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

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

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

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

Source: [CEDS for GMRC](#)

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

ADDENDA

Item 1.1: Terms and Definitions

WORKFORCE INNOVATION & OPPORTUNITIES ACT (WIOA)

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

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

Sec. 203. Definitions. (1)

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

Sec. 203. Definitions. (1)

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

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

Sec. 3. Definitions. (5)

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

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

Sec. 3. Definitions. (7)

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

- (A) A local education agency;

- (B) a community-based organization or faith-based organization;
- (C) a volunteer literacy organization;
- (D) an institution of higher education;
- (E) a public or private nonprofit agency;
- (F) a library;
- (G) a public housing authority;
- (H) a nonprofit institution that is not described in any of subparagraphs (A) through (G), and has the ability to provide adult education and literacy activities to eligible individuals;
- (I) a consortium or coalition of the agencies, organizations, institutions, libraries, or authorities described in any of subparagraphs (A) through (H); and
- (K) a partnership between an employer and an entity described in any of subparagraphs (A) through (I)..."

Sec. 203. Definitions. (5)

“English Language Acquisition Program” means a program of instruction—

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

Sec. 203. Definitions. (1)

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

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

Sec. 203. Definitions. (1)

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

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

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

- (A) Displaced homemakers;
- (B) Low-income individuals. (See below.)
- (C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.
- (D) Individuals with disabilities, including youth who are individuals with disabilities.

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

Sec. 3. Definitions. (24)

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

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

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

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

“Low-Income Individual” is an individual who—

- (i) receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of title IV of the

Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance;

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

Sec. 3. Definitions. (36)

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

- (i) not attending any school (as defined under State law);
- (ii) not younger than age 16 or older than age 24; and
- (iii) one or more of the following:
 - (I) A school dropout.
 - (II) A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter.
 - (III) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is— (aa) basic skills deficient; or (bb) an English language learner.
 - (IV) An individual who is subject to the juvenile or adult justice system.
 - (V) A homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6)), a homeless child or youth (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))), a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
 - (VII) An individual who is pregnant or parenting.
 - (VIII) A youth who is an individual with a disability.
 - (IX) A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

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

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

Sec. 203. Definitions. (2)

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

Item 1.2: Constitution and Bylaws GMWDB

GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT BOARD CONSTITUTION & BY-LAWS

Article I –Name

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

Article II -Purpose of the Workforce Development Board

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

The WDB will in accordance with an agreement with the LEOs:

- A. Develop and submit a regional plan in partnership with the LEOs
- B. Designate or certify one-stop operator(s) with the agreement of the LEOs; and terminate the eligibility of such operator(s) where necessary in accordance with established policies for designation or termination
- C. Identify eligible youth providers
- D. Identify eligible training providers and identify providers of intensive services using a competitive process
- E. Develop a budget for the purpose of carrying out the duties of the WDB
- F. Conduct program oversight of youth and employment training activities along with the region's one-stop delivery system, in partnership with the LEOs
- G. Negotiate local program measures in cooperation with the LEOs and the Governor
- H. Assist the Governor in developing a statewide employment statistics system
- I. Ensure coordination of workforce development activities with the area's economic development strategies; and develop employer connections to such activities
- J. Promote participation of private employers in Georgia's workforce development system and assist those employers in meeting hiring needs through the regional workforce system
- K. Establish, in cooperation with the LEOs, a Youth Committee to include:
 1. WDB members having special interest in, or expertise with, youth policy
 2. Youth services agencies
 3. Parents of youth who are eligible for WDB services
 4. Individuals having experience with WDB youth activities
 5. Job Corps recruiters and representatives
 6. Other individuals identified by the WDB
- L. Create a Youth Committee that builds on existing regional youth service activities
- M. Coordinate and collaborate with other regional workforce and economic development agencies and organizations

Article III - Membership

The Georgia Mountains WDB will consist of:

- A. Representatives of the private sector who are business owners or executives with substantial management or policy responsibilities (at least 51%)
- B. Representatives of organized labor, community based organizations and youth serving organizations (at least 20%)
- C. Representatives of Higher education agencies (I)
- D. Adult Education and Literacy (I)
- E. Representatives of economic development organizations (I)
- F. Representatives of the State employment services (I)
- G. Representative of Vocational Rehabilitation (I)
- H. Others identified by the Chief Elected Official or required by Governor
- I. There shall be a minimum of 20 members

Article IV - Appointment, Replacement, or Removal of Members

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

Vacancy/vacancies shall be filled within a reasonable time not to exceed sixty (60) days from the date of notice. Board actions taken on vacancies outside the sixty-day (60) limit must be preapproved by the Department of Economic Development Workforce Division.

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

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

The CLEO may make any necessary appointments or reappointments to the Workforce Development Board.

Article V – Terms of Office

Other than the terms of office initially established when the WDB was created, members will serve three year terms.

It will be the responsibility of the CLEOs to appoint members to fill all vacancies. A position on the WDB will be considered vacant on the date the term expires, a member becomes ineligible or a member is removed, resigns, or dies.

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

Article VI –Officers and Duties

The officers of the WDB will consist of a Chairman, Vice Chairman and Secretary elected by the WDB. The Chairman and Vice Chairman will be representatives of the private sector. Officer terms will initially begin October 24, 2011 and end June 30, 2013, or until successors are duly elected. Subsequently, terms of office will be for two years, July 1 through June 30. Officer vacancies may be filled at any meeting.

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

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

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

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

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

Article VII - Committees

- A. Executive Committee - The Executive Committee will exercise authority and manage the business of the WDB during intervals between board meetings. The officers serve as the members of the Executive Committee, except for the power to amend the Policies and the By-Laws.
- B. Finance Committee - The Finance Committee will provide oversight over WDB fiscal expenditures and of other contributions and grants received from public or private sources on their behalf.
- C. Marketing & Communications - The Marketing & Communications Committee will develop effective marketing strategies, publications, website usage and reports to promote the workforce development system in the Georgia Mountains area.
- D. Youth Committee - The Youth Committee will provide oversight and develop recommendations for the WDB regarding the allocation of funds and the delivery of youth services.

The Chairman of the WDB will have the authority to appoint standing or ad hoc committees to achieve the stated and approved objectives of the WDB. The term of a standing committee will expire at the conclusion of the year in which it was appointed, with the exception of the Youth Committee. The term of any ad hoc committee will expire when the task for which it was created is completed.

Article VIII - Meetings

The WDB will hold quarterly meetings on the fourth Thursday of the month, beginning January 2013, unless otherwise directed by the Chairman. Due notice will be provided for all meetings to members and the public at least 48 hours in advance, and summaries and minutes will be made available to the public, each as defined in the "sunshine provision" of the Workforce Investment Act, Section 117(e) and the Georgia Open Meeting Act - 0.C.G.A. 50-14-1. The Chairman may call a special meeting at his/her discretion.

Article IX - Use of Technology

Technology will be used to insure the WDB and the public will have access to internet technology and information needed to support their roles in decision making and to

insure public awareness of the workforce and information through internet technology.

Article X - Quorum

A minimum of 50% + 1 of WD Board members must be present to establish a quorum.

Article XI- Voting

Proxy voting shall not be permitted for any WDB action. Members must be present to vote.

In all voting matters, members will adhere to the WDB Code of Conduct/Conflict of Interest provisions as provided in Article XI.

Article XII- Conflict of Interest

A WDB member may not vote on a matter under consideration by the WDB:

- A. Regarding the provision of services by such member, or by an entity that such member represents
- B. That would provide direct financial benefit to such member or the immediate family of such member
- C. That would engage him/her in any activity determined by the Governor to constitute a conflict of interest as specified in the State Plan
- D. That would cause him/her, or a member of the Youth Committee or staff to:
 - 1. Solicit or accept gratuities, favors or anything of monetary value from suppliers or potential suppliers including subcontractors under recipient contracts
 - 2. Participate in the selection, award, or administration of a WIOA procurement where the individual is aware that he/she, any member of his/her immediate family, partner or any organization that employs or is about to employ any of those persons, has any financial or material interest in any organization that may be considered for an award
- E. That would create potential conflict of interest situations
 - 1. It will be the responsibility of a WDB/Youth Committee member to disclose the existence of his/her financial interest, reasons for a potential conflict and refrain from voting on or participating in related discussions regarding the award
 - 2. The WDB/Youth Committee will determine the existence of a direct relationship of conflict of interest. The interested WDB member will leave the meeting while the determination of a conflict of interest is discussed and voted on by the remaining members. If it is determined conflict of interest exists, the

WDB/Youth Committee will enter into the board minutes the nature of, and reasons for, the conflict of interest

F. Definitions:

1. Interested person - Any WDB or Youth Committee member
2. Financial interest - A WDB/Youth Committee member has financial interest if he/she has
 - a) Directly or indirectly, through business, investment or family ownership or investment interest in any entity with which the WDB/Youth Committee has a transaction or arrangement
 - b) A compensation arrangement with the WDB/Youth Committee or with any entity or individual with which the WDB/Youth Committee has a transaction or arrangement
 - c) Potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the WDB/Youth Committee is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration, gifts or favors that are substantial in nature.
3. Immediate Family – Husband, wife, son, son-in-law, daughter, daughter-in-law, mother, mother-in-law, father, father-in-law, brother, brother-in-law, sister, sister-in-law, aunt, uncle, niece, nephew, step-parent, stepchild, grandparent, or grandchild.

G. Each Board member is required by the Georgia Department of Economic Development, Workforce Division to sign an Affidavit in compliance with O.C.G.A. 34-14-2(2012). (Sample form attached)

Article XIII - Rules of Order

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

Article XIV - Insurance

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

**Article XV - Amendments to
By-Laws**

The By-Laws may be amended, supplemented, or superseded only by the affirmative vote of not less than two-thirds of the members that are present, with the majority of at least fifty-one percent in attendance provided there is a quorum and members were given at least 10 days' written notice of such proposed amendments.

Item 1.3: Conflict of Interest Provision



GEORGIA MOUNTAINS REGIONAL COMMISSION
GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT

Conflict of Interest Provision

Name: _____

Public Office or Position: _____

Local Workforce Development Area: _____

Mailing Address: _____

Telephone Number: _____ Fax Number _____

I hereby affirm and attest that I have read and understand the duties, obligations and restrictions imposed upon me by the Conflict of Interest and Code of Conduct Policy contained at Ga. Comp. R. & Regs. r. 159-2-1-.06, and that to date, I have not engaged in any conduct that would constitute a violation of the Conflict of Interest and Code of Conduct Policy. I hereby further affirm and attest that I will adhere to the duties, obligations, and restrictions identified in the Conflict of Interest and Code of Conduct Policy, and that I will not engage in any conduct which violates that policy so long as I hold the Public Office or Position identified above.

This _____ day of _____, 201_____

Signature: _____

Item 1.4: WIOA Dialogue Topics for Discussion and Plan Input

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

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

- Are high school students working manufacturing jobs?
- How are employers relating to Millennials?
- Is there a need for English (ESOL) classes?
- Is there a network system available to assist laid-off employees in?
 - Do laid-off employees take advantage of that network?
- Are there open positions related to tourism?
 - Is there a need for seasonal employees?
- Is there a work-skills program available for convicted offenders?
- How do you engage locals looking for a job with outside employers?
- What industries or organizations are your partners in workforce development?

Item 1.5: Participants in the Planning Process

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

* GMWDB – Georgia Mountains Workforce Development Board

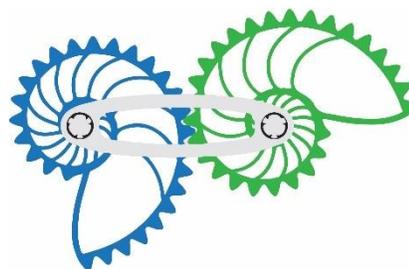
*LEO – Local Elected Official (Georgia Mountains Regional Commission Board)

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

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

Also contributing in great measure to this document were the staff members of the Georgia Mountains Workforce Development team.

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



Item 2.1: Nomination Form for Workforce Board Members

GEORGIA MOUNTAINS
WORKFORCE DEVELOPMENT BOARD
GEORGIA MOUNTAINS REGIONAL COMMISSION
MEMBERSHIP NOMINATION FORM

Nominee: _____

Member Category: _____

County(ies) Represented: _____

Address: _____

Telephone: _____

Email Address: _____

Occupation and Responsibilities: _____

Member Nominated by: _____

CLEO Chair: _____

Date: _____

Item 2.2: Georgia Mountains Workforce Development Board Structure

Mike Berg	CLEO
Andrea Gibby	Chair
William S. Wade	Vice Chair
Deborah Mack	Secretary / Treasurer

Georgia Mountains Workforce Development Board Membership includes:

- Twenty (20) 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 GMWDB
- Vice-Chair must come from the private sector
 - Nominated and voted on by GMWDB

Secretary and Treasurer

- Nominated and voted on by GMWDB

GMWDB Committees

- GMWDB Executive Committee consists of:
 - GMWDB Chair
 - serves two-year term or length of WDB term, whichever first
 - GMWDB Vice-Chair
 - serves two-year term or length of WDB term, whichever first
 - GMWDB Secretary and Treasurer
 - serves two-year term or length of WDB term, whichever first
 - Committee Chairs

Item 2.3: Georgia Mountains Workforce Development Job Titles & Duties 2016

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. Participates in various training sessions/conferences. Develops, and distributes a quarterly newsletter. Develops working relationships with area collaborative partner agencies and local businesses and other duties as required by the Board.
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 WIOA 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 WIOA funded activities.
Diane Jackson	Administrative Assistant	Provides detailed administrative support to the Director, program staff, and to the Board, develops and submits training provider agreements. Utilizes VOS reports database to provide Board with up-to-date performance information. Reviews Adult and dislocated worker files for program eligibility. Provides supervision to the Intake Staff.
Open	Intake Program Assistant/Career Advisor/Data Entry	Provides detailed career assessment services to customers in the application process throughout the One-Stop system, administers the CAPS, CDM, TABE and SAGE. Coordinate overview sessions to 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 WIOA funded applications. Orders and maintains supplies for office.
Diana Eddins-Wiggin	A/DW Department Supervisor	Provides supervision to Adult and DW staff. Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers.

Name	Title	Job Description
Gloria Dodd	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information.
Dan Thornton	Senior A/DW Case Manager and Rapid Response Coordinator	Manages Rapid Response activities. Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information.
Wanda Payne	Senior A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information, assists with training staff. Reviews file periodically, fills in for supervisor as needed
Josette Jeanis	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information
Stephanie Stringer	A/DW Case Manager	Provides comprehensive case management services to Adult and Dislocated Worker WIOA funded customers and utilizes VOS to enter customer information regarding customer credential/employment information
Jessica Williams	Youth Department Supervisor	Provides comprehensive case management services to Youth services WIOA funded customers, issues yearly RFPs as needed to secure additional services, coordinates Youth Committee (members, meetings), applies for applicable grant dollars, coordinates with area partner agencies to ensure non-duplication of services, develops youth program in conjunction with youth performance standards to ensure compliance. Provides supervision to Youth staff.
Ebony Tucker	Senior Youth Services Case Manager	Provides comprehensive case management services to Youth services WIOA funded customers
Danielle Avelar	Youth Services Case Manager	Provides comprehensive case management services to Youth services WIOA 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.

Name	Title	Job Description
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 Sievers	On the Job Training Coordinator	Markets the OJT program to the 13 counties supported by GMRC-WD. Coordinates OJT for customers of the Workforce Investment Act. Qualifies participants, assesses skill levels, and completes OJT plan with employers. Assists with job search and follow up files for customers that have completed WIOA training.
Whitney Williams	A/DW Program Assistant	Coordinates Overviews, Job Fairs, and Technical school information and updated Media sites. Customer service provider. Follows up with customers and employers as needed to complete follow up
Shameka Harrison	Youth Program Assistant	Maintenance of intake files including reviewing the files for accuracy. Assists customers in completing application processes. Updates files quarterly/by semester with grades, schedules, ITA reviews. Customer service provider. Follows up with customers and employers as needed to complete follow up.
Sonia Zavala	Youth Services Intake Assistant	Assists in implementation of all aspects of the area's youth program. Guide potential youth in the application process. Maintenance of intake files. Administers required assessments/ pre-requisites to eligibility determination. Upon completion of program updates service assignments and completion packets.
Micah Thomas	MTU Instructor	Promotes, schedules, operates and maintains Mobile Training Units in support of WIOA youth, Adult, Rapid Response, and OJT programs. Provides employment oriented service to residents. Develops and presents customer educational programs. Administers assessments. Assists with Intake and follow-up services
Keith Krauth	MTU Instructor	Promotes, schedules, operates and maintains Mobile Training Units in support of WIOA youth, Adult, Rapid Response, and OJT programs. Provides employment oriented service to residents. Develops and presents customer educational programs. Administers assessments. Assists with Intake and follow-up services

Item 3.1: Area Sites and Services

Area Sites and Services – Georgia Mountains

Workforce Development Area 2

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

<u>Legacy Link</u> 4080 Mundy Mill Rd. Oakwood, GA 30566 (770) 538-2650	Title V	Aging services
<u>Banks County DFCS</u> P.O. Box 159 Homer, GA 30547-0159 (770) 677-2272	DFCS	All DFCS services
<u>Dawson County DFCS</u> P.O. Box 867 Dawsonville, GA 30534-0867 (706) 265-6598	DFCS	All DFCS services
<u>Forsyth County DFCS</u> P.O. Box 21 Cumming, GA 30028-0021	DFCS	All DFCS services
<u>Franklin County DFCS</u> P.O. Box 279 Carnesville, GA 30521-0279	DFCS	All DFCS services
<u>Habersham County DFCS</u> P.O. Box 160 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>GVRA – Cleveland Hub</u> 243 S. Main Street Suite B Cleveland, GA 30528 (706) 348-4882	Georgia Vocational Rehabilitation Agency	All RS services
<u>GVRA – Cumming Hub</u> 100 Colony Park Drive Suite 204 Cumming, GA 30040 (770) 781-6781	Georgia Vocational Rehabilitation Agency	All RS services
<u>GVRA – Gainesville Hub</u> 2756 Atlanta Highway Gainesville, GA 30504 (770) 535-5468	Georgia Vocational Rehabilitation Agency	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

Item 3.2: Negotiated Performance Levels for PY 2015

As of 07/22/2015

Adult	PY15 Target	80% Minimum
Entered Employment Rate	75%	60%
Employment Retention Rate	86%	68.8%
Average 6 Months Earnings	\$13,300	\$10,640
Dislocated Worker	PY15 Target	80% Minimum
Entered Employment Rate	88%	70.4%
Employment Retention Rate	90%	72%
Average 6 Months Earnings	\$15,800	\$12,640
Youth	PY15 Target	80% Minimum
Placed in Employment / Education Rate	75%	60%
Attainment of Degree or Certificate	65%	52%
Literacy / Numeracy Gains	40%	32%

Item 3.3: Complaint Form



Georgia Mountains Regional Commission WorkSource Georgia Mountains Complaint Form

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

Pursuant to Section 181 of the Workforce Innovation and Opportunity Act (WIOA), the GMRC WorkSource Georgia Mountains shall provide the complainant with an opportunity for a hearing within sixty (60) days of the complaint' filing, if expressly requested in writing by the complainant, or in the event is not requested, GMRC WorkSource Georgia Mountains shall issue a decision as to whether provisions of the WIOA were violated. In the event the complainant is dissatisfied with the Local Workforce Development Area (LWDA)'s decision, he/she may appeal the LWDA's decision to the Georgia Department of Economic Development (GDEcD) Workforce Division. If such appeal is made, the GDEcD shall issue a final determination within one hundred and twenty (120) days of the receipt of the appeal.

General Complaints

GMRC WorkSource Georgia Mountains

Director, John Phillips

2481 Hilton Drive, Suite 8

Gainesville, GA 30501

Phone: (770) 538-2727

Email: jphillips@gmrc.ga.gov

All Other Complaints

Georgia Mountains Regional Commission (GMRC) WorkSource Georgia

ATTN: Andrea Newsom

P.O. Box 1720, Gainesville, GA 30303

Phone: 770-538-2626

Email: anewsom@gmrc.ga.gov

1. **Complainant Information:**

First Name _____ MI _____ Last Name _____

Address _____ City _____ State _____

Zip _____

Home Phone (_____) _____ - _____ Cell Phone (_____) _____ - _____

Work Phone (_____) _____ - _____ Email Address _____

Are you a GMRC WorkSource Georgia Mountains Employee? YES NO

What is the most convenient time to contact you?

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

Name _____ Phone Number (_____) _____ - _____

Address _____ City _____ State _____

Zip _____

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

a. Please explain the basis of your complaint.

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

c. Please list the location and date.

4. Resolution seeking?

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



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

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

If (1) the complainant is dissatisfied with GMRC WorkSource Georgia Mountains' decision, or if GMRC WorkSource Georgia Mountains fails to issue a notice of Final Action within the 90-day period, the complainant, or his/her representative, may file a complaint with the GDEcD, Workforce Division within thirty (30) days of receiving the Written Notice of Final Action. (§38.79 and §38.80). To clarify, the complainant must file with the GDEcD Workforce Division within one hundred and twenty (120) days of the date on which the complaint was filed with the recipient. (§38.80)

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

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

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

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

8. How were you treated differently?

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

If yes, please provide the following:

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

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

Agency _____ Date Filed _____
Case or Docket No. _____
Date of Trial or Hearing _____

Location of Agency or Court

Name of Investigator

Status of Case

Comments:

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

Complainant's Signature _____ Date _____

* LWDA Complaint policies may be found on our website: www.gmrc.ga.gov under the Workforce Development tab.

Item 3.4: Complaint Resolution Form



Georgia Mountains Regional Commission WorkSource Georgia Mountains Complaint Resolution Form

Date of Complaint: _____

Type of Complaint:	<input type="checkbox"/> Audit Finding	<input type="checkbox"/> Eligibility	<input type="checkbox"/> Enrollment	<input type="checkbox"/> Program Exit	<input type="checkbox"/> Supportive Service
	<input type="checkbox"/> Policy	<input type="checkbox"/> Discrimination (Specify) _____	<input type="checkbox"/> Other (Specify) _____		

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

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

Georgia Mountains Regional Commission (GMRC) WorkSource Georgia Mountains Case Manager or authorizing official's

Signature

Date

Disposition:

RESOLVED: (Action Taken)

I am satisfied that this action resolves the complaint issue identified

Complainant's Signature

Date

UNRESOLVED

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

Date Forwarded

Item 3.5: Rights Statement (Equal Opportunity)

RIGHTS STATEMENT

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

GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT BOARD
2481 HILTON DRIVE, SUITE 8, GAINESVILLE, GEORGIA 30501
(770) 538-2727 PHONE □ (770) 538-2729 FAX

EQUAL OPPORTUNITY IS THE LAW

As a recipient of federal funds, the Georgia Mountains Regional Commission (GMRC) WorkSource Georgia Mountains/Georgia Mountains Workforce Development Board (GMWDB) is prohibited from, and does not engage in, discriminating against any 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 Workforce Innovation and Opportunity Act (WIOA)-funded program or activity. Further, any entity which receives funds authorized under WIOA is prohibited from discriminating against any individual on the grounds previously stated. If you require assistance in completing the form, please contact the GMRC WorkSource Georgia Mountains Equal Opportunity Officer.

Customer Initial

Appropriate steps must be made to ensure that communications with individuals with disabilities are as effective as communication with others. People with Hearing Impairments may contact the Georgia Relay Center by dialing 711.

DISCRIMINATION GRIEVANCE PROCEDURES

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

Georgia Mountains Regional Commission/WorkSource Georgia Mountains

Georgia Mountains Workforce Development Board (GMWDB)

Equal Opportunity (EO) Officer:

Andrea Newsom

Human Resources Specialist

P.O. Box 1720

Gainesville, GA 30503

Phone – 770-538-2626

Email – anewsom@gmrc.ga.gov

Georgia Department of Economic Development

(GDEcD) Workforce Division

Equal Opportunity Employer/Program GMWDB-101 (07/16) Auxiliary Aids Available Upon Request to
Individuals with Disabilities TDD/TTY DIAL 7-1-1
David Dietrichs

Equal Opportunity Officer
75 Fifth Street, NW, Suite 845
Atlanta, GA 30308
Phone – 404-962-4136
Fax – 404-876-1181
Email – ddietrichs@georgia.org
Georgia Department of Economic Development (GDEcD) Workforce Division

Ben Hames
Deputy Commissioner
75 Fifth Street, NW, Suite 845
Atlanta, GA 30308
Phone – 404-962-4005
Fax – 404-876-1181
Director of Civil Rights Center (CRC)
U.S. Department of Labor (USDOL)
200 Constitution Ave, NW, Suite N-4123
Washington, DC 20210

1. If the Complainant chooses to file the discrimination complaint with the Local Workforce Development Area (LWDA) or with GDEcD, a response shall be issued within ninety (90) days of the complaint's filing. The resolution shall be the written Notice of Final Action. Options for resolving the complaint shall include Alternative Dispute Resolution (ADR), at the Complainant's election.
2. The Complainant has the right to be represented in the complaint process by an attorney or other representative.
3. If the Complainant is dissatisfied with the resolution of his/her complaint by the LWDA or GDEcD, the Complainant may file a new complaint with the CRC within thirty (30) days of the date on which the Complainant receives the Notice of Final Action. If the State of LWDA fails to issue the Notice within ninety (90) days of the date on which the complaint was filed, the Complainant may file a new complaint with the CRC within thirty (30) days of the expiration of the ninety (90) day period (in other words, within one hundred and twenty (120) days of the date on which the original complaint was filed).
4. Further, GDEcD shall fully cooperate with any local, state, or federal investigation in accordance with the aforementioned proceedings or with any criminal investigation.

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

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

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

Georgia Department of Economic Development, (GDEcD) Workforce Division
GDEcD, Workforce Division
Attn: Compliance Team
75 Fifth Street, NW, Suite 845
Atlanta, GA 30308
Phone – 404-962-4005
Georgia Office of Inspector General
2 M.L.K. Jr. Dr., SW

1102 West Tower
Atlanta, GA 30334
Phone – 1-866-435-7644 (1-866-HELPOIG)

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

GENERAL OR NON-DISCRIMINATORY GRIEVANCE PROCEDURES

1. Complaints arising at the Georgia Mountains Regional Commission (GMRC) WorkSource Georgia Mountains office level must be in writing, signed by the Complainant, dated within one hundred and eighty (180) days of the alleged incident, and must include the following information:

- a. the full name, telephone number (if any) and address of the person making the complaint (Complainant);
- b. the full name and address of the Respondent against whom the complaint is made;
- c. a clear and concise statement of fact, including pertinent dates, and witnesses (if any) constituting the alleged violation, and
- d. the type of relief requested.

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

2. Complaints must be submitted to the Director, Georgia Mountains Regional Commission (GMRC) WorkSource Georgia Mountains, 2481 Hilton Drive, Suite 8, Gainesville, GA 30501.

3. The Director shall investigate the complaints and attempt to resolve the matter through mediation within ten (10) business days of receipt of the complaint.

4. If the complaint cannot be resolved within ten (10) business days, a hearing shall be conducted within sixty (60) days of receipt of the initial complaint. When a hearing is necessary, the Complainant and the Respondent will be given reasonable notification by certified mail of the following information:

- a. A statement of the date, time, and place of hearing, including the name of the impartial hearing officer;
- b. A statement of the authority and jurisdiction under which the hearing is to be held;
- c. A reference to the particular section of the Act, regulations, grant or other agreements under the Act involved;
- d. A statement of the alleged violations of WIOA (This may include clarification of the original complaint, but must accurately reflect the content of the submitted documentation of the Complainant);
- e. The right of both parties to be represented by legal counsel;
- f. The right of each party to present evidence, both written and through witnesses;
- g. The right of each party to cross-examine; and
- h. The name, address, and telephone number of the contact person issuing the notice.

5. A hearing can be rescheduled at the request of either party for just cause.

6. The hearing shall be conducted by the Executive officers of the GMRC WorkSource Georgia Mountains Board. The Officers may designate staff and/or other parties to serve as the impartial hearing officer. However, no GMWDB or staff member who has been directly involved in the events from which the complaint arose shall serve as a decision-maker in such complaint. If the complaint is against GMRC WorkSource Georgia Mountains itself, an impartial person will be secured by the GMRC WorkSource Georgia Mountains to serve as the hearing

officer. Impartial hearing officers shall be chosen from qualified individuals with expertise in the area from which the complaint arises. When an impartial hearing officer is necessary, the GMRC WorkSource Georgia Mountains Director will be notified to provide a qualified person. The right to an impartial decision-maker shall not be abrogated by the GMWDB or WorkSource Georgia Mountains Area 2. In the age of advanced communication options and to encourage timely responses to all complaints, the GMWDB may utilize e-mail, internet-based meeting facilities, in-person, or any other mutually acceptable formats to conduct a hearing.

7. The Executive Officers of the GMWDB, or, its designee acting as a hearing officer, shall have the authority to regulate the course of the hearing, set the time and place for continued hearings, fix the time for filing briefs, and dispose of motions. A final decision must be rendered by the GMWDB Executive Officers or its designee within ninety (90) days of the completed hearing unless all parties are notified by certified mail of the need for additional time.

8. A complete record of the hearing shall be made and maintained for three (3) years and include the following:

- a. All pleadings, motions, and intermediate ruling;
- b. Detailed minutes or mechanical recording of the oral testimony and all other evidence presented;
- c. A statement of matters officially noted;
- d. All staff memoranda or data submitted to the GMWDB Executive Officers or its designee in connection with their consideration of the case;
- e. Findings of facts based on the evidence submitted at the hearing;
- f. Notification of both parties of further appeal procedures, if applicable; and
- g. Final decision of the hearing officer.

9. A log of all complaints received within the Georgia Mountains WorkSource Development office will be filed on-site. The log will include the name of the Complainant, the name and/or organization of the Respondent, the date of the complaint, and the resolution of the complaint (if rendered).

GEORGIA DEPARTMENT OF ECONOMIC DEVELOPMENT (GDECD) REVIEW OF THE GRIEVANCE

The Complainant shall be informed of the right to request a review of his/her complaint by the GDEcD if:

1. The Complainant does not receive a decision at the Georgia Mountains Workforce Development Board (GMWDB) within (60) sixty days of the filing the complaint, or
2. The Complainant receives a decision unsatisfactory to him/her. See GDEcD Policy and Procedure 1.3-7 II b i.

The request for review should be submitted to:

Georgia Department of Economic Development, Workforce Division

Attn: Deputy Counsel David Dietrichs

75 Fifth Street, NW, Suite 845

Atlanta, GA 30308

Phone – 404-962-4005

Fax – 404-876-1181

Email – wdcompliance@georgia.org

The request for review of the complaint by the GDEcD must be filed within (10) ten calendar days of receipt of the adverse decision or within (15) fifteen days of the date on which the Complainant should have received a decision. The GDEcD will conduct a review of the complaint and issue a decision within (30) thirty days from the date of receipt of the review request. The decision rendered by the GDEcD will be final.

OTHER GRIEVANCES

1. Complaints arising from contracts or vendor agreements with Georgia public schools such as those which pertain to disciplinary actions of teachers or students, grading policy or teacher employment contracts will be handled by the grievance procedure outlined in OCGA §20-2-1160, §20-2-109, §20-2-50. Grievance hearings held

by public school service providers should be consistent, with State policy/procedures and must be initiated within (30) thirty days of filing of the grievance and a decision rendered within (60) sixty days of the filing date of the grievance. Where grievances arise in the area's outlined above, the service provider will submit to the Georgia Mountains Workforce Development Board (GMWDB) within (5) five days, summaries or checklists of WorkSource Georgia Mountains Area 2 complaints filed. Hearings held, decisions rendered and appeals filed shall be provided to GMWDB within (10) ten days of the decision being finalized.

If a Complainant does not receive a decision within (60) sixty days of filing the complaint or receives an unsatisfactory decision, the Complainant then has the right to request a review by the GDEcD. The request for review should be submitted to:

State Superintendent of Schools
Georgia Department of Education
2066 Twin Towers East
Atlanta, GA 30334.

[NOTE: For the purpose of this section, the State Superintendent of Schools or his/her designee acts as the GDEcD's authorized representative.]

Complaints which pertain to terms of the contract between the school and the GMWDB, which may include curriculum and course content, provision of teaching materials and equipment, eligibility, customer selection, or other terms made part of the contract, should be handled by the grievance procedure as presented by the General or Non-Discriminatory Grievance Procedure section.

2. Complaints against the Georgia Department of Labor Career Centers should be filed with the Complaint Specialist or Career Center Manager in accordance with their policies and procedures.

3. Complaints alleging labor standards violations may be filed using the established local and State Grievance Procedures or submitted to a binding arbitration procedure, if a collective bargaining agreement covering the parties to the grievance so provides.

4. Applicants, customers, service providers, bidders, WIOA funded staff or other interested parties alleging violations of the Acts, regulations, sub grants, or other contracts under WIOA (other than discrimination complaints) shall utilize the General or Non-Discriminatory Grievance Procedures in filing a complaint. Individuals shall be informed of this right by the Georgia Mountains Regional Commission (GMRC)/WorkSource Georgia Mountains Area 2 staff.

Definitions:

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

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

Customer's Signature Date

Parent's/Guardian's Signature (if applicable)

Date

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

Item 5.1: Income Guidelines/Adult & DW

**Georgia Mountains Regional Commission
Workforce Development Income Guidelines
Adult & Dislocated Worker**

Program Years 2015-2016

Effective April 4, 2016

Family Size	Hall County	Forsyth/Dawson	Other Counties
1	\$11,880	\$11,880	\$11,880
2	\$16,020	\$16,020	\$16,020
3	\$20,300	\$20,160	\$20,170
4	\$25,062	\$24,300	\$24,898
5	\$29,580	\$28,440	\$29,382
6	\$34,596	\$33,204	\$34,362
7	\$39,612	\$38,014	\$39,340
8	\$44,628	\$42,824	\$44,320
For each person over 8 add	\$5,016	\$4,810	\$4,980

**Income is based on last 6 months' employment verification at time of application. **

GMRC Workforce Development Income Guidelines are 200% above the
2016 Income Guidelines for WIOA Low Income Level.

Item 5.2: Supportive Services Policy

Georgia Mountains Workforce Development (GMWD)

Subject: Supportive Services Policy and Procedures

Effective Date: July 29, 2016 for all participants

Action: To revise the procedure for support services as allowed by revisions to the Georgia Department of Economic Development Workforce Division Support Services Policy.

Background: Support Service means a reimbursement to a participant to eliminate a barrier that prevents or makes it difficult for a participant to complete their educational plan and to secure employment. Support Services are based on individual need. The Individual Employment Plan (IEP) reflects the need for support services. There must be no other sources of support that meet the customer's need. Such services must enable participants to engage in WIOA services or to provide them with a better opportunity to gain employment or to retain their jobs.

The term "support services" means services such as transportation, dependent care, and more rarely used services such as needs-related payments and special requests. These must be necessary to enable an individual to participate in activities authorized under WIOA, consistent with the provisions of WIOA.

Policy and Procedures: The following policy and procedures are the basis for providing participants support services within the Georgia Mountains Workforce Area.

Support Services are based on the individual participant's needs determined by an objective assessment. To be eligible for supportive services the participant must be receiving or have received food stamps or TANF in the previous 6 months or the participant's family income must be at or under 250% of current Income Guidelines for WIOA Low Income Level. Exceptions are made for participants considered in-school youth or unemployed out-of-school youth. The documentation required to determine eligibility for support services must be submitted during the intake process and the request for support services made prior to WIOA registration. An exception may be made for Dislocated Workers who may initially not be eligible due to their recent employment or severance income. In addition, other customers whose circumstances have changed may be evaluated on a case by case basis by their case manager. All support services must be approved and recorded in Georgia Work Ready Online Participant Portal (GWROPP) prior to the participant receiving services.

Support services must be specified in the Individual Employment/Education Plan (IEP). Case Managers should ensure that participants make every effort to utilize other existing community resources and programs such as state and federal social services, community action agencies, and other identified community resources to meet identified participant needs. See Support Service Request form.

The reason for support services must be documented and must relate to the need as defined in the IEP. All support service transactions must be noted in the participant's case notes. A

Support Service Request form must be completed by either the participant or the case manager and must be retained in the participant records. (Attachment A).

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

Customers must attend class or clinical placement to receive any transportation support payment for that day. Attendance forms are completed by the customer and signed by the instructor(s). The attendance form is submitted to the Case Manager on a bi-weekly basis and maintained in the customer file.

The Case Manager verifies the actual costs that are being submitted for payment and reviews previous authorizations in the participant record to avoid duplication of services or double billing of the item.

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

A review of the dependent care, transportation and other support follows; along with what should be considered when requests for these items arise. Needs Related is attached in a separate policy.

Dependent Care- This service is provided to help participants meet their family care needs. Dependent Care is a crucial element for many of our local area participants. If a participant has children who may need child care this should be identified on the Support Service Request and in case notes. The assessment should also include information on family members who may be available to provide child care and eligibility for child care assistance from DFACs or any other non-WIOA provider. Because child care can consume program funds at a very rapid rate, all other providers of child care must be considered prior to authorizing child care under WIOA.

Participants utilizing licensed dependent care services will be required to submit information stating the cost and other pertinent contract requirements. Reimbursement will be based on the cost of the services and the contract requirements up to the maximum dollar amount allowed per child, based on the county where child care is provided (See Childcare Payment Chart below). Private or In-Home dependent care services will be reimbursed at the case manager's discretion up to the maximum dollar amount allowed per child of \$15.00 per day (see Childcare Payment Chart below). Dependent Care will be classified as one more of the following:

Child or dependent under the age of 14 who is receiving 50% or more of their daily living needs from the WIOA participant; or child or dependent, regardless of age, who requires assistance due to disability or medical condition.

CHILDCARE PAYMENT CHART

Participants shall receive no more than \$200 per week for dependent care reimbursements for licensed or private providers.

County where care is provided	Limit per Child
Banks	\$80
Dawson	\$100
Forsyth	\$100
Franklin	\$80
Habersham	\$80
Hall	\$100
Hart	\$80
Lumpkin	\$100
Rabun	\$80
Stephens	\$80
Towns	\$80
Union	\$80
White	\$80

Transportation Expenses: This service ensures mobility between home and location of training or practicum/clinical site. Eligible participants using their own vehicle for travel to and from WIOA programs (or paying for transportation) will be reimbursed as follows:

Distance between the participant’s residence and training location will be determined using <http://www.randmcnally.com>.

Round trip	Daily Rate
Under 10	\$ 5.00
10 and over	\$10.00

Special Requests: Based on fund availability and documented need, the following general policies will apply to additional Support Services that require the Director’s approval:

Eligibility for funding will be determined on a case-by-case basis by the GMWD Case Manager and GMWD Director in conjunction with WIOA policies. Verification of need must be documented by submitting a Special Request Form and any other documentation the GMWD Case Manager deems necessary for determining eligibility. Special requests, if approved by the Director, will be limited to \$200.00 for the first 12 months of school and \$200.00 for the second 12 months for a maximum amount of \$400.00 per student per enrollment in the WIOA program. **Approval from the Director must be obtained prior to expending WIOA funds for Special Requests.**

Other allowable support services include but are not limited to:

Health Care and Medical Services—These services are of a one-time nature, such as a physical examination, prescription drugs, prescription eyeglasses, immediate dental care, and mental health care which are needed to enable an individual to participate in any reemployment activity

Legal Services—Cost for legal services may be covered when the law, courts and related situations interfere with the participant's ability to continue training or seek employment

Out-of-Area Services—A participant may be provided assistance with costs incurred for out-of-area training or other activities (such as travel to take a licensing test) that are documented in case notes. Lodging, per diem, mileage and other reasonable and necessary costs may be covered. When calculating the level of assistance, providers may opt to cover actual costs, the transportation daily rate or use Federal mileage, lodging and per diem rates and cover any amount up to that level based on available budget and other sources of assistance

Internet Services—Payment of internet services is considered an allowable expense for participants who must have internet access for distance learning. There may be other circumstances where internet payments are an allowable expense. In those circumstances case managers should request approval from GMWD Director prior to making internet payments.

Other support services may be provided as determined by the local workforce area. Such goods and services should be reasonable and necessary for the participant to remain in training and/or obtain or retain employment. These services may include, but are not limited to:

- Personal grooming and hygiene needs;
- Bonding and liability insurance for employment;
- Work clothing (includes clothing for interviews);
- Financial counseling or assistance;
- Application fees and GED fees;
- Auxiliary aides and services for participants with disabilities; and
- Drug testing as required for employment (includes WEX).

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

- Rent deposits or housing deposits;
- Mortgage payments;
- Car payments;
- Purchase of vehicles;
- Fines; and
- Late Fees

Item 5.3: Income Guidelines Support Services Eligibility/A & DW

**Workforce Development Income Guidelines
Supportive Service Eligibility
Adult & Dislocated Worker**

Program Year 2016
Effective April 4, 2016

****Income is based on last 6 months' employment verification at time of application. ****

Family Size	Hall County	Forsyth/Dawson	Other Counties
1	\$14,850.00	\$14,850.00	\$14,850.00
2	\$20,025.00	\$20,025.00	\$20,025.00
3	\$25,375.00	\$25,200.00	\$25,212.50
4	\$31,327.50	\$30,375.00	\$31,247.50
5	\$36,975.00	\$35,550.00	\$36,727.50
6	\$43,245.00	\$41,505.00	\$42,952.50
7	\$49,515.00	\$47,517.50	\$49,175.00
8	\$55,785.00	\$53,530.00	\$55,400.00
For each person over 8 add	\$6,270	\$6,012.5	\$6,225.00

Item 5.4: Program Accessibility Report

Program Accessibility Report for Blue Ridge Career Center One Stop Career Center

OBLIGATION NOT TO DISCRIMINATE ON THE BASIS OF DISABILITY – PART III

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

Complete the table below by completing the blue boxes.

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

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

Based on Career Center and GDOL polices

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

Assistive equipment provided in the resource area

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

Large monitors with glare protection

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

Facility meets ADA compliance , accommodation offered appropriately.

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

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

x	

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

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

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

Item 5.5: Individual Training Accounts

INDIVIDUAL TRAINING ACCOUNTS

An individual determined eligible for WIOA-funded training services may select an eligible provider from the Georgia Mountains Workforce Development 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:

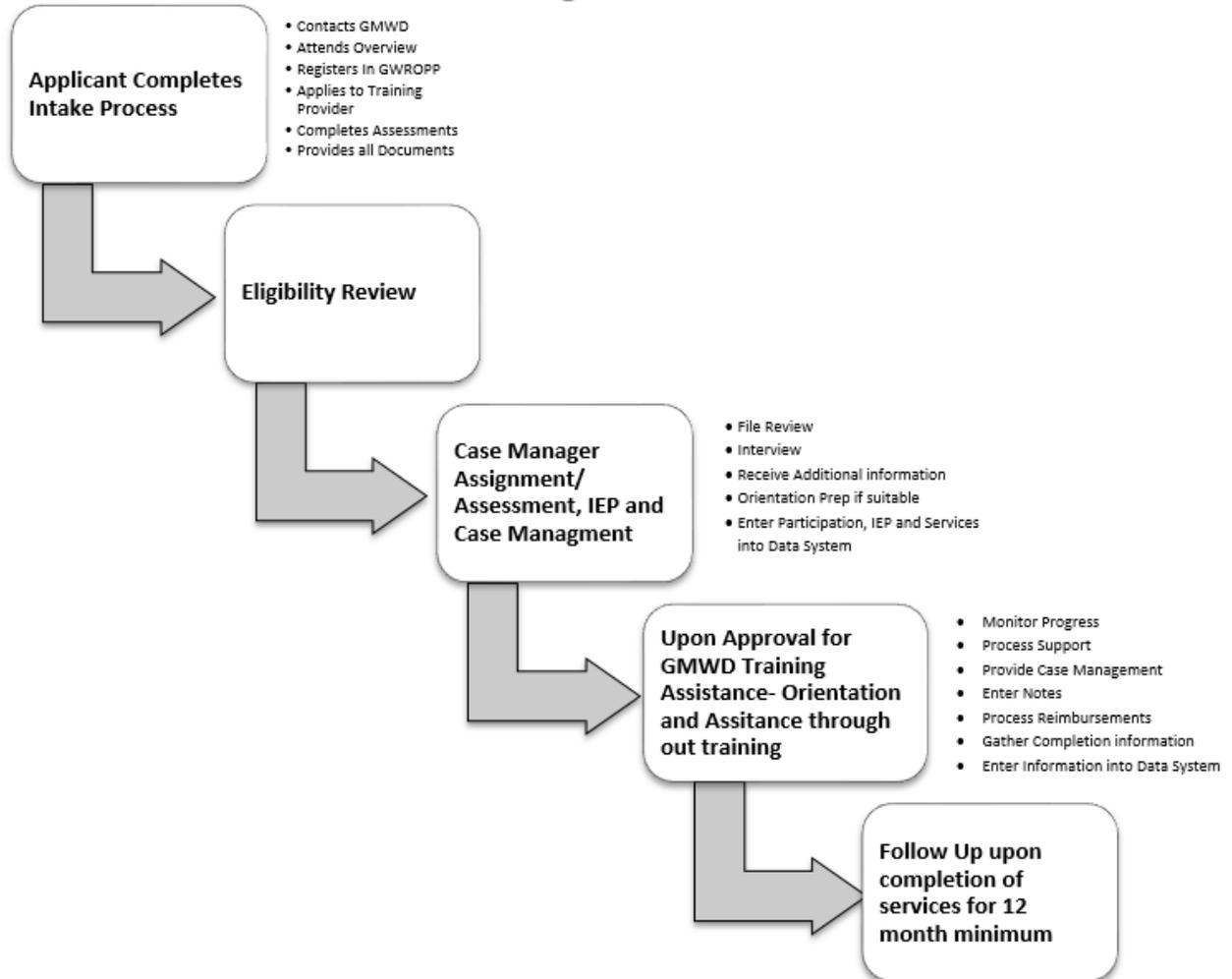
1. Training must be in occupations identified in the local WIOA plan as growth and/or demand occupations or documentation of employment prospects for areas not listed in the Plan must be provided. Growth and Demand Occupation lists are subject to change at any time due to fluctuating economic conditions.
2. Training must result in an employment wage sufficient to maintain or increase income.
3. ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, general supplies, tools, uniforms and shoes, certification, licensing, testing fees, drug testing for entrance into training, medical requirements for training entrance, etc. Certain required equipment may not be purchased utilizing Georgia Mountains Regional Commission Workforce Development funds (computers and related equipment).
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.
 - (b) For training that extends beyond one year, total training costs may not exceed \$10,000 excluding support.)
 - (c) The total cost of training may exceed the available WIOA funding limitations however customers must provide evidence that additional financial support is available to cover the total training cost. In a case where the total cost of training exceeds the available WIOA funding limitations, customer funding will be utilized until the remaining training amount is within local area funding limitations. WIOA supportive services may be paid during the time in which the customer funding is being utilized.
 - (d) Up to \$11,000 excluding support for a specialized Welding Program. (Effective 7/1/2014)
5. Programs should not exceed 104 weeks (two years). Exceptions to this policy may be approved on a case-by-case basis and requests should include evidence that financial support is available during extended training periods.
6. In addition: Georgia Mountains Workforce Development (GMWD) assists with one (1) program of study with limited exceptions:
 - i) Stackable Credential: Part of a sequence of credentials that can be accumulated over time to build up an individual's qualifications and help them to move along a career pathway or up a career ladder to different and potentially higher-paying jobs (Customers must reapply and be found eligible and suitable; Maximum training dollar limit of \$10,000 per individual for all GMWD training combined will not be exceeded)

- ii) Programs that require a prerequisite, e.g. Air Conditioning Technology with Commercial Refrigeration, Licensed Practical Nurse, and Health Care Assistant Certificates (Total training must fall within the GMWD length and cost of training limits)
- (a) Customers applying for training services that have recent (within last three years) training and attainment of a recognized credential in a growth and demand occupation may not be considered to be “in need of training” services. (Exceptions require GMWD Director approval)
 - (b) Changes in Training Provider are not allowed. (Any exceptions require GMWD Director Approval)
 - (c) An upgrade to a degree program is not permitted due to the length of program guidelines, available funding, and Individual Training Account (ITA) requirements. A downgrade from a degree or diploma credential level program, or lateral change of program within the same credential level, may be allowed based on documented statements or evaluations by the Training Provider, and the GMWD Case Manager; or in case of documented medical condition(s).
 - (d) A customer cannot change their major, program of study or add/drop a course without prior approval by their Case Manager. In the event of withdrawal from/failure of a course or program, GMWD will not provide the funds to re-enroll in that course at a later date.
7. All customers must maintain a full-time training status as determined by the training provider. Exceptions to this policy may be approved on a case-by-case basis at the case manager’s discretion.
 8. In general, all training programs must be within a reasonable commute (30-40 miles one way) of the WIOA local area. Out-of-the-area training programs that are not within commuting distance to the WIOA local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States. Lodging may be provided by some training providers (CDL of GA, LLC, Daly’s Truck Driving School or Georgia Driving Academy) either free or at a reasonable cost. WIOA funding may be provided for lodging if the customer lives outside of a reasonable commute (30-40 miles one way) or reliable transportation is not available.
 9. All potential training customers must apply to the potential training site and apply for all applicable sources of financial aid. Upon application to the GMWD for training services, applicants must provide proof of acceptance to the training provider and financial aid award/denial letter, if applicable. All customers who apply for training services must complete a Customer Financial Summary and provide information that will explore all available sources of financial aid (i.e., Pell, HOPE Grant, HOPE Scholarship, TANF) to avoid duplication. Provision of WIOA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, or who require assistance beyond the financial aid available under these grant assistance programs.
 10. WIOA funding may be provided for college level instruction only if all of the following conditions have been met:
 - (a) The customer must be accepted into a certificate, diploma, or degree program and the course of study must be occupation-specific (i.e. radiology technician, accounting, teacher certification). No funds shall be provided for general academic programs (i.e. General Studies, Bachelors of Art, etc.).

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

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

Item 5.6: Adult/Dislocated Worker Process



Item 5.7: Approved Training Providers

APPROVED TRAINING PROVIDERS

GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT AREA 2

Although the Workforce Innovation and Opportunity Act (WIOA) encourages “customer choice”, the Act specifies that the local Workforce Development Board (WDB) create policies and procedures for each Workforce Development area. The Georgia Mountains Workforce Development Board, in an effort to conserve training funds, has approved the following providers as occupational skills training providers. Please adhere to the Training Provider’s admissions deadline policy.

ATHENS TECHNICAL COLLEGE
www.athenstech.edu

BRENAU UNIVERSITY
www.brenau.edu

CDL OF GA, LLC
www.cdlofga.com

CHATTAHOOCHEE TECHNICAL COLLEGE
www.chattahoocheetech.edu

DALY’S TRUCK DRIVING SCHOOL
www.dalystruckdrivingschool.com

EMMANUEL COLLEGE
www.ec.edu

GEORGIA DRIVING ACADEMY
www.gadrivingacademy.com

GOODWILL OF NORTH GEORGIA
www.goodwillng.org

GWINNETT TECHNICAL
www.gwinnettech.edu

HEAVY EQUIPMENT COLLEGE OF
www.georgiacc.com

LANIER TECHNICAL COLLEGE
www.laniertech.edu

KENNESAW STATE UNIVERSITY
www.kennesaw.edu

NORTHEAST GEORGIA RESA
www.cicit.net/sn/clt/negaresa

NORTH GEORGIA TECHNICAL COLLEGE
www.northgatech.edu

PIEDMONT COLLEGE
www.piedmont.edu

PIONEER RESA
www.pioneerresa.org

SOUTHERN POLYTECHNIC STATE UNIVERSITY
www.spsu.edu

TARGETT TRAINING &
www.goTargetIT.com

UNIVERSITY OF NORTH
www.ung.edu

WOODRUFF MEDICAL
www.woodruffmedical.edu

Item 5.8: Growth and Demand Occupations

Georgia Mountains Workforce Development

**Although this list represents the area “Growth and Demand” occupations, it does not break down the “training” requirements of each occupation. This information can be found in the Directory of Occupational Titles. Many of the occupations listed below DO NOT REQUIRE significant training or may require only on-the-job training. Some occupations may require pre-hire letters. Due to the economy, some of these occupations require detailed proof of the demand in the area in which the customer lives or plans to commute. Please consult the Georgia Mountains Workforce Development (GMWD) office regarding your training needs. Additional occupations will be added as determined by the Georgia Department of Labor (GDOL) Career Center managers and members of the Georgia Mountains Workforce Development Board (GMWDB).

All training must allow the customer to become self-sufficient. The following occupations have been determined to be growth and demand occupations for the area as of July 30, 2015:

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

Item 5.9: Plant Closings / Layoffs

PLANT CLOSINGS / LAYOFFS IN THE GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT AREA

Company Info					WARN Info			
Company	Street 1	Street 2	City	Zip	Notification Date	County	W/A	Layoff Date Begin
PSS Dispensing	2481 Hilton Dr., Ste 5		Gainesville	30501	9/11/2013	Hall	2	11/15/2013
Schreiber Foods, Inc.	2255 White Sulphur Rd.	N/A	Gainesville	30501	5/14/2013	Hall	2	8/4/2013
CCA North Georgia Detention Center	622 Main Street		Gainesville	30501	12/3/2013	Hall	2	2/7/2014
Clarkesville fire: Restaurants 1. Sweet Breads, 2. Natalie Janes and 3. Sharkys	1. 129 E. Water Street 2. 1424 Washington Street 3. 1406 Washington St.		Clarkesville	30523	3/7/2014	Habersham	2	3/7/2014
Shenanigans Pub	87 N. Chestetee Street	N/A	Dahlonega	30533	3/13/2014	Lumpkin	2	3/13/2014
Navitor	2525 State Hwy. 365		Alto	30510	10/7/2014	Habersham	2	10/10/2014
Opti-Loop a Subsidiary of Hubbell Power Systems	5073 Bristol Industrial Way	N/A	Buford	30518	6/25/2015	Hall	2	7/24/2015
D.S. Waters, Inc. a/k/a Crystal Springs	4170 Tanners Creek Drive, Flowery Branch, GA 30542	N/A	Flowery Branch	30542	6/29/2015	Hall	2	9/18/2015
Navitor	2525 State Hwy. 365	N/A	Alto	30510	9/30/2015	Habersham	2	12/1/2015
Caterpillar Inc.	189 Arrowhead Drive		Toccoa	30577	4/5, 2016	Stephens	2	5/31/2016

Source: GDOL

Item 5.10: Mobile Training Unit (MTU) Guide

MOBILE TRAINING UNIT: GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT

JOB DESCRIPTION:

Promote, schedule, operate, and maintain Mobile Training Units in support of WIOA Youth, Adult, Rapid Response, and OJT programs. Provide employment oriented services, training, and testing to region's residents and employees. Coordinate regional job fairs, and host frequent public events at libraries, food banks, schools, and other public venues. Provide 12- month follow-up services for prior WIOA participants. Publish Workforce Development calendars, advertisements & press releases, and maintain WD's news/social media presence.

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

- ❖ TANF customers are served through the local Adult, Dislocated and Youth programs
- ❖ Adult workers who qualify for TANF or SNAP also meet for the income limits for WIOA
- ❖ Georgia Mountains Workforce Development's Mobile Training Units partner with our region's Accountability / Treatment Courts, DFACS offices, Probation offices, and Correctional facilities to assist referred customers.
- ❖ Georgia Mountains Workforce Development's Mobile Training Units visit our region's permanent and mobile Food Banks, Soup Kitchens, and Residential Facilities to provide career services and WIOA information.
- ❖ Georgia Mountains Workforce Development's Mobile Training Units are used to further employment and economic development in the Region by providing ADA compliant computer access that is limited in some locales. Mobile Units work with our region's technical colleges, adult learning centers, school systems, businesses, and civic groups to meet the demand for their training and testing needs. The Mobile Units also help alleviate issues where staff and/or space is limited and cannot keep up with present demand.
- ❖ And other regional locations where individuals need employment related assistance. Under/Unemployed individuals are provided access to computers to assist with on-line job searches and applications, resume' writing, interviewing skills, and given access to online career assessment surveys to determine possible career paths.
- ❖ The Mobile Training Units and staff partner with local businesses to provide access to ADA compliant mobile training facilities, to allow for a convenient learning atmosphere with adequate computer resources.
- ❖ The Mobile Training Units are utilized as onsite testing centers for WIOA Youth and as testing/training centers for Youth in WIOA programs with limited access to transportation.
- ❖ The Mobile Training Units are used in Rapid Response situations by partnering with the Georgia Department of Labor to assist individuals completing unemployment insurance claims, and providing career services, WIOA information, and training at their place of work during this transitional period in their lives.
- ❖ The Mobile Training Units can provide Employment services, as well as basic computer and Microsoft Office training to those with limited computer knowledge and/or Microsoft Office Skills, if needed.

- ❖ Monthly statistics are kept recording all activities onboard the mobile units. The statistics are provided to the Georgia Mountains Workforce Development Board at their quarterly meetings.
- ❖ Coordinate with local Technical Colleges and Adult Learning Centers to provide GED related services.
- ❖ During the eleven- month period from July 1st 2015 through May 31st 2016 approximately 1,889 people have visited the Mobile Training Units for individualized services. Over 4,100 different actions have been tracked onboard the Mobile Units. This includes 953 online job searches, 266 online job applications, 601 resumes' developed and/or critiqued, 381 career assessment surveys administered, and 895 people receiving information on the WIOA program and the services provided by Georgia Mountains Workforce Development.

Below is a list of the locations the Mobile Units have visited since for the PY2015 and will visit by the end of July 2016.

(r) – stands for recurring events

Adult Learning Centers

Hart County Adult Learning Center (r)
Lumpkin County Adult Learning Center

Colleges

North Georgia Technical College – Blairsville

Court/Probation Settings

Arrendale State Prison – (2x)
Colwell Detention Center – Blairsville
Dahlonega Day Reporting Center (2)
DJJ – DFACS – Hall (r)
Dawson County Treatment Services (r)
Habersham County Probation (r)
Hall County Accountability Court (r)
Hall County Correctional Institute
Stephens County Probation (r)

Food Banks

Georgia Mountain Food Bank (r)
Good Samaritan Food Bank (r)
Toccoa Mobile Food Pantry (r)

Job Fairs

Banks County Job Fair
Cleveland Job Fair – White County
Gainesville Job Fair
Goodwill Job Fair – Habersham (3x)
Northeast Georgia Regional Career Expo – Piedmont College
Towns County Job Fair

Libraries

Clarkesville – Habersham Library (r)

Cumming Library (r)
Hampton Park Library (r)
Lavonia – Carnegie Library (r)
Rabun County Library (r)
Royston Library (r)
Spout Springs Library (r)
Toccoa – Stephens Library (r)
Towns County Library – Hiawassee (r)
Union County Library (r)
White County Library - Cleveland (r)
White County Library - Helen

Other

American Legion and Veterans Event – Hall Co.
Salvation Army – Hall County (r)
The Place of Forsyth – (r)

Public Events

Bell Family YMCA – Hart County
Dahlonega Wal-Mart
Goodwill – Habersham (Fast Track Application Process)
Job Blitz – Atlanta St., Melrose Apartments, (Hall)
St. Francis of Assisi Catholic Church – Blairsville (r)

Rapid Response

Navitor Printing
Caterpillar – Toccoa

Schools

Banks County High School
Flowery Branch High School
Mountain Ed Charter High – Forsyth, Lumpkin, Stephens, & White
Wilbanks Middle School Career Fair

Youth

Avita Community Clubhouse
Boys and Girls Club – Stephens
Gainesville Hall – Interagency Transition Fair

Item 5.11: Youth Services Guide



GEORGIA MOUNTAINS REGIONAL COMMISSION
GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT

2481 HILTON DRIVE, SUITE 8 ♦ GAINESVILLE, GEORGIA 30501
PHONE (770) 538-2727 FAX (770) 538-2730

Youth Services Guide

***Serving the Counties of:
Banks, Dawson, Forsyth, Franklin, Habersham, Hall,
Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White***

What is Workforce Development?

Georgia Mountains Workforce Development is operated by Georgia Mountains Regional Commission. Our Service Area is comprised of the following thirteen counties:

Banks, Dawson, Forsyth, Franklin, Habersham, Hall, Hart,

Lumpkin, Rabun, Stephens, Towns, Union and White

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

Youth Services:

- Case Management/ Guidance & Counseling
- Supportive Services
- Tuition Assistance
- Work Readiness Training
- GED Assistance
- Tutoring, study skills and dropout prevention
- Paid and Unpaid Work Experiences
- Alternative Secondary School Offerings
- Summer Employment Opportunities Linked to Academic & Occupational Learning
- Leadership Development
- Follow-up Services (12 months after completion)
- Financial literacy education
- Entrepreneurial skills training;
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
- Activities that help youth prepare for and transition to postsecondary education and training.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster

Types of Youth Participants

Out-of-school Youth- must be aged 16-24, not attending any school, and meet one or more additional conditions, which could include:

- School dropout; within age of compulsory attendance but has not attended for at least the most recent complete school year calendar quarter;
- Holds a secondary school diploma or recognized equivalent and is low-income and is basic skills deficient or an English language learner
- Subject to the juvenile or adult justice system;
- Homeless/Runaway,
- In foster care or aged out of the foster care system, eligible for assistance under Section 477, Social Security Act, or in out-of-home placement
- Pregnant or Parenting
- An individual with a documented disability
- Low income person who requires additional assistance to enter, or complete an educational program, or to secure and hold employment

In-school youth -must be aged 14-21, attending school, low income, and meet one or more additional conditions, which could include:

- Basic skills deficient
- English language learner
- Offender
- Homeless, runaway
- In foster care or aged out of the foster care system
- Pregnant or parenting
- Individual with a disability
- Person who requires additional assistance to enter or complete an educational program or to secure and hold employment

(NOTE: 75% of funding spent on out-of-school, 25% in-school)

** Refer to Reference Guide for acceptable documentation

Program Details:

After- School Tutoring: (Limited)

Tutoring, study skills, and basic skills instruction leading to the completion of secondary education and dropout prevention.

Youth in this program are required to participate in four (4) hours of tutoring Youth receive \$25.00 stipend for each week that they have met these requirements.

This program is designed to improve academic skills, decrease dropout rates, improve youth confidence, self-esteem, improve attitude towards school and provide positive feedback to the participants.

C. R. P. - Credit Recovery Program: Assist youth participants who have dropped out of high school, or have been withdrawn from a credit recovery program, to retrieve credits for diploma completion. Participants may receive incentives up to \$25 for credits earned towards graduation.

This program is designed to re-engage disenfranchised youth.

Work Experience Program: This program provides youth with exposure to the workforce, career professionals, and work practices and expectations. Work experiences help clarify career interest, enhance occupational skills, prevent learning loss over the summer, and help youth develop a sense of pride and develop social skills. Youth that participate in this program have the opportunity for full-time employment after school. Youth may work 20 hours/week (subject to determination) at \$8/hour. Youth must be enrolled in an educational program.

Other Work-based learning opportunities include:

- **On the Job Training** – Must meet eligibility criteria
- **Apprenticeship** – Must meet eligibility criteria and be accepted by employer
- **Paid and Unpaid Internships** – Meet eligibility criteria and working toward an educational credential/goal.

GED Transition Program: GED Program assists youth who have dropped out of school, in obtaining a GED. Participants are required to enroll in GED classes and attend class two (2) days a week or 12 hours. Once the participant is ready to test, WIOA assists with the cost of one (1) complete test and two (2) re-test in each subject if not passed.

This program is designed to increase participants earning potential and prepare for college.

College/Technical College Assistance: Participants that are enrolled in college or technical school receive assistance with the cost of attending school. Participants receive assistance with books, tuition, and supplies needed to complete their educational programs. Youth are required to complete their program within a two (2) year limit.

Application Process



Application Process



- Case Manager Reviews File
- Organizes Hard File



- Create Participation
- Assign and Fund Activities
- Create Plan & Objective Assessment



- Direct Deposit/Pre-paid Card Information
- ITA
- PACF



- Support forms
- Vos Forms for Signature



- Employment Documentation
- Credential Documentation
- Other
- Create Closure



- Assign file to Program Assistant to complete follow-up

Application Items

Required Documents for ALL youth:

- Clear Copy of Social Security Card
- Clear & Current Copy of Photo ID
- Copy of Birth Certificate
- Proof of Income
- Signed and Notarized Affidavit (18+)
- Draft Registration (males 18+)

www.sss.gov

Completing Forms:

Checklist:

- Date of Application (Must be within 60 days of review date)
- Check off anything completed at the application session
- If you must request they bring document(s) back, highlight these items and fill out the bottom with the dates
- Due dates are always set 2 weeks after the initial application date

Case Notes:

- Initial notes should be very detailed
- Note any barriers and observations of the initial interview.
- Note all contact with applicant/file even if it is on their behalf
- Leave personal feelings and assumptions out of notes
- Always note who you are turning the file over to even if referring to other agencies

Documentation Request:

- Highlight all items needed to complete the file
- Give applicant two (2) weeks to complete file. Explain that if the file is not complete within six (6) months, file will be moved to pool and they can re-apply in a year.

I9 & Affidavit

- Affidavit- for youth 18+
- Must be notarized and applicant must supply 2 forms of CURRENT Identification
- All Applicants need to complete I9

Public Assistance Documentation:

- Applicant will need to provide a letter from DFCS stating what and who is receiving benefits
- Applicant can log in to their COMPASS account to print off documentation
www.compass.ga.gov
- If not receiving benefits, will need to apply for daycare assistance through DFCS and submit determination letter before we assist with child care. If dependent care provider is non-licensed, CAPS determination letter not necessary.

Rights Statement:

This document is used to give applicants the information needed if they feel their rights have been violated:

- Page 1 Contact information to file complaint
 - Page 2 Procedure for filing the complaint
 - Page 3 How the complaint will be handled
- If approved applicant should get signed copy to keep for their records

Tax forms (ONLY FOR YOUTH THAT WILL WORK):

- All highlighted areas are required
- W-4- number 5 (applicant should put 0 or 1)

→ State taxes; section 3 & 5 (applicant should put 0 or 1)

Youth Services Contract:

- Each section should be explained, or have applicant read and initial
- Read over and get familiar so that you can summarize each section
- If approved applicant should get signed copy to keep for their records

What to look for on applications...

- Applicants 18+ do not require parent signature
- Working/Current contact information
- Eligibility information- Key to identifying barriers so if all areas are checked “no” please go back over with applicant
- Family Verification Form- All family members, employed or unemployed, need to be listed with socials and relationship to the applicants (helps determine family size)

Eligibility:

- Lives in 1 of 13 Counties
- Part of Low Income Family (dependent on the barrier, see eligibility policy attached)
- Has a barrier to employment

CUSTOMER IS ELIGIBLE... but are they SUITABLE?

Suitability:

Although the applicant may be eligible for services it does not entitle them to WIOA services.

Georgia Mountains Workforce Development (GMWD) program offers services that meet the youth's needs and goals

Because WIOA is not an entitlement program, a youth might be eligible for services, but those services might not be appropriate for the youth based on the youth's individual goals and needs.

Determining Suitability according to youth's needs:

- Does GMWD have services/programs designed for the youth needs to be successful in the program?
- Is there a partner program or other agency which may be able to better serve the youth's needs?
- Are youth's goals a good match with goals of GMWD program? (including goal of high school diploma or equivalent)
- Do GMWD services match the youth's goals?
- Would the youth likely benefit from the services GMWD offers?
- Does GMWD have the capacity, through programs/services or partner programs, to meet the youth's employment and training needs?

If a youth is NOT deemed suitable for WIOA funding through the GMWD, the youth will be notified and referred to another program, appropriate to the youth's needs, via phone, email or letter. Referral will be noted in the file of the youth.

Referrals:

If youth is determined not eligible, the youth should receive a letter with at least 1 referral.

Referral Agencies:

- Career Centers
- Financial Aid
- Boys & Girls Clubs
- YMCA
- DFCS
- AVITA
- Vocational Rehab
- Goodwill

Household Income:

Required for:

- Recipient of secondary school diploma or its recognized equivalent, who is low-income and is basic skills deficient or English language learner

- A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment. (See Eligibility attachment)

Youth Income Eligibility Guidelines are based on the previous 6 months, and Poverty Level for the state.

** Family size – determined by the number of persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories:

- A. Husband, wife, and dependent children
- B. A parent or guardian and dependent children
- C. Husband and wife

Educational Status Documentation:

In School- High School, Middle School, Some college, credit recovery

In-School – current report card or transcript

Out-of-School – Not enrolled in any school (exceptions: Adult Learning Education; Job Corps; Youth Build)

Out-of-School – withdrawal letter, acceptance letter to college or technical school, or Adult Learning Center enrollment documentation

Assessments:

- TABE – basic reading & math
- Skills Assessment- GCIS interest inventory
- CAPS- skills inventory
- CDM-interest inventor

Item 5.12: Youth Services Policies & Procedures



GEORGIA MOUNTAINS REGIONAL COMMISSION
GEORGIA MOUNTAINS WORKFORCE DEVELOPMENT

2481 HILTON DRIVE, SUITE 8 ♦ GAINESVILLE, GEORGIA 30501
PHONE (770) 538-2727 FAX (770) 538-2730

Youth Services Policies & Procedures

***Serving the Counties of:
Banks, Dawson, Forsyth, Franklin, Habersham, Hall,
Hart, Lumpkin, Rabun, Stephens, Towns, Union, and
White***

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Supportive Services (Incentives and Bonuses)

A. Process for requesting incentive/bonuses

1. An Incentive Request or Time Sheet (After School Program) must be completed and submitted for funds to be issued for an incentive or bonus. The Request will be signed and dated by the participant and Case Manager.
2. The Request must be approved, signed, and dated by the Youth Department Supervisor.
3. A copy of the activity/documentation must be attached to the Incentive Request.
4. A copy of the Request must be kept in the participant's file and notated in the counseling notes and case notes in the VOS system.
5. The Request will then be forwarded to the Accounting Department/Billing Specialist and initialed by the Billing Specialist or Accountant.
6. The incentive check will then be mailed to the home address on record or directly deposited to a bank account or prepaid card.
7. If the incentive is a gift card, a signature page must be completed, signed, and dated by participant upon receipt of gift card.

B. Incentive Guidelines for \$25 incentive/bonus.

1. After School Program – a minimum of 3 hours of tutoring completed. A copy of the Attendance Form, which will include participant's signature and date, must be submitted to accounting.
2. Completion of a workshop or Activity (workbook assignment) – A copy of the completed assignment, which will include participant's name and date must be attached to the Incentive Request. Signature and date of participant, on Incentive Request for workshop attendance.
3. Returning needed information/documentation. A copy of the information/documentation must be attached to the Incentive Request.
4. Completion of one recovered credit toward High School Diploma.

C. Incentive Guidelines for \$50 incentive/bonus.

1. Increase TABE level by one grade level or more.
2. Performance Award – Completion of a program with perfect attendance; promptness and excellent evaluations.
3. Completion of work skills training, including Work Ready and Elite Georgia's Best Certification

- D. Incentive Guidelines for \$100 incentive/bonus.
1. Completion of GED Exam or High School Diploma - A copy of the GED or Diploma must be attached to the Incentive Request.
 2. Multi-day service project/multi-assignment completion – A copy of activity/assignment must be attached to the Incentive Request, which includes participant signature and date.
 3. Excellence award – Youth displays leadership and abilities determined by WD staff and/or supervisors
 4. Successful completion of summer work, activities and assignments.
- E. Incentive Guidelines for Gift Cards
1. Gift Cards may be given for an extraordinary achievement (i.e. best dressed award for interview), showing leadership, etc. The gift card signature page must be completed and signed and dated by participant and turned in to accounting.
- F. Benchmark Incentives (College/Post-Secondary) - \$25
1. Increase in Semester grade average
 2. Pass course state exams for license or certifications
 3. Perfect attendance for a semester
 4. Pass exemption exams
 5. Submitting supportive service forms correctly and on time for the entire semester.
- G. Benchmark Incentives (GED) - \$25
1. Attend Workshop
 2. Pass pre-tests with 155 or higher
 3. Pass GED test (\$25 per section)
- H. Transportation and Childcare is available to Youth Participants (refer to Support Service Policy) All youth participants eligible for supportive services will be given \$10 per day for transportation for every day in attendance.

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Work Experience, Apprenticeships, Internships

A. Guidelines/Procedures for Wages

1. Youth participating in any activity requiring payment of weekly wages will be required to submit a time sheet to the Youth Department Supervisor/Staff. The time sheet **must** be signed and dated by youth participant. Time sheet must be verified by the Youth Department Supervisor to ensure accuracy. Participants are paid on a bi-weekly schedule at a rate of \$8.00 per hour.
2. Youth receiving wages must complete an I-9, W-4, and a G-4 form.
3. Each participant must have E-verification. Copy will be placed in file.
4. Time sheets will be submitted to accounting/billing specialists for processing. A copy of the Request must be kept in the participant's file and notated in the counseling notes and case notes in the VOS system.
5. Checks will be mailed to the home address on record or direct deposited to bank account or prepaid card.
6. Participants must submit appropriate, completed direct deposit forms and a copy of voided check or letter from the bank in order to receive direct deposit.
7. Participants 18 years of age and older are required to have direct deposit to bank account or prepaid card. Funds may be held without direct deposit information.

B. Work Based Learning and Paid Work Experience and Internship Guidelines

1. Younger youth participants receiving WIOA funded services may be offered a paid work experience or internship if they have attended tutoring at least once a week during the school year, completed and submitted monthly work readiness assignments, or attended work ready workshops.
2. Older youth/young adults, who are deemed eligible as out of school, may enter into the WIOA program through a paid Internship, Work Based Learning, On the Job Training or Apprenticeship Program. There must be an educational training aspect in this service, as well as a work ready skills component.
3. Any participants who do not adhere to the guidelines listed in the Work-Based Learning Guidelines, may be terminated from the Work Experience or Internship program, but may remain in the WIOA program to receive other services.
4. Young Adults 18 years of age and older and are Out of School, may work up to 30 hours per week; no more than 8 hours per day.

(More or less hours may be determined on a case by case basis depending on the work program the individual is participating in)

5. Youth under 18 years of age and In School, may work **no more than** 20 hours per week.

C. Worksite visits and reviews

1. Worksites are visited weekly during Summer Work Experience Program, by Summer Counselors, contracted for the summer program covering the 13 counties.
2. Worksite monitoring for all subsidized work programs may be conducted by instructors, Youth Department Supervisor, Youth Program Assistant or other contracted WIOA funded staff members on a monthly basis, minimum. (Dependent on the Work-Based Learning Program)
3. If there is an issue with a worksite or Work Experience employee, this will be reported to case manager and noted in case notes. Resolution should also be noted. (steps outlined in Supervisor's Worksite Handbook)

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Eligibility - Barriers

***Note: Barriers I-VI No Income Eligibility required**

- I. School Drop-out – documentation:
 - a. Applicable records from education institution – drop out letter, school documentation, GED enrollment documentation
 - b. WIOA intake or registration form
 - c. Self-attestation (as necessary)

Definition: *Individual who is not attending any school and has not received a secondary school diploma or its recognized equivalent.*

- II. Offender – documentation:
 - a. Documentation from juvenile or adult criminal justice system
 - b. Documented phone call with court or probation representatives

Definition: *Individual who either is or has been subject to any stage of the criminal justice process for committing a status offense or delinquent act, or requires assistance in overcoming barriers to employment resulting from a record or arrest or conviction for committing delinquent acts, such as crimes against persons, crimes against property, status offenses, or other crimes.*

- III. Pregnant or Parenting - documentation:
 - a. Copy of child's birth certificate or baptismal record
 - b. Observation of pregnancy status
 - c. Documentation from doctor confirming pregnancy

Definition: *Individual who is either under 22 years of age and who is pregnant, or an individual (male or female) who is providing custodial care for one or more dependents under age 18.*

- IV. Homeless/ Runaway – documentation:
 - a. Written statements from an individual providing residence, shelter or social service agency.
 - b. Self- attestation or Non-Dependent form

Definition: *Individual who lacks a fixed, regular adequate night time residence. Including any individual who has a primary night time residence that is a publicly or privately operated shelter for temporary accommodation; an institution providing temporary residence for individuals intended to be institutionalized; or a public or private place not designated for or ordinarily used as a regular*

sleeping accommodation for human beings; or a person who is under 18 years of age who absents himself or herself from home or place of legal residence without the permission of his or her family. (i.e. runaway youth)

(Does not include one imprisoned or detained.)

- V. Foster Child – documentation:
 - a. Written confirmation from social services agency
 - b. Case Notes of communication from reliable source

Definition: ***A youth on behalf of whom state or local government payments are made; and for whom a court order removing the youth from the custody of the parent(s) and specifying a managing conservator exists.***

- VI. Individual with documented disability (must be suitable for WIOA services)

Definition: ***an individual with a disability as defined in Americans with Disabilities Act which is documented through school 504, Individual Education Plan (IEP), Psychological evaluation, or documentation from a doctor.***

- VII. Basics Skills Deficient (reading or math below 8th grade level) – documentation:
 - a. Standardized assessment test
 - b. School records
 - c. Case notes

(This includes youth with limited proficiency in English. (if the primary language used in the youth's home is not English and the youth does not read or write in English at the level of age peers, they have limited proficiency in English.)

Definition: ***Individual who computes or solves problems, reads, writes or speaks English at or below the 8th grade level or is unable to compute or solve problems, read write or speak English at a level necessary to function on the job, in the individual's family or in society.***

- VIII. Youth who needs additional assistance –
 - a. An in-school youth who has failed one or more classes required for graduation or advancement
 - b. An older youth (19 to 24 years) who has a history of difficulty holding steady employment. (steady employment is 30 hours per week for 6 months with the same employer)

- Barrier documented by GWS wage inquiry or other employment documentation, case notes, self-attestation as needed.
- c. A youth who resides in a non-traditional family setting
 - Being raised by a legal guardian or non-parent responsible for youth's care and still considered dependent
 - d. Parent is currently in jail or prison, or has been in jail or prison for a minimum of six months of the past year
 - i. Each barrier **must** be documented in case notes. Documentation should also include WIOA intake or registration form, and inputted in GWS.
 - ii. Required documentation **must** be submitted to intake before eligibility can be determined.
 - iii.

Documentation for non-traditional family setting – Family Composition/Address verification must be completed.

- iv. Documentation for parent in jail or prison – Court Records/Jail notification
- v. Low Income Eligibility is required for barriers VII and VIII.

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Case Management and File Review

- A. Each youth file will be assigned to a case manager. Managing of files and case notes will be done by the designated case manager. There may be times another case manager or youth staff may assist with case notes, visits, or documentation in the absence or unavailability of the assigned case manager. Summer counselors will do summer case management on files in which the youth is involved in the Summer Work Experience Program.

- B. Compliance Reviews may be done by Supervisor, or other youth staff member, on files to ensure proper upkeep of files. If an issue is found during the compliance review of file, this is noted on a Compliance Review Form and returned to case manager for corrections. A deadline for correction is notated on the compliance form.

- C. Youth files in which youth are actively involved in a service/program will be updated and contacted monthly at a minimum. Youth participants not actively involved in a service/program will be updated and contacted quarterly at a minimum.

RECRUITMENT/ORIENTATION TO WIOA FUNDED YOUTH SERVICES

Youth typically face multiple barriers to completing their secondary education/GED and making a successful transition into the labor market. Recruitment for the Workforce Investment and Opportunity Act (WIOA) funded Youth Service Program will be accomplished by referral and by walk-in traffic. The Youth Services Program Coordinator/Staff will partner with a number of sources including: teachers, school counselors, DFCS caseworkers, court and probation officials, community agency workers, College and Technical Schools, and foster care caseworkers as well as social service agencies GED centers, Family Connections centers, alternate education centers such as Mountain Education Center and the Lanier Career Academy, local neighborhood centers, word of mouth, posters and flyers.

The Youth Services Program Coordinator/Staff will maintain strong connections with social service workers and agencies in the Georgia Mountains Area. The GMWD's policy is to serve those most in need who can benefit most from the services we are able to offer.

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Assessments

Assessments are an important component of both the eligibility/application process and the continuing services youth participants receive. All potential participants take the TABE (Test of Adult Basic Education) during the initial application process except those who have recently been tested by a GED center or who have taken and passed the Asset test or entry level reading/math classes (not including remedial classes) at a college or university.

Once accepted into Youth Services programs, a plan for continuous assessment becomes part of the Youth Individual Service Strategy. Assessments assist to identify occupational skills, abilities, interests, and aptitudes. Assessments are a continuous and individualized component of the program and will include one or more of the following tools: observation, interview and testing.

One or more of these assessment instruments may be used:

1. The CAPS (Career Ability Placement Survey) which tests
 - a. Spatial Reasoning
 - b. Mechanical Reasoning
 - c. Verbal Reasoning
 - d. Numerical Ability
 - e. Language Usage
 - f. Word Knowledge
 - g. Perceptual Speed and Accuracy
 - h. Manual Dexterity
2. For Out of School participants who are eligible for WIOA funded services and are considered basic skills deficient, the TABE may be re-administered on a yearly basis to monitor progress in developing basic skills.
3. The Career Decision Maker (CDM) will test for interests and aptitudes. The CDM occupational interest inventory is self-selected and is used as a guide to suggest career choices which match the customer's interests.
4. The Pesco SAGE testing equipment and the JOBS V reader and report system can also be used if it is deemed that more intensive assessment is needed. The Pesco SAGE may be used for individuals entering CDL-A license training.
5. Additional assessments may include skills and interest inventories, such as O*Net Skills Inventory, the work readiness inventory available through Junior Achievement Success Skills course and other assessments including classroom/workshop activities offered as part of services.
6. Work readiness skills will also be assessed through the weekly timesheets that are submitted as part of each subsidized work program.
7. Educational progress will be assessed through report cards/transcripts or through timesheets submitted for GED attendance.

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Occupational Skills Training Services

When initial case management and assessment results indicate a participant would be best served by a referral to training provided by an eligible vendor, the Youth Services Supervisor/Staff will complete an Individual Training Account (ITA) and Youth Individual Service Strategy/Employment Plan (IEP/ISS). The Youth IEP/ISS is a comprehensive plan for each participant, which includes a plan for continuing assessment, meeting educational objectives, and acquiring occupational and work readiness skills. The IEP/ISS should indicate the credential which will be received by the participant, the anticipated date of completion and supportive services.

Each ITA will be submitted to the Accounting Department.

Decisions concerning appropriate services shall be customer-focused. Participants wishing to enter certain training programs may be requested to complete an assessment before being approved to receive training/support funds:

(To enter training to become a licensed Large Truck and Tractor Trailer driver, the customer may be requested to take the Pesco SAGE test to measure hand, foot, eye coordination and earn a score above 20.)

Each customer is responsible for obtaining admission to the selected training provider, applying for all available/applicable financial assistance and providing copies of an acceptance letter and a financial aid award/denial letter to their Youth Case Manager. **All participants interested in WIOA funded training must apply for available/applicable financial aid prior to training registration.** Any deviation from this policy must be documented in the case file.

Each semester, the Youth Services Supervisor/Staff may issue book vouchers and book voucher attachments to the participant when the participant sends in the schedule for the upcoming term. It is the customer's responsibility to have the book voucher completed/signed by the instructor and turn it in to the bookstore when it is complete. For eligible vendors where tuition is required, a tuition voucher may be completed and submitted by the Youth Case Manager. Assistance may also be given for required training items. This may include tools, scrubs and any other items required to complete a training program. (Amounts are determined from "Projected Costs for ITA/Cost Commitment" form.)

The Youth Services Supervisor/Staff will determine supportive services/needs-based payments and maintain all necessary documentation for payment. The Youth Case Manager will submit a Summary of Support Services Request bi-weekly or when support service payments are requested. A copy of each request along with the documentation should be kept in the participant's file.

Applicants wishing to enter Occupational Skills Training WIOA funded services, must have a determined program that is considered an approved 'high growth and demand' career field for the GMWD area. Other programs may be considered on a case by case basis and only with appropriate documentation with evidence for employment opportunities upon completion. Youth Department Supervisor must approve this.

Youth must participate in an "Orientation" with a Case Manager before beginning their WIOA funded training. A copy of the Youth Contract should be included in the participant file.

Transition Program

An individual who has dropped out of high school and wishes to earn a GED or an individual who wishes to attend a credit recovery program or alternate pathway to a high school diploma after being withdrawn from school, may be registered in the Youth Transition Program (YTP).

The goal for YTP participants is to earn a diploma and enter employment or post-secondary education.

Youth in this service track may be assigned a variety of services depending upon their individual needs and goals. These services may include: supportive services, paid internships to develop work readiness, occupational skills training, work based learning, On-the-Job-Training, and dual enrollment programs. Tuition and fees may be paid for credit recovery and/or dual enrollment programs. Dual enrollment participants must apply for financial aid (HOPE/Pell). YTP participants will receive case management services.

The case manager will work with the participant to develop a strategy for services. The participant may need to develop basic work readiness skills or may not have clear work goals and interests, and they may participate in a work experience and/or workshops focusing on developing basic work readiness skills and developing their interests. The amount for the work experience will be included in the ITA and information on the work experience will be included in the case notes. Weekly evaluations of work readiness skills are sent in by employers/worksite supervisors.

GED for 16 and 17 year olds:

- Funding for GED tests for youth under the age of 18 seeking to complete a GED will not begin until TABE scores are at 9.0 or higher.
- Must attend adult education classes for a minimum of 40 seat hours
- Must take the GED Ready practice test and score at least 150, or 60% or higher on Aztec GED practice test, in order to be eligible for WIOA funds to pay for GED test

GED Test Funding

- WIOA funding will pay/reimburse for GED Ready practice test up to 3 times.
- Must attend classes a minimum of two days in class or 12 hours weekly on an Adult Learning Center site to be eligible for transportation and child care supportive services
- GED tests can be paid for by WIOA funding a maximum of 3 times
 - If the first test is failed, the participant must attend one 12 hour week of class minimum, and take the GED practice test before WIOA funding will pay for second time testing
 - If the GED is failed twice, the participant must attend another 12 hour week of class minimum, and have a teacher recommendation before WIOA funding will pay for the third time testing

GED participants may be offered a paid internship or work experience:

- Participant must have maintained 12 hour class week for two weeks, and continue to maintain a 12 hour GED class schedule
- If GED class hours fall below a 12 hour class week, internship/work hours may be cut.

Project Search

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

Project Search participants who are eligible and who complete an application for WIOA services will be eligible to receive supportive services for the 3 rotations in Project Search. Paid work experience and internships may be offered for the third rotation on a case by case basis when it should lead to employment. They may also receive funding for required uniforms, supplies and other expenses associated with the program.

Youth in Project Search receive daily instruction in work readiness skills, hands on training in work readiness, work ethic and time management skills at the Project Search site. The Project Search case manager will track attendance, submit support requests and consult with the Project Search Coordinator on additional needs as well as meet with participant regarding employment and future planning.

Georgia Mountains Workforce Development Board Youth Policy and Procedures

CASE MANAGEMENT

Initial Case Management begins during the Eligibility Certification process and continues on through the 12-month follow-up period. Effective Case Management will:

- A. Assess current services provided to assure non-duplication of services and to allow maximized use of WIOA funds
- B. Improve motivation and attitude...assist participants with feelings of frustration, failure or lack of progression in training
- C. Confront employment barriers...providing information, decision-making and problem solving
- D. Facilitate the referral and placement to applicable partner agencies and GMWD provided services
- E. Case managers are responsible for all aspects of the participant file. It is the case manager's responsibility to assure that all documentation remains current and accurate. Case Managers will maintain, at a minimum, monthly contact with each active participant. Case Managers will document all contact with participant or other interested parties.
- F. Inactive youth will be contacted quarterly and offered services applicable to their needs. Inactive youth defined as an individual who has not participated in offered services for six months or more.
- G. Case managers will develop an Objective Assessment and Individual Education Plan for each participant. This will include future goals, assessments and services the participant is receiving.
- H. Case Management will continue to be available to the youth as long as the youth need and desire assistance.
- I. Case Managers will maintain, at a minimum, quarterly contact with participants who are inactive, and monthly for active participants.

FOLLOW-UP SERVICES (ALL YOUTH)

In accordance with WIOA Regulations, all youth participating in WIOA funded youth services must receive follow-up services for a minimum

duration of 12 months. The following services may be provided after determining the needs of the participant:

Leadership development and supportive service activities;

Regular contact with a youth participant’s employer;

Assistance in securing a better paying job, career development and education;

Peer support groups;

Adult mentoring;

Tracking the progress of youth while WIOA registered:

1. Letter to participant/school/employer
2. Phone call to participant/school/employer

Organizational and team work training

Linkages to community services

Referrals to medical services

Tracking progress of youth’s employment

PERFORMANCE OUTCOMES (PERCENTAGES)

Performance Outcomes for youth participants enrolled in the program are shown in the table below.

Performance Measures	PY 15 Target	80%
Entered Employment/Post-Secondary	75	60
Credentials Earned	65	52
Increase in Literacy/Numeracy	40	32

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Youth Supportive Service Procedures

Currently the Supportive Service policy for Georgia Mountains Workforce Development (GMWD) allows \$10 per day for transportation support for participants attending class.

Transportation Supportive Services are processed and submitted to accounting through an Attendance form that must be completed correctly and entirely. It must be signed by the instructor, and signed and dated by the participant and case manager. The Attendance forms are processed on a bi-weekly schedule. The Attendance form must be turned in by the designated time and day in order to be processed on time.

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

Georgia Mountains Workforce Development Board
Youth Policy and Procedures
Suitability Policy

The Workforce Innovation and Opportunity Act (WIOA) Funds are intended to serve:

Participants who can, with assistance, reasonably be expected to:

- Attain high school-level reading and math skills
- Attain a high school diploma or its equivalent, an industry-standard certificate, or a post-secondary degree
- Be successful in unsubsidized employment and/or post-secondary education or advanced training.

Eligible: Participants meet all criteria that allows him or her to receive WIOA services (income, barriers, age, etc.)

Suitable: Georgia Mountains Workforce Development (GMWD) program offers services that meet the youth's needs and goals

Because WIOA is not an entitlement program, a youth might be eligible for services, but those services might not be appropriate for the youth based on the youth's individual goals and needs.

Determining Suitability according to youth's needs:

- Does GMWD have services/programs designed for the youth needs, to be successful in the program?
- Is there a partner program or other agency who may be able to better serve the youth's needs?
- Are youth's goals a good match with goals of GMWD program? (including goal of high school diploma or equivalent)
- Do GMWD services match the youth's goals?
- Would the youth likely benefit from the services GMWD offers?
- Does GMWD have the capacity, through programs/services or partner programs, to meet the youth's employment and training needs?

If a youth is NOT deemed suitable for WIOA funding through the GMWD, the youth will be notified and referred to another program, appropriate to the youth's needs, via phone and/or letter. A case note and/or letter will be placed in the file of the youth.

Item 5.13: Incumbent Worker Training Program Guidelines

Georgia Mountains Incumbent Worker Training Program Guidelines: **July 1, 2016 to June 30, 2017**

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Program Overview

To provide guidance for the usage of Incumbent Worker Training

References:

Workforce Innovation and Opportunity Act, Sections 108, 122, 134, 181, 194, PS-15; GA-15-005 and TEGL3-15

Definitions:

IWT – Incumbent Worker Training

WIOA - Workforce Innovation and Opportunity Act

GMWD – Georgia Mountains Workforce Development

LWDA – Local Workforce Development Area

LWDB - Local Workforce Development Board

Background:

The Workforce Innovation and Opportunity Act (WIOA) Incumbent Worker Training (IWT) is designed to provide funding assistance to qualifying Georgia for-profit business to provide skills training to full-time, permanent company workers. The training must be a business necessity that will enhance companies' abilities to compete in global economies, expand present markets, or help ensure the permanency (layoff aversion) of business in Georgia. WIOA expands the use of IWT outside of layoff aversion strategies. For the worker, the training will upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for higher wages and promotional opportunities. The Workforce Development staff members administer, monitor, and evaluate the training program. They also provide fiscal and agreement compliance assistance during the training process. The following shall serve as guidelines for use of up to 20 % of Adult and Dislocated Worker funds for IWT.

Effective date:

The provisions of this policy shall go into effect on July 1, 2016.

Incumbent Worker Definition:

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

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

Source: [Georgia Workforce Development Effective Utilization of Rapid Response](#)

Company Eligibility:

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

1. Be a for-profit Georgia companies that have been in business in Georgia
2. In operation for a minimum of one (1) year immediately prior to submitting an application are eligible to apply.
3. Must also have a least one full-time, permanent worker (other than the owner),

4. Be financially viable, and be current on all state and federal tax obligations.
5. Compliant with the non-discrimination and equal opportunity provisions of WIOA of 2014, Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973; Age Discrimination Act of 1975; Title IX of the Education Amendments of 1972; and with 29 D.F.R. Part 37.

The following businesses are not eligible to apply for funds under this program:

1. A business currently receiving training funds, either directly or indirectly, from Georgia state government unless those training funds do not duplicate the training efforts outlined in the IWT application
2. A business that has received funds either directly or indirectly from Georgia state government under any previous training initiative, and the terms of the agreement for training have not been met
3. A training provider, unless it is to address the skills gaps of the training provider's incumbent workers
4. A Workforce Development Board or its administrative entity
5. A labor union
6. A government entity
7. A company whose primary business is education

Training Services:

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

1. industry or company-specific work skills,
2. Basic job skills,
3. Technical computer skills,
4. New manufacturing technologies,
5. Equipment operation training,
6. Changes in production processes,
7. "Soft skills", such as leadership, teamwork, communication, conflict resolution, and management skills.
8. Companies will select the types of training and training provider(s) that meet their business and training requirement before submitting an application for consideration.
9. GMWD does not maintain a list of approved training providers for the IWT programs.

Allowed/Disallowed Costs:

With proper documentation, the following direct training costs/expenses are reimbursable through the IWT Grant:

1. Tuition/fees
2. Training/Course Cost
3. Instructors' Wages (capped at \$35/hour for company employees delivering the training, capped at \$200/instructor hour for vendor training)
4. Textbooks/manuals limited to course content only. (capped at \$150/textbook and /or manual)
5. Curriculum development
6. Required expendable training supplies and materials
7. Necessary computer software that is used 100% for training purposes only.

Disallowed Costs:

Program funding cannot be used to pay for:

1. Trainee's wages and benefits during the training,
2. Travel or food expenses,
3. Lodging
4. Catering of training events
5. Training equipment, (although some training equipment may be reimbursable)
6. Administrative costs,
7. Compensation or consultant fees not directly related to the provision of training.
8. Capital improvements
9. Membership fees/dues
10. Conferences
11. Any costs outside the agreement period (effective beginning and ending dates of the agreement).
However, these types of training expenses, incurred within the approved agreement period, may be included as part of the "Employer Contribution" to the project. However, employee benefits are not an allowable match of some funding sources, as noted above.

Reimbursement Rate

Approved budget items are reimbursed upon presentation of adequate documentation of the training and evidence that the training expenses incurred have been paid. Businesses may request reimbursements as frequently as need during the 12-month period. For most efficient processing, companies are required to request reimbursements on a monthly basis. Reimbursements will be made in direct correlation with the business's training progress. The percent of funds reimbursed must stay equal to or less than the percent of trainees that have been trained to date. All reimbursements must be submitted no later than 60 days upon completion of training or with 60 days of the expiration of the contract, whichever occurs first. Reimbursement requests received after the 60-day deadline will not be processed. Further instructions will be made available to the business upon contract execution.

Business Requirements:

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

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

Employer share must be reported on the ETA-9130 quarterly financial report. ETA encourages States and local areas that utilize IWT to ensure contracts with employers provide sufficient information to include participants in reporting. Incumbent workers should be reported in the WIOASRD under element number 911 until new reporting layout is available.

Application Process:

The employer may contact GMWD for the Incumbent Worker Training Employer Application or they may email a request for same to: (To be determined)

Upon receipt of the completed Incumbent Worker Training Employer Application, GMWD will review application to determine employer's eligibility for IWT funding. More information may be requested from the employer to determine eligibility. The application must be reviewed for eligibility and approved. Then, a Contract for Delivery of Incumbent Worker Training must be drafted, approved and sign by all parties. This contract must be executed prior to the start date of the IWT. GMWD cannot assist with any costs for an Incumbent Worker Training program that starts before the Contract for Delivery of Incumbent Worker Training has been executed.

**** Please submit application to be submitted at least 30 days prior to the start date of the desired Incumbent Worker Training.**

Failure to submit the application at least 30 days prior to the desired start date of your IWT program may result in unauthorized costs which will not be reimbursable to the employer. Please note, however, that submittal within this timeframe does not guarantee that the approval date will be on or before your training start date.

What to Expect:

Application Receipt and Review:

Within 10 days of receipt an email will be sent to the company advising the receipt of the IWT application. Once received, the application will be reviewed for completeness and clarity of all the provisions and items requested. Information may be subject to verification by the employer or by the GMWD staff. The information to be verified may include:

1. How long the company has been registered/licensed to do business in Georgia.
2. Whether the company has any outstanding judgement liens of file.
3. Department of Revenue clearance letter verifying that the company is not delinquent of any state taxes.
4. Credit Check

An additional email will be sent to the applicant if the review reveals missing information from the application or if clarification is required. Once all the information has been satisfactorily received, the program manager will email company that the application is complete and an eligibility review will now need to be performed.

Funding Criteria:

1. Training Project:

The training project is reviewed to ensure all requested information regarding training project has been provided and all trainings outlined represent allowable training costs. Please note: Because of possible high demands and finite funds, funding of training projects may be prioritized by each local Workforce Development sector strategies which designates those companies that will have the greatest potential for impacting global competitiveness, employee retention and consideration and area jobs development.

2. The Budget/Financial Analysis

The budget is reviewed for accuracy and compared to the training project. The company must identify, in their IWT application, its contribution (company match) to the training program. The company contributions must equal at least a dollar-for-dollar match of the total requested funds, up to the maximum funding available. A company is awarded training funds to provide skills training to an agreed-upon number of workers/participants. If the company does not train the agreed-upon number of workers by the end of the agreement period, the final reimbursement may be pro-rated to bring the total project costs in line with the actual number of trained employees. If the company provides training to less than the planned number of employees or the projected

training is not completed, the cost of the training may be pro-rated. The IWT program manager should be able to easily correlate the items from the training project to the training budget. Additionally, an analysis is conducted to ensure the cost per training is reasonable as compared to type of training being delivered. And that the proposed training is determined to be an allowable/reimbursable cost.

3. Anticipated Outcomes:

The anticipated outcomes are reviewed to ensure that training will directly assist the company to increase its competitiveness, viability and/or profitability; allow it to create or save jobs; reduce turnover; and/or increase the short or long term wages of the trainee(s). Additionally, it is important that a brief statement be provided for each anticipated outcome. Failure to include this information (and clearly outline the statements in terms of each outcome) will delay the review of your application.

Notification of Approval:

Once the application has been approved, a congratulatory email will be sent to the company contact listed in the IWT application advising of the approval, the approved grant amount and the date that training can commence as to the approval date provided in the congratulatory email.

Technical Assistance:

The IWT program manager is available to provide technical assistance throughout the process from application through contract execution, monitoring and fiscal closeout.

Contract:

After application for IWT grant has been approved, the contract for the delivery of Incumbent Worker Training between GMWD and the business, or administrative entity, is drafted and sent to the company contact for review, revision or approval. All grants projects shall be performance based with specific measurable performance outcomes including completion of training projected and number of employees trained.

A. Contract Terms

The contract will set forth all processes and expectations for administering, implementing, and completing the training. If the contract is not executed within the aforementioned 30 day time frame, the grant award becomes null and void unless permission is granted by program manager.

B Length of Contract

Training must be completed within 12 months from the date of approval unless an extension agreement is made by all parties. From there, the company will have 60 days to submit final reimbursement requests for training completed during the contract period.

Reporting Requirements:

1. Training Progress Reporting: The IWT program staff expects to have ongoing communication with businesses regarding the progress of training.
2. (More work is being done in this section before it can be completed)

C Trainee Information

In addition to the reporting requirements listed above, there are specific reporting requirements regarding the individual employees who have received training. The information includes, but is not limited to:

- a. Legal Name of Trainee
- b. Contact Information

- c. Copy of Driver's License
- d. Date of Birth
- e. Social Security Number of Trainee
- f. Verification of Citizenship status (Right to Work)
- g. Selective Service Compliance (if applicable)
- h. Person with Disability
- i. Hourly Wage
- j. Job Title

Substitution Requests:

The business is expected to assess which and number of incumbent workers to be training and its immediate training needs and apply for the amount of funds needed to meet those needs within a 12 month or less time frame. The application is approved based on the training outlined in the proposal. If the approved training needs change, a substitution can be requested with at least 10 days' notice prior to start date of the desired IWT program. There is a maximum of three (3) substitution requests per lifetime of the contract (grant). The Program Manager will evaluate the request and the business will be notified via email of the approval or denial of the substitution.

Program Forms

1. Funding for Incumbent Worker Training Employer Information Form **Reimbursement Process**

Businesses may request reimbursement as frequently as needed during the 12-month period. For most efficient processing, companies are required to request reimbursement on a monthly basis. Reimbursements will be made in direct correlation with the business's training program. The percent of funds reimbursed must stay equal to or less than the percent of trainees that have been trained to date. All reimbursement must be submitted with 60 days of the contract end date.

Available Funding & Maximum Award Amount

Available Funding & Maximum Award Amount has yet to be determined or approved.

Item 5.14: Employer Information Form (Layoff Aversion Funding for Incumbent Training)



Date: _____

1. Employer Name, Address, and Contact Information (a business card may be attached):

Company
Name: _____
FEIN: _____
Address: _____
Contact Name: _____

2. Under what other names, if any, do you do business? Please list names and locations below:

3. What is your chief product or service?

What is your NAICS code? _____

If not known, search for NAICS codes at <http://www.census.gov/eos/www/naics/>.

4. How long have you been doing business in this area? _____ years

5. Is the company current on all state and local tax obligations? Yes No

6. Is the business being sold, closed, relocated or merging with another company? Yes No

7. Are there any outstanding wage and hour, health and safety, or discrimination complaints or adverse decisions applicable to your firm? Yes No

If yes, within how many years? _____

8. How many employees do you have? Part-time _____ Full-time _____ Temp. _____

9. Do you use a staffing agency? Yes No

If so, which one? _____

Please describe the relationship. _____

Employer Information Form Continued

Have any of the following conditions occurred in the last 12 months:

- The company has experienced a layoff in the previous 12 months. Yes NO
- A reduction or discontinued production due to declining sales. Yes NO
- The company has petitioned for bankruptcy in the previous 12 mos. Yes NO
- A sale or change of ownership. Yes NO
- The industry is experiencing adverse conditions or lost market shares. Yes NO
- The company supplies an industry experiencing adverse conditions. Yes NO
- Reduction in hours or number of shifts. Yes NO
- Significant turnover especially among management positions. Yes NO
- Changes in taxes or regulations. Yes NO
- A lack of necessary skills in the local workforce. Yes NO
- Declining sales. Yes NO
- Expansion of physical operations or production lines. Yes NO
- Non-Competitive wages. Yes NO
- Union contract expiration. Yes NO

10. If you answer yes to any of the above, please explain and supply supporting data.

11. Are jobs expected to last a year or more in the normal course of business?

Yes NO

12. Will incumbent worker training employees be guaranteed continued employment and no reduction in pay?

Yes NO

13. Please identify the specific need(s) for incumbent worker training.

14. Please address the specific skills gap requiring the intervention

Employer Information Form Continued

Additional Comments.

By signing below, the employer acknowledges that the information in this form is accurate the requirements have been received and agreed to.

Employer Name:	GMWD Signature and Date:
Authorized Signature and Date:	Print Name and Title
Print Name and Title	Review by:
Witness Signature and Date:	Authorized Signature and Date:
Print Name:	Print Name and Title:

<p><u>ADMIN. USE ONLY</u> CONTRACT NO.: _____ DATE RECEIVED: _____ DATE APPROVED: _____ DISAPPROVED: _____</p>
--

Item 6.1: Extension of Memorandum of Understanding

**EXTENSION OF MEMORANDUM OF UNDERSTANDING
ESTABLISHING ONE-STOP CONSORTIA**

**PURSUANT TO THE
WORKFORCE INNOVATION AND OPPORTUNITY ACT
FORMERLY KNOWN AS 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 Region 2 Georgia Mountains Workforce Consortium.
2. **DURATION:** Extension shall be until June 30, 2017 or until a new Memorandum of Understanding is signed by Workforce Consortium.

Any party may withdraw 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 Region 2 Georgia Mountains Workforce Consortium (Entity 1) and the Georgia Mountains Workforce Development 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. All references to Workforce Investment Act of 1998 or WIA in this MOU shall be replaced and understood as the Workforce Innovation & Opportunity Act.

**Memorandum of Understanding
Signature Page**

Georgia Department of Labor

Date

Georgia Vocational Rehabilitation

Date

Georgia Department of Family and Children Services

Date

Adult Education Literacy, Athens Technical College

Date

North Georgia Technical College

Date

Lanier Technical College

Date

GMRC Workforce Development

Date

ATTACHMENTS

Attachment 1: Local Workforce Development Board Roster

Georgia Mountains Workforce Development, Area 2

Board Member Name	Entity(s) Representing (Last, First Name)	Position/Job Title	Board Member Phone #	Board Member Email Address	Board Member Mailing Address	Date Seated on Board (X/X/XX)	Board or Committee Position
Alexander, Lee	Northeast GA Health System	CHRC Director, Workforce Planning & Employment	770-219-0401	lee.alexander@nghs.com	743 Spring St. , Corporate Plaza, Gainesville GA 30501	6/1/2015	BOARD MEMBER
Bridges, Thomas	Triple C Farm/Franklin County Board	Business Owner/Chair	706-384-2483	triplecfarm05@aol.com	P.O. Box 159, Carnesville, GA 30521	1/1/2015	BOARD MEMBER
Cagle, David	Plumbers, Pipefitters, and Service Technicians Local Union 72	Marketing Rep	404-285-1454	ppfdavid@bellsouth.net	P.O. Box 136 Bowersville, GA 30516	10/1/2014	BOARD MEMBER
Gibby, Andrea	Appalachian Children's Center, Inc.	Consultant	706-379-3171	andreagibby@cityofyoungharris.net	P.O. Box 84, Young Harris, GA 30582	9/1/2013	BOARD CHAIR

Board Member Name	Entity(s) Representing (Last, First Name)	Position/Job Title	Board Member Phone #	Board Member Email Address	Board Member Mailing Address	Date Seated on Board (X/X/XX)	Board or Committee Position
Hill, Peter J. Sr.	HDA Architects, Inc.	Architect/President	706-531-9998	pete@hda-architects.com	473 Beck Lane, Dawsonville, GA 30534	10/1/2014	BOARD MEMBER
Hoyle, Tony	Mechanical Trades Institute	Welding Director	678-486-7600	tonyh@72jatt.com	1445 Trae Lane, Lithia Springs, GA 30122	10/14/2015	BOARD MEMBER
Norton, Sam	Picnic Café' and Dessertery	Owner	706-969-3909	snorton@windstream.net	30 Public Square, Dahlonega, GA 30533	10/1/2014	BOARD MEMBER
Bala, Tim	Kubota	Training Manager	770-532-0038	tim.bala@kubota.com	2715 Ramsey Rd. Gainesville, GA 30501	6/1/2015	BOARD MEMBER
Schubring, Ken	Fieldale Farms Corp.	Corporate Facilities Manager	706-778-5100	kenschubring@fieldale.com	P.O. Box 1527, Clarkesville, GA 30523	10/1/2013	BOARD MEMBER
Long, Robert	Cumming-Forsyth County Chamber of Commerce	President of Economic Development	770-887-6461	rlong@cummingforsythchamber.org	212 Kelly Mill Rd., Cumming, GA 30040	1/1/2016	BOARD MEMBER

Board Member Name	Entity(s) Representing (Last, First Name)	Position/Job Title	Board Member Phone #	Board Member Email Address	Board Member Mailing Address	Date Seated on Board (X/X/XX)	Board or Committee Position
Wade, William	Community and Southern Bank	Vice Chair Market Leader, Vice President	678-293-1474	will.wade@mycsbonline.com	53 Mechanics -ville Rd., Dahlonega, GA 30533	9/1/2013	VICE CHAIR
Auvermann, Charlie	North GA Network	Board of Directors	706-265-8761	development@dawson.org	135 Prominence Court, Ste. 170, Dawsonville, GA 30534	10/1/2014	BOARD MEMBER
Perren, Dr. Ray	Lanier Technical College	President	770-531-6304	rperren@laniertech.edu	2990 Landrum Education Drive, Oakwood, GA 30566	5/1/2015	BOARD MEMBER
Dockery, Chris	DocMartin Construction/ County Commission Chair	Owner/Chair	706-864-3742	chris.dockery@lumpkincounty.gov	99 Courthouse Hill, Suite A, Dahlonega, GA 30533	6/1/2013	BOARD MEMBER
Ivester, Mark	North Ga Technical College	Vice President Economic Development	706-754-7736	mivester@northgatech.edu	1500 Hwy 197 N, Clarkesville, GA 30523	1/1/2015	BOARD MEMBER

Board Member Name	Entity(s) Representing (Last, First Name)	Position/Job Title	Board Member Phone #	Board Member Email Address	Board Member Mailing Address	Date Seated on Board (X/X/XX)	Board or Committee Position
James, Greg	The Home Place/Rabun County	General Manager/ Rabun County Commission Chair	706-982-9816	gregandjenjames@gmail.com	P.O. Box 1717, Clayton, GA 30525	10/1/2014	BOARD MEMBER
Mack, Deborah	Hall County Family Connection	Community Volunteer, Board Secretary	770-536-9786	dmack2344@att.net	P.O. Box 853, Gainesville, GA 30503	9/1/2013	BOARD MEMBER
Hunter, Cassandra	Job Corps. Services	Career Transition Specialist	706-583-2548	hunter.cassandra@jobcorps.org	150 Evelyn C. Neely Drive, Athens, GA 30601	5/1/2015	BOARD MEMBER
Smith, Danette	Georgia Department of Labor	Regional Coordinator for Economic Development	404-859-9897	danette.smith@gdol.ga.gov	P.O. Box 272, Toccoa, GA 30577	6/1/2013	BOARD MEMBER
Mendiratta, Mary Ellen	Vocational Rehabilitation Program	Unit Manager	770-535-5799	MaryEllen.Mendiratta@gvra.ga.gov	2756 Atlanta Hwy., Gainesville, GA 30504	2/1/2016	BOARD MEMBER

Attachment 2: Local Negotiated Performance

Georgia Mountains Workforce Development, Area 2

Note: WIOA Performance Measures for Area 2 are currently being negotiated, and will be included as soon as they are determined. PY15 Goals are included as Addenda Item 3.2

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

Attachment 3: Comments that Express Disagreement
Georgia Mountains Workforce Development, Area 2

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3

Originating Entity:

Comment:

Comment 4

Originating Entity:

Comment:

Attachment 4: Signature Page

Georgia Mountains Workforce Development, Area 2

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

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____