
Three Rivers
Workforce Development Board Meeting
February 23, 2017 11:00 AM

AGENDA

- I. Welcome & Call to Order – Chairman, Greg Burns
- II. Approval of WDB Minutes (10.27.2016)
- III. Chairman’s Report – Chairman, Greg Burns
- IV. Director’s Reports – Mr. Robert Hiett, Governmental Services Division Director
 - a. Policy Approvals
 - TRRCWD Grievance Procedures
 - Pre-Paid Items
 - OJT Policy
 - Rapid Response
 - b. Request for Proposals (RFPs) Update
 - c. One-Stop Location Recommendation
 - d. Budget Report
- V. Program Services Reports – Carolyn Mitchell, Program Services Manager
 - a. Youth Committee Update
 - Youth Caseload Reports
 - b. Training Program Approvals
 - WGTC Welding Training
 - ETPL Additions
 - c. Caseloads by County Report
- VI. Program Services – Stephanie Glenn, Program Manager
 - a. Business Services Contracts
 - b. Citizens Served Report
 - c. Region 8 – Trades Day Update
- VII. Other Business – Robert Hiett, Governmental Services Division Director
 - a. Region Plan Update
 - b. Final Business Service Evaluation Form
 - c. HDCI Update
- VIII. Next Meeting – April 27, 2017
Location: Turin Town Hall, 47 Turin Road Turin, Georgia 30289
- XI. Adjournment

Three Rivers Workforce Development
Executive Committee Board Meeting

February 23, 2017 11:15 AM

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**THREE RIVERS
WORKFORCE DEVELOPMENT BOARD MEETING**

POST AGENDA

October 27, 2016

11:00 a.m.

The Three Rivers Workforce Development Board, Area 8 held a Meeting on October 27, 2016 at 11:00 a.m. at the Turin City Hall, 47 Turin Road, Turin, GA 30289. Members present were presiding Chairman Greg Burns, Regina Abbott, Sallie Barker, Todd Browning, Mitch Byrd, Deborah Carson, Brandon Eley, Kevin Hilton, Karen Kirchler, Donna Lackey, Maggie Laton, Gail Long, Keisha Ray, Keven Sasser, Larry Spillers, and Greg Webster. Other members were unable to attend.

Other Members Present:

CEO members included: Mayor Jim Chaffin, Mayor Dick Morrow, and Mayor Kay Pippin

Youth Committee Members included: William Futrell

Guest member included: Mr. Randy Beall, Local Union Organizer Business Representative

Staff Present: Robert Hiett, Stephanie Glenn, Dawn Burgess, Carolyn Mitchell

The agenda consisted of the following items:

- Welcome & Call to Order
- Approval of TRWDB Meeting Minutes (8.25.16)
- Chairman's Report – Greg Burns, Workforce Development Board Vice-Chair
- Director's Report – Mr. Robert Hiett, Governmental Division Director
 - a. Business Agreements and Contract Approvals
 - b. Budget Report
 - c. Policy Updates
 - d. Bylaws Revisions
- Youth Committee Updates, Carolyn Mitchell, Program Services Manager
 - a. Youth Committee Update
 - Youth Caseload Reports
- Program Services – Stephanie Glenn, Program Manager
 - a. Caseloads by County Reports
 - b. Training Provider Approval
 - WGTC Continuing Education – Welding Certification
 - c. Crane Industries Re-Entry Program Agreement
- Other Business – Robert Hiett, Governmental Services Division Director

After the Welcome & Call to Order the following action items were taken:

1. Approval of the Meeting Minutes (8.25.16)
2. Approval of Business Agreements and Contracts
3. Approval of Bylaws Revisions
4. Approval of the Training Providers
5. Approval of the Crane Industries Re-Entry Program Agreement – Item not approved by the TRWDB Board Members

Opening (Called to Order)

Vice-Chairman Burns called the meeting to order and welcomed everyone in attendance. Vice-Chairman Burns introduced and welcomed the new Board Members Larry Spillers, Donna Lackey and Maggie Laton to the Board.

Minutes

Vice Chairman Burns asked for the approval of the August 25, 2016 Meeting Minutes.

Motion

Kevin Hilton made the motion to approve the August 25th TRWDB Meeting Minutes. Maggie Laton 2nd the motion. The motion was approved 14-0.

Vice-Chairman Burns informed the Board members that our Chairperson Kathy Knowles resigned from the Board.

Chief Elected Officials Meeting

Vice-Chairman Burns informed the Board members that the Chief Local Elected Officials meeting will be held immediately after the TRWDB meeting at noon.

Nominations

Vice-Chairman Burns asked the Board members for nominations to elect a new TRWDB Chairman.

Motion

Mitch Byrd made the motion to nominate Vice-Chairman Greg Burns as the new TRWDB Chairman. Karen Kirchler 2nd the motion. The motion was approved 14-0. He informed the Board members that they will need to elect a new Vice Chairman at the next board meeting.

TRWDB Executive Committee

Vice-Chairman Burns nominated Ms. Donna Lackey to serve on the TRWDB Executive Committee. Greg Webster 2nd the motion. The motion was approved 14-0.

Vice-Chairman Burns called for the Director's report.

Director's Report

Training Agreements

Mr. Hiett stated that the first item in the board packet is a copy of the budget layout. He informed the Board members that the State Workforce Division contacted him about uniting with Thomaston for career services training. Mr. Hiett stated that we were working with setting the training up for the potential approval at today's meeting, but the State vetoed the training. He stated that there may be a disconnect with the state and training providers. Mr. Hiett stated that we need additional information from the state in order to move forward with this process. Mr. Hiett stated that once he receives guidance from the state, he would bring it back before the board for approval or it could go before the Executive Committee for approval.

Contracts

Mr. Hiatt informed the Board members that he has several training contract recommendations for their approval today. He informed the Board members that the proposed On-the-Job and Incumbent Worker Training (OJT/IWT) contracts are Poly Fiber, Johnson Controls, and Carrollton Housing Authority. Mr. Hiatt stated that we are proposing to work with these companies for on-the-job training (OJT) to assist people with getting into the OJT training program and retain permanent employment. Mr. Hiatt advised the Board members that we have two individuals at Poly Fiber, 316 individuals at Johnson Controls, and 3 individuals at the Carrollton Housing Authority. The Incumbent worker training is design to upgrade the skills of the participants.

Vice-Chairman Burns asked for the Board's approval for the OJT training contracts.

Motion

Sallie Barker made the motion to approve the OJT Training Contracts. Keven Sasser gave the 2nd. The motion was approved 14-0.

Incumbent Worker Training Contracts

Mr. Hiatt informed the Board members that the incumbent worker training is design to upgrade the skills of the participants. Mr. Sasser asked for the life skills is there a CAP for the participant? And how do we determine the cost for 316 participants at Johnson Control. Mr. Hiatt stated that it could be a reimbursement for training and not the salary of the participant. He stated its about sharing the cost with the companies.

Ms. Kirchler asked is there a baseline rate for the employer for training deliverables, and who gets to decide the training cost and parameters'. Mr. Hiatt informed the Board members that they are responsible for deciding and approving the cost. Mr. Eley asked are there any thresholds for participants, and do they have to make under \$11,800. Mr. Hiatt stated that the participants have to be eligible for the training program.

Mayor Blalock asked if the individuals come to us or do we work with the companies. Mr. Hiatt stated that we work with the companies, and it depends on the situation.

Vice-Chairman Burns asked for the Board's approval for the Incumbent Worker Training Contracts.

Motion

Donna Lackey made the motion to approve the IWT contracts. Brandon Eley gave the 2nd. The motion was approved 14-0.

Paid Internship Worksite Recommendations

Ms. Stephanie Glenn informed the Board members the cost will be divided between the adult/dislocated workers. The positions are from the medical to the manufacturing fields. The total cost for the training is \$144, 325.80; It's 240 – 480 hours for training by the type of participant training.

Ms. Glenn stated that this is the best opportunity to work with the manufacturing work site agreements.

Vice-Chairman Burns asked for a motion to approve the Paid Internship Worksite Agreement training.

Motion

Keven Sasser made the motion to approve the Paid Internship Worksite Agreement training. Sallie Barker 2nd the motion. The motion was approved 14-0.

Mr. Byrd asked if the \$8.50 is the correct salary for the CNAs'. Mr. Hiett stated that the wages are to assist with the high turnover. He also informed the Board members, to continue in the CNA program is up to the individual. It's up to the individuals whether they want to stay in the program.

Ms. Kirchler asked what is the benefit to the employee. Mr. Hiett stated that we are doing the contracts, and Sonja Baisden our Business Services Specialist will keep up with the cost agreements and performance metrics on the Business Contractors.

Mr. Spillers asked are we going to track the participants' education performance. Mr. Hiett stated that we will create a tracking system to assist us with this.

Vice-Chairman Burns asked for a recommendation to fund and track this process. All approved.

Policy Update

Mr. Hiett provided an update of the One-Stop Procurement Communication Policy, and asked the Board members for approval of the policy. He advised the Board members on June 30, 2017 we are required to bid the One-Stops out, and we need to adopt the policy.

Vice-Chairman Burns asked for a motion to approve the One-Stop Procurement Communication Policy.

Larry Spillers made the motion to approve the One-Stop Procurement Communication Policy. Sallie Barker 2nd the motion. The motion was approved 14-0.

Mr. Hiett stated that we will need 3 volunteers to serve on the One-Stop Selection Committee.

Bylaws Revisions

Mr. Hiett stated that the bylaws were modified to reflect the changes of how we use technology. In addition, the per diem rate has changed and the new WDB Board member number has changed from 31 Board members to 19 members.

Vice-Chairman Burns asked for a motion to approve the Revised Bylaws.

Todd Browning motion to approve the revised bylaws. Mitch Byrd 2nd the motion. The motion was approved 14-0.

Mr. Hiatt asked to modify the agenda. The board approved the modification to the agenda. Mr. Hiatt asked the Board for permission to move funds to dislocated worker in the amount of \$71,066, which will bring the total of funding for dislocated workers to \$101,266.59.

Vice-Chairman Burns asked for a motion to approve the moving of funds to the dislocated workers in the amount of \$71, 066.

Karen Kirchler made the motion to approve the moving of funds to the dislocated workers. Greg Webster 2nd the motion. The motion was approved 14-0.

Training Provider Agreement

Ms. Carolyn Mitchell asked for approval for the training providers welding program. She advised the board members the training is a 10-week program, 5 hours a week for a total of 50 curriculum hours. She informed the Board members that this is a new program with WGTC, and they are currently working to development a partnership with employers who have expressed a need for employers in this trade.

She informed the Board members the total cost for the program is \$3,500, Supplies/PPE: \$290.00 with a total cost per participant will be \$3,790.00. Ms. Mitchell informed the Board members the outcome of the training will be each participant will receive the Basic Shielded Metal Arc Welder Certificate. Ms. Mitchell discussed the Labor Market Information to the Board members. The average State wages for Georgia using the 2015 Employment Wage Statistics, the starting salary will range from \$10.72 an hour to \$23.97 an hour after the participant(s) receive their certificate.

Vice-Chairman Burns asked for a motion to approve the training provider agreement (welding program) at WGTC.

Keven Sasser made the motion to approve the moving of funds to the dislocated workers. Donna Lackey 2nd the motion. The motion was approved 14-0.

Crane Industries Re-Entry Program Agreement

Ms. Glenn provided the Board members with an overview of the Crane Industries Re-Entry Program to partner with WGTC. She informed the Board members the training will be provided to individuals currently incarcerated in Carroll and Troup Counties. The training will result in high demand skills for inmates, and an opportunity to decrease the reoffending in the Three Rivers region. Ms. Glenn informed the Board members the total number of training hours per participant will be 180 hours, the total participant fee is \$8,444.00, and the grand total for 10 students \$84,440.00. She informed the Board members that the training will be administered by CIS Certified Instructors.

Ms. Glenn asked the Board members to approve the Crane Industries Re-Entry Program Agreement.

Vice-Chairman Burns asked for a motion to approve the Crane Industries Re-Entry Training Program at WGTC.

Mitch Byrd opposed to not approve the Crane Industries Re-Entry Program Agreement. Gail Long 2nd the motion. The motion was approved 14-0.

Adjournment

Vice-Chairman Burns asked for a motion to adjourn the meeting at 12:15 p.m. Motion carried unanimously by all members of the Board.

As there was no further business to discuss, the meeting was adjourned.

Greg Burns, Chairman

Director

Director's Reports



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

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

TRRC Workforce Development Grievance and Complaints Procedure

GENERAL POLICY

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

EQUAL OPPORTUNITY POLICY

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

Equal Opportunity Is the Law (29 C.F.R.§ 38.30)

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas:



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The recipient must not discriminate in any of the following areas:

- deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity;
- providing opportunities in, or treating any person with regard to, such a program or activity; or
- making employment decisions in the administration of, or in connection with, such a program or activity.

What To Do If You Believe You Have Experienced Discrimination

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

- the recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- the Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW., Room N-4123, Washington, DC 20210.

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

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

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

RECORD KEEPING

The TRRCWD shall maintain an automated or manual log of discrimination complaints to include, name and contact information of complainant; the basis of the complaint (i.e., race, sex, age, etc.), a description of the complaint; the date the complaint was filed; the disposition and date of disposition of the complaint; and other pertinent information.

Records pertaining to discrimination complaints, investigations or any other such actions shall be retained for a minimum of three (3) years from the date of resolution. Information pertaining to the identity of any persons providing information related to or assisting in, an investigation or a compliance

review shall be maintained in a confidential manner to the extent possible. In the event that it is necessary that a person's identity be disclosed, the person(s) shall be protected from retaliation.

COMPLAINTS OF DISCRIMINATION

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

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

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

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

A complainant may be filed directly with the Director, Civil Rights Center, U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210. Or at the website below:

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

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

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

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

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

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

COMPLAINTS OF FRAUD, ABUSE OR OTHER ALLEGED CRIMINAL ACTIVITY

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

COMPLAINTS AGAINST PUBLIC SCHOOLS

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

ALL OTHER COMPLAINTS (VIOLATIONS OF THE ACT OR REGULATIONS)

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

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

Complaints filed with TRRCWD must contain the following:

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

For the grievance submission form, see page four of these procedures or the website:

<http://www.threeriversrc.org>

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

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

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

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

rendering of a decision on the grievance/complaint.

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

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

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

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

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

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

Name

Date

Three Rivers Workforce Development Board Prepaid Items Policy

The Three Rivers Workforce Development Board (TRWDB) shall establish a prepaid item policy in order to estimate demand for workforce program promotional items, and to properly identify, track, and record the use of such prepaid items. The policy shall be implemented by using the guidelines below.

Prepaid Item Definition:

- Workforce prepaid items shall be promotional items used to increase awareness of the workforce program, and to provide relevant follow up contact information for potential program participants.

Prepaid Item Demand Estimation:

- The TRWDB staff will order prepaid items no more than once per fiscal year.
- The quantity ordered shall be no larger than 25% of the average of the active training caseload for the previous program year.

Prepaid Item Inventory Process and Recordkeeping:

- Prepaid items shall be inventoried by TRWDB administrative staff, and locked in a secure location.
- Prepaid items shall be assigned to staff to use at official workforce events in order to promote awareness of the workforce program.
- Administrative staff shall perform regular reconciliation, no less than monthly, to maintain the prepaid item inventory log.
- Verification procedures shall ensure that the items on hand are accounted for based on purchase and assignment logs.

Greg Burns, Chairman
Three Rivers Workforce Development Board

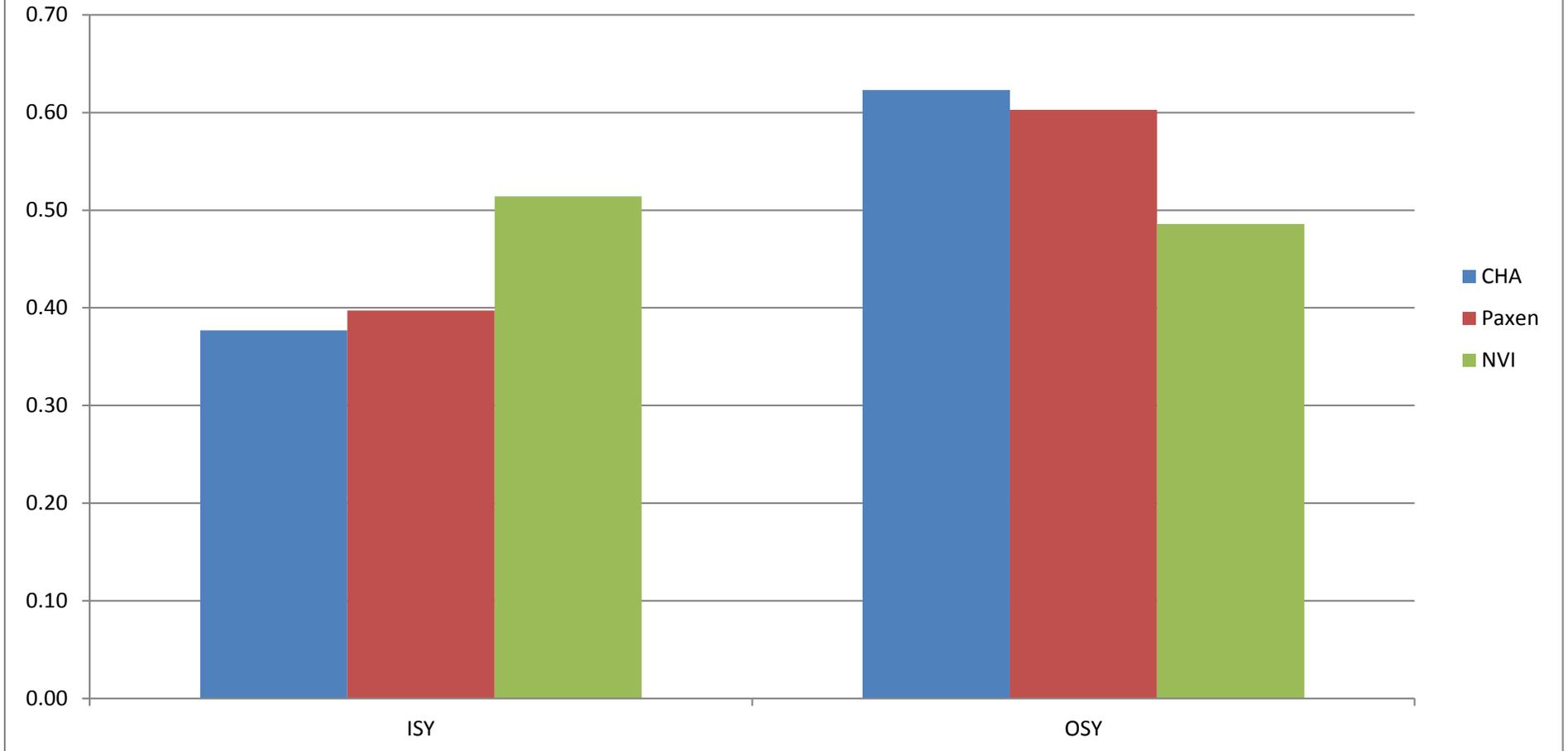
February 23, 2017

Date

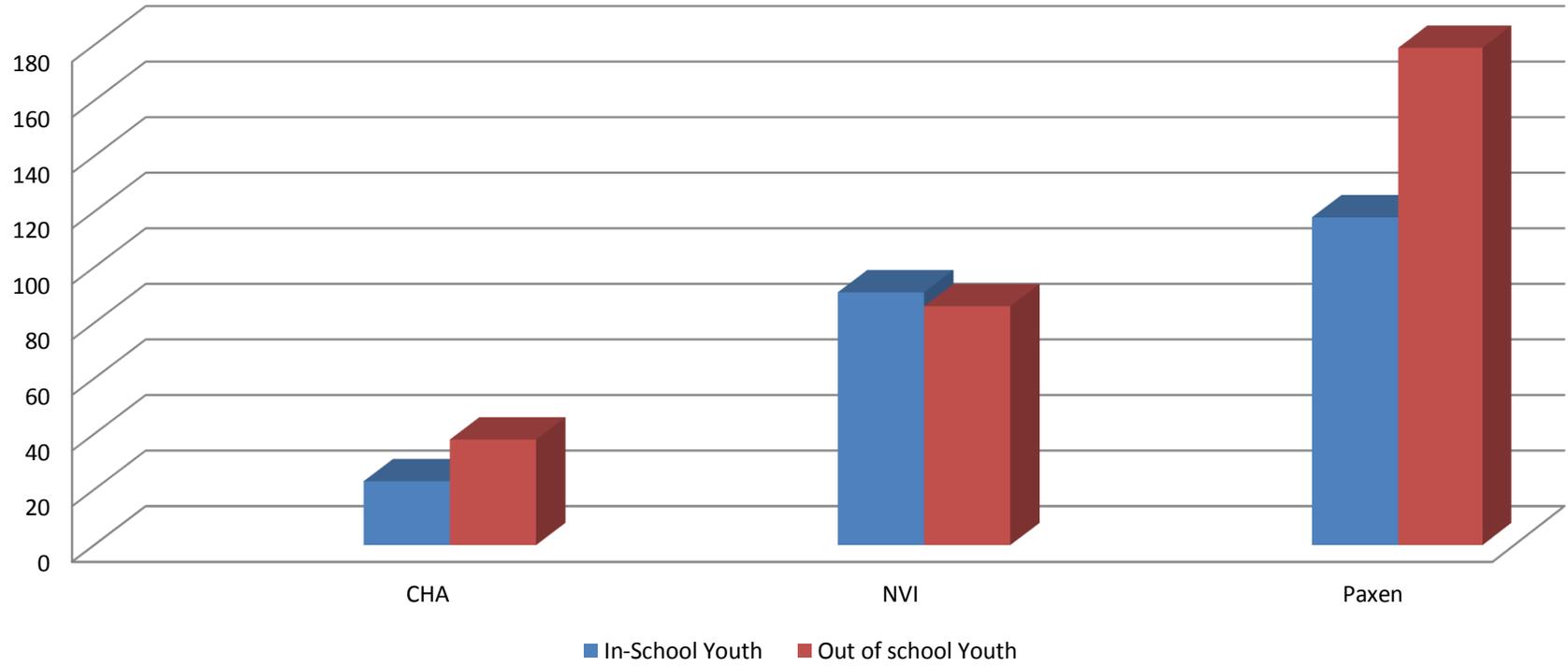
Program Services Reports & Updates

FY 2016 Youth Caseload Percentages

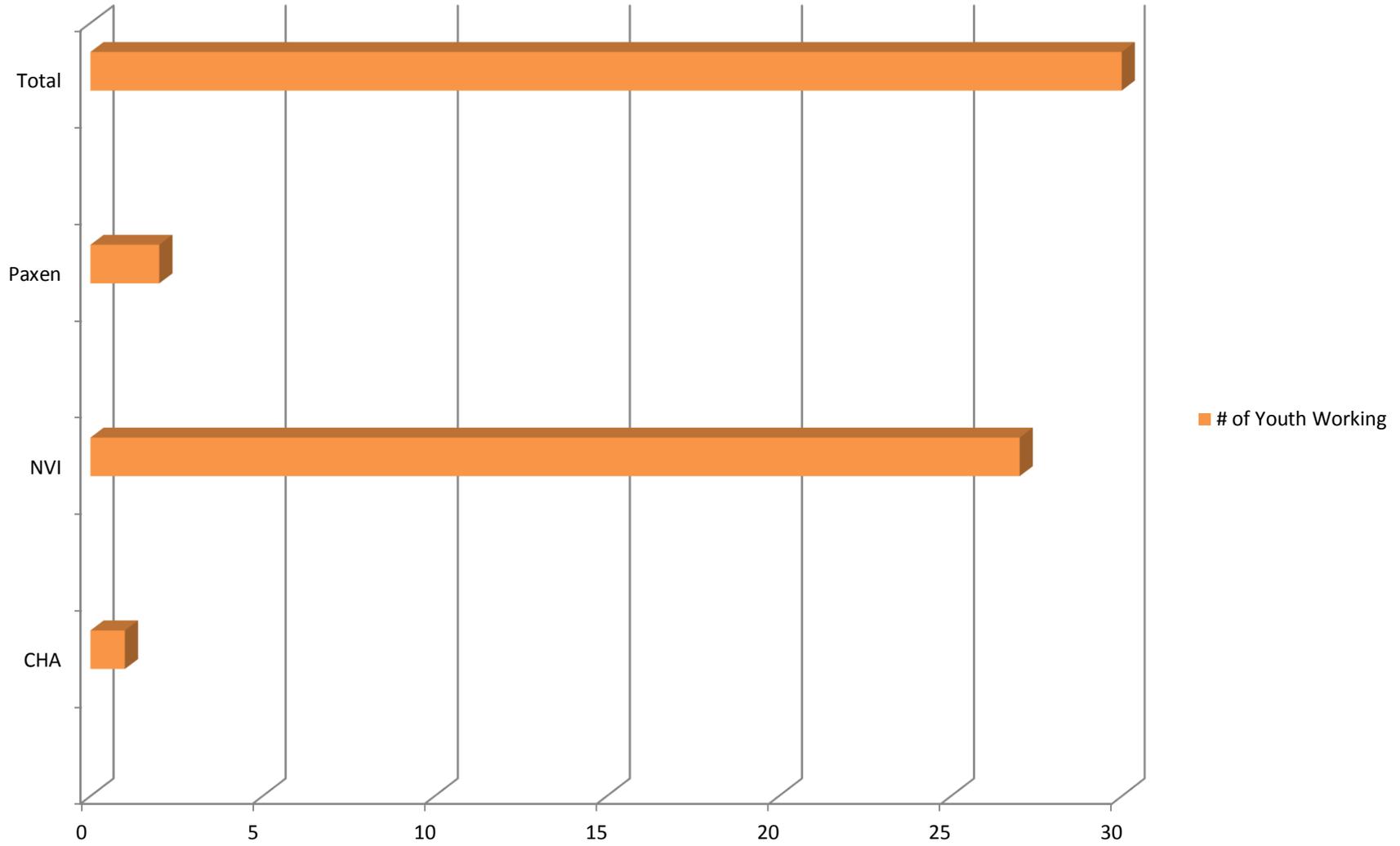
ISY = In School / OSY = Out of School



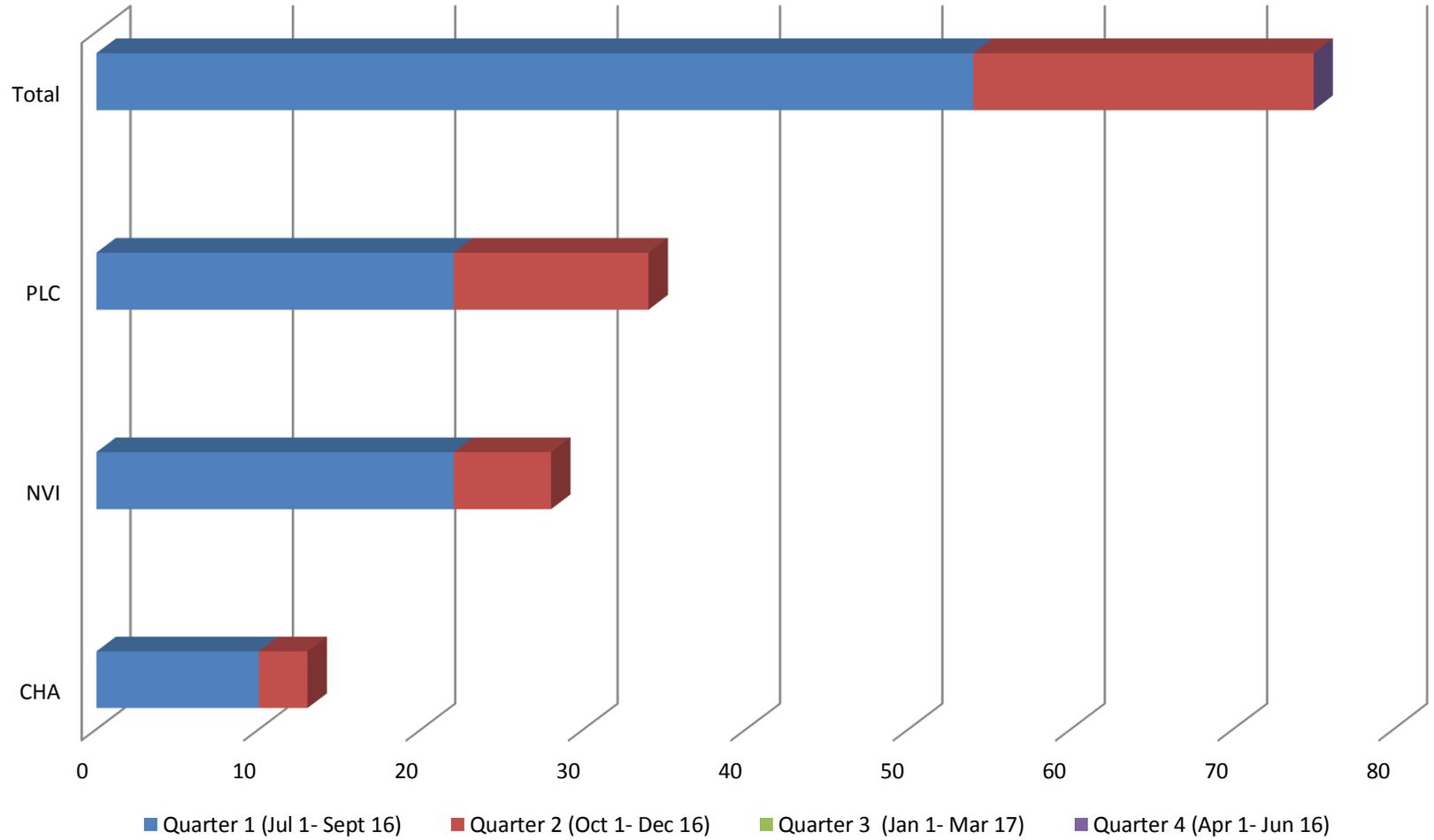
Active Caseloads as of December 31, 2016



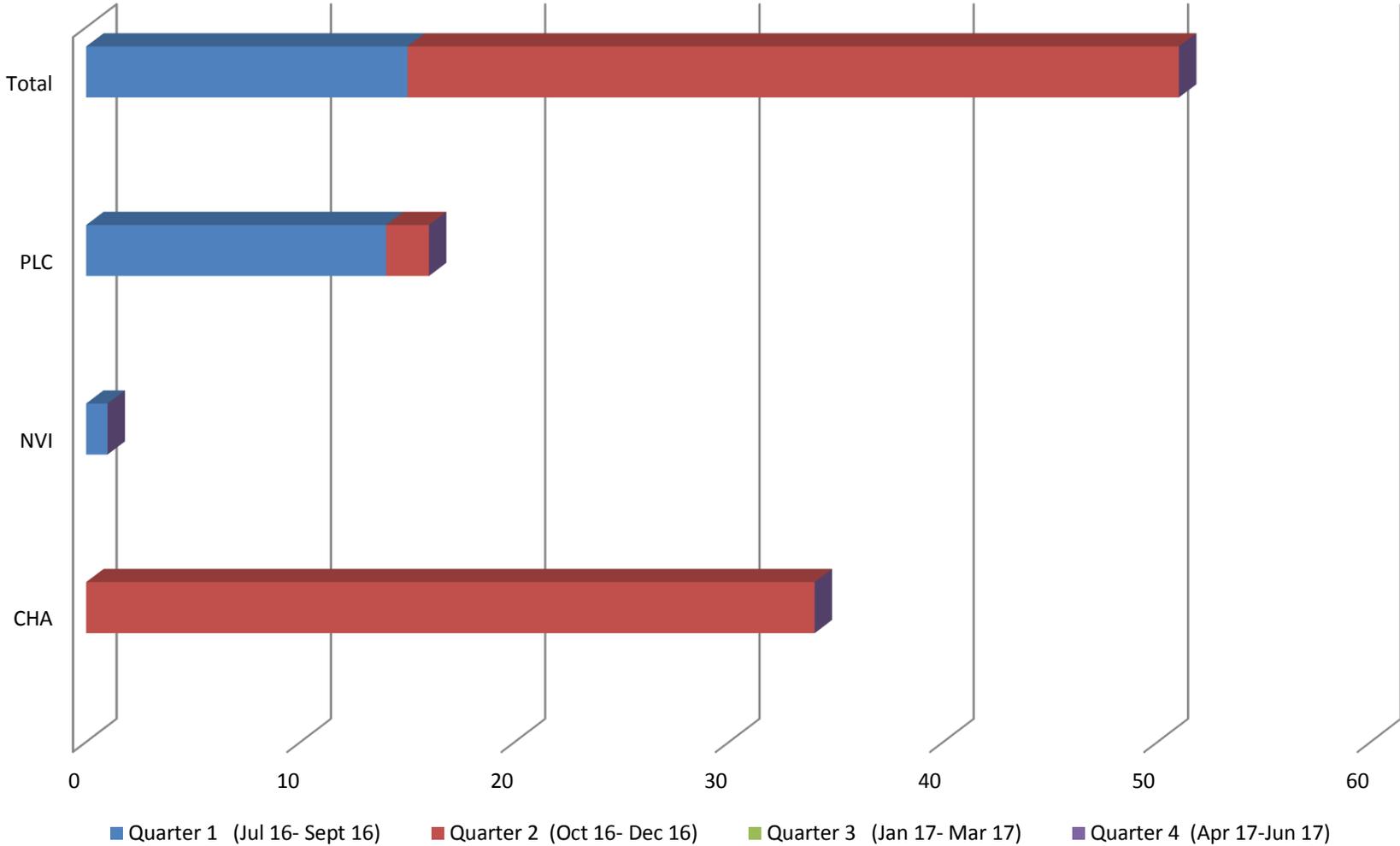
Youth Currently Working



New Registrations for PY 2016



Exits for PY 2016



CORPORATE TRAINING PROPOSAL AND AGREEMENT

Submitted To:

Three Rivers



Connecting Talent with Opportunity
A proud partner of the American JobCenter network

Three Rivers Workforce Development Board

1210 Greenbelt Drive
PO Box 1562
Griffin GA 30224
Phone: 770-229-9799

Submitted By:



West Georgia Technical College

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Training Proposal Summary:

This program is designed to provide valuable welding skills for inmates at the Carroll and Troup County Correctional Facilities that will allow them to gain meaningful employment upon release and will also provide a new pipeline of highly skilled professionals for the welding industry. The program includes Introduction to Welding, Basic and Advanced Shielded Metal Arc Welding, and Gas Metal Arc Welding. Students completing the program will be eligible for the AWS Weld Test Certification in Shielded Metal Arc and Flux-Cored Metal Arc Welding (see details below)

Basic Shielded Metal Arc Welding- (50 HRS)

SECTION 1 – BASIC SAFETY

Includes Personal Protection Equipment (PPE) overview, the use of hand tools, power tools, oxyfuel safety and welding safety.

SECTION 2 – WELDING MATH AND BASIC MEASUREMENT

Includes basic and construction math, reading a ruler and understanding plumb and level.

SECTION 3 – INTRODUCTION TO WELDING

Includes an introductory study of welding safety, metal preparation, weld quality, SMAW – Equipment and Set-Up, electrodes, beads & fillet welds, joint fit-up and alignment, grooves with backing and grooves – open butt.

Advanced Shielded Metal Arc Welding- (50 HRS)

SECTION 4 – HORIZONTAL POSITION - SMAW

Welding of the 5 Engineered Joints: (Tee's, Corner, Lap, Edge, and Butt Joints) in the Horizontal – Position
Welding and completion of the Vee-Groove for the Bend test in the Horizontal – Position

SECTION 5 – VERTICAL POSITION - SMAW

Welding of the 5 Engineered Joints: (Tee's, Corner, Lap, Edge, and Butt Joints) in the Vertical – Position
Welding and completion of the Vee-Groove for the Bend test in the Vertical - Position

SECTION 6 – OVERHEAD POSITION - SMAW

Welding of the 5 Engineered Joints: (Tee's, Corner, Lap, Edge, and Butt Joints) in the Overhead – Position
Welding and completion of the Vee-Groove for the Bend test in the Overhead – Position

Gas Metal Arc Welding- (50 HRS)

SECTION 7 – GMAW/FCAW – ALL POSITIONS

Welding of the 5 Engineered Joints: (Tee's, Corner, Lap, Edge, and Butt Joints) in **1F, 2F, 3F and 4F** Positions
Welding and completion of the Vee-Groove for the Bend test in **1G, 2G, 3G and 4G** Position

Upon successful completion of this program, students will be eligible for the AWS Weld Test Certification in Shielded Metal Arc and Flux-Cored Metal Arc Welding.

Past Performance/Performance Requirements:

1. Students completing the program will be eligible for and will take the AWS Weld Test Certification in Shielded Metal Arc and Flux-Cored Metal Arc Welding.
2. Students must either have a high school diploma, a GED, or currently enrolled in a GED course and making progress with documentation of enrollment provided from the GED program instructor.
3. No Disciplinary Reports for six (6) months, participants must be within 6 to 12 months of release date in order to be eligible for training.
4. Positive work performance on Detail
5. Approval of Deputy Warden

Data Tracking:

Students will self-report to Carroll County Correctional facility; Carroll County can track through the parole and probation department; Carroll County can track through a Transition Center. The participants are required to maintain contact with WGTC and WorkSource Three Rivers staff to provide valid address for verification and tracking of outcomes which will be documented in the Georgia Work Ready Portal. All parties will work together to ensure satisfactory attempts for placement, follow-up after placement and job retention.

Training Related Employment:

1. The WGTC faculty will have contact information and employment leads for some industries. Many times local industries will contact the faculty in search of welders to interview/hire.
2. Incentives are available to businesses, such as The Work Opportunity Tax Credit, for hiring and retaining new employees who are members of qualified groups. Ex-felons are also included in this group.
3. It is a known fact that skilled welders are difficult to find and retain and welding is one of Governor Deal's Strategic Industries Workforce Development areas. Some of the companies who participate are Leuco Tools, Precision Roll Grinders, Saber Diamond Tools, Pilgrim's Pride, Carrier Corp., Conagra Foods, Divizio Industries, Dunlop Tires, DuPont, Duracell, General Electric, General Motors, Miller Brewing Co., US Steel, and others. *(Please refer to the attached Companies Who Hire Felons List)*
4. WGTC will provide assistance to inmates upon completion of the program which includes job placement, search and referral. WGTC has confirmed employers to which participants will be referred to, upon completion of program requirements, for interviews and job placement into the industry. WorkSource Three Rivers staff will assist with basic career services which will increase chances to gain employment.

Students proficient in the SMAW and FCAW processes have a skill that is in-demand for employment in the welding industry. This training will provide that skill, and increase employability for candidates that successfully complete the program.

Dates: TBA

Location(s): Carroll & Troup counties

Number of Students:

Because of the size of the facilities, we recommend a total number of students between both Carroll and Troup counties of 10. The first cohort will begin training in March 2017 after approval by Three Rivers

Workforce Development Board. Future cohorts funded by The Three Rivers Workforce Development Board will be determined by Three Rivers Workforce Development Board based on performance outcomes of original agreement and funding availability. Cohorts not funded by TRWDB will be determined by the training provider. TRWDB will not be responsible for training costs, registrations, or services associated with cohorts not approved by The LWDB.

**The Personal Protection Equipment (PPE) will be purchased by WGTC and it will remain locked in the welding unit when not being used. The equipment will remain locked up in the welding modular while the students are taking class. When class(es) are completed, the correctional facility will be responsible for locking up the equipment or getting it to the appropriate family member for future use.*

Dates: 3/1/2017 – 6/30/2017

Days/Times: TBD

Location(s): Carroll and Troup Counties

Instructors: Misc.

Max Number of Students: 10

Total Number of Training Hours: 150

Per Participant Fee: \$9,250

Maximum Agreement: \$92,500.00

CFDA Number: Adult = 17.258

Agreement: The undersigned indicate their agreement to this training proposal. An invoice will be sent on or shortly after the completion of this course. All invoices must be received within 60 days of completion of each course. All invoices received after the 60-day period will be considered late, and will not be paid.

Greg Burns, Chairman
Three Rivers Workforce Division Board

Date

Laura Gammage
Vice President Economic Development
West Georgia Technical College

Date

Lanier Boatwright
Executive Director
Three Rivers Regional Commission

Date

Peter Banks
Chairman
Three Rivers Regional Commission

Date

Steve G. Daniel, CEDT
President
West Georgia Technical College

Date

WORKFORCE DEVELOPMENT
A Division of Three Rivers Regional Commission

	Program Year 2016	Total
Butts		
	WIOA	
	26	26
Carroll		
	WIOA	
	141	141
Coweta		
	WIOA	
	124	124
Heard		
	WIOA	
	9	9

WORKFORCE DEVELOPMENT
A Division of Three Rivers Regional Commission

Lamar		
	WIOA	
	16	16
Meriwether		
	WIOA	
	22	22
Pike		
	WIOA	
	9	9
Spalding		
	WIOA	
	72	72

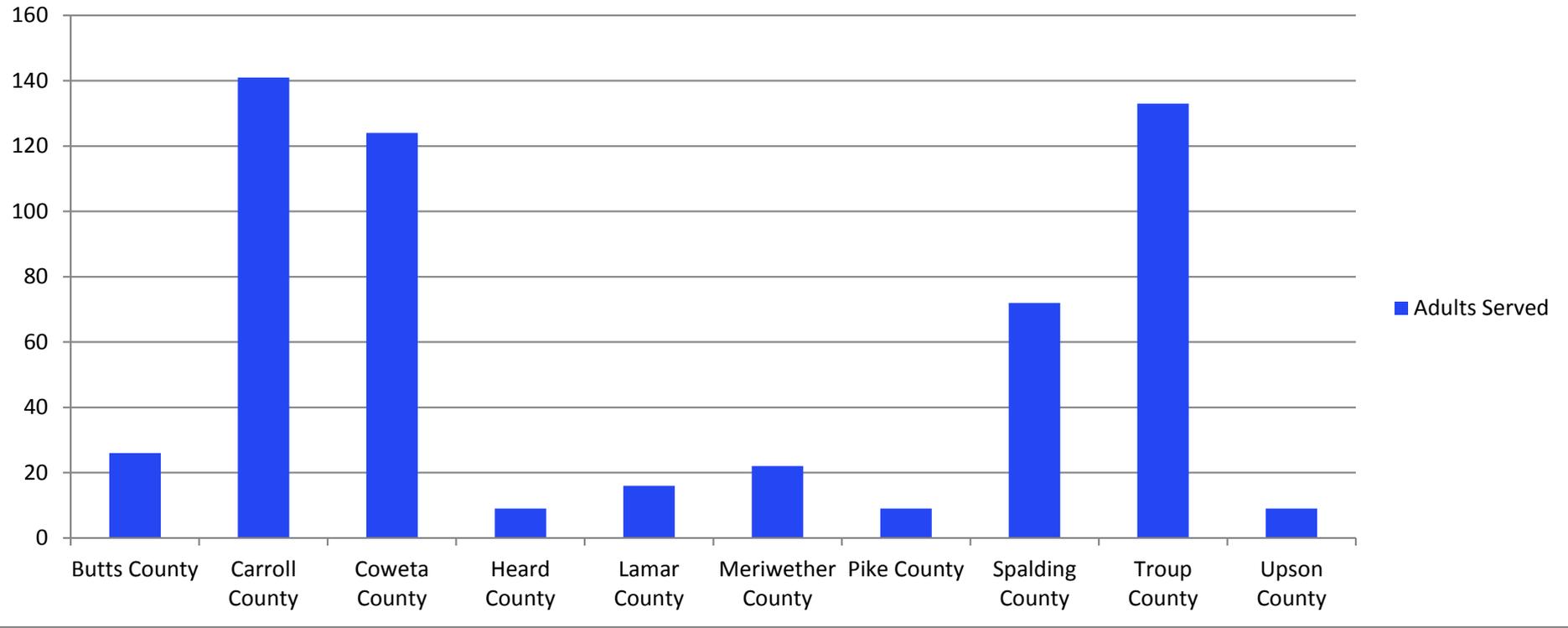
WORKFORCE DEVELOPMENT
A Division of Three Rivers Regional Commission

Troup		
	WIOA	
	133	133
Upson		
	WIOA	
	9	9
Others		
	WIOA	
	9	9
	Program Year 2016	Total
Over All Total	570	570
Technical Colleges		
		PY16
	Southern Crescent Total	149
	West GA Tech Total	215
	Overall Total	364

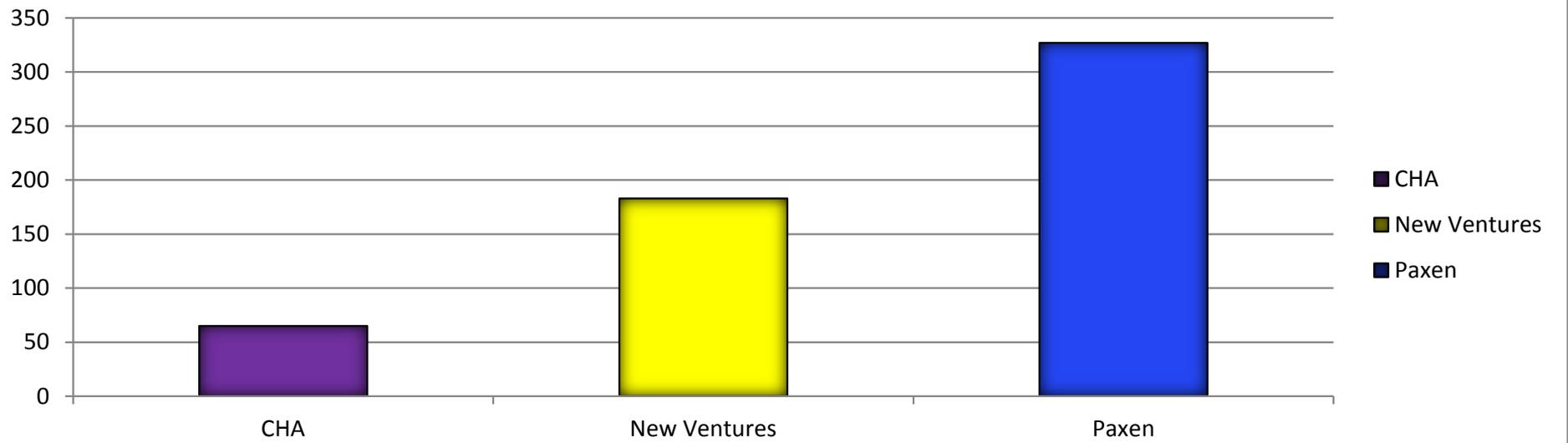
Youth Contractor Active Caseloads by Provider PY2016

Program Year 2016		Totals	
		ACTIVE TOTAL	
Carrollton Housing Carrollton			
	Youth	65	65
New Ventures Troup & Heard			
	Youth	183	183
Paxen Butts, Coweta, Meriwether, Pike, Spalding, and Upson			
	Youth	327	327
Overall Totals			
		575	575

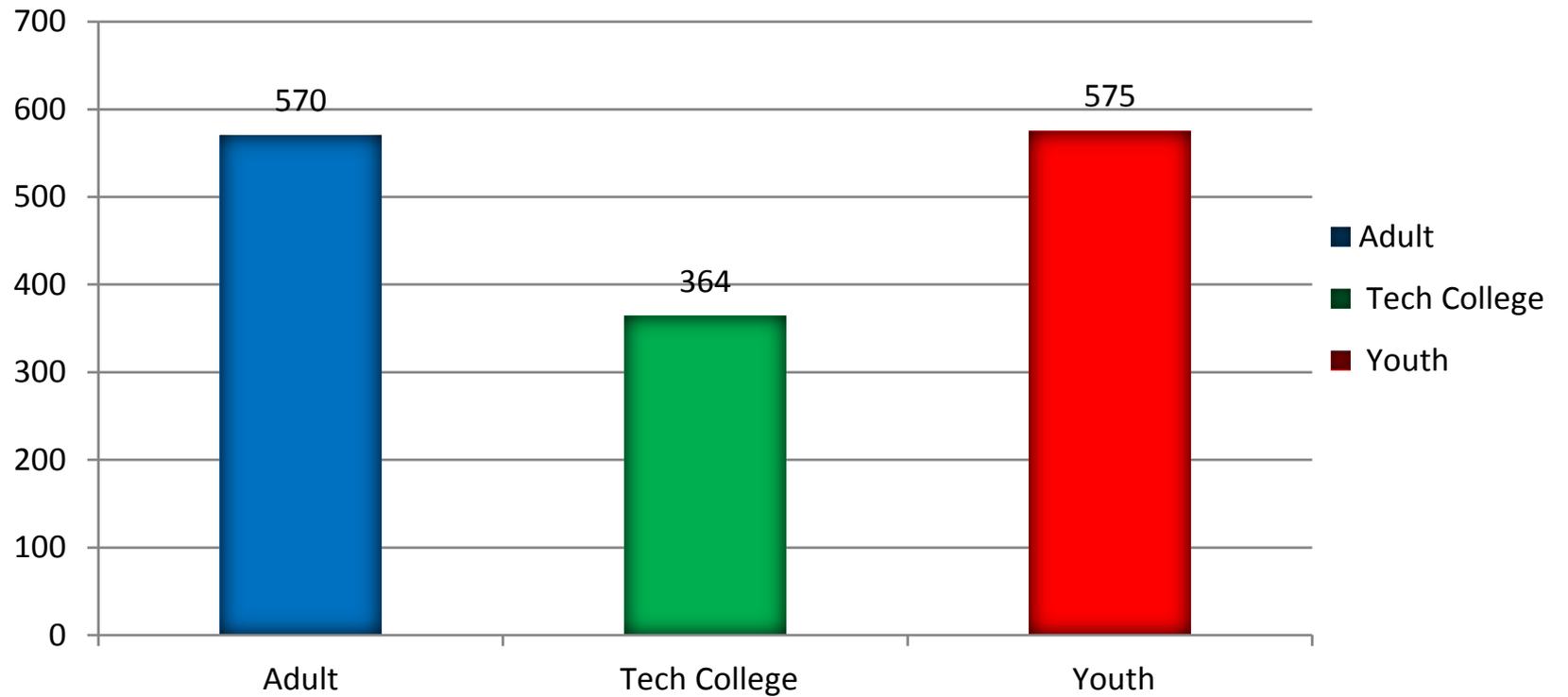
Active Adult Cases by County PY 16



Active Youth Cases PY16



Workforce Active Case Loads PY 16



Program Services & Updates

Three Rivers Workforce Development Board WorkSource Three Rivers Workforce Innovation and Opportunity Act ON-THE-JOB TRAINING (OJT) POLICY & PROCEDURES

PURPOSE

To provide information and direction for the implementation of WIOA funded On-the-Job Training (OJT) opportunities for eligible Adult and Dislocated Worker program participants. Specific criteria are included to increase the amount of employer reimbursement for an OJT participant wage rate to more than 50%.

BACKGROUND

On-the-Job Training (OJT) is a training option that provides Employers the opportunity to train new employees (Trainees) on the specific knowledge or skills essential to the full and adequate performance of the job. OJT opportunities are formed through a contractual agreement between the Employer and Three Rivers Regional Commission on behalf of the Three Rivers Workforce Development Board (TRWDB).

TRWDB provides the Employer with a partial wage reimbursement, typically up to 50 percent of the wage rate of the participant for the extraordinary costs of providing the training and supervision related to the training. However, Section 134(c) of WIOA authorizes local boards to reimburse employers up to a maximum of 75 percent of the wage rate of an OJT participant after considering factors listed in proposed rules at 20 CFR 680.730 and this policy.

The Trainee begins their OJT as a full-time employee of the company that has agreed to provide the on-site training and long-term employment upon completion of the OJT. The rate of pay, fringe benefits, periodic pay increases, and working conditions offered to the Trainee are the same as similarly situated employees in similar positions by the same Employer and are in accordance with Section 6(a)(1) of the Fair Labor Standards Act of 1938 (29.U.S.C. 206(a)(a) or the applicable state or local minimum wage laws.

POLICY

On-the-Job Training must be provided through a contract that provides a structured training opportunity for the OJT Trainee to gain the knowledge and skills to be competent in the job for which they are hired. The contract must be completed and signed by all parties before the OJT Trainee may begin the OJT training.

OJT may be sequenced with other WIOA program services such as work experience, classroom training or basic skills training.



Participant Eligibility

OJT Trainees must meet program eligibility requirements for each funding source, i.e. WIOA Adult or Dislocated Worker formula funded programs. Trainees must have received a documented assessment that results in the development of an Individual Employment Plan (IEP) that documents the participant has the interest, aptitude and skills to meet the specific Employer OJT requirements.

Employer Eligibility

The OJT Employer:

- Must be registered with the Internal Revenue Service (IRS) and carry Workman's Compensation Insurance (proposed rule at 20 CFR 683.280)
- Must be financially solvent to meet the OJT contract obligations through the end of the training and for the participant's 12 month follow up period; have adequate payroll record keeping systems that track hours worked, gross pay, deductions and net pay.
- Must not have relocated within the last 120 days, where relocation resulted in the loss of employment at the prior location. (proposed rule at 20 CFR 683.260)
- Shall not displace any currently employed worker or alter current workers' promotional opportunities. Nor have terminated any regular employee or otherwise reduced the workforce in order to hire OJT Trainees. (proposed rule 20 CFR 683.270)
- Must not be involved in a labor dispute or have workers currently in a layoff status or laid off workers over the past 120 days from the same or any substantially equivalent job. The period of 120 days may be waived if there are mitigating circumstances reviewed and approved by a WIOA Program Manager.
- Must not impair existing contracts for services or collective bargaining agreements. Must gain written concurrence with the appropriate labor organization before the OJT can begin if the OJT agreement would be inconsistent with a collective bargaining agreement. (WIOA Sec.181 (a)(2)(B). Additionally, the Employer must attest that the OJT agreement would not assist, promote or deter union organizing (20 CFR 680.850).
- Must not allow OJT Trainees to work on the construction, maintenance or operation of any facility that is used for sectarian activities or as a place of worship (WIOA Section 188 (a)(3)).
- Must not illegally discriminate in training or hiring practices because of race, color, sex, national origin, religion, disability, political beliefs or affiliations, or age (WIOA Sec. 188(a)(3)).
- OJTs must not be written with an employer who has previously exhibited a pattern of failing to provide OJT Trainees with continued long-term employment. (proposed rule at 20 CFR 680.700(b))



Employer Reimbursement Rates

The employer reimbursement rates of the regular wages earned for OJTs range from a minimum of 50 percent to a maximum of 75 percent. The reimbursement rate is based on the size of the employer as follows:

- Employers with 50 or fewer employees, up to 75% cost reimbursement
- Employers with 51-250 employees, up to 65% cost reimbursement
- Employers with 251 employees or more, up to 50% cost reimbursement

Regardless of the reimbursement rate, the following factors must be considered prior to approving an OJT:

1. The characteristics of the participant(s) with an emphasis on barriers to employment as defined in WIOA Section 3(24) and listed on Attachment A;
2. The quality of employer-provided training (e.g., an industry recognized credential, advancement opportunity);
3. The number of participants the employer agrees to sponsor;
4. The wage and benefit level of the participant (both during and after completion of the OJT);
5. The OJT position is an in-demand occupation as defined by WIOA Section 3(23) and determined by ESD labor market information; and
6. The OJT employer is in an in-demand industry as defined by WIOA Section 3(23) and determined by ESD labor market information.

The OJT Contract

Every OJT opportunity will include a contract (agreement) with the Employer and a Training Plan for the Trainee. The contract must include the requirements of WIOA rules and regulations; the occupation, skills and competencies to be learned; and the length of time the training will be provided. Contract modifications must be in writing, signed and dated by all parties prior to the effective date of the modification. Verbal modifications are not valid.

Contracts will also prohibit the use of WIOA funds for seasonal, temporary, or intermittent employment. Employers will not be reimbursed when the participant was referred and hired through a private employment agency and was required to pay a referral or placement fee. OJT contracts will not be written with agencies that provide workers on a temporary basis and receive compensation from the employer, including outplacement and managed services.



Cost Per Participant/Training Duration

Subject to funding availability and the OJT Trainee's needs, Three Rivers Workforce Development Board (TRWDB) limits the training costs to \$12,000 per participant. Training costs in excess of these limits may be approved by the TRWDB designated staff or the Workforce Director, under special circumstances. Regardless of the hourly wage, training duration is determined by the Specific Vocational Preparation (SVP) codes. Consideration shall be given to recognized reference materials, including but not limited to the O*Net system, and occupational skills assessments such as SAGE, employer training plans and content, and the participant's education, prior work experience, and individual training plan and TRWDB policies.

Total training time for each occupation shall not exceed total hours stipulated in the SVP system for the respective occupation unless adequate documentation is provided by the employer to show that required training exceeds hours stipulated by the SVP system. This documentation will be reviewed by TRWDB.

WIOA participants who have utilized the maximum allowed under the TRWDB's most current ITA Policy may also qualify for an OJT with training cost and duration limits described above.

Overtime Hours for OJT

OJT payments may only be paid for regular wages paid by the employer. Payment may not be based on overtime, shift differential, premium pay and other non-regular wages. This does not preclude a participant from working overtime; however, the reimbursement to the employer must be based on the regular wage rate.

PROCEDURES

Participant Case File

All documentation relative to the selection of a candidate for an OJT opportunity and the development and maintenance of the participant's OJT Training Plan should be included in the participant's hard or electronic case file. Participant files must be available to federal, state and local monitors for compliance review.

Employer Files

TRWDB Staff are required to keep an individual file for each OJT Employer which includes the Employer Pre-Screening Checklist verifying employer eligibility. Employer files must be available to federal, state and local monitors for compliance review.

Monitoring

Monitoring at the local, state and federal level will include the OJT Service Provider's oversight of the participant training and corresponding employer payroll records.



On-site monitoring visits should be conducted by the Career Facilitator and Business Service Specialist shortly after the OJT Trainee begins work, with additional visits scheduled at appropriate intervals (determined by length of OJT Training Plan).

Effective monitoring also includes desk review of correspondence from the employer, including OJT reimbursement invoices and required documentation to support those invoices.

Career Facilitators must regularly review each Trainee's progress in meeting program and service strategy objectives, including the Trainee's acquisition of basic/occupational skills and the adequacy of supportive services provided as related to OJT.

Any deviations from the OJT Contract should be dealt with and documented promptly.

Exceptions

Any exceptions to this policy must be approved by the Three Rivers Workforce Development Board (TRWDB) and documented in both the Trainee and Employer files. Exceptions may be allowed for:

1. Training plans exceeding the cost or time limits or other policy statements not contained in the WIOA or WIOA regulations.

DEFINITIONS

OJT Agreement/Contract: The OJT Agreement or Contract includes all of the basic requirements including applicable laws, regulations and policies; outlines the appropriate steps for OJT implementation; and is specific to the individual training plan. At a minimum, the Agreement must include an extensive set of general provisions (Terms and Conditions) ensuring WIOA rules and regulatory compliance; the occupation, skills and competencies to be learned; and the length of time the training will be provided. All parties including the Employer, TRWDB and Trainee must sign the Agreement prior to the commencement of the OJT.

Trainee: The OJT Trainee is an eligible WIOA participant who has demonstrated the skills, abilities and interests to successfully participate in an OJT with a specific Employer. The Trainee must have received a documented assessment that resulted in an Individual Employment Plan (IEP) that documents the appropriateness for the OJT.

The OJT Training Plan: The OJT Training Plan must be signed by the Employer, TRWDB Staff and Trainee prior to the commencement of the OJT. The Training Plan is unique and customized for each OJT Trainee. The Training Plan includes the skills to be learned, training hours and evaluation of skills gained.

Greg Burns, Chairman
Three Rivers Workforce Development Board

Date

RAPID RESPONSE



POLICY & PROCEDURES MANUAL

Created:
October 25, 2016
1210 Greenbelt Parkway
Griffin, GA 30224
770.229.9799

Three Rivers Workforce Development Board
Rapid Response
October 25, 2016
Page 1

Introduction

Rapid Response is a critical component of the workforce system’s approach to addressing economic transition. Rapid Response must take an ongoing, comprehensive approach to planning, identifying, and responding to layoffs, and preventing or minimizing their impacts whenever possible. To ensure high quality and maximum effectiveness, successful Rapid Response strategies include:

- Informational and Direct Reemployment Services for Workers
- Convening, Facilitating, and Brokering Connections, Networks, and Partners
- Solutions for Businesses in Transition; Growth and Decline
- Layoff Aversion

Plant closings and mass layoffs can occur for a variety of reasons in periods of both economic expansion and decline. These reasons may include financial difficulty, mergers and acquisitions, loss of market share, consolidations, foreign competition, product or service obsolescence, shift in parent company focus, or other factors. Opportunities may exist to save jobs and avoid resulting hardships imposed on individuals and communities when a plant or business closes.

Layoff Aversion Is a Cooperative Effort

An important initial step in Rapid Response is to assess the reason for the plant closing or mass layoff. If there is an indication that the business closing or mass layoff might be averted, Three Rivers Workforce Development Board (TRWDB), in conjunction with the local Georgia Department of Labor (GDOL) and other partners can provide technical assistance to interested parties to investigate possible layoff aversion strategies.

OVERVIEW

Rapid Response services are offered to companies, of 100 or more employees, who anticipate that they will have a mass layoff, plant closing, or jobs will be moved overseas. While companies are not required to utilize Rapid Response services, under the Federal Worker Adjustment and Retraining Notification Act (**WARN**), they are required to notify employees, their representatives (Union), and the local government, 60-days prior to the layoff.

The following services are offered to these companies:

- Employee information sessions;
- Assistance with Trade Act petitions when jobs move to other countries;
- Survey employees to determine appropriate services;
- Provide resource packets and materials; and
- Arrange for interpreters.

The following re-employment and education services will also be offered:

- Job search, matching, development, and referral;
- Labor market information;
- Seminars in interviewing, résumé writing, salary negotiation, job application, computer use, career exploration, and customized topics;
- Career assessment and counseling;
- Access to training in occupation skills, GED preparation, and English as a second language;
- Unemployment Insurance;
- Support in meeting financial and family needs; and
- Easy access to coordinated services.

PROGRAM DESIGN

Three Rivers Workforce Development Board understands the needs and uncertainties faced by individuals who find themselves in the position of being laid off. For many, this is the only employment they have known. In order to ensure that their needs are met with compassion and expediency, TRWDB has developed the following Rapid Response guidelines, in conjunction with the Georgia Department of Economic Development (GDEcD):

1. Upon receipt of WARN notice from the GDEcD, the Local Workforce Innovation and Opportunity Act Rapid Response Coordinator (LRRC) will notify GDECD that they have received the notice and will contact the affected employer.
2. The LRRC will print a copy of the Rapid Response Event Checklist to ensure that all steps are followed when providing Rapid Response assistance.
3. The LRRC will make contact with the affected employer within 48-hours of receipt of notification.
4. If the LRRC is unable to make contact with the affected employer or the employer has determined that Rapid Response assistance is not needed, the LRRC will notify the assigned GDEcD Rapid Response Coordinator, and discontinue efforts to assist the employer.
5. If the employer is amenable to accepting Rapid Response assistance, the LRRC will contact the GDOL and other community partners to schedule an appointment to meet with the employer and discuss the needs of the employees. LRRC will also complete the Company Information Sheet (attachment A). Also, during this meeting, an Employee Information Session time will be scheduled if it is determined that one is needed or desired.
6. LRRC will provide employer with the Mass Separation Notice form (attachment B), by email, for completion by employer. This form is to be returned to the GDOL office in the employer's region.
7. The LRRC should provide periodic updates to their GDECD Rapid Response Coordinator.

8. The LRRC will also do the following to ensure a successful Employee Information Session:
 - a. Facilitate the Employee Information Session
 - b. Prepare employee packets
 - c. Create an agenda
 - d. Circulate a sign-in sheet
 - e. Follow-up with employer and local partners to coordinate other services such as UI claim-taking sessions, job search workshops, positive recruitments, job fairs, resource rooms and transition centers, as appropriate.
9. If an external vendor is used to provide Transitional/Reemployment services to employees, invoices should be sent to the TRRC, and a copy of the sign-in sheets attached. See below for detailed instructions on the use of external vendors and the selection process.
10. Upon receipt of invoices forward to Finance Department for processing and payment.
11. File a copy of the invoice and sign-in sheets in the Employer Folder (Electronic).
12. Upon completion of all scheduled services, follow up with the employer via email or phone to ensure that they are satisfied with the services they received.

External Vendor Bidding Process

All procurements shall be made in accordance with the adopted budget of the Three Rivers Regional Commission (TRRC) and shall receive prior approval from the Executive Director or the Department Head.

Where appropriate, or where grants/contracts require compliance with state or federal regulations and/or guidelines, those rules shall be in addition to those of the Commission. In no instance shall either state or federal regulations eliminate any portion of the RC's procurement procedures.

In charging expenditures to Programs funded totally or in part by State and/or Federal funds, in addition to the RC's procedures, those outlined in the "Common Rule for Uniform Administrative Requirements for Grants and Cooperative Agreements with State and Local Governments; Federal Agency Implementation of Common Rule" shall be followed.

Three Rivers Workforce Development Board – Rapid Response Policy & Procedures Manual

For purchases totaling \$3,000 or more, written price or rate quotations will be obtained from an adequate number (not less than 3) of qualified sources to ensure the most competitive pricing. Employers will be required to submit no less than 3 written quotations for approval. Once the quote has been approved the Employer submit a signed copy of the “Rapid Response Transition Supplemental Services Agreement” (attachment C).

All requests for non-routine or major purchases should receive prior approval from the Executive Director before any order is placed.

Greg Burns, Chairman
Three Rivers Workforce Development Board

Date

Attachment A

CONTACT INFORMATION SHEET

COMPANY INFORMATION			
ADDRESS INCLUDING STREET/CITY/COUNTY/ZIP CODE			
COMPANY CONTACT	TITLE	PHONE NUMBER	FAX NUMBER
LOCAL COMPANY CONTACT	TITLE	PHONE NUMBER	FAX NUMBER
UNION CONTACT	TITLE	PHONE NUMBER	FAX NUMBER
TYPE OF BUSINESS			
TOTAL EMPLOYED	TOTAL AFFECTED	EVENT DATE(S)	
REASON CLOSURE/LAYOFF			

COMPANY’S WORKFORCE INFORMATION

MAJOR OCCUPATIONS		
SHIFT WORK	AVERAGE AGE	AVERAGE WAGE
AVERAGE YEARS SERVICE	AVERAGE EDUCATION	PROFESSIONAL/SKILL/LABOR
EMPLOYEE BREAKDOWN BY COUNTY		
LANGUAGES/TRANSLATORS		

COMPANY’S BENEFIT PACKAGE

SEVERANCE/STAY PAY	MAXIMUM WEEKS

CONTACT INFORMATION

RRU CONTACT DATE	SOURCE OF CONTACT	WARN LETTER
POTENTIAL TAA	EMPLOYEE LIST OR MASS SEPARATION NOTICE	CAREER CENTER

COMMENTS/SERVICE NEEDS

Resource Room/Transition Center/Re-Employment Services/Training

Attachment B

GEORGIA DEPARTMENT OF LABOR - MASS SEPARATION NOTICE

148 Andrew Young International Blvd., N.E.
Atlanta, GA 30303-1751
Fax (404) 656-2304

1. Employer _____ Account Number _____
Street Address _____ City _____
State _____ Zip _____ Telephone _____

INSTRUCTIONS

When 25 or more employees separate on the same day for the same reason, complete this form, in detail, and the Mass Separation-List of Workers form (DOL-402A). A separate list should be completed for each set of employees for each different reason for separation as shown below.

Fax or mail this form and the List of Workers form to the above address/number within 24 hours after the date of separation. This will ensure that claims are handled efficiently and could eliminate requests to you for information on an individual basis.

2. Reason for separation (check one):
_____ Totally separated because of lack of work.
_____ Separated because of lack of work with or without a definite date to return to work.
_____ Other reason (leave of absence with or without pay, furlough, etc.)
3. Last date worked _____ / _____ / _____
Month Day Year
4. Date of expected return to work, if any. _____
5. Did any workers retire? Yes ___ No ___
Was any deduction made from the employee's paycheck for retirement? Yes ___ No ___
If yes, what percentage of the entire retirement amount per pay period was paid by the employer? (Example: Employer paid 2% of salary into retirement fund; worker paid 2% of salary into retirement fund. Therefore, each paid 50%) _____
6. Address of work location, if different from above.

7. I certify that the information entered above and on all attached pages is true and correct.

Signature Title

DOL-402 (R-11/01)

Work Source Three Rivers – Rapid Response Policy & Procedures Manual

**GEORGIA DEPARTMENT OF LABOR
MASS SEPARATION NOTICE - LIST OF WORKERS**

Employer _____ Account Number _____

Social Security Number	Workers' Names (list alphabetically)			Worker earned \$3,500 or more		Retired?		Severance Pay/Wages in Lieu of Notice (Paid or Being Paid) If yes, complete and indicate period if monies are for specified period.						
				Yes	No	Yes	No	Date Paid	Amount	Avg. Gross Weekly Wage	Lump Sum		Specified Period?	
	Last	First	Middle							Yes	No	From	To	

DOL-402A (R-8/06)

Three Rivers Workforce Development Board
Rapid Response
October 25, 2016
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Attachment C



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

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

Rapid Response Transition Supplemental Services Agreement

This agreement is between _____, referred to as the Employer, and Workforce Development a Division of Three Rivers Regional Commission (TRRC WD). The Employer and TRRC WD agree to all the terms in this agreement. Additionally, the Employer agrees to all requirements for additional customized services for employees affected by a layoff established by TRRC WD.

Funding is made available to assist companies with additional customized services. Services are subject to approval by TRRC WD, and must be outside of the scope of services provided by TRRC WD and core partners. The Employer must provide documentation that supports the need for requested services. The Employer agrees to provide company contributions as outlined in the policies and procedures (Georgia Department of Economic Development, Workforce Division Sec. 5.4-2).

This agreement is effective on _____ and shall remain in effect through _____, or until the completion of all customized services initiated under this agreement, whichever is later.

TRRC WD must approve all agreements for Rapid Response Customized Services prior to the start of services for any employees affected. All invoices for approved services must be received within 30 days after the completion of approved customized services. Late invoices will not be paid, and the expense will be the responsibility of the employer.

Employer Request Summary:

Recommended Vendor for Services: _____

Cost: \$ _____

Number of Employees: ____

Employer:

Three Rivers Regional Commission:

Authorized Signature

Date

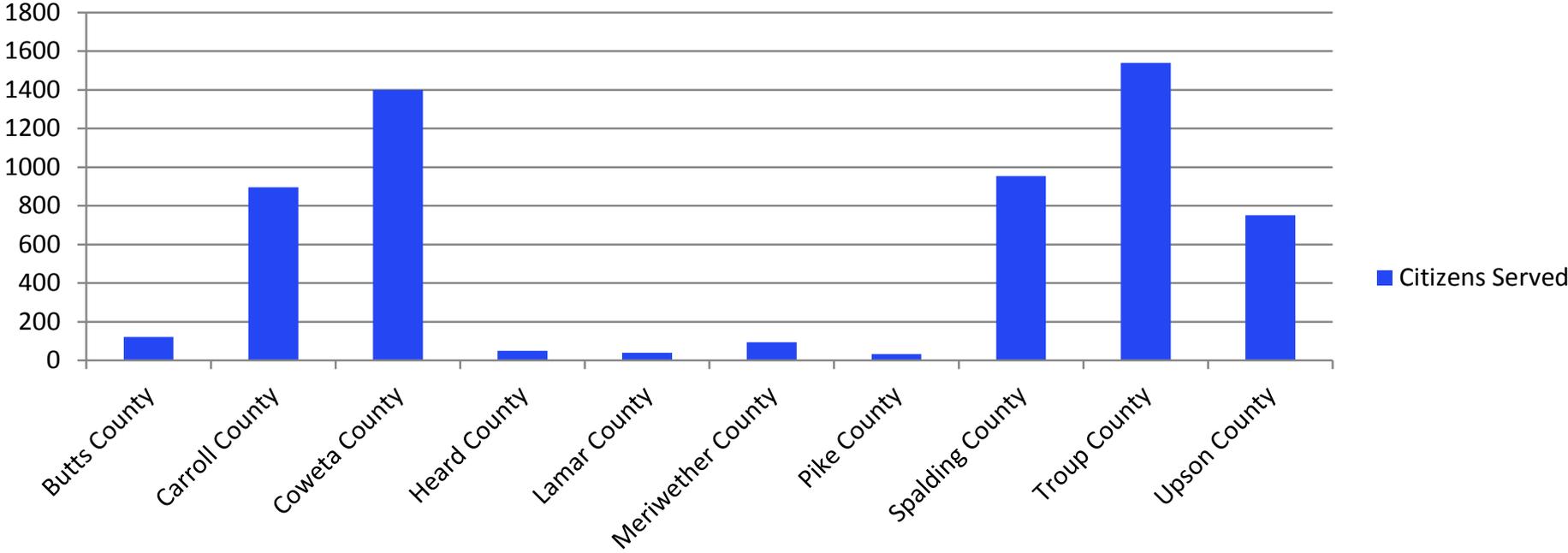
Authorized Signature

Print Name and Title

Lanier Boatwright, Executive Director

Print Name and Title

Citizens Served PY16



Other Business

THREE RIVERS WORKFORCE DEVELOPMENT BOARD

LOCAL PLAN

Program Year 2016 – Program Year 2019

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Acknowledgements

The Three Rivers Workforce Development Board appreciates the participation of its mandatory partners, board members, workforce development staff, economic development professionals, Chamber of Commerce leaders, elected officials, educational institutions, supportive/social service agency partners, and community members in the development of this plan.

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Strategic Elements, Governance and Structure

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

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

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

Executive Director: Lanier Boatwright
Workforce Services Director: Robert Hiett

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

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

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

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

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

Source: Economic Modeling Specialists Inc.

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

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

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

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

Source: Economic Modeling Specialists Inc.

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

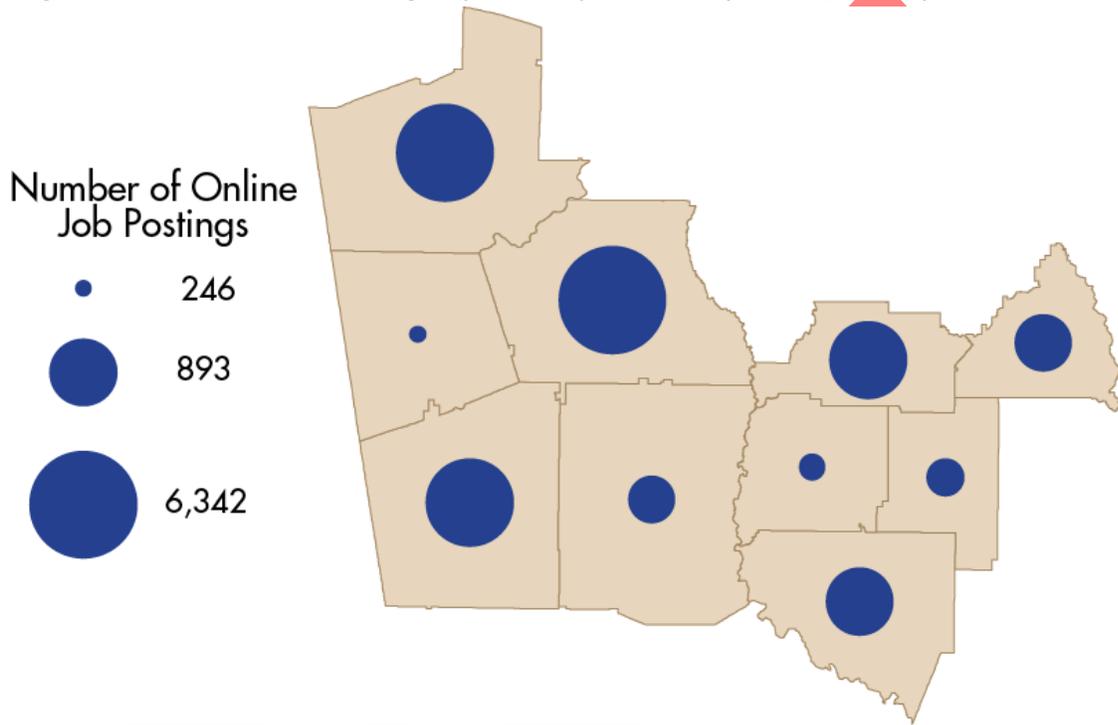
Table 3. Job Posting Analytics, Top 10 In-Demand Jobs

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

Source: Economic Modeling Specialists Inc.

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

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



Source: Carl Vinson Institute of Government, Burning Glass

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

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

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

Source: Burning Glass

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

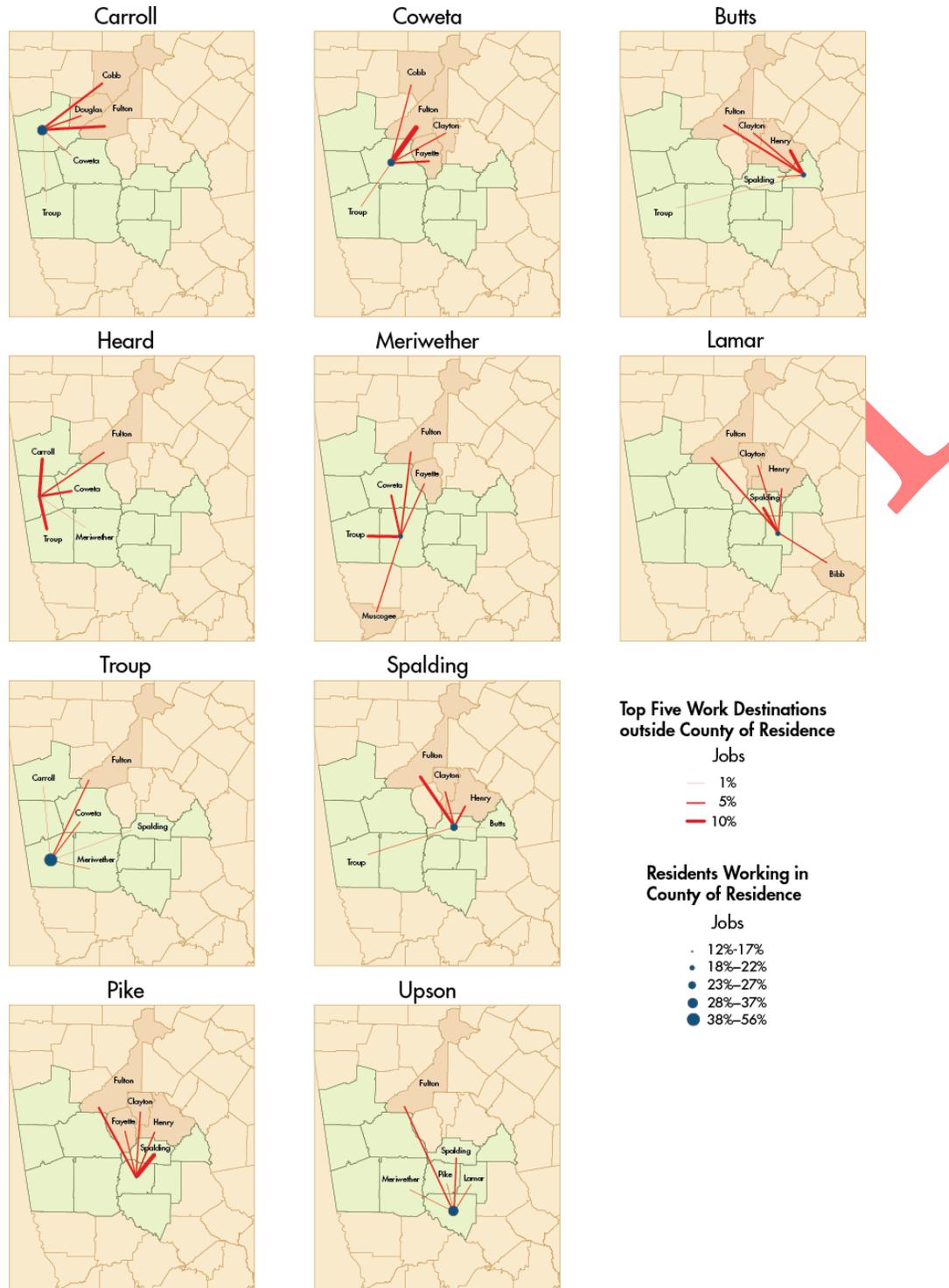
Table 5. Three Rivers Workforce Development Board In-Demand Occupation List

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

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

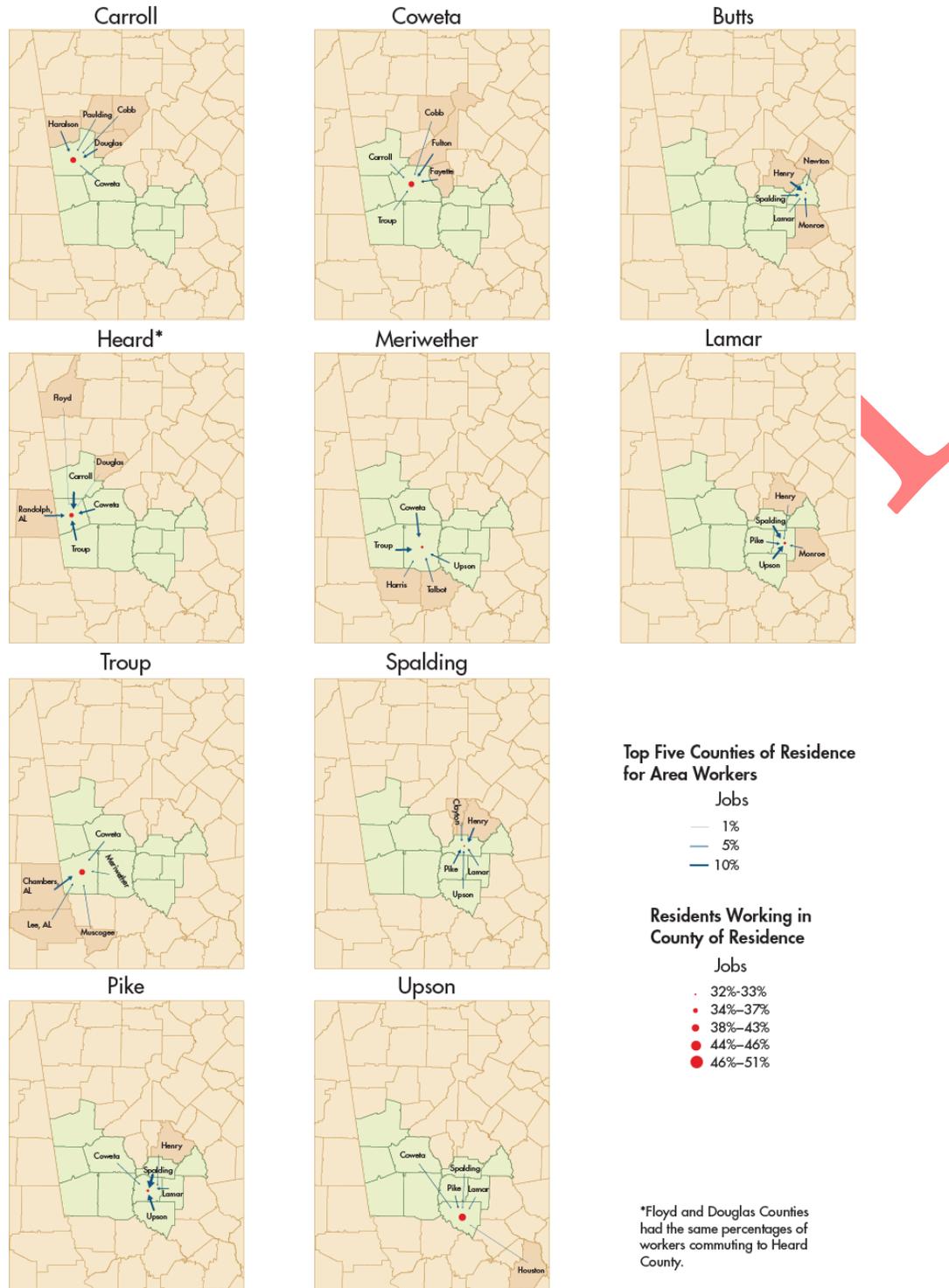
Figure 3 shows the inflow commuting patterns for the region. The dot size shows the percent of the county's workforce that is derived from within the county and the red lines show the top five commuting in-flows (live outside the county but work inside the county). For example, 8.3% of the workforce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

Figure 2. Three Rivers Region Commuting Patterns Outflow



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

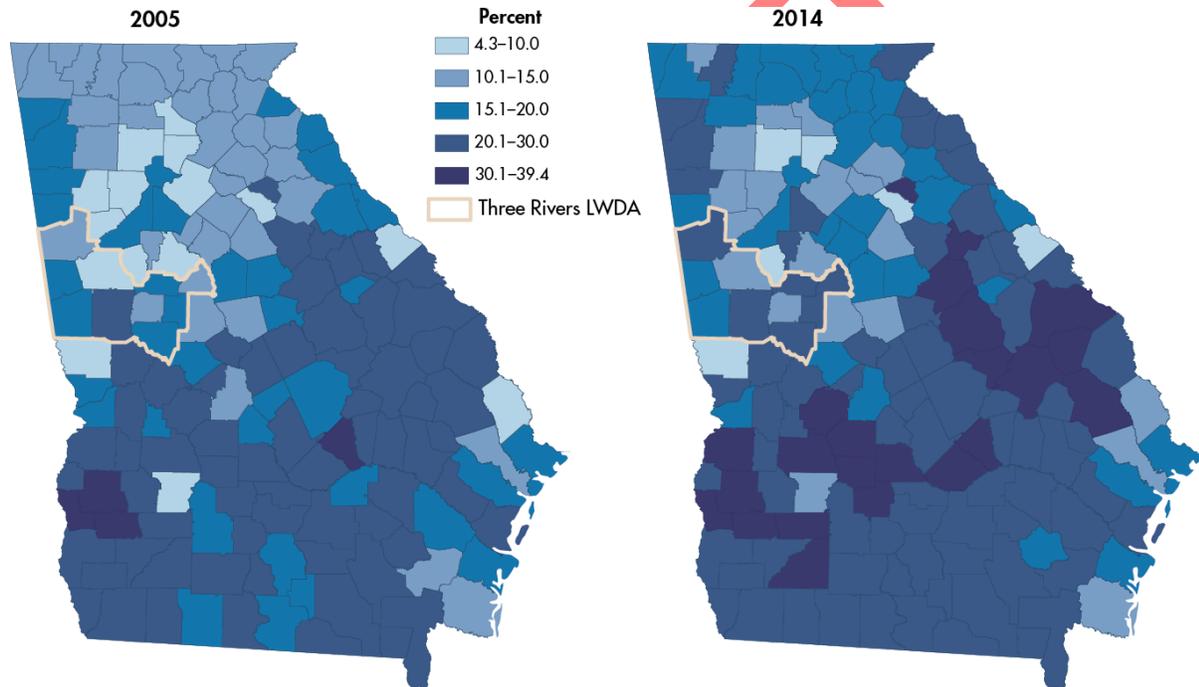
Figure 3. Three Rivers Region Commuting Patterns Inflow



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

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

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



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

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

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

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

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

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

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

Source: Economic Modeling Specialists Inc.

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

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

Source: Economic Modeling Specialists Inc.

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

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

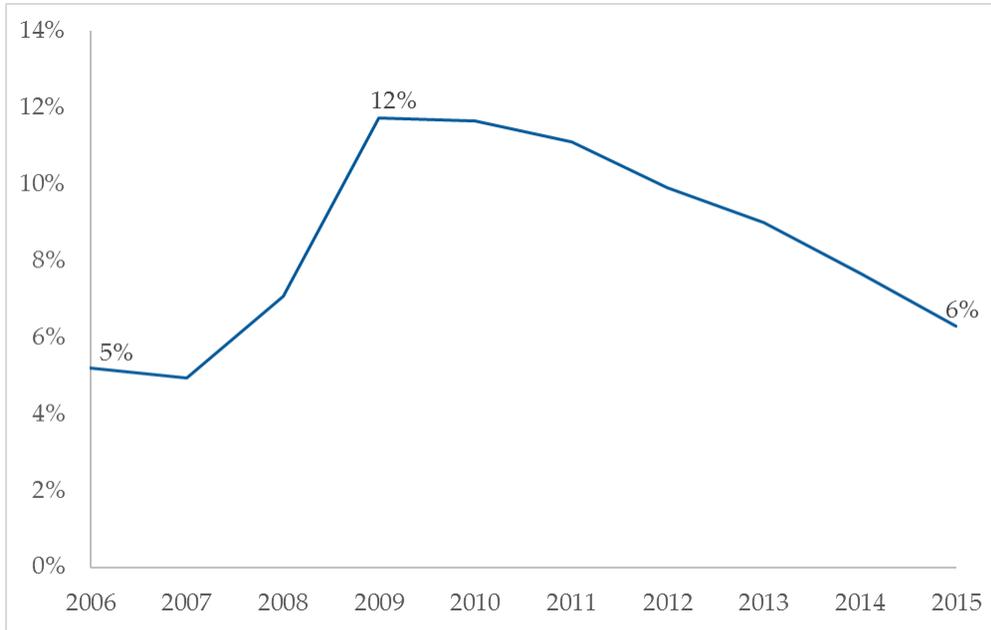
Source: Economic Modeling Specialists Inc.

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

Labor Market Trends

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

Figure 5. Unemployment Rate Trend, 2006-2015



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics

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

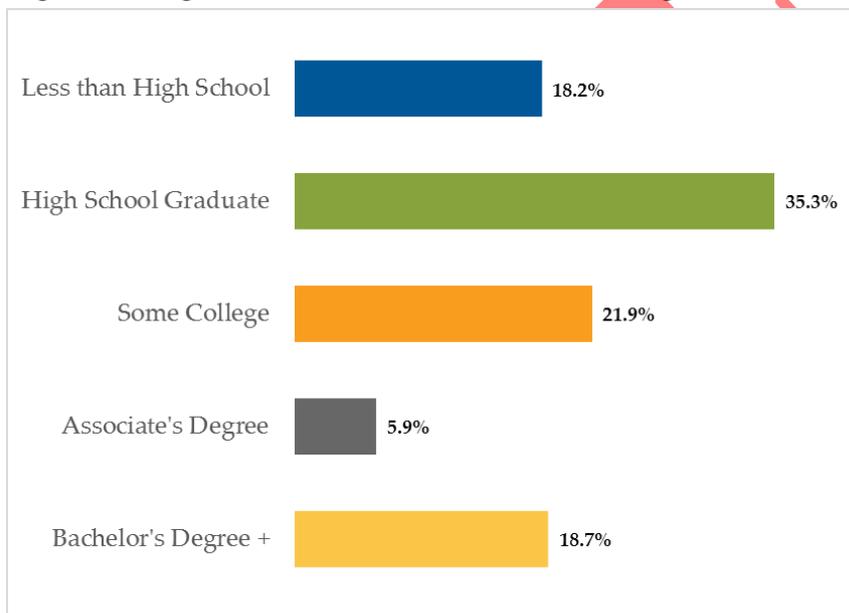


Source: Economic Modeling Specialists Inc.

Educational Attainment

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

Figure 7. Regional Educational Attainment Age 25+

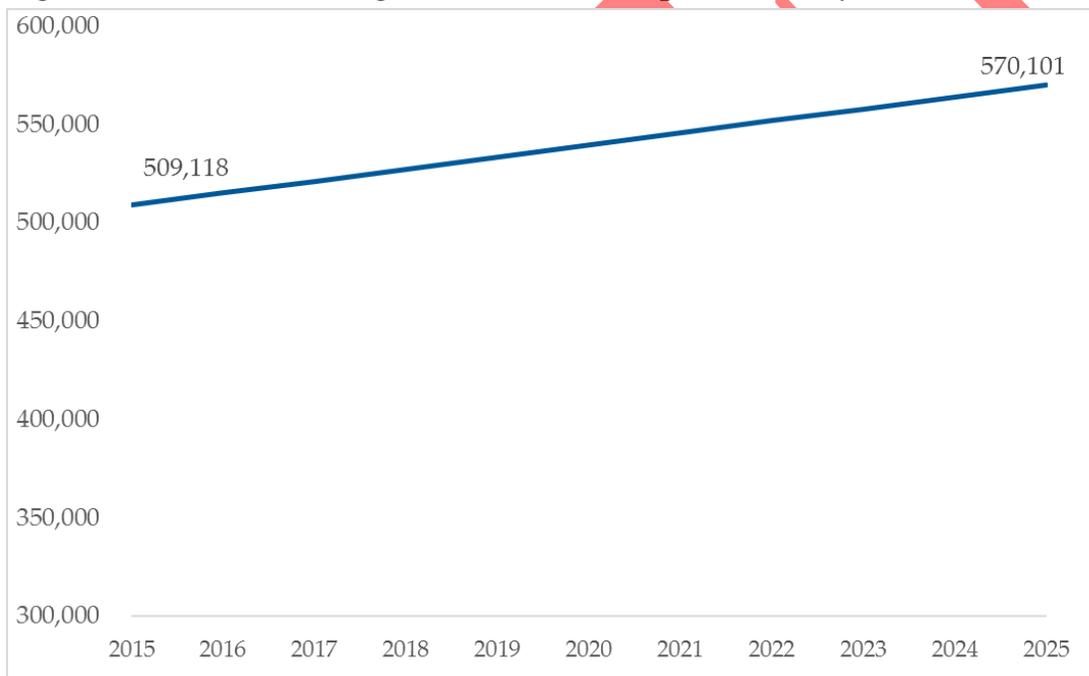


Source: U.S. Census Bureau, American Community Survey (2014, 5-Year Estimates)

Population Trends

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

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



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

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

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

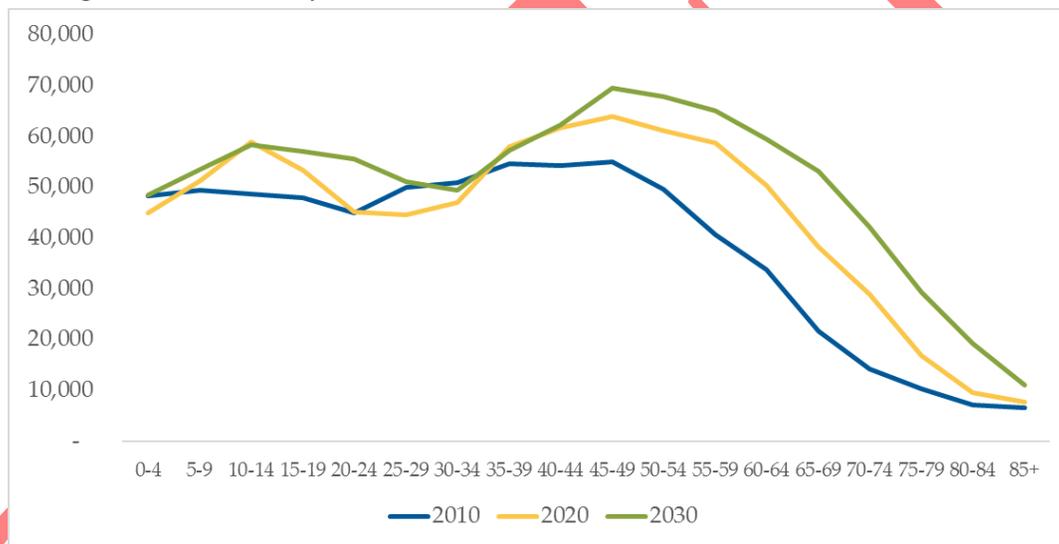
Source: Governor's Office of Planning and Budget (2015)

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Regional Age Structure

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

Figure 9. Age Structure Projections, 2010-2030



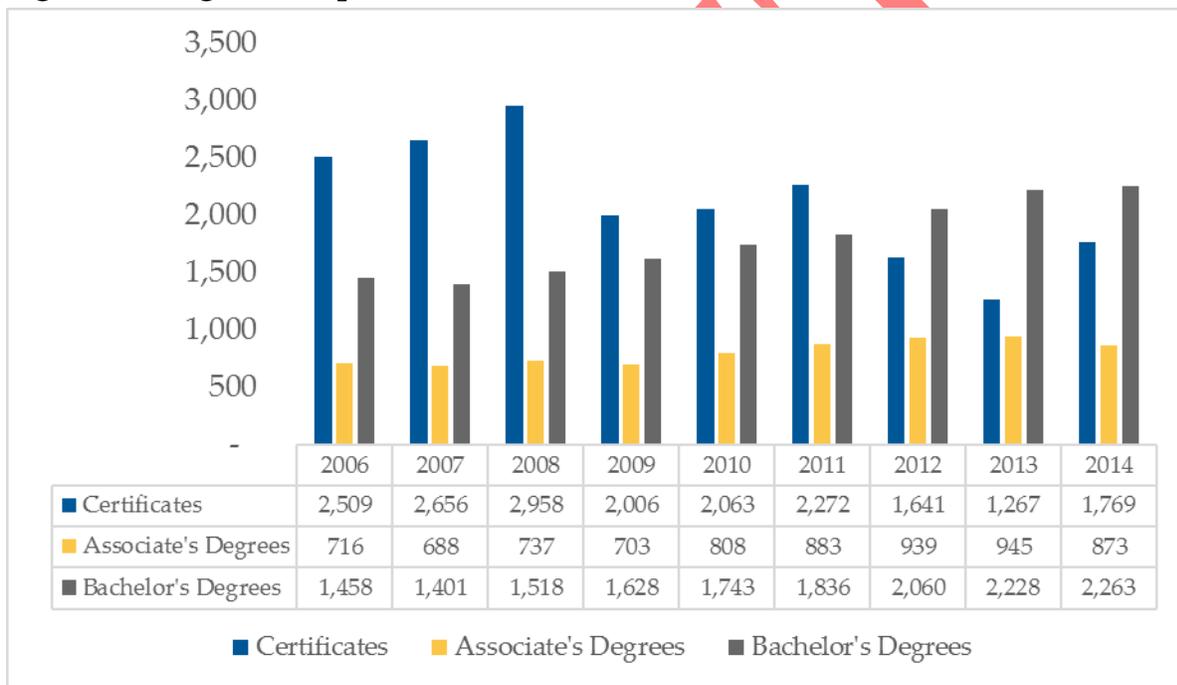
Source: Governor's Office of Planning and Budget (2012)

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

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

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

Figure 10. Degree Completion Trends, 2006-2014



Source: Economic Modeling Specialists Inc.

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

Vision: Employees with quality jobs and employers with qualified employees

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

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

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

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

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

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

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

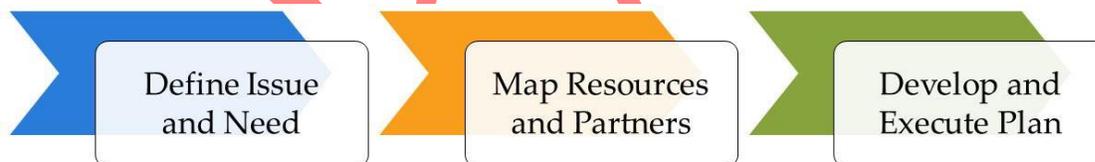
- f. **Taking into account the analyses described in sections "2. a-e" (above), provide a strategy to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals.**

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

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

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

Figure 11. Three Rivers Three-Step Coordinated Strategy Process



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

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

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

The board's Business and Industry Committee will oversee and advise on employer engagement. The TRWDB Business Service Specialist and Management Team will engage with the chambers of commerce and economic development organizations in the region to ensure that businesses, especially small businesses, are aware of business services and training programs. Partners throughout the local area work closely with businesses and can assist with providing referrals. The local area will work to educate partners about the services and capacities of TRWDB. The local area will hold joint training and networking events between partner organization staff and TRWDB staff to ensure strong and ongoing referrals and partnerships.

TRWDB will also work cooperatively with its partners in the local area to engage and meet the needs of employers. These partners include state government organizations such as GDOL, TCSG, GVRA, local economic development organizations, chambers of commerce, and elected officials. These organizations are on the front lines of serving employers in competitive industries and are most knowledgeable about the talent needs for these industries. TRWDB will partner with growing and in-demand industry sectors to serve as their talent source.

The TRWDB staff will also take advantage of opportunities to promote WIOA Services at local Employer Committee Meetings, Society for Human Resource Management (SHRM) meetings, as well as Rotary Club, Kiwanis, Unions, and any other opportunities as they become available. Currently TRWDB participates in monthly meetings with the Griffin, LaGrange, and Newnan Employer Committees and with the South Metro/Peachtree City and West Central Georgia SHRMs. We will also seek membership in future organizations as they are formed.

According to the University of Georgia Small Business Development Center, 97.7% of all Georgia employers are small businesses.¹ As the region's leading workforce development and human resources support organization, the local area will utilize its resources, personnel, network, and services to support small businesses. The business services and program delivery staff will partner with chambers, local governments, economic development organizations, and downtown development authorities to identify small businesses that can benefit from TRWDB services. Additionally, the local area will develop materials to explain the benefits of available services to small businesses and train staff to develop appropriate solutions for these employers.

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

Alignment to the needs of the business community in the local area will be achieved through a robust business services strategy. (See the discussion in 2(b) that discusses the reinvented business service strategy that TRWDB has adopted.)

Business and organized labor representatives are involved in the planning and development of the business services strategy through participation on the Business and Industry Committee and through their involvement in the local plan development process. Ultimately, the business and industry committee is charged with developing, overseeing, and evaluating the board's business services strategy. Over the past year they have provided direction and referrals to the board, business services representative, and management team on developing strategies that meet the needs of local business.

¹ https://issuu.com/ugasbdc/docs/small_business_impact_2015

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

- On-the-Job-Training (OJT): OJT allows companies to teach new employees the skills necessary to perform the job fully while reimbursing them for the lost productivity during the training period. TRWDB can help pay a portion of wages for qualified participants during an OJT period. OJT in the Three Rivers Region is provided on a sliding scale, which allows opportunities for small businesses to benefit from a higher wage reimbursement. The LWDB understands the needs of small businesses, and implemented this sliding scale to ensure that small businesses are able to benefit from this service;
- Incumbent Worker Training (IWT): TRWDB helps qualified companies with providing skills training or enhancement to existing employees. The goal of this program is to help local employers remain competitive in a rapidly changing environment. TRWDB can help defray the cost of classroom or on-the-job training. IWT can also be used as a strategy to help retain existing jobs or avert layoffs. One of the main in-demand industries within the local area includes Advanced Automotive Manufacturing. This industry continues to grow and develop in training needs for existing employees. This growth includes additional machinery being implemented in plants to produce more advanced transmissions and various other parts. PowerTech, Mobis, and DongWon are all experiencing growth due to the high demand of automotive parts by KIA and Hyundai. Incumbent Worker Training is a service that the LWDB is and plans to use to assist with meeting the demand to up-skill the existing workforce in the area of manufacturing and the automotive industry;
- Employer Workshops: The business services team will partner with local technical colleges to provide information on programs which offer a combined curriculum of soft skills training, OSHA Certification, Forklift Certificate, and an Introduction to Manufacturing Certification. We will also utilize our partnership with our local representatives from the International Union of Operating Engineers and the North Georgia Building Trades Academy to ensure employers are aware of the various options available to them;
- Customized Training: WorkSource Three Rivers helps meet the specialized training requirements for potential new hire candidates. Customized training reimburses the employer a portion of the cost for training programs for

employment candidates who do not necessarily have the technical training, education, or experience required for the position;

- **Assessments and Screenings:** Potential employees are required to complete a career assessment (Prove-It, Career Scope, or MyNextMove), a drug screen and the Test of Adult Basic Literacy (TABE) to ensure their compatibility with employer job descriptions and requirements. Our mobile units will also administer assessments onsite at the employers' location, including those required by the employer, as well as those required by WIOA;
- **Rapid Response:** Providing guidance to employers and re-employment support through local area services to employees who are laid off;
- **Job Fair Partnerships:** Partner with the Georgia Department of Labor (GDOL), Goodwill Industries, and other employment partners to host regular job fairs to provide key industries with recruitment channels;
- **Sector Strategy Development:** Workforce development and education leaders partner with key industries in the region to ensure that they have the talent they need to succeed. Sector partnerships bring together industry leaders in a specific industry cluster with educational institutions and workforce partners around a common vision and program of work.;
- **Registered Apprenticeship:** TRWDB will assist employers with creating and sustaining registered apprenticeships programs. RA programs combine on-the-job training with classroom training.
- **Partnership Building:** The business services team will aid in referrals for service by developing and sustaining relationships with the business community, educational institutions, other government programs, and nonprofits in the region.

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

Historically the local area has not fully engaged with economic development professionals and programs in the region. Over the past year, the TRWDB has

prioritized relationship building with the region's economic development team by visiting with economic development professionals, development authorities, and other economic development organizations across the region.

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

The local area is focused on supporting economic development professionals across the region, including the Georgia Department of Economic Development (GDEcD) Existing Industry Representative, development authority staff members, economic development organization leaders, and other economic development professionals. The Business Services team will work with local development authorities to ensure potential new employers to the region and existing employers are aware of WIOA business services. This will be accomplished via email, conference call, and face-to-face meetings.

The board will continue to educate economic development partners about the services through outreach visits, attending development authority board meetings, periodic group meetings, and invitations to board meetings and functions.

Through our partnerships with Region 4 Economic Development and local development authorities, (City of West Point, Newnan, and Upson-Thomaston) we have provided information and hiring solutions to companies such as Powertech, Standard Textile, Contitech, and Milliken, through Incumbent Worker and OJT opportunities. Continued utilization of our economic development authorities in creating career pathways for local industries will assist us in ensuring that we are meeting the needs of our community through better utilization of WIOA funds.

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

The local area will continue to strengthen existing partnerships and explore new partnerships to better serve individuals receiving unemployment insurance (UI) benefits. The Georgia Department of Labor (GDOL) is responsible for administering the state's UI program and the Wagner-Peyser funding. In addition to operating the UI program, GDOL provides assessments, job search assistance, business services, labor market information, referrals, and other direct assistance to job seekers. Program management staff and career facilitators will partner closely with GDOL staff to process referrals and provide career and training services to UI recipients. Career facilitators are available in each of the GDOL career centers on a regular basis and actively participate in orientations and screenings.

Program management staff will provide training, updates, and materials to career center staff to ensure that UI customers receive information on training opportunities they may be eligible for. The local area will partner with GDOL on executing Rapid Response services to ensure that employees affected by layoff events have access to UI, Wagner-Peyser, and WIOA services to the fullest extent.

Program Management and Georgia Department of Labor (GDOL) staff will receive up-to-date employment opportunities from the Business Services team. Referrals will be sent to employers to assist them in filling their open positions. An effective referral system will assist in reducing the time individuals are receiving U.I. benefits. The TRWDB will utilize WIOA services such as OJT, ITAs, customized training, and sector strategies to help UI recipients find jobs. GDOL and TRWDB will work together to achieve positive and sustainable outcomes for UI system participants.

4. **Regional Service Delivery** – (Only applies to regions that encompass two or more local areas) Describe how the region will address the items listed below.
 - a. Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).
 - b. Describe the plans for coordination of administrative cost arrangements including the pooling of funds for administrative costs (if applicable).

The TRWDB is the only local area in the region.

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

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

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

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

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

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

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

Traditional LMI indicates a growing number of manufacturing positions in the region due to growth (e.g., the Kia plant and associated suppliers, rebounding economy, business expansions and relocations) and that manufacturing positions pay a family-sustaining wage. Real-time LMI indicates a large number of postings for manufacturing positions. Section 2A and 2B of the Strategic Elements, Governance and Structure provide the data that was used to support the decision to launch a manufacturing sector partnership.

In addition to analyzing data, the local area engaged with local manufacturers throughout the region, including AEP Industries, Dongwon, Mando, Bonnell, Sugar Foods, U. S. Beverage, and Turano Baking Company, to determine that manufacturing was an in-demand sector. Based on feedback from these employers, and others, we identified occupations that were considered in-demand and hard to fill by manufacturers. Please see 5d(ii) for a list of identified occupations. Also, the employers range from bakeries to car part manufacturers and they all expressed the difficulty they faced in finding qualified applicants to fill their available positions.

- d. **Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**
 - i. **Participating employers:** AEP Industries, Bonnell, Dongwon, Mando, Sugar Foods, Turano Baking Company, and U.S. Beverage
 - ii. **Target occupations:** Industrial Maintenance Technicians, Forklift Operators, Welders, and Team Assemblers/Manufacturing Associates
 - iii. **Training programs:** After identifying the needs of the employers in the region, we have contracted with the local technical colleges and private training institutions to offer training programs through Individual Training Accounts (ITAs), OJTs, Incumbent Worker Training (IWT), and Customized Training (CT). The specific programs that will be offered in support of the sector partnership include: Workplace Fundamentals, Maintenance/Machinery Mechanics, Industrial Maintenance, Industrial Mechanical Systems,

Industrial Systems Technology, Welding and Joining Technology,
Manufacturing Certification

- iv. **Target Populations:** Adults, dislocated workers, disengaged youth, ex-offenders, veterans, and individuals with disabilities. Utilizing our strong partnerships and referral networks, TRWDB is able to locate and engage the above individuals in trainings and job placement assistance, customized to their unique needs.

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

The current focus is the successful launch and sustainability of the manufacturing sector partnership. The next targeted sector will be healthcare. Through community engagement with local healthcare providers, including WellStar, Pruitt Health, and Poplar Creek Assisted Living, the healthcare industry has been identified as an in-demand industry in our region. Employers have expressed difficulty in locating qualified talent in the areas of Certified Nursing Assistant (CNA), Licensed Practical Nurse (LPN), Registered Nurse (RN), and Bachelor of Science in Nursing (BSN). We will focus on creating a career pathway for individuals through ITAs, OJTs, and IWT opportunities.

The TRWDB’s Business and Industry Committee, in consultation with board staff, will determine the appropriate time to launch this next initiative. The local area is planning to apply for the HDCI sector partnership grant and will leverage the funding to expand their manufacturing sector partnership and expand into healthcare. Figure 12 illustrates the process that the TRWDB will utilize to launch future sector partnerships.

Figure 12. Sector Strategy Implementation



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

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

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

In partnership with the regional technical colleges, the TRWDB works to ensure its training programs meet the needs of local employers. Additionally, one-stop operators communicate TRWDB strategic objectives to partners and providers to ensure services are focused on these priorities.

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

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

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

- c. Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and**

programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.

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

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

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

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

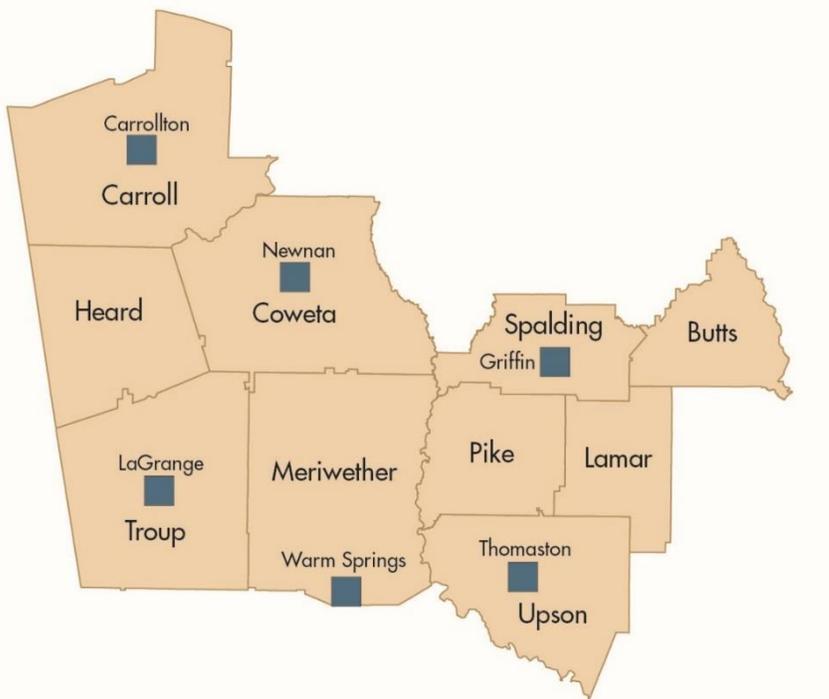
The overall role of the partners in the one-stop system is to design, implement, and manage a seamless system of service delivery focused on the needs and interests of job seekers and employers. The primary goal is to coordinate resources from partner agencies, thereby eliminating duplication and streamlining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

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

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

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



Source: Carl Vinson Institute of Government

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

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

The Three Rivers Workforce Development Board (TRWDB) follows the Three Rivers Regional Commission (TRRC) procurement policies. Before procuring a good or service, TRWDB administrative staff determines the appropriate procurement method based on the definitions for the types of procurement outlined in the TRRC procurement policies. The TRWDB commonly uses the Request for Proposal (RFP) and Sealed Bid procurement methods for awarding contracts.

When awarding sub-grants to Adult, Dislocated Worker, or Youth service providers, admin staff seeks the approval from the appropriate committee(s) (Executive Committee—or Youth Committee—Youth Services) to procure services. Upon approval, TRWDB staff develops a RFP outlining the desired services based on the WIOA law and Federal and State policies and regulations. After the RFP is drafted, it is sent to the TRRC's program and administrative personnel for review, and made available to the public through the TRRC's website for a minimum of two weeks. The TRRC also utilizes the Georgia Local Government Access Marketplace (GLGA.org), Items for Bid section, to solicit bidders for services.

Each committee forms an ad-hoc Review Committee made up of committee members and/or community representatives who are responsible for reading and scoring each

proposal for merit using an evaluation tool that determines how well each question was answered. The ad-hoc committee also includes members of the TRWDB Leadership Team (Finance Coordinator, Workforce Director, and the appropriate Program Manager). Once the RFP closes, admin staff conducts a technical review and forwards the proposals to the appropriate Review Committee members for individual evaluation. After the proposals are individually reviewed and scored the Review Committee meets to deliberate and determine what recommendation will be made to the full committee. The Executive or Youth committee votes on the recommendation, as necessary, that is presented to the full Board for discussion and approval.

The criteria for selecting the winning proposal is not based solely on price; it also includes factors such as a vendor's financial capacity, technical expertise, experience in the service or commodity being requested, facilities and support, ongoing training, and many other factors. The award criteria are listed in the RFP and may be evaluated by a committee of several individuals instrumental in developing the RFP. An RFP allows for a process of negotiating the conditions of an offer prior to contract execution.

Admin staff places the TRWDB's final approval of the service provider selection on the TRRC Council agenda for ratification and approval pursuant to the Chief Local Elected Officials (CLEO) Consortium and Joint Working Agreement.

After TRRC Council approval, the Bidder/Service Provider is issued a letter of intent, after which the Service Provider enters into contract negotiations with designated admin staff, if applicable/needed.

When an equitable agreement has been reached between both parties, a contract between the service provider and the TRWDB is developed, and signed by the service provider, TRWDB Chair, TRRC Executive Director, and the TRWDB Workforce Director, if applicable, for full execution as the final phase of the competitive process.

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

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

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

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Local Boards and Plan Development

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

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

Figure 14. Board Membership Structure



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

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

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

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

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

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

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

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

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

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

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

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

Table 10. Three Rivers Workforce Development Board Committee Structure

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

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

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

Figure 15. Local Plan Development Process Elements



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

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

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

Figure 16. Stakeholders Participate in Needs Assessment Summit



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

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Service Delivery and Training

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. Description of Rapid Response Services – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Currently, entrepreneurial skills and microenterprise services training are primarily provided through Youth Services as the demand is noted in these customers. Youth Services contractors typically bring in speakers to talk about entrepreneurship. TRWDB will assess additional opportunities for supporting and developing entrepreneurial skills and microenterprise skills.

For Adult and Dislocated Workers, staff refer clients to local resources that provide entrepreneurship and microenterprise services. Referral partners include the University of Georgia Small Business Development Center, the Burson Center (business incubator in Carroll County), local small business development courses sponsored by the Small Business Administration, SCORE Atlanta, local chamber small business administration, and downtown development authority finance programs. Staff will identify and share free and low-cost training courses (in-person and webinars) offered by partner organizations with interested participants. TRWDB will also support developing entrepreneurship skills through skills development programs ITAs from the ETPL.

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 Three Rivers Workforce Development Board will serve as the region’s convener around workforce development. This important role will involve close partnership and coordinated with secondary and post-secondary education. These partners include 11 school districts, two Technical College System of Georgia institutions, and two University System of Georgia institutions.

The TRWDB works closely with local technical colleges to provide training opportunities to meet the demands of employers in the region. The area's technical colleges serve as a key training partner for TRWDB and serve the largest number of ITA participants. The local area collaborates with TCSG institution leaders, including academic affairs, economic development, deans, and instructors, to ensure that credit and non-credit courses meet the region's needs. The relationship ensures that the institutions have in-demand programs that include the hard skills and soft skills required by key employers. TRWDB has productive and long-standing relationships with the area's two technical colleges.

The Three Rivers region is home to 11 school districts and several college and career academies. The local area works cooperatively with these K-12 workforce development programs to align curriculum, share resources, and work cooperatively to build a talent pipeline. For example, TRWDB staff members have participated in manufacturing days hosted by K-12 education and the college and career academies in the region. As a result of the information provided at these events, there have been discussions about ways the TRWDB can partner with youth in secondary education – either through apprenticeship programs (example: Coweta County's new German apprenticeship program), or by providing access to continued training after completion of studies at a college and career academy.

The local area can use its convening role to bring the region's educational providers to the table to work cooperatively to meet the region's workforce needs. No single educational institution can meet the workforce development needs. TRWDB continue to involve educational institution leaders in regional strategic planning efforts related to workforce development.

- 9. Description of Supportive Services – Provide a description of how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services**

regionally, if applicable. Please include the region/local area Supportive Service Policies.

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

Transportation

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

Contractors who provide Youth Services can purchase vouchers from the Three Rivers Regional Commission in certain counties so that youth can get back and forth to their meetings/work/testing. The TRWDB is investigating the expansion of these services to counties that do not have transportation. Transportation and meals are funded at \$12 per day.

Childcare

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

Other Supportive Services

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

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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.).

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

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

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

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

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

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

The local workforce area currently partners with GDOL in workshops within each career center to ensure that all individuals receiving Wagner-Peyser services are provided information regarding WIOA services. Career Centers in our region are a true access point for job seekers to opportunities in addition to Wagner-Peyser. For example, the LWDB staff members in each center are a referral source for training opportunities for individuals receiving Unemployment Compensation. Staff in each center are able to create and develop ITAs. GDOL referrals for training opportunities through the LWDB are routinely done, and often lead to successful performance outcomes for Dislocated Workers seeking assistance, prior to the end of Unemployment Compensation, in the local workforce region. The LWDB plans to continue a

coordinated effort in partnership with GDOL to provide referrals at a specific point in time for someone nearing the end of UI benefits.

Employ Georgia remains a major component for job seekers receiving Wagner-Peyser services. GDOL staff and LWDB staff work together to ensure job seekers are able to navigate the site and create resumes for job search that are professional and marketable to employers in the region. This coordinated effort between GDOL and WIOA provides job seekers with access to assistance within a career center with a guided job search, and this effort provides the job seeker with an opportunity to engage in WIOA basic services – which could potentially lead to more individualized or training services.

Wagner-Peyser services include Business Services. The LWDB Business Services Specialists works in partnership with GDOL Business Services and Veteran Services representatives to provide coordinated services to meet employer recruiting needs in the region. The LWDB is currently working with the GDOL Region 4 Coordinator on future projects to provide On-the-Job Training opportunities.

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

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

The LWDB continues to partner with the Adult Education programs in the region to develop and implement career pathways for individuals enrolled in Adult Education. West Georgia Technical College has established a Manufacturing Certificate program opportunity for individuals on a successful track toward completing a GED, and who have expressed an interest in this in-demand industry in the region. The LWDB plans to replicate this program with Southern Crescent Technical College, and then expand into a healthcare career pathway for individuals in Adult Education. Both pathways are in line with the regions Sector Strategy timeline and demand occupations focus.

4. Coordination with Vocational Rehabilitation – Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the provision of services to individuals with disabilities and to other individuals, cross-train

staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.

The Georgia Vocational Rehabilitation Agency (GVRA) operates programs that “help people with disabilities to become fully productive members of society by achieving independence and meaningful employment.”² GVRA is a natural partner to the workforce development mission of the TRWDB. The TRWDB and GVRA will work together as partners to serve their clients in ways that promote successful employment outcomes. The MOU (see Attachment 5) details the role of GVRA as a mandatory partner in the one-stop system. The TRWDB and GVRA will execute an addendum to the MOU in Fall 2016 to cover the additional cooperative agreement requirements stipulated by WIOA.

The TRWDB and GVRA will work together to serve individuals with disabilities through referrals, use of applicable programs (e.g., ITAs, work experience, OJT, supportive services, GVRA accommodation assistance), and shared case management. TRWDB will work to develop shared and seamless intake, referral, and processes procedures to enhance outcomes for eligible job seekers. TRWDB and GVRA will achieve these outcomes stronger partnerships and mutual understanding. For example local area program managers recently conducted a presentation for GVRA staff on the Title I services and training programs available in the region. GVRA and the TRWDB will continue to strengthen their relationship by hosting information sessions, joint training, process reviews, and other collaborative functions.

The partners will also work together to assist employers in the region with employing individuals with barriers to employment by providing social/supportive services, technical assistance, and OJT. The business services team will work with GVRA local and state staff to deliver business solutions to employers that included individuals with barriers to employment. GVRA will also actively participate in sector partnership development and execution efforts.

² <https://gvra.georgia.gov/about-us>

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Performance, ETPL and Use of Technology

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

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

The PY 2016 and 2017 negotiated performance targets for the local area are in table 11

Table 11. TRWDB PY 2016 and 2017 Negotiated Performance Targets

Adult Program	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	73	74
Employment Rate 4 th Quarter After Exit	72	75
Median Earnings 2 nd Quarter After Exit	4823	5123
Credential Attainment within 4 Quarters After Exit	62	64
Dislocated Worker	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	73	74
Employment Rate 4 th Quarter After Exit	72	73
Median Earnings 2 nd Quarter After Exit	5366	5550
Credential Attainment within 4 Quarters After Exit	56	57.5
Youth	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	65.5	67
Employment Rate 4 th Quarter After Exit	73	76
Credential Attainment within 4 Quarters After Exit	70.5	73.5

- 2. One-Stop System Performance and Assessment** – Provide a listing of locally/regionally developed one-stop performance standards and describe the

criteria used to develop the performance standards. Describe how the one-stop system and regional service delivery is assessed by the local board.

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

The One-Stop Committee will develop one-stop system performance measures in 2017. The measures will be developed in coordination with one-stop operators, board members, program management staff, core partners, and other interested parties. The committee will be charged with reviewing existing performance measures, researching best practices, and examining the performance measures of similar local areas. The metrics will include business services, outreach, customer service, customer satisfaction, process metrics, and outcome metrics. The committee will present the performance standards to the board for approval.

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

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

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

The LWDB solicits for new providers on a routine basis. The request for new providers can be driven by an immediate need for training in the region that is not being provided by any provider at the time the training is identified as a need. However, the LWDB staff members continue efforts to search for providers in line with the LWDB schedule to ensure that all new provider recommendations are reviewed and prepared for LWDB review.

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

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

For initial provider determination, the TRWDB reviews each applicant's past performance in the state-established categories, their accreditation status, evidence of training programs in growth occupations, and whether or not the provider is within reasonable commuting distance of the region's participants. Staff also evaluate training success, compare costs, length of training, and anticipated wage at placement among

similar providers. The board then conducts an on-site pre-operational review of new or unknown training institutions.

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

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

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

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

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

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

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

The performance of all training institutions with participants enrolled in WIOA is monitored on at least an annual basis. Institutions may be removed from the ETPL if monitoring reveals non-compliance with the Act or poor performance. The TRWDB uses state data along with participant data collected from all training institutions using the participants' grades, attendance, and progress reports. Data indicating the number of participants entering employment is also evaluated. If performance falls below the region's standards (as set by GDEC Workforce Division), the provider is notified that corrective action is needed and additional enrollments are curtailed.

Additionally, the LWDB is provided with monthly spending for each provider. A review is done monthly to ensure that participants have completed training and certifications prior to receiving the final payment from the LWDB. The Program Services Manager is made aware of any outstanding invoices due to performance by a provider, and provides the follow-up within a 30 day timeframe. The local area is looking at additional opportunities to increase staff that are dedicated to ETPL and Training Account management.

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

The LWDB has adopted the policies attached for ITAs. There are currently no policies associated with training providers. The LWDB has adopted the state ETPL parameters and performance requirements identified in the state policy and procedure manual as a measure for the region.

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

Career Facilitators provide recommendations for customers to receive ITAs. These recommendations are evaluated and approved by the TRWDB staff. Once an ITA is approved, the funds are tracked by Three Rivers Regional Commission accounting staff to ensure that invoices reflect only what has been approved in the ITA, and that costs do not exceed the cap. Any request for additional funds or to add time to the ITA requires approval by management. These processes are tracked internally with the

voucher form, edit request, and ITA document. The local area uses Tracksource to track and manage a portion of the ITA activity; additional tracking is done in Georgia Work Ready Online Participant Portal.

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

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

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

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

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

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

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

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

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

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

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

State Initiatives and Vision

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Attachments

Attachment 1: Local Workforce Development Board Member Listing

Attachment 2: Local Negotiated Performance Measures

Attachment 3: Comments that Express Disagreement

Attachment 4: Signature Page

Attachment 5: Memorandum of Understanding/Resource Sharing Agreement

Attachment 6: Grievance Policy

Attachment 7: Acronym List

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Attachment 1: Local Workforce Development Board Member Listing

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



Attachment 2: Local Negotiated Performance Measures

Area 8

Adult Program	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	73	74
Employment Rate 4 th Quarter After Exit	72	75
Median Earnings 2 nd Quarter After Exit	4823	5123
Credential Attainment within 4 Quarters After Exit	62	64
Dislocated Worker	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	73	74
Employment Rate 4 th Quarter After Exit	72	73
Median Earnings 2 nd Quarter After Exit	5366	5550
Credential Attainment within 4 Quarters After Exit	56	57.5
Youth	Agreed Goals 16	Agreed Goals 17
Employment Rate 2 nd Quarter After Exit	65.5	67
Employment Rate 4 th Quarter After Exit	73	76
Credential Attainment within 4 Quarters After Exit	70.5	73.5

Attachment 3: Comments that Express Disagreement

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Attachment 4: Signature Page

The undersigned hereby agree to adhere to all applicable federal, state, and local laws, regulations, and policies in performing any duty associated with the funds made available under the Workforce Innovation and Opportunity Act.

Name: _____

Title: Local Workforce Area Director

Entity Representing: _____

Signature: _____

Name: _____

Title: Chief Local Elected Official

Entity Representing: _____

Signature: _____

Name: _____

Title: Local Workforce Development Board

Entity Representing: _____

Signature: _____

Attachment 5: Memorandum of Understanding/Resource Sharing Agreement

MEMORANDUM OF UNDERSTANDING Local Workforce Development Area 8

Purpose

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

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

Parties

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

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

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

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

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

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

Duration

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

Amendments

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

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

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

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

Local Vision and Goals

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

Roles and Responsibilities

General

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

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

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

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

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

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

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

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

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

The Workforce Development Board

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

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

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

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

The Operator

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

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

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

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

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

Partners

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

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

Goals and Objectives

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

Center Locations

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

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

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

Workforce Development Center
1533 Highway 19 South
Thomaston, GA 30286

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

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

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

Services

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

Data Collection

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

Liability

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

Disputes



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

Confidentiality

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

Cross- Referral

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

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

Severable Provision

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

Authority and Signatures

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

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

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

RESOURCE SHARING AGREEMENT Local Workforce Development Area 8

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

10. Contributed Resources:

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



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

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

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

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

Attachment A-1 is inapplicable at this time

Cost Analysis Summary

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

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

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

Attachment 6: Grievance Policy



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

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

TRRC Workforce Development Grievance and Complaints Procedure

GENERAL POLICY

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

EQUAL OPPORTUNITY POLICY

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

Equal Opportunity Is the Law (29 C.F.R. § 38.30)

It is against the law for this recipient of Federal financial assistance to discriminate on the following bases:

- against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and
- against any beneficiary of programs financially assisted under Title I of the Workforce Innovation and Opportunity Act (WIOA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas:

- deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity;
 - providing opportunities in, or treating any person with regard to, such a program or activity;
- or

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- making employment decisions in the administration of, or in connection with, such a program or activity.

What To Do If You Believe You Have Experienced Discrimination

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

- the recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- the Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW., Room N-4123, Washington, DC 20210.

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

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

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

RECORD KEEPING

The TRRCWD shall maintain an automated or manual log of discrimination complaints to include, name and contact information of complainant; the basis of the complaint (i.e., race, sex, age, etc.), a description of the complaint; the date the complaint was filed; the disposition and date of disposition of the complaint; and other pertinent information.

Records pertaining to discrimination complaints, investigations or any other such actions shall be retained for a minimum of three (3) years from the date of resolution. Information pertaining to the identity of any persons providing information related to or assisting in, an investigation or a compliance review shall be maintained in a confidential manner to the extent possible. In the event that it is necessary that a person's identity be disclosed, the person(s) shall be protected from retaliation.

COMPLAINTS OF DISCRIMINATION

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

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

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

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

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

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

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

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

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

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

COMPLAINTS OF FRAUD, ABUSE OR OTHER ALLEGED CRIMINAL ACTIVITY

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

COMPLAINTS AGAINST PUBLIC SCHOOLS

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

ALL OTHER COMPLAINTS (VIOLATIONS OF THE ACT OR REGULATIONS)

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

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

February 2017

Griffin, GA 30224

Complaints filed with TRRCWD must contain the following:

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

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

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

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

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

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

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

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

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

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the opposing party.

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

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

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

NAME

DATE

February 2017

Attachment 7: Acronym List

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



Business Services' Performance Competencies

Grading Scale						
4	Exceeds Expectations	90% of contracts meet all competencies.	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
3	Meets Expectations	75% of contracts meet all competencies.				
2	Needs Improvement	50% of contracts meet all competencies.				
1	Unacceptable	45% and below of contracts meet all competencies.				
			Point Score			
			4	3	2	1
Contracts						
Are contracts in alignment with identified Sector Strategy industries?						
Do contracts lead to fulltime employment for program participants and unemployed area residents?						
Have Incumbent Worker contracts resulted in increased wages for current employees?						
Has the Incumbent Worker contract assisted in averting a layoff or closure?						
Are quarterly reviews of contracts performed to ensure compliance with contract terms?						
Have contracts met the negotiated rate for wages in the region?						
Community Engagement						
Has the Business Services' Staff (BSS) created partnerships with required partners, i.e. GDOL, GVRA, Technical Colleges, etc.?						
Does the BSS seek out opportunities to present Business Service programs to Employers?						
Does the BSS effectively utilize referrals in assisting employers with their hiring needs?						
Does the BSS work with the employer to create career pathways and employee advancement opportunities?						
SUBTOTAL						
TOTAL SCORE:			_____ /40			

Supervisor's Signature: _____

Date: _____

Reference Tab

1. Business Services 1 Pager
2. Services Provided Eligibility Dislocated Worker/Displaced Homemaker Eligibility Adult
3. Services Provided for Out of School Youth (OSY)
In-School Youth (ISY)
4. WIOA Occupational Training Programs List
5. GED Enrollment Process Information sheet
6. One-Stop Career Center Region 4 Area 8 Contact Information
7. Youth Services Contractors Contact Information
8. Services & Contracts Organization document
9. TRRC Program Organizational Flow Chart
10. TRRC Employee Contact Information
11. TRWDB 2016-2017 Calendar

Business Services

You Hire, You Train, And We Pay!

Workforce Development a division of Three Rivers Regional Commission provides business services to our region to assist with hiring needs, and training costs to develop a skilled workforce.

Benefits and Business Services Provided

- 1). On-The-Job Training (OJT):** Provides an opportunity for employers to hire new employees while receiving a reimbursement of wages for the training period for up to 6 months. **Employers retain full autonomy** of the employees they choose to hire.
- 2). Customized Skills Training:** Provides assistance with costs of training to employers who are seeking to train employees on new technology, new services or production procedures, workplace literacy, or if an employee is being up-graded into a new position that requires additional skills. Workforce Development partners with local training providers to develop a training plan in line with the employers' needs.
- 3). Incumbent Worker Training:** Provides a layoff aversion strategy by awarding expense reimbursement grants to employers for the purpose of providing skills upgrade training to currently employed full time workers.
- 4). Rapid Response Coordination:** Workforce Development and its partnering agencies work together to provide a variety of services to company's facing closure and to the employees that will become dislocated. Some of those services may include; unemployment insurance specialist, health and human services, job search, matching and referrals, resource packets and materials, educational and training representatives, and several other customized services to meet the needs of the company and employees.

Eligible Businesses and Participants

- 1) Eligible Businesses for On-The Job Training:** Are those that have year-round operations, have not recently experienced layoffs, and commit to hiring eligible participants on a full time basis after on-the-job training is complete.
- 2) Eligible Participants for On-The-Job Training:** Are individuals that are unemployed or under employed adults who have a need for training, and have completed comprehensive assessments to determine their skill levels and abilities.



1210 Greenbelt Drive • P.O. Box 97
 Griffin, Georgia 30224
 Ph: (770) 229-9799
 Fax: (770) 229-9924
 www.threeriversrc.com

COUNTIES SERVED: Butts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup, and Upson

Services Provided	
• Job Search Assistance	• Career Counseling
• Vocational Assessments	• Resume Preparation
• Training Cost Assistance	• Budget/Financial Planning

**Eligibility Dislocated Worker/
 Displaced Homemaker:**

- Notice of Layoff, Separation Notice or U.I. Determination Letter (Layoff due to no fault of the customer)
- Job Search Records
- Verification of Unemployment Insurance Status (Claims Determination Letter)
- Spouse Layoff (Displaced Homemakers Only)

****Eligibility Adult:**

- **If unemployed:** Proof of unemployed status at time of application including information on last employment/employer, pay stubs for last employment period and/or tax forms (W2) **OR**
- **For under-employed or low-income:** Food Stamps or TANF Letter (Current within last 6 months) **OR** Paycheck stubs (for 6 months or Letter from Employer **AND**
- Completed Family Income and Composition Form

Adults are individuals age 18 and older who at time of application are **unemployed OR who are **under-employed, OR** whose family meets adult low income on the income guidelines below:

Adult Low-Income Workforce Investment Act (WIA) Guidelines				Effective Date: April 4, 2016		
Family Size	Annual Income			6-Month Eligibility Period Income		
	Metro	Atlanta MSA	Non-Metro	Metro	Atlanta MSA	Non-Metro
One	\$11,880	\$11,880	\$11,880	\$5,940	\$5,940	\$5,940
Two	\$16,020	\$16,020	\$16,020	\$8,010	\$8,010	\$8,010
Three	\$20,300	\$20,160	\$20,170	\$10,150	\$10,080	\$10,085
Four	\$25,062	\$24,300	\$24,898	\$12,531	\$12,150	\$12,449
Five	\$29,580	\$28,440	\$29,382	\$14,790	\$14,220	\$14,691
Six	\$34,596	\$33,204	\$34,362	\$17,298	\$16,602	\$17,181
For each additional family member add:	\$5,016	\$4,810	\$4,980	\$2508	\$2,405	\$2,490

For more information or to apply for services please visit your nearest career center listed below:

Carrollton Career Center
 275 Northside Drive
 Carrollton, GA 30117
 770-836-6668

Griffin Career Center
 1514 Hwy 16 West
 Griffin, GA 30224
 770-228-7226

LaGrange Career Center
 1002 Longley Place
 LaGrange, GA 30240
 770-845-4000

Newnan Career Center
 30 Bledsoe Road
 Newnan, GA 30265
 770-254-7220

Southern Crescent Technical College
 1533 Hwy 19 South
 Thomaston, GA 30286
 706-648-9178

Roosevelt Warm Spring Career Center
 6391 Roosevelt Hwy. – Georgia Hall
 Warm Springs, GA 31830
 706-655-5200



1210 Greenbelt Drive • P.O. Box 97
 Griffin, Georgia 30224
 Ph: (770) 229-9799
 Fax: (770) 229-9924
 www.threeriversrc.com

COUNTIES SERVED: Butts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup, and Upson

Services Provided	
• Apprenticeships/Work Experience/OJT	• Tutoring/Study Skills Training
• GED Assistance	• Leadership Development
• Occupational Skills Training	• Financial Literacy
• Entrepreneurial Skills Training	• Career Counseling

Eligibility Out of School Youth (OSY)

Out-of-school youth must be age 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 and is low-income, 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 or in out-of-home placement
- Pregnant or parenting
- Individual with a disability
- Low-income who requires additional assistance to enter or complete an educational program or to secure and hold employment

Eligibility In-School Youth (ISY)

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

- Basic skills deficient
- English language learner
- An 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

For more information or to apply for services please visit your nearest WIOA Youth Services provider listed below:

Paxen
 432 W. Solomon Street
 Griffin, GA 30223
770-229-3558

Paxen
 110 West Washington Street
 Newnan, GA 30263
470-414-7445

Paxen
 311 South Church Street
 Thomaston, GA 30286
706-938-6234

Serving Butts, Coweta, Lamar, Meriwether, Pike, Spalding, and Upson Counties.

New Ventures, Inc.
 306 Fort Drive
 LaGrange, GA 30241
706-882-7723

Serving Troup & Heard Counties

Carrollton Housing Authority
 Neighborhood Networks Center
 209 Newnan Road, Apt. 108
 Carrollton, GA 30117
770-834-5480, x13

Serving Carroll County

Adult Low-Income Workforce Investment Act (WIA) Guidelines**Effective Date: April 4, 2016**

Family Size	Annual Income			6-Month Eligibility Period Income		
	Metro	Atlanta MSA	Non-Metro	Metro	Atlanta MSA	Non-Metro
One	\$11,880	\$11,880	\$11,880	\$5,940	\$5,940	\$5,940
Two	\$16,020	\$16,020	\$16,020	\$8,010	\$8,010	\$8,010
Three	\$20,300	\$20,160	\$20,170	\$10,150	\$10,080	\$10,085
Four	\$25,062	\$24,300	\$24,898	\$12,531	\$12,150	\$12,449
Five	\$29,580	\$28,440	\$29,382	\$14,790	\$14,220	\$14,691
Six	\$34,596	\$33,204	\$34,362	\$17,298	\$16,602	\$17,181
For each additional family member add:	\$5,016	\$4,810	\$4,980	\$2,508	\$2,405	\$2,490



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

**Workforce Development a Division of Three Rivers Region Commission
WIOA Occupational Training Programs**

Training Programs in Health Services

Clinical Laboratory Technician
Dental Assistant
Dental Hygiene
Emergency Medical Services
Health Information Management/Technician
Healthcare Information Management Specialist
Medical Assistant
Nurse Aide (Certified Nurse Assistant)
Patient Care Technician – Nursing Support
Pharmacy Technology
Practical Nursing
Registered Nursing
Radiologic Technology
Respiratory Therapist
Surgical Technology

Training Programs in Office/Business Support

Accounting
Auditing Clerk
Office Accounting Specialist
Payroll Accounting Specialist

Training Programs in Information Technology

A+/NET+
Data Analyst
Computer Information Systems
Computer Programmers – Application Developers
Computer Security Analyst
Computer Support Specialist
Microsoft Certified Professional
Network Administrators
Networking Specialists
PC Repair and Network Technician

**Training Programs in Trade Occupations and
Advanced Manufacturing**

Air Conditioning Technology
Automotive Technology
Carpentry
Construction Trades
Custodial Skills Training
Diesel Equipment Technology
Drafting Technology
Electrical Systems Technology
Electronics Technology
Engineering Technology
Forklift Certification
HVAC Technician
Industrial Maintenance
Industrial Mechanical Systems
Industrial Systems Technology
Machine Tool Technology
Machinist
Maintenance/Machinery Mechanics
Manufacturing Certification
Plumbers, Pipe Fitters and Steamfitters
Waste Water Treatment
Welding and Joining Technology
Workplace Fundamentals

Training Programs in Transportation

Commercial Truck Driving

**Training Programs in Business, Office Support, and
Management**

Business Administrative Technology
Business Management
Logistics and Supply Chain Management
Marketing Management

Training Programs in Public Service

Criminal Justice
Culinary Arts
Custodial Skills Training



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

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

GED Enrollment Process

Youth Contractors are able to assist youth with obtaining their GED through financial assistance. Youths working with Carrollton Housing Authority (CHA) and New Ventures (NVI) are referred to West Georgia Technical College, where they are enrolled in the classes for free. When the youths are prepared to take a portion of the test, the contractors will pay the testing fees. Paxen (PLC) offers 10-week accelerated GED classes taught by their instructors and also provides payment for the GED fees when the student is ready to take the official test. Testing fees are currently \$40.00 per subject area. Please see below for office locations:

Contractors Contact Information:

Carrollton Housing Authority

209 Newnan Rd Apt 108

Carrollton, GA 30117

770-834-5480 Ext 13

**Servicing Carroll County*

New Ventures Inc

306 Fort Drive

Lagrange, GA 30240

706-882-7723

**Servicing Heard and Lagrange Counties*

Paxen Learning Corporation

432 W Solomon Street

Griffin, GA 30223

770-229-3558

110 West Washington Street

Newnan, GA 30263

678-423-6437

311 South Church Street

Thomaston, GA 30286

706-938-6234

**Servicing Butts, Coweta, Lamar, Meriwether, Pike, Spalding, and Upson Counties*

One-Stop Career Centers Region 4 Area 8

**Carrollton Career
Center
770-836-6668**

**Newnan Career
Center
770-254-7220**

**Griffin Career Center
770-228-7226**

**Roosevelt Warm
Springs Career Center
706-644-5284**

**LaGrange Career
Center
706-845-4000**

**Thomaston Career
Center
706-648-9178**

Youth Services Contractors

Paxen Learning Corporation

*(Serving Butts, Coweta, Lamar,
Meriwether, Pike, Spalding, and
Upson Counties)*

Griffin Location

432 W. Solomon Street
Griffin, GA 30223
770-229-3558

Newnan Location

110 West Washington Street
Newnan, GA 30263
678-423-6437

Thomaston Location

311 South Church Street
Thomaston, GA 30286
706-938-6234

Carrollton Housing Authority

(Serving Carroll County)

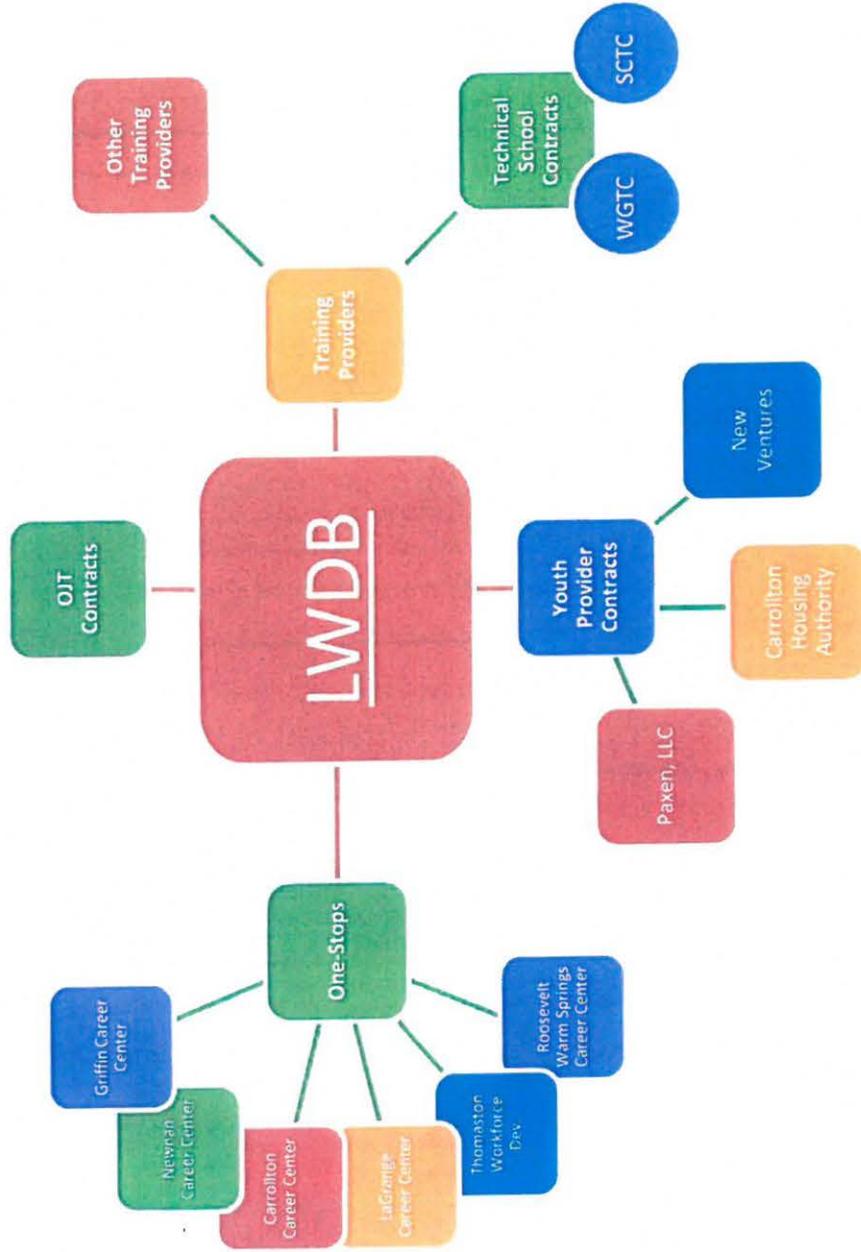
Neighborhood
Networks Center
209 Newnan Road, Apt.
108
Carrollton, GA 30117
770-834-5480, x13

New Ventures

*(Serving Troup and
Heard Counties)*

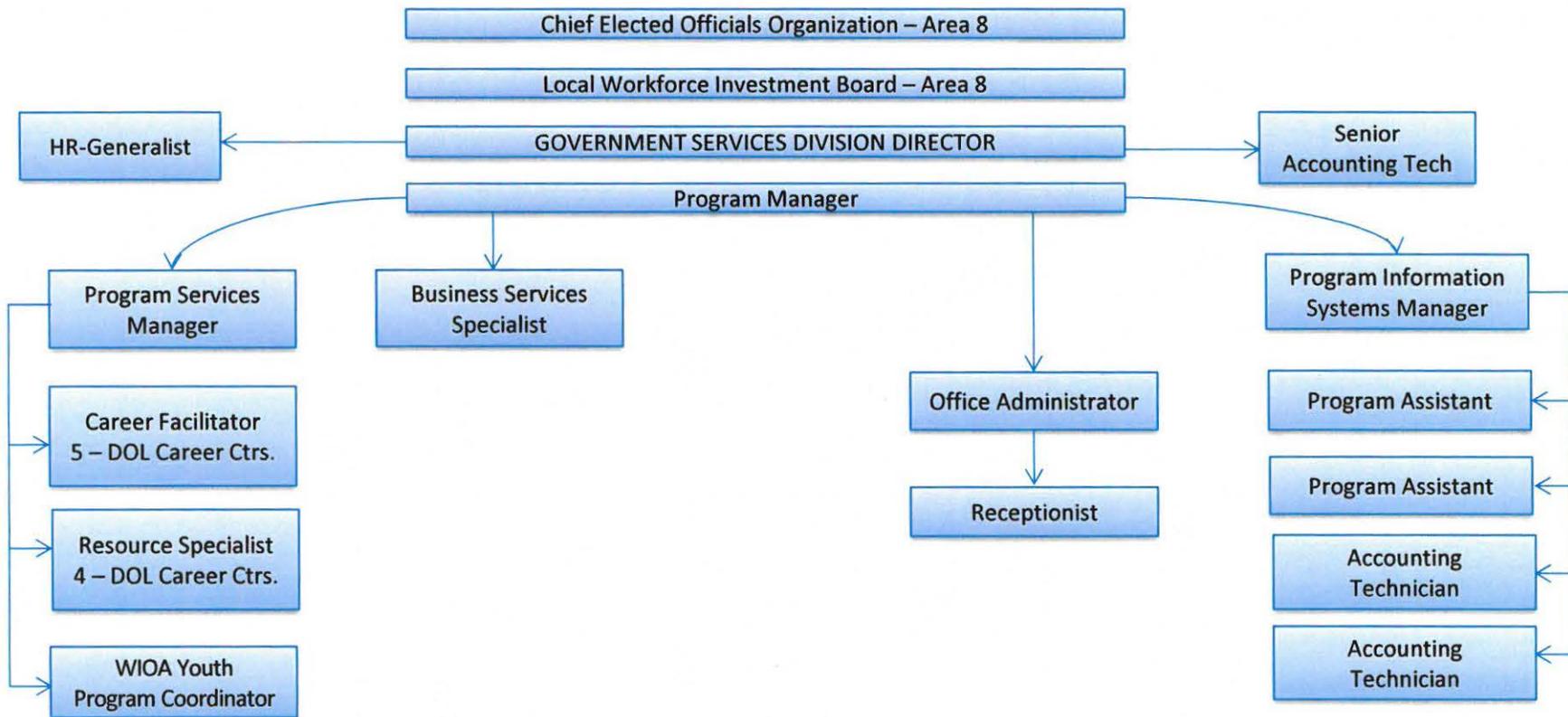
306 Fort Drive
LaGrange, GA 30241
706-882-7723

Services & Contracts Organization



Workforce Development - a Division of Three Rivers Regional Commission

PROGRAM ORGANIZATION CHART





1210 Greenbelt Drive
Griffin, GA 30224
Office: 770-229-9799
www.threeriversrc.org

- **Lanier Boatwright** | TRRC Executive Director
lboatwright@threeriversrc.com
- **Robert Hielt** | Governmental Services Division Director
rhielt@threeriversrc.com
- **Stephanie Glenn** | Program Manager
stephanie.glenn@careerconnections.org
- **Carolyn Mitchell** | Program Services Manager
carolyn.mitchell@careerconnections.org
- **Keisha Whitner** | Program Information Systems Manager
keisha.whitner@careerconnections.org
- **Dawn Burgess** | Office Administrator
dawn.burgess@careerconnections.org

The Three Rivers Regional Commission Workforce Development Board meets the fourth Thursday of every other month. All meetings are open to the Public. The meetings begin at 11:00 a.m., at the location given below.

Meeting dates and locations is subject to change. If changes are made to the schedule, all members will be notified immediately.

DATE	LOCATION
August 25, 2016	Turin Town Hall 47 Turin Road Turin, GA 30289
October 27, 2016	Turin Town Hall 47 Turin Road Turin, GA 30289
December 22, 2016	Turin Town Hall 47 Turin Road Turin, GA 30289
February 23, 2017	Turin Town Hall 47 Turin Road Turin, GA 30289
April 27, 2017	Turin Town Hall 47 Turin Road Turin, GA 30289
June 22, 2017	Turin Town Hall 47 Turin Road Turin, GA 30289

The Youth Committee meets the first Thursday of every other month. The Committee meets at different locations as announced. Meetings begin promptly at 9:00 a.m.

Scheduled Youth Committee meetings are:

- June 16, 2016 – WGTC Newnan, GA
- August 18, 2016 – WGTC Newnan, GA
- October 20, 2016 – WGTC Newnan, GA
- December 15, 2016 – WGTC Newnan, GA