

# **Comprehensive Local WIA Plan Update** *Updated for PY 2011*

## **Area Contacts**

1. Name of Area

*Coastal Georgia, Service Delivery Region 12, Workforce Area 20*

2. Name, address, and phone number for Chief Local Elected Official

*Mayor Otis Johnson, Ph.D.*

*City of Savannah*

*P.O. Box 1027*

*Savannah, GA 31402*

*Phone: (912) 651-6520*

3. Name of organization administering the grant

*Coastal Workforce Services*

*601 E. 66<sup>th</sup> Street, Suite 201*

*Savannah, GA 31405*

*Phone: (912) 351-6379*

Name, address, and phone number for Local Area Director

*Cindy Landolt, Executive Director*

*601 E. 66<sup>th</sup> Street, Suite 201*

*Savannah, GA 31405*

*Phone: (912) 351-6379*

*E-mail: [Cindy\\_Landolt01@savannahga.gov](mailto:Cindy_Landolt01@savannahga.gov)*

*Fax Number: (912) 525-1557*

4. Name, address, and organization of the Workforce Investment Board Chairperson

*Mark Corrigan, Chairman*

*Coastal Workforce Investment Board*

*601 E. 66<sup>th</sup> Street, Suite 201*

*Savannah, GA 31405*

5. Name, address, and organization of the Youth Council Chairperson

**William Miller**  
**Coastal Workforce Investment Board**  
**601 E. 66<sup>th</sup> Street, Suite 201**  
**Savannah, GA 31405**

6. Name, address, and phone number of the area's One-Stop operator(s). List all the sites the organization manages and indicate with an asterisk sites that are WIA comprehensive service sites

**Operator: Georgia Department of Labor**  
**Site(s) Managed: Statesboro Career Center\***  
**Manager: Brian Davis**  
**Address: 62 Packinghouse Road,**  
**Statesboro, GA 30458**  
**Phone: 912.681.5156**  
**Fax: 912.681.5228**  
**E-Mail: [brian.davis@dol.state.ga.us](mailto:brian.davis@dol.state.ga.us)**

**Operator: Georgia Department of Labor**  
**Site(s) Managed: Savannah Career Center**  
**Manager: Larry Vaughn**  
**Address: 5520 White Bluff Rd**  
**Savannah, GA 31405**  
**Phone: 912.356.2773**  
**Fax: 912.356.2790 or 912.351.3800**  
**E-Mail: [larry.vaughn@dol.state.ga.us](mailto:larry.vaughn@dol.state.ga.us)**

**Operator: Georgia Department of Labor**  
**Site(s) Managed: Hinesville Career Center**  
**Manager: Gary Varner**  
**Address: 740 General Stewart Way, Ste 202**  
**Hinesville, GA 31313**  
**Phone: 912.370.2595**  
**FAX: 912.370.2598**  
**E-Mail: [gary.varner@dol.state.ga.us](mailto:gary.varner@dol.state.ga.us)**

**Operator: Georgia Department of Labor**  
**Site(s) Managed: Kings Bay Career Center**  
**Manager: Shawn Slay**  
**Address: 1712 Osborne Road Suite L,**  
**St. Marys, GA 31558**  
**Phone: 912.673.6942**  
**Fax: 912.673.7077**  
**E-Mail: [shawn.slay@dol.state.ga.us](mailto:shawn.slay@dol.state.ga.us)**

**Operator: Georgia Department of Labor**  
**Site(s) Managed: Brunswick Career Center**  
**Manager: Tamela Shirah**  
**Address: 2517 Tara Lane,**  
**Brunswick, GA 31520**  
**Phone: 912.264.7244**  
**Fax: 912.262.3334**  
**E-Mail: [tamela.shirah@dol.state.ga.us](mailto:tamela.shirah@dol.state.ga.us)**

**Operator: Georgia Department of Labor**  
**Site(s) Managed: Effingham Career Center**  
**Address: 768 Highway 119 S.**  
**Springfield, GA 31329**  
**Phone: 912-754-8179**  
**Fax:**  
**E-Mail:**

7. Web site address, Facebook page, You Tube channel, or other social media for the area.

***<http://www.coastalworkforceservices.org>***

8. Name and phone number of the individual(s) with primary responsibility for plan development.

***Cindy Landolt, Executive Director, Coastal Workforce Services***  
***Phone: (912) 351-6379***

**Comprehensive Local WIA Plan Update  
PY 2011**

**Signatures**

Name of Area: **Coastal Georgia, Service Delivery Region 12, Workforce Area 20**

Chief Local Elected Official

\_\_\_\_\_  
Otis Johnson, Ph.D.

\_\_\_\_\_  
Date

Local Area Director

\_\_\_\_\_  
Cindy Landolt

\_\_\_\_\_  
Date

Local Workforce Investment Board Chairperson

\_\_\_\_\_  
Mark Corrigan

\_\_\_\_\_  
Date

*Note: Original signatures are not required for submittal, but must be available for review upon request and during onsite program review. Please scan signatures for the plan.*

# **Comprehensive Local WIA Plan**

## ***PY 2011***

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## ***PY 2011***

### **I. Vision and Goals**

Provide the vision for the area's workforce development system and list the goals that have been established to achieve the vision. Review and incorporate the priorities from ETA's National Strategic Directions (TEGL 13-06) to address local vision and goals, as appropriate.

#### **VISION STATEMENT:**

The Coastal Georgia Workforce is a globally competitive workforce that seeks to meet the needs of local employers and attracts businesses from all over the world. This workforce is comprised of people who are continuous learners, multi-skilled, diverse, self-aware, market-ready, and economically self-sufficient.

The vision statement reflects values that are consistent with the talent development strategies and globalization issues addressed in the ETA National Strategic Direction and the Strategic Vision for Employment and Training Provision. Our efforts in implementing the Coastal Workforce Strategic Plan are focused primarily on economic development activities through increased outreach and involvement of regional employers.

The Coastal Georgia Workforce Development System is providing well-trained, highly motivated employees for business and industry, improving the quality of life for individuals, families, and the communities of Coastal Georgia, and enabling job seekers to be productive and contributing members of a globally competitive economy. Moreover, the system is:

- responsive & flexible - providing services and information to all customers based on their informed choice and need; customer feedback is being obtained and used; staff provide quality services in a timely and positive manner;
- accessible – it includes many service access points and methods, with services tailored to meet the needs of individual communities;
- compliant – policy, operations, and procedures support flexibility in local design of service delivery, use of staff, and utilization of facilities, all within the bounds of applicable laws and regulations; and
- recognized performer – services and accomplishments are marketed through the use of a standard brand image (logo) and marketing plan; the system offers specialized services beyond those paid for by public funds but nevertheless needed by customers.

## GOALS:

- Align services and resources toward targeted industries within the region.
- Increase visibility of the board and its work by providing resources used to collaborate, network, and build partnerships with employers, individuals, government entities, economic development entities, and board members.
- Establish, strengthen and, where appropriate, formalize partnerships with private sector, education, military, and training and community development partners to maximize breadth, integration, and impact of Coastal Workforce Services' partners.
- ***Build capacity of the Youth Council while maintaining focus on providing services and support to youth in the Coastal region.***

## II. Local Governance

1. Describe how the local workforce development system will be governed to ensure that it is comprehensive, integrated, effective, responsive, and customer-focused. Examples of items you may wish to describe include the local board committee structure and the board's oversight activities. Describe how GDOL career centers and other WIA partners have worked together to promote service integration.

### **The Coastal Workforce Investment Board is responsible for the following oversight activities:**

Each area of governance is assigned to a committee of the Board in accord with the following delineated roles and responsibilities:

**Executive Committee:** is comprised of eleven members: Chair, Vice-Chair, Youth Council Chair, three goal committee chairs and five at-large members. This committee sets the legislative agenda, provides planning guidance, provides oversight and guidance in the preparation of annual budgets and monthly financial reports, and resolves any conflicts in recommendations between committees before any recommendation is made to the overall Board.

**Youth Council:** oversees delivery of youth services, development and review of the RFP to competitively bid youth services making final recommendations to the WIB regarding the award of youth services contracts, monitors the performance of the youth contractors and, through four regional subcommittees, seeks to develop and maintain relationships with youth service providers at the local level.

**Economic and Workforce Alignment Committee:** goal-oriented committee focused on the alignment of services and resources toward targeted industries within the region.

**Marketing Committee:** goal-oriented committee focused on sharing the benefits of utilizing resources of local area WIA funded programs with target groups, especially those groups most in need, to positively impact their lives.

**Partnership Building Committee:** a goal-oriented committee focused on institutionalizing partnerships with private sector, education, military, training, and community development partners to maximize breadth, integration, and impact of local area WIA funded programs.

Additional committees may be formed by the Executive Committee on an ad hoc basis to address specific needs or concerns.

The Board links to other organizations concerned with workforce development within the region as follows:

In Chatham County, the WIB is aligned with STEP-UP Savannah's Poverty Reduction Initiative, the United Way, the Savannah Area Chamber of Commerce, the Youth Futures Authority, Savannah Technical College, the Department of Labor, the Boy Scouts of America, the Savannah-Chatham Public School System, the Savannah Economic Development Authority, and the Savannah Housing Authority.

In all counties, the economic development agencies, technical colleges and universities, County Commissioners, Youth Futures Authorities, and Homeless Authorities are involved.

2. Describe how the local area's staffing is organized with regard to local Workforce Investment Board support and WIA administrative functions. Provide the titles and major activities/roles of the area's key staff.

**Grant Recipient:**

**The City of Savannah; Ms. Rochelle D. Small-Toney, City Manager**

**Administrative Entity:**

**Coastal Workforce Services**

**Staff of Coastal Workforce Services:**

**Cindy Landolt, Executive Director** – overall grants management to include administrative, fiscal and program reporting and accountability, functions as secretary to the WIB and department director for the City of Savannah, and provides staff support to the Executive Committee.

**Elizabeth Cambridge, Administrative Assistant to the Director** – provides clerical and administrative assistance to the Director and prepares correspondence and information regarding the WIB.

**Delamar Turner, Senior Accountant** – responsible for accuracy and compliance in financial accountability, reporting and documentation to include: budgeting, monitoring budgets for grants and contracts, preparation of financial status reports, financial accountability of Individual Training Accounts, financial monitoring, preparation of journal entries, payment of invoices and appropriate backup documentation, and policy application to all of the above.

**Kathy Syms, Accounting Clerk/ITAs** – preparation of payment vouchers and verification of backup documentation for accounts payable which includes payment of all individual training accounts; timesheet verification and payment of support payments; purchase orders, requisitions to vendors, reviews and approves all individual training account cost commitments according to policy, posts expenditures against commitments, balances with the general ledger, enters information into a database, and maintains participant files.

**Robin Davenport, Administrative Assistant**– provides clerical support to staff, reviews and balances contractor invoices, receives incoming calls, and greets visitors

**Marsha Carter, Workforce Planner** – coordinates, designs and implements WIA activities for adults, dislocated workers and youth throughout the region to include planning, RFP preparation, review of proposals, preparation of contracts, negotiations, monitoring, program review of invoices, and provides staff support to the Economic and Workforce Alignment Committee and the Youth Council.

**Tammy Jolley, Senior Program Analyst** – prepares analytical reports for program review, performs desk top review of contracts, provides technology support to staff, conducts on-site monitoring of contracts and training providers and provides staff support for the Economic and Workforce Alignment Committee

**Janet Jones, Sub-regional Area Coordinator** – develops relationships with area employers to design and implement strategies for On-the-Job and Customized Training as well as other employer-centered and entrepreneurial activities to broaden the scope of training activities and create additional venues for WIA initiatives and provides staff support to the Marketing and Partnership Building Committees.

3. Describe the connection and cross-membership between the Youth Council and the local Workforce Investment Board. List the responsibilities the local Board has vested in the Youth Council.

The Board has established a Youth Council to provide oversight for all youth activities and advise the Board regarding youth issues. The Council assists with the design and development of youth programs based on local need. They review Youth Services RFP's and resulting proposals to make recommendations to the Board for contract selection. The Youth Council has oversight of youth performance and reports to the Board regarding youth activities, needs and concerns. Council assures that youth funds are expended on out-of-school youth according to legislative requirements and that the program design provides the ten required elements for youth programs. The Youth Council membership includes representation of all required partner agencies, the general public and the WIB.

4. Describe any linkages the area has established with other local boards in the region (workforce boards and related boards)

N/A – The Local Area comprises an entire region.

### **III. Plan Development and Implementation**

Describe the process used by the area staff and board to update this strategic plan. Describe your strategic planning efforts and explain how the WIA Plan update incorporates the results of these efforts. Incorporate in the discussion local efforts for building a demand driven workforce within a regional economic system from ETA's National Strategic Directions (TEGL 13-06).

This plan update was prepared by staff in anticipation of revisions of the Board's Strategic plan in June 2011. The previous strategic plan was based upon work done by Market Street Services, LLC in 2005. The comprehensive process undertaken by Market Street and the Board resulted in four separate deliverables including: Review of Existing Trend Data, Supply Analysis, Demand Analysis, and Summary of Public Input.

Implementation of the original plan continued through 2007. In June 2008, with the assistance of the Center for Regional Economic Competitiveness, Dr. Ken Poole, and the Corporation for Skilled Workforce, John Metcalf, the Board developed the first update to the plan. The second update occurred in June 2009, again with the assistance of both Dr. Poole and Mr. Metcalf. The revision completed for 2010 was developed with the assistance of John Chamberlin and continued to build on these deliverables.

*The 2011 update, which will be completed in June, is not expected to change markedly from 2010. However, several new and enhanced objectives are likely to be adopted. Outreach activities will include the unveiling of our redesigned website with accompanying revamping of our brochures and other informational materials which will enhance our branding efforts; the implementation of Common Measures throughout our adult, dislocated worker and youth programs will impact delivery of services and how the Board reviews our performance; and, in our new conference room, we hope to add video conferencing to increase CWIB participation.*

### **IV. Needs Assessment**

Using the CD containing the most recent labor market information for your area and the results of your strategic planning activities, please describe the demand (current and projected employment and skill needs of businesses) and supply (availability of skilled workers) aspects of your local labor market. List data sources used in your analysis. Review ETA's National Strategic Directions (TEGL 13-06) incorporate as appropriate.

The Coastal WIB contracted with Market Street Services, Inc. in 2005 to evaluate the region's economic conditions and labor market (both supply and demand). The Key Findings of the initial report (below) are general in their scope, but seem to remain relatively unchanged at this time.

**Key Findings (from 2005):**

- Coastal Georgia has strength in several sectors expected to continue to be strong at both the national and local level: Transportation and Warehousing, Tourism, and Health Care, and certain growing sub-sectors of Manufacturing (Transportation Equipment and Nonmetallic Mineral Products).
- The Tourism employment opportunities upon which the Region, or portions of the Region, are so reliant do not offer wages that will help raise the low per capita income and average earnings of the Region's workforce.
- While projections can quickly change in unexpected ways, current projections through 2012 suggest stagnant growth in sectors that will be important to the future of the Coastal Georgia economy: Wholesale Trade, Manufacturing, and Transportation and Warehousing. In terms of occupational growth, the two classifications of Healthcare Support, and Practitioners and Technical Occupations offer strong growth potential and competitive wages.
- Coastal Georgia has economic strengths in a diversity of fields (Manufacturing, Transportation and Warehousing, Tourism, Health Care, and Military-related activities)

Although the region has definitely not been immune to the economic downturn, our strategic industries have seemed to weather the situation, remaining viable even in these difficult times. The five largest employers in the Coastal Region (Candler Hospital Inc., Georgia Southern University, Gulfstream Aerospace Corporation, Memorial Health University, and Wal-Mart) still represent three sectors identified as strong in the 2005 data. More significantly, long range industry projections indicate annual growth in the Transportation and Warehousing sector (0.8%), Accommodation and Food Services (related to Tourism) (1.7%), Health Care and Social Assistance (1.7%), and Nonmetallic Mineral Product Manufacturing (2.2%). Industries projected to have the most growth in our area through 2016 also include food services, ambulatory health care, social assistance, recreation, and warehousing and storage. This information is supported by an analysis conducted by Dr. Ken Poole and presented to the Board during their Strategic Planning Retreat in June 2009. These statistics seem to support the continued focus on these targeted industries within the Coastal Region. However, with the growing emphasis on "green jobs" and "green technology," the region is also well-suited to take advantage of up and coming industries that may provide jobs that involve protecting wildlife or ecosystems, reducing pollution or waste, reducing energy usage, or lowering carbon emissions. ***These types of jobs will be incorporated into the mix of targeted industries in PY2011.***

As part of the 2005 study undertaken by Market Street Services, an analysis on the labor market supply was conducted. The key findings, which, to a great degree, still hold true, follow:

- The population and labor force have effectively sustained strong growth, but this trend may weaken as the population ages with the retirement of the Baby Boom generation. The resulting contracted workforce, lower birth rates, and larger fixed-income retired population could strain regional resources in the long and short term.

- High poverty rates, low labor force participation rates, and low per capita income levels suggest the existing population is in great need of more economic opportunities to develop and sustain an acceptable standard of living.
- The Coastal Region’s public school systems, based on the number of failing schools, high dropout rates, and other indicators, are falling behind not only State averages, but also a standard necessary to effectively educate the Region’s youth and decrease the percentage of the population without a high school diploma. In the new knowledge-based economy, a high school diploma and, increasingly, a two- or four-year degree, are critical to obtaining and maintaining a viable career path.

A key element in the Region’s workforce supply is the quality of its workforce, best measured by the education background and skill of the labor force. Market Street’s Supply Analysis found that quality of the Region’s workforce is threatened by low rates of educational attainment, inferior skills for high-wage New Economy industries, and a poor work ethic and level of occupational “soft skills.” These problems were also noted during roundtable discussions with stakeholders held in each of the area’s four sub-regions in the first and second quarters of 2009.

Data sources used in this needs assessment include: GDOL provided planning data, studies conducted by Market Street Services, information synthesized by Dr. Ken Poole from the Center for Regional Economic Competitiveness from IRS data, Local Employment Dynamics, EMSI, and the US Census Bureau.

## V. Workforce Delivery System

1. Using the matrix in Attachment A, outline the structure of the area’s One-Stop system, identifying partners at each comprehensive site and the major services provided at those locations. Provide the same basic information about additional workforce service locations in the local area, i.e., locations that are not considered comprehensive One-Stops. Describe enhanced integration through the One-Stop system to improve service delivery and increase efficiency as discussed in ETA’s National Strategic Directions (TEGL 13-06).

See the matrix in **Attachment A**.

2. Describe methods of coordinating with partners and services not available at the comprehensive sites, including the HOPE NOW Alliance to maximize home ownership and prevent unnecessary foreclosures, and public libraries aimed at improving the quality and quantity of employment and training services for job seekers. (TEN 30-09, Ten 50-09)

Each local Career One-Stop has developed formal referral procedures for partner agencies and service providers with established contact persons at each agency. *The Sub-regional Area Coordinator is conducting outreach efforts to the local libraries, placing flyers, talking with staff about how to use the One-Stop system and introducing them to the Work Ready Activities in their areas. We have reached out to the HOPE NOW Alliance and requested information about the program to share with our One-Stops and will explore the possibility of partnering with them as a resource available through the Centers. We particularly see this connection as*

*advantageous to assist dislocated workers who may be facing foreclosure and other consequences of unemployment.*

3. If your comprehensive sites are not GDOL career centers, describe how services at the area's site(s) and GDOL services are integrated to provide seamless customer service.

N/A – The comprehensive site is a GDOL Career Center

4. Summarize the functions performed by the area's One-Stop operator(s).

**One-Stop Operator and One-Stop Center Management responsibilities include:**

- Designation of staff member performing the duties of the site coordinator.
- WIA service reporting to the CWIB, State Georgia Department of Labor, and other appropriate funding sources as requested by the Coastal Workforce Services staff.
- Convening and arranging meetings with the One-Stop Center Management Team on a quarterly basis to develop goals, assess center activities and improve center performance.
- Reporting customer activity in a timely and accurate manner on the Georgia Workforce System (GWS), TrackSource and other designated client tracking systems.
- Coordination of all services provided at the One-Stop Center as designated by local Resource Sharing Agreements.
- Provision of services stipulated by WIA or other-funded contracts with the CITY OF SAVANNAH or the CWIB in compliance with policies and procedures specified by the CITY OF SAVANNAH and/or the CWIB, and/or its funding grants.
- Execution and maintenance of One-Stop Memorandum of Understanding and Resource Sharing Agreement.

5. Indicate which partners are providing core and intensive services for adults and dislocated workers in your area.

Core and Intensive Services to adults and dislocated workers are provided at the One-Stop Career Centers

6. Provide a current sample Memorandum of Understanding from one of your comprehensive One-Stops as Attachment B. Signatures are not required for submittal, but current agreements with signature must be available for review upon request and during annual onsite program reviews.

**See Attachment B. Fully executed Memoranda will be available for review on request.**

7. List the board-established policies regarding:

- a. priority of service for adult intensive and training services, where adult funds are determined to be limited (WIA),)
- b. service to individuals who do not reside in the area
- c. target groups served in the area

- d. supportive service policies, including needs-related payments for adults, dislocated workers and youth
- e. demand occupations (please list)

See **Attachment E**.

8. Describe the local Individual Training Account (ITA) system, including:

- a. public notification to prospective providers

Annually, in the 4<sup>th</sup> quarter of the year, a Request for Applications will be issued and posted on the City of Savannah's Bids Notice website; the posting will be announced in regional newspapers and on the CWIB Website. Staff will collect and review all applications and present them with recommendations to the Economic and Workforce Alignment Committee for their recommendations and approval. Applications will be accepted throughout the year.

- b. how the board 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

Coastal Workforce Staff will conduct a review of each application in accordance with the review criteria set forth in the Request for ITA Application packet. At a minimum, the review of applications will include verification that:

- required NPEC, BAT, or other appropriate accreditation/certification is in order;
- performance and cost information requested in the application packet is complete and the applicant has submitted certification that such information is accurate;
- costs and other information submitted for the training program include only those associated with classroom training or a structured regimen that leads to a certificate, an associate degree, a baccalaureate degree, or the competencies needed for a specific occupation or occupational group as recognized by employers and determined prior to training. In addition, the specific occupation for which the training is proposed must be included in the list of Growth Occupations in the local WIA plan.

Staff will then make "Staff Recommendations" on each application to the Economic and Workforce Alignment Committee. The committee will review the applications, staff recommendations and any other relevant information. The committee will then make a recommendation to the WIB for approval or denial.

- c. formal appeals process for aggrieved ITA customers and providers of unapproved training programs

See attached Grievance Procedures and Equal Opportunity Policy (Attachment E).

- d. ongoing process used to update the data on the eligible provider list (exclusive of the state-conducted annual subsequent eligibility process)

Updates to the EPL are handled with new report cards for the services affected.

See attached Procedures for Review/Approval of Additional Programs (Attachment E)

- e. any regional policies or agreements for ITAs or training providers

See attached sample Training Provider Agreement (Attachment E)

- f. access of customers to the eligible provider list and process for determining which customers receive ITAs

Customers may access information on the eligible provider list through the One-Stop Career Centers or internet access. Those who require assistance obtaining information on career training opportunities are assisted by the Resource Center Specialist or WIA-funded Career Advisors. The Career Advisors also are responsible for conducting comprehensive assessments to determine appropriateness of training for individual customers.

- g. process to track and manage all ITA activity

ITA obligations are tracked initially through the Entre System (TrackSource) and then transferred to a separate database. Subsequent information on actual expenditures is then entered into the second database, and obligations that are no longer valid are deleted. This allows the local area to have a more accurate picture of true obligations and therefore better manage grant funds.

- h. board policy on use of statewide eligible provider list (including financial and duration limits, demand occupations, out-of-area training, service to out-of-area customers, restrictions on use of statewide list, etc.)

See attached ITA Policy (Attachment E).

- 9. Describe local training policies that ensure that other funds (e.g., Pell, HOPE Grant or Scholarship, TANF) are considered in addition to WIA funds, consistent with TEN 11-09. What impact do you anticipate recent HOPE changes will have on the local system? Describe any coordinated efforts regarding training across areas within the region.

See attached Pell/Hope Policy (Attachment E). ***We expect an increase in the cost of ITAs as a result of the new HOPE policies which will fund only a portion of the tuition, none of the costs for books and fees, limit the number of hours eligible for tuition payments and increase the residency requirement from 12 to 24 months prior to application.***

- 10. Discuss the role of faith- and community-based providers within the local system. Discuss board policies regarding training contracts with community-based organizations or other training providers with proven expertise in serving special populations with multiple barriers to employment. If the board has established any such contracts, list which populations are

served through these contracts and list the criteria by which the area determines the proven effectiveness of such programs. See ETA's National Strategic Directions (TEGL 13-06) encouraging effective utilization of faith-based and community based organizations and incorporate as appropriate.

The Special Populations Policy is attached (Attachment E). Specific procedures and criteria related to this policy are under development.

11. Describe the area's process and procedures for contracting with intensive service providers, support service providers, and other contractors for adults and dislocated worker services. If the area has no such contracts, simply write in "N/A."

Most intensive services, including comprehensive assessment, career counseling, and service coordination, are provided through the One-Stop Operators, the GDOL Career Centers. These responsibilities are broadly outlined under an agreement between the Local Board and a consortium of all the One-Stop Partners. A more detailed description of the One-Stop Operator's intensive services operations are specified in a contract between the City of Savannah, Coastal Workforce Services, and the GDOL.

Occasionally, the local Area identifies a need for the purchase of pre-vocational services for a particular individual. These services are then purchased in accordance with the City's Small Purchase procedures by obtaining three bids and selecting the lowest bid. Other intensive services not provided by the One-Stop Operator, if identified as a need either for an individual or for a small group of individuals, would be procured in the same manner.

12. Describe the area's process and procedures for contracting with youth service providers. Describe the area's youth strategies, including how disconnected youth will be served. Discuss how the area's workforce system is addressing the ten local youth program elements described in the Workforce Investment Act, as well as the integration of other initiatives such as School-to-Work, Jobs for Georgia Graduates, Job Corps, summer work programs – Unlimited Potential, and High School/High Tech. Describe the specific strategies the area is using to meet ETA's New Strategic Vision for the Delivery of Youth Services under WIA (TEGL 28-05).

The WIB has selected three providers for youth services through a process that begins with an RFP, followed by a Youth Council review and concludes with final award by the WIB. The contractors then partner with as many youth agencies as are needed to provide year-round services addressing the ten required elements. Contract agencies bring the partners together through the use of Memoranda of Understanding. The contracting agency conducts intake and assessment services as well as Case Management. A Customer Service Plan (CSP) is developed for each youth enrolled. The needs identified in the CSP are fulfilled by any partner agency which provides year round services such as teenage pregnancy programs, after school programs, tutoring, juvenile justice intervention, family counseling. The agencies communicate regularly to track the progress of each youth regarding his/her CSP, determining if there are unmet needs and that current needs are being addressed successfully. *In the*

*absence of specific funding for summer work experiences, they will be limited to year-round in-school enrollees. Out-of-school enrollees also will receive opportunities for work experiences, but they are not limited to summer activities.*

Partner agencies incorporated into this design include but are not limited to:

Job Corps	Armed Forces Recruiters
Pineland Mental Health	Family Connection
Department of Family and Children's Services	Local Technical Colleges
Department of Juvenile Justice	Local Departments of Labor
Local High Schools	Vocational Rehabilitation
University of GA Extension Service	Boys and Girls Clubs
Housing Authority	

In working to implement the New Vision for Youth, several strategies have been implemented. Youth Service providers have begun to increase the number of out-of-school youth enrollments to be prepared for the anticipated shift in funding to equal or exceed funding for in-school youth. Services to out-of-school youth have been expanded to send more youth to the area technical schools. The tech schools have also worked with the youth providers to develop short-term certificate programs that can prepare youth for employment within shorter timeframes. Customer service and forklift operations are among a variety of programs that can be completed within a few weeks, or as quickly as a few days. The focus on in-school youth who are most at risk of dropping out is consistent with our on-going efforts with this population. The new YouthBuild initiative for older out of school youth which is particularly compatible with the New Vision, has begun its third program cycle. The youth are trained in construction and carpentry by working on the renovation of one home and construction of a new home. Successful implementation could pave the way for expanding the program beyond Chatham County to other areas of the region. Brunswick, Hinesville and Statesboro are all likely candidates for expansion. The YouthBuild program is particularly suited for WIA as the emphasis on training and services shifts from in school to out of school youth.

The integration of other initiatives such as Jobs for Georgia Graduates, Job Corps, and High School/High Tech begins in the Youth Council where each is represented and carries through to the contract agencies that develop partnerships with corresponding programs within their service area.

13. If the area has chosen to use ITAs for older youth [per the state waiver under WIA Section 189(i)(4)(B)], please describe the criteria that will be used for determining appropriateness and how youth will be assisted in choosing appropriate service providers/programs. If the area does not plan to use the ITA option for older youth, please explain.

There are no current plans to utilize youth funds for ITAs for older youth. However, CWS supports the continued availability of this option should there be a situation where adult funds are not sufficient to meet demand.

14. Describe dislocated worker service strategies, including coordination with Registered Apprenticeship and state-level Rapid Response, GDOL career centers, and state/local Trade Act activities. Discuss how coordination will leverage all available services to maximize resources to ensure UI claimants return to the workforce. How do you expedite enrollment in training for dislocated workers so their UI benefits are likely to last throughout the training period?

Funds are used to provide Individual Training Accounts or customized training when appropriate. The local administrative entity's staff continues to exchange information and coordinate with the State Rapid Response unit and local DOL Career Centers upon receiving notice of a plant closure or substantial layoff in the service area. We participate with Rapid Response in the employer meetings and make presentations to the dislocated workers describing services available to them. At a minimum, this includes an explanation of resources available to affected workers, provision of basic labor market information, promotion of labor management cooperation, availability of support services and identification of contact persons for follow-up and questions. Referrals are made to appropriate social service agencies, training providers, educational institutions and economic development agencies.

Staff also coordinates with many of the registered apprenticeships in the area, providing funding for eligible participants in their programs.

With all of the local area One-Stops housed in the GDOL Career Centers, we are well-situated to provide a high level of coordinated services to all UI claimants in the area. Additional outreach efforts are currently being developed to ensure that all UI claimants are made aware of the services available to them through WIA and our other One-Stop partners. ***In particular, dislocated workers will be enrolled as quickly as possible following eligibility determination and encouraged to begin training as soon as possible. Wherever feasible, dislocated workers will be encouraged to locate short-term training to help them get back to work sooner.***

15. Describe how WIA and other funds available in the area are used to conduct outreach and recruitment for individuals in special populations, including veterans, migrant and seasonal farm workers, individuals with disabilities, public assistance recipients, offenders, customers with limited English proficiency, and other groups. Discuss the local area's services to older workers.

Partners located at the area's One-Stop locations include those representing veterans, migrant and seasonal farm workers, individuals with disabilities, older workers, public assistance recipients, offenders, customers with limited English proficiency and other groups. One-Stop operators are responsible for ensuring equal access to all groups. Outreach strategies are implemented by the partners as they pertain to each program and also through marketing of the One-Stop locations. Brochures, advertisements and other marketing efforts promote access to services for these special populations. Experience Works has staff at each of the One-Stop center.

16. Discuss the area's workforce services to businesses, and how business and organized labor representatives on the local Workforce Investment Board contributed to the development of these strategies. Provide a listing of business services available through the area's One-Stop(s), such as planned employer workshops, tax credit assistance, and assessment and screening of potential employees. Additionally, identify your economic development partners and describe the involvement of your economic development community in developing strategies, particularly new economic development and business strategies, including those with a focus on small business, entrepreneurial and self-employment training.(TEG 12-10)

The WIB membership includes the private sector, labor and economic development representatives, all of whom are actively involved on committees and in leadership activities. The WIB has entered into vendor agreements with regional apprenticeship programs to train individuals as electricians, pipe fitters and plumbers. The development of additional services to businesses is a WIB priority, addressed through the activities of the Sub-regional Area Coordinator.

Employer services provided at DOL One-Stop locations include Job Fairs, pre-screening of potential employees, interview rooms for employers, and Employer Committee activities.

Coastal Workforce Services is a member of all Chambers of Commerce in the nine-county region. The strategic planning process included elected officials, educational entities, chambers of commerce, industrial development authorities, city and county administrators, businesses and the public at large. ***Our internship program, initiated in partnership with Savannah Technical College, provided an opportunity for local businesses to increase their workforce while minimizing the cost. Coastal will continue its collaborative efforts with economic development authorities in the area and local Chambers of Commerce to bring all resources together to help make our area more attractive for businesses***

***The CWIB has also been involved with the Work Ready initiative, gathering information from local logistics businesses to develop common training that would be helpful to the businesses.***

17. The Local Government Services Delivery Act of 1997 defines ways in which jurisdictions will work together to reduce duplication by promoting coordinated service delivery. Discuss any regional service delivery strategies planned within your region. Examples of relevant strategies are: uniformity in eligible training providers, or uniformity in maximum allowable training and supportive service amounts.

Region 12 is comprised of one service delivery area (20), therefore, consistency is not an issue. There is no duplication of efforts since the region-wide system is designed to be comprehensive with the inclusion of all partners.

18. Discuss how the local area is using various fund sources to develop integrated service strategies for adult customers, especially for TANF, Supplemental Nutrition Assistance

Program (SNAP) and other low-income individuals, including the GoodWorks service strategy and the Georgia Fatherhood Program.

The area uses its One-Stop system as the primary source for coordinating various funds for adult customers. One-Stop staff and WIA partner staff work closely together in Region 12 to utilize all resources available to serve its customers. Examples of use of multiple funds are such things as customers enrolled in Technical Colleges who receive DFCS-funded child care, supportive service payments from WIA, tuition from Pell, books from Hope, and other needs such as eye glasses through the local Lions Club, or clothing for school and interviews from a local clothes closet. GoodWORKS, TANF, SNAP and Georgia Fatherhood Program customers are served in the same manner through the One-Stop system and ***additional outreach to these customers is in development.***

19. An important feature of the customer-focused system under WIA is increased options for accessing workforce services. Discuss steps your area is taking to address increased options, such as: alternative access points, self-directed and electronic services, development of resource areas, orientation to services, enhanced reception/greeter functions, or service referral mechanisms for various customer groups at various sites within your system. What steps has your area taken to ensure the high volume of customers receive timely services and/or referrals? Review and incorporate ETA's National Strategic Directions (TEGL 13-06) – "System Reform and an Increased Focus on Workforce Education and Training," as appropriate.

The nine county region One-Stop system is comprised of five One-Stop sites, which are DOL Career Centers. These sites provide internet access; job search assistance; resume writing; and all other existing DOL services. Additionally, WIA funded resource rooms have been or currently are being developed at each of the One-Stop Centers. These areas will provide additional computer access with printers, allowing individuals to complete assessments utilizing the computer and increase their skills using various software programs available. ***To further enhance the accessibility and timely delivery of services, additional career advisors have been added to the One-Stop centers and a new satellite One-Stop service center has been opened in Effingham County.***

20. If the local area has chosen to contract with institutions of higher education and other training providers, please describe plans to increase the availability of training in high-demand occupations to workforce system customers, including the process to be used in selecting service providers under a contract for services, as required per 20 CFR 663.43. What training institutions and industries will be targeted? What steps will be taken to ensure customer choice will not be limited?

***We do not anticipate funding to develop training opportunities beyond the ITA system, discussed in length in section V.8 of this plan. However, should funds become available we have an established procedure for contracting those services. The procedure includes public notice of RFP's developed; a review and evaluation of responses by staff and board; recommendations from the Board as to who contracts should be awarded; and finalized***

*with a contract. This procedure was used to fund Group-sized Training under the Recovery Act, and would be used in future endeavors.*

21. Discuss how the local area plans to prepare workers for the energy efficiency and renewable energy industries and other green jobs through additional training and certification activities.

Staff has met with a number of representatives from local unions and the local technical colleges to discuss various opportunities to incorporate energy efficient concepts into existing training programs and *to explore development of new curriculum. The newly approved Demand Occupation list includes green jobs and we are looking for additional opportunities in this growing arena.* With these efforts, we expect growth in training opportunities related to green jobs in our local area.

22. If using 20% Dislocated Worker funds for Incumbent Worker Training for lay-off aversion, please describe. If not, please explain.

Due to our dislocated workers funds being expended on ITA's, we did not seek to do incumbent worker training. Should the opportunity arise, we will be happy to develop incumbent worker training.

23. Discuss the local area's efforts to promote On-the-Job Training (OJT) and Customized Training (CT) in the business community. Has the area chosen to adjust OJT reimbursement or the employer contribution requirement for CT using a sliding scale based on the size of the employer [per the state waiver under WIA S189(i)(4)(B)]? If the area does not offer OJT services, please explain.

*Currently, Coastal has no active OJT customers, as all of our adult and dislocated worker funding has been committed to ITA services. However, if additional funding options become available, we will reactivate the program that was tested in 2009.*

## **VI. Performance Accountability**

1. Instructions for estimating performance levels for PY2011 will be transmitted to local areas in a separate memo

Will be completed upon instruction from GDOL

2. Describe local strategies for obtaining and using customer feedback to ensure customer satisfaction.

Coastal Workforce Services incorporated the use of customer satisfaction surveys into the yearly monitoring process. The One-Stop Career Centers have used similar surveys to assess satisfaction with all services. These will be incorporated into the monitoring process. *The CWIB Partnership Committee was instrumental in designing a new survey distributed to*

*current ITA enrollees in three stages: One shortly after beginning training to measure their satisfaction with the enrollment process; a mid-term to “stay in touch” and ask about their school experience; and, one at completion to assess their overall satisfaction with the WIA experience. We recently completed the first round and received a 48% return rate, well above the average expected in such surveys. Results will be shared with the CWIB at their annual meeting in June.*

3. Describe the board's strategies and process for evaluating the system's progress in meeting the needs of employers and individuals in the community, including how the board is promoting continuous improvement of the local system.

The WIB has implemented a new initiative to improve and increase its ability to meet employers' needs. The position of Sub-regional Coordinator is focused entirely on developing those relationships. The coordinator also attends meetings of One Stop partners' staff which are held quarterly to discuss the referral process and other areas of customer satisfaction aimed at improving the overall One-Stop Center experience. To address the needs of individuals in the community, the Partnership Building committee is charged with the task of evaluating the system and reporting findings to the Board. The committee reviews partners' performance, their relationships, resources available, and partner and customer needs. This is carried out through on-site monitoring by WIA administrative staff, partner staff and Board members who may visit One-Stop centers at random. Staff reports program review efforts to the Committee which in turn reports to the Board with recommendations in cases where action is needed.

Continuous improvement is carried out through the customer feedback system, staff training, and regular meetings of partner staff to communicate problems, issues and ideas which can result in improvements to the system and through Board actions.

The Board will continue to enhance services to keep the system up-to-date with services available to all and customer service a primary focus. The Board will continually evaluate progress toward goals and formulate new goals as the system evolves.

4. Discuss specific steps the local area has taken to ensure transparency and accountability of all local workforce funding.

Staff has developed a number of mechanisms to address the need for fiscal responsibility. Monthly reports showing all expenditures are created and used to maintain tight controls on funding stream balances. Balance sheets detail all transactions including accruals, contract obligations, and individual training account information. Standard methodology is used to forecast all transactions to ensure appropriate levels of expenditure and obligation are met. All financial information is presented to Executive Committee for thorough review prior to going to the Board for approval.

Complete financial information is available at public bi-monthly Board meetings. Summary information is included in the Board meeting minutes posted on the website after approval. All financial records can be viewed at any time at the local office.

5. Discuss anticipated program design changes related to Georgia's move to common measures effective July, 1 2011.

Coastal Workforce Services does not anticipate significant changes to adult and dislocated worker programs as we have routinely met our performance measures. However, with the Youth Program, we expect additional emphasis on Literacy & Numeracy and that our focus on prioritizing services to out-of-school youth will continue.

## **VII. Equal Access and Opportunity**

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

Grievance and complaint procedures (Attachment E) that have been adopted by the WIB are given to each enrollee during orientation.

2. Describe how the local area is ensuring full accessibility of sites and services. Examples include an accessibility checklist on which staff have been trained, assistive technology in resource rooms, and ongoing coordination, training and mutual referrals with community rehabilitation providers.

The One-Stop Centers are fully accessible providing clearly identified parking spaces, entrance and restroom accessibility, and assistive technology integration of the Resource Area.

The Department of Rehabilitative Services (DRS) is a mandated partner of the One Stop System. Representatives from DRS provide weekly onsite service access at the five (5) One-Stop Centers. Referrals can be made to DRS for onsite or off-site services.

3. Describe the local area's policy for ensuring priority of service for covered persons, e.g., veterans and eligible spouses, how local area service providers ensure priority of service, and how GDOL employment services to veterans are integrated into the local workforce system.

To ensure priority of service, all covered persons are identified upon entering or accessing the One-Stop Career Centers and provided core services. Further service levels are determined at that time and referral to the appropriate DVOP or LVER follows. All services provided to covered individuals will be in accordance with the Board policy addressing priority of services.

4. Describe the area's efforts to address the needs of customers with limited English proficiency (LEP). Key elements include staff, technology and availability of materials in languages prevalent in the area.

The One-Stop Centers in the Coastal region have either onsite interpreters or a list of available interpreters to use as a resource when serving limited or non-English speaking customers. All pamphlets and eligibility and registration forms are available in Spanish as needed.

- 5 Where applicable, describe how outreach and recruitment services to Migrant and Seasonal Farmworkers (MSFWs) are integrated into the local workforce system. Additionally, discuss any specific local or regional service strategies for working collaboratively with business, industry and then education community to develop strategies to overcome barriers to skill achievement and employment experienced by migrant and seasonal farm workers, and to ensure they are being identified as a critical pipeline of workers. (TEGL 17-10)

*In the Coastal Area, Migrant and Seasonal Farm Workers are prevalent primarily in Bulloch and Effingham Counties. In this portion of the region, One-Stop Career Center staff works closely with farmers and other industry employers to provide Employment Services registration and job placement services to employees. Those who are interested in obtaining job training, English as a Second Language (ESL) or skills upgrade are referred to Telamon Corporation for additional services. Upon completion of these services, customers are referred to the One-Stop Center for job placement services.*

**VIII. Plan Attachments**

**Attachment A: Area Sites and Services**

**Attachment B: Memoranda of Understanding, *Local Chief Elected Official Agreements*, and RSAs**

**Attachment C: Performance Worksheets**

**Attachment D: Local Area Assurances**

**Attachment E: Coastal WIB Policies**

1. Limited Funding Policy
2. Residency Requirements Policy
3. Supportive Services Policy
4. Grievance Procedures and Equal Opportunity Policy
5. Individual Training Accounts Policy
6. Out-of-Area Policy
7. Pick-up Policy
8. Pre-vocational Services Policy
9. On-the-Job Training Policy
10. Special Populations Policy
11. Veterans Services Policy

**Attachment F: Supply and Demand Data**

**Attachment G: List of Coastal Workforce Services Training Providers**

## Attachment A

### Area Sites and Services

List the name, address, and phone number of each comprehensive WIA service site. For each comprehensive One-Stop site, specify the lead partner or One-Stop operator **in bold type**, followed by the other partners that provide services at that site. In the third column, indicate the major services (e.g., career counseling, assistance with training, vocational rehabilitation, UI, employment services, etc.) provided at the site by the partners specified in the second column. Add rows for additional sites as needed.

Comprehensive Service Sites	Lead Partner /One-Stop Operator, Other Partners	Major Services Provided by Each Partner
GDOL Statesboro Career Center 62 Packinghouse Road Statesboro, GA 30458 912-681-5156	<b>GDOL Statesboro Career Center</b>	Outreach/Recruitment Initial Assessment/Intake/Referral Orientation/Informational Job Search/ Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services Unemployment Insurance Employment Services Employer Services Job Orders Matching, etc.
	GDOL Vocational Rehabilitation Program	Outreach/Recruitment Initial Assessment/Intake /Referral Orientation/Informational Career Counseling/Planning Case Mgmt/Service Coordination
	Odle Mgmt Group	Outreach/Recruitment Initial Assessment/Intake /Referral Orientation/Informational Comprehensive Assessments
	Telamon Corporation	Outreach/Recruitment Initial Assessment/Intake/Referral Orientation/Informational Job Search/Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services
	Ogeechee Technical College Career Services	Outreach/Recruitment Initial Assessment/Intake//Referral Orientation/Informational Job Search/Job Placement Career Counseling/Planning Case Mgmt/Service Coordination

	Experience Works	Outreach/Recruitment Initial Assessment/Intake//Referral Orientation/Informational Job Search/Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services
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## Attachment A (Continued)

### Area Sites and Services

List the name, address, and phone number of each *additional* WIA service site. (Some local areas refer to these sites that are not comprehensive One-Stops as satellites, specialized sites, or simply workforce service access points.) For each site, specify the lead partner **in bold type**, followed by the other partners that provide services at that site. In the second column, indicate the partners that provide services at that site. In the third column, indicate the major services (e.g., career counseling, assistance with training, vocational rehabilitation, UI, employment services, etc.) provided at the site by the partners specified in the second column. Add rows for additional sites as needed.

Additional Service Sites	Lead Partner/One-Stop Operator, Other Partners	Major Services Provided by Each Partner
Brunswick Career Center 2517 Tara Lane Brunswick, GA 31520 Ph: 912-264-7244	GDOL Brunswick Career Center  GDOL Vocational Rehabilitation Program  Experience Works  Job Corps	Outreach/Recruitment Initial Assessment/Intake//Referral Orientation/Informational Job Search/Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services Unemployment Insurance Employment Services Employer Services Job Orders Matching, etc.
Hinesville Career Center 740 General Stewart Way, Suite 202 Hinesville, GA 31313 Ph: 912-370-2595	GDOL Hinesville Career Center  GDOL Vocational Rehabilitation Program  Job Corps  Experience Works	Outreach/Recruitment Initial Assessment/Intake/Referral Orientation/Informational Job Search/Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services Unemployment Insurance Employment Services Employer Services Job Orders Matching, etc.

<p>Kings Bay Career Center 1712 Osborne Road, Ste L St Marys, GA 31558 Ph: 912-673-6942</p>	<p>GDOL Kings Bay Career Center</p> <p>GDOL Vocational Rehabilitation Program</p> <p>Altamaha Technical College</p> <p>Experience Works</p> <p>Goodwill</p>	<p>Outreach/Recruitment Initial Assessment/Intake//Referral Orientation/Informational Job Search/Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services Unemployment Insurance Employment Services Employer Services Job Orders Matching, etc.</p>
<p>Savannah Career Center 5520 White Bluff Road Savannah, GA 31405 912-356-2773</p>	<p>GDOL Savannah Career Center</p> <p>GDOL Vocational Rehabilitation Program</p> <p>Job Corps</p> <p>Chatham County DFCS</p> <p>Experience Works</p>	<p>Outreach/Recruitment Initial Assessment/Intake/Referral Orientation/Informational Job Search/Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services Unemployment Insurance Employment Services Employer Services Job Orders Matching, etc</p>
<p>Effingham One Stop Center 768 Hwy 119 South Springfield, GA 31329 Ph: 912-754-8179</p>	<p>GDOL: Savannah &amp; Statesboro Career Centers</p> <p>Telamon</p>	<p>Outreach/Recruitment/Initial Assessment/ Intake//Referral/ Orientation/Informational Job Search/Job Placement WIA Follow-up Services Comprehensive Assessments Career Counseling/Planning Case Mgmt/Service Coordination Prevocational Services</p>

## **Attachment B**

### **Memorandum of Understanding/Resource Sharing Agreements**

**NOTE:** Sample RSA and MOU are boilerplates. Actual signed documents are available in pdf format.

## Attachment B

### RESOURCE SHARING AGREEMENT BOILERPLATE PY

In accordance with the Workforce Investment Act of 1998 (hereinafter WIA), this Resource Sharing Agreement (hereinafter RSA) is entered into by and between the Coastal Workforce Services Workforce Investment Board (hereinafter WIB) and the Partner Agencies listed below.

**1. Partner Agencies:**

- a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.

- 2. Purpose:** The WIA regulations provide that the responsibility for the provision of and financing for applicable core 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 \_\_\_\_\_. The One-Stop Operator, \_\_\_\_\_, has been designated by the WIB and will be responsible for the 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 \_\_\_\_\_ until \_\_\_\_\_.
- 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 WIB through the One-Stop Operator. 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 to 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 Partner's obligations under this Agreement shall immediately terminate upon receipt of written notification to the WIB through the One-Stop Operator. 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 WIB at any time for failure to perform any of the provisions hereof. The termination shall be accomplished by notice in writing 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 One-Stop Operator and/or other applicable Partners not 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.

This Agreement may be cancelled or terminated by any of the Parties without cause; however, the Party seeking to terminate or cancel 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.

The WIB 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 Partner address in this Agreement or to the last known subsequent address.

6. Patent Rights, Copyrights, and Rights in Data: The Partners agree if patentable items, patent rights, processes, or inventions are produced in the course of work supported and funded through this Agreement, the WIB shall determine whether protection of the invention or discovery shall be sought. The WIB will also determine how the rights to the invention or discovery, including any rights under any patent issued thereon, 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 WIB 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 WIB 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 has a one-year term and 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 Services: *(Only applicable services should be checked and described)*

a. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

- Outreach/Recruitment – (Provide brief description of service)
- Initial Assessment/Intake/Referral – (Provide brief description of service)
- Orientation/Informational Services – (Provide brief description of service)
- Job Search/Job Placement – (Provide brief description of service)
- Follow-up Services for WIA – (Provide brief description of service)
- Comprehensive Assessments – (Provide brief description of service)
- Career Counseling/Planning – (Provide brief description of service)
- Case Management/Service Coordination – (Provide brief description of service)
- Prevocational Services – (Provide brief description of service)

b. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

- Outreach/Recruitment – (Provide brief description of service)
- Initial Assessment/Intake/Referral – (Provide brief description of service)
- Orientation/Informational Services – (Provide brief description of service)
- Job Search/Job Placement – (Provide brief description of service)
- Follow-up Services for WIA – (Provide brief description of service)
- Comprehensive Assessments – (Provide brief description of service)
- Career Counseling/Planning – (Provide brief description of service)
- Case Management/Service Coordination – (Provide brief description of service)

- Prevocational Services – (Provide brief description of service)
- c. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – (Provide brief description of service)
  - Initial Assessment/Intake/Referral – (Provide brief description of service)
  - Orientation/Informational Services – (Provide brief description of service)
  - Job Search/Job Placement – (Provide brief description of service)
  - Follow-up Services for WIA – (Provide brief description of service)
  - Comprehensive Assessments – (Provide brief description of service)
  - Career Counseling/Planning – (Provide brief description of service)
  - Case Management/Service Coordination – (Provide brief description of service)
  - Prevocational Services – (Provide brief description of service)
- d. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – (Provide brief description of service)
  - Initial Assessment/Intake/Referral – (Provide brief description of service)
  - Orientation/Informational Services – (Provide brief description of service)
  - Job Search/Job Placement – (Provide brief description of service)
  - Follow-up Services for WIA – (Provide brief description of service)
  - Comprehensive Assessments – (Provide brief description of service)
  - Career Counseling/Planning – (Provide brief description of service)
  - Case Management/Service Coordination – (Provide brief description of service)
  - Prevocational Services – (Provide brief description of service)
- e. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – (Provide brief description of service)
  - Initial Assessment/Intake/Referral – (Provide brief description of service)
  - Orientation/Informational Services – (Provide brief description of service)
  - Job Search/Job Placement – (Provide brief description of service)
  - Follow-up Services for WIA – (Provide brief description of service)
  - Comprehensive Assessments – (Provide brief description of service)
  - Career Counseling/Planning – (Provide brief description of service)
  - Case Management/Service Coordination – (Provide brief description of service)
  - Prevocational Services – (Provide brief description of service)
- f. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – (Provide brief description of service)
  - Initial Assessment/Intake/Referral – (Provide brief description of service)
  - Orientation/Informational Services – (Provide brief description of service)
  - Job Search/Job Placement – (Provide brief description of service)
  - Follow-up Services for WIA – (Provide brief description of service)
  - Comprehensive Assessments – (Provide brief description of service)
  - Career Counseling/Planning – (Provide brief description of service)
  - Case Management/Service Coordination – (Provide brief description of service)
  - Prevocational Services – (Provide brief description of service)

- g. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – (Provide brief description of service)
  - Initial Assessment/Intake/Referral – (Provide brief description of service)
  - Orientation/Informational Services – (Provide brief description of service)
  - Job Search/Job Placement – (Provide brief description of service)
  - Follow-up Services for WIA – (Provide brief description of service)
  - Comprehensive Assessments – (Provide brief description of service)
  - Career Counseling/Planning – (Provide brief description of service)
  - Case Management/Service Coordination – (Provide brief description of service)
  - Prevocational Services – (Provide brief description of service)
- h. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – (Provide brief description of service)
  - Initial Assessment/Intake/Referral – (Provide brief description of service)
  - Orientation/Informational Services – (Provide brief description of service)
  - Job Search/Job Placement – (Provide brief description of service)
  - Follow-up Services for WIA – (Provide brief description of service)
  - Comprehensive Assessments – (Provide brief description of service)
  - Career Counseling/Planning – (Provide brief description of service)
  - Case Management/Service Coordination – (Provide brief description of service)
  - Prevocational Services – (Provide brief description of service)
- i. The \_\_\_\_\_ agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – (Provide brief description of service)
  - Initial Assessment/Intake/Referral – (Provide brief description of service)
  - Orientation/Informational Services – (Provide brief description of service)
  - Job Search/Job Placement – (Provide brief description of service)
  - Follow-up Services for WIA – (Provide brief description of service)
  - Comprehensive Assessments – (Provide brief description of service)
  - Career Counseling/Planning – (Provide brief description of service)
  - Case Management/Service Coordination – (Provide brief description of service)
  - Prevocational Services – (Provide brief description of service)

**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 \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)

- b. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed and the dollar value of each, and the fund source of each)
- c. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)
- d. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)
- e. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)
- f. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)
- g. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)
- h. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)
- i. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)
- j. The \_\_\_\_\_ agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:  
(Provide description of staff and non-personnel items to be contributed, the dollar value of each, and the fund source of each)

**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.

The parties named below enter this Agreement in good faith on behalf of their corresponding organizations and stakeholders.

For the \_\_\_\_\_ WIB:

\_\_\_\_\_  
Signature/Date

For Partner Agency B:

\_\_\_\_\_  
Signature/Date

For Partner Agency D:

\_\_\_\_\_  
Signature/Date

For Partner Agency F:

\_\_\_\_\_  
Signature/Date

For Partner Agency A:

\_\_\_\_\_  
Signature/Date

For Partner Agency C:

\_\_\_\_\_  
Signature/Date

For Partner Agency E:

\_\_\_\_\_  
Signature/Date

For Partner Agency G:

\_\_\_\_\_  
Signature/Date

## Attachment B

### MEMORANDUM OF UNDERSTANDING PY For the Coastal Georgia Workforce Investment Area

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In accordance with the Workforce Investment Act of 1998, this Memorandum of Understanding (hereinafter MOU) is entered into by and between the Coastal Georgia Workforce Investment Board (hereinafter WIB) and the partner agencies listed below.

**1. Parties:** The parties to this MOU are the following:

Georgia Department of Labor – ES/UI  
Georgia Department of Labor - Vocational Rehabilitation Program  
Georgia Department of Family and Children Services  
Georgia Department of Technical & Adult Education  
Experience Works, Inc.  
Telamon Corporation  
Department of Housing and Urban Development  
Savannah Impact  
Title V Senior Community Service Employment Program  
Georgia Fatherhood Program

The information in Section 1 may be updated as necessary by giving written notice to all parties to this MOU.

**2. Purpose:** The purpose of this MOU is to describe the ways in which the parties will use their resources to better serve their customers through an integrated and coordinated service delivery system under the provisions of the Workforce Investment Act of 1998 (WIA). By signing this MOU, the parties agree to abide by the terms, conditions, goals, policies, principles and regulations of WIA. The parties enter into this MOU in a spirit of cooperation, with the understanding that the development and implementation of the coordinated service delivery system will require mutual trust and teamwork on the part of each party.

a. This MOU reflects a commitment by all of the parties to the following shared principles:

- Support a common vision
- Establish and support common goals
- Be held accountable for upholding our role
- Engage in continued mutual dialogue to enhance the partnership
- Maintain free and open communication among members
- Reach an understanding of each member's perspective and interface each agency's assets for the strengthening of the whole
- See and establish mutual trust among all partners
- Commit staff time and other resources, to the extent possible, to facilitate and manage the agency's participation in the partnership
- To the extent possible, accommodate itinerant staff from other agencies

b. This MOU reflects a commitment by all of the parties to the following shared goals:

- Universal Eligibility - Customers will have access to core services at each one-stop center, designed to provide information to aid in career and employment decisions. Core, intensive, training, and support services will be made available through on-site and off-site locations.
  - One-Stop Approach - All customers may explore work preparation and career development services and have access to information on a wide range of employment, training, and educational opportunities. Services will be made available through one-stop centers throughout the state and through an electronic system convenient to the customer.
  - Individual Choice - Customers will have access to career, skill, employment, and training information. Each customer may choose the services he/she needs to enhance his/her employment opportunities.
  - Greater State and Local Flexibility - With the integration of services through a one-stop delivery system, state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system.
  - Greater Accountability - State, localities, and training providers will be accountable for their performance. The design and management of the one-stop centers and the delivery of services must be responsive to meeting the needs of the customer. Customer satisfaction will be a key measure of accountability.
- c. The parties further agree that difficulties arising from differences in organizational practices and philosophies between the parties must be addressed in good faith. Examples may include, but are not limited to, differences in:
- Business/office hours
  - Legal holiday schedules
  - Information or equipment sharing policies
  - Supervisory responsibilities

**3. Duration:** This MOU shall remain in effect from the date all signatures are acquired until terminated by the repeal of the Workforce Investment Act of 1998 or otherwise by action of law. Any party may withdraw from the MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to the WIB and the WIB chair will be responsible for disseminating such notice to all parties listed in Section I of this MOU, including any parties added through any information updates received pursuant to Section I.

Should any one-stop partner withdraw from this MOU, this MOU shall remain in effect with respect to the remaining one-stop partners. Any one-stop partner that withdraws from this MOU, or fails to execute an MOU, will forfeit its seat on the WIB.

**4. Modification and Assignment:** Any party may request in writing an amendment to this MOU through the Coastal Georgia WIB. This MOU may be modified at any time by written agreement of the parties. To be valid, any modification must be in writing, signed and dated by all parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties.

**5. One-Stop System Description:** The one-stop system description in the Coastal Georgia WIA Plan, including modifications thereto, is incorporated into this MOU by reference.

**6. Affiliate Sites and Access Points:** The one-stop system in the Coastal Georgia Workforce Investment area will include affiliate sites and access points, as well as a comprehensive one-stop center. The Workforce Investment Board will seek the full, active participation of all partners and strive to combine available resources to meet the needs of the one-stop customers, employers, job seekers and youth.

**7. Marketing:** The parties to this MOU agree to participate in a collaborative marketing program to inform customers and the community at large of the services available through the one-stop service delivery system. As feasible, this marketing program may include:

- Web site development
- Public information and education
- Brochures and flyers
- Paid television/radio commercials
- Public-service television/radio commercials
- Print media advertising
- Press releases
- Public relations events

**8. Resource Sharing Agreement:** The parties to this MOU shall arrive at individual or collective resource sharing plans and/or other agreements that represent the partners' fair share of resources. These plans or agreements may reference this MOU and be incorporated in this MOU by reference. However, resource sharing plans and other agreements have one-year terms and may fluctuate as the parties' resources change. The revision, modification, and/or expiration of any resource sharing plans or other agreements that reference this MOU shall not affect the validity of this MOU.

**9. Non-Discrimination:** All parties to this MOU certify that they are equal opportunity employers. All agree that they will not discriminate in their employment practices or in provision of services on the basis of gender, age, race, creed, religion, national origin, disability or veteran's status, or on the basis of any other classification protected under state or federal law.

**10. Confidentiality:** Parties to this MOU agree to comply with the provisions of WIA and applicable sections of the Rehabilitation Act and/or other appropriate statutes of requirement to assure the following:

- a. All application and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- b. No partner will publish, disclose or use, or permit or cause to be published, disclosed, or used, any confidential information pertaining to one-stop applicants, participants, or customers overall.
- c. Additionally, each partner will agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. Parties therefore agree to share client information necessary for provision of services under WIA, i.e., assessment, universal intake, program or training referrals, job development or placement activities, and other services as needed for employment or program support purposes.

**11. Methods of Referral:** Parties to the MOU agree to jointly develop and implement a process for intake and referral. Parties agree to cross-train staff on the services of each partner agency and the spectrum of related services available through respective agencies. As appropriate, site visits, field trips, and joint training shall be available to staff who are responsible for making referrals. A mutually acceptable referral process shall be adopted by all parties with the commitment to evaluate this process and modify it as needed.

**12. Data Collection/Reporting:** Customer data must be available in a compatible data format to ensure sharing among local system partners. Automated tools will be available from and implemented by the State to assist in data collection and sharing across partner services. Parties to the MOU agree to use this system, whenever feasible, to input customer information and performance data.

**13. Dispute Resolution:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes. Parties shall continue with their responsibilities under this MOU during any dispute. The local WIB may seek assistance from the appropriate state agencies, the Governor, or

the State Workforce Investment Board in impasse situations.

**14. Governing Law:** Should informal resolution effort fail, the dispute shall be referred to the Chair of the WIB, who shall place the dispute upon the agenda of a regular or special meeting of the WIB. The WIB shall attempt to mediate and resolve the dispute.

**15. Severability:** If any part of the MOU is found to be null and void, or is otherwise stricken, the remainder of this MOU shall remain in force. If any attachments or appendices to this MOU expires, are cancelled, or are found to be null and void, the remainder of this MOU shall remain in force.

**16. Governing Law:** This MOU is governed by and shall be interpreted in accordance with the laws of the State of Georgia, State WIA enabling legislation, and WIA.

**17. Authority and Signature:** The individuals signing below have the authority to commit, and do commit, the party they represent to the terms of this MOU.

**18. Agreement:** It is understood that an individual partner representative may sign a separate copy of this agreement, and all such copies together constitute a single agreement.

**MEMORANDUM OF UNDERSTANDING**  
**PY**  
**For the Coastal Georgia Workforce Investment Area**  
**SIGNATURE PAGE**

**Georgia Department of Labor**  
Agency

**Brian Davis**  
Printed or Typed Name  
**Manager**  
Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Georgia Department of Labor-  
Vocational Rehabilitation Program**  
Agency

**Marilyn Mixon**  
Printed or Typed Name  
**Manager**  
Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Georgia Department of Family  
And Children Services**  
Agency

\_\_\_\_\_  
Printed or Typed Name  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Ogeechee Technical College**  
Agency

**Dr. Charlene Lamar**  
Printed or Typed Name  
**Vice President for Student Affairs**  
Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## **Attachment C**

### **Performance Worksheets**

Not available at this time

**Attachment D**  
**Local Administrative Assurances**  
**PY 2011**

Local workforce areas must ensure that area staff, contractors, and partners are accountable to all state and federal laws, regulations and policies. By signatures on the local Workforce Plan, the area assures the state that the following provisions will be met for PY **2011**:

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

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

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

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

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

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

5. No funds received under the WIA will be used to assist, promote, or deter union organizing. [WIA Sec.181 (b)(7)]
6. The local Workforce Investment Board assures that all awards of federal and state funds shall be accounted for using generally accepted accounting principles, and treated in accordance with

federal cost principles that apply to the type of entity receiving funds, including OMB Circular A-87 for units of state or local government; A-21 for institutions of higher learning; A-122 for private, non-profit organizations; and 48 CFR, Part 31 for private, for-profit organizations.

7. The local Workforce Investment Board assures that audits of covered organizations shall conform to the federal Single Audit Act and OMB Circular A-133.

8. The area's financial management system will satisfactorily account for and document the receipt and disbursement of all WIA funds. Further, effective internal controls in place will safeguard assets and ensure their proper usage (including property location and usage). [WIA Sec. 184 (a)(1)]

9. The local area's financial system will permit the tracking of program income and potential stand-in costs. [WIA Sec. 185 (f)(1)&(2)]

10. The local area will prepare and submit required financial reports in a timely manner, and WIA operations funded wholly or in part with state and/or federal funds will maintain financial and program records with all supporting documents for at least three years from the date of submission of the closeout reports for each program. [WIA Sec. 185 (e)(1)]

11. Any information or records concerning an individual or employing unit obtained by the Georgia Department of Labor in the administration of the Employment Security Law or other federally funded programs for which the department has responsibility are, by law, private and confidential [O.C.G.A. 34-8-120 et seq.]. The area agrees to abide by all state and federal laws, rules, and regulations regarding the confidentiality of such records. There are criminal sanctions for unauthorized release of such information. The area further agrees not to divulge any private or confidential information concerning any individual or employing unit to any unauthorized person without the informed consent of both the individual employee and the related employing unit, or, when applicable, of a particular customer. The Georgia Open Records Act requires government agencies and their private contractors to allow inspection of "public records" by citizens who request such inspection [O.C.G.A. 50-18-70 et seq.]. Georgia Department of Labor information and records on individuals and employing units described above are exempt from the disclosure requirements of the Georgia Open Records Act. The area agrees to fully comply with the Georgia Open Records Act, which may require a timely written response (within three days of the inspection request) denying inspection of such records and stating the applicable statutory authority for denying the request.

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

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

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

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

**Attachment E**  
**Coastal WIB Policies**

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2000  
Revision Date: 07/01/2002  
Revision Date: 02/16/2007  
Revision Date: 10/16/2009  
Revision Date: 10/15/2010

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### Limited Funding Policy

#### I. Purpose

To establish guidelines for providing a priority of adult-funded intensive and training services funded by the Workforce Investment Act (WIA) when it is determined that WIA adult funding is limited.

#### II. Definitions

Limited Funding: When the Coastal Workforce Services Workforce Investment Board (CWIB) has determined that adult funds are severely limited.

#### III. Policy

In order to ensure effective use of WIA Title I **adult** funds and to meet the Limited Funding and Priority of Services requirements of the Workforce Investment Act (Public Law 105-220), the Jobs for Veterans Act (Public Law 107-208) and its corresponding regulations (20CFR Part 1010), the following policy is established.

- 1) When it is determined that WIA **adult** funding is limited, Coastal Workforce Services Workforce Investment Board will implement a **priority** for **adult** intensive and training services system. The following criteria will be used in determining that WIA **adult** funds are limited:
  - Coastal Workforce Services staff will review expenditures on a quarterly basis to determine if WIA adult funds are severely limited.
- 2) In the event of a determination that **adult** funding is limited, priority for adult intensive and training services will be given to recipients of public assistance and other low-income individuals [those who meet the definition found in the WIA – PL 105-220 Sec. 101(25)]. Veterans and eligible spouses who meet these eligibility requirements will receive the highest level of priority.
- 3) This policy does not exclude the provision of adult intensive and training services to some individuals who are non-economically disadvantaged.
- 4) During the implementation of the Limited Funding Policy, new **adult** customers who are not recipients of public assistance or other low-income individuals [those who meet the definition found in the WIA – PL 105-220 Sec. 101(25)] **must** be approved on a case-by-case basis by the appropriate Coastal Workforce Services staff persons. Each customer so approved must have a significant barrier to employment or employment retention.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2000  
Revision Date: 11/01/2004  
Revision Date: 10/30/2006  
Revision Date: 02/16/2007  
Revision Date: 12/14/2007  
Revision Date: 10/16/2009  
Revision Date: 06/17/2011 (Effective 06/20/2011)  
**Draft Rev Date: 08/19/2011**

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### *Needs Based Support Services Policy*

#### **I. Purpose**

To establish guidelines for providing support services to Workforce Investment Act (WIA) customers on a fair and equitable basis and coordinating these support services with other available resources.

#### **II. Definitions**

Authorized Agent: An authorized agent is one determined by the Coastal Workforce Investment Board (CWIB) to act as the primary person responsible for signing all waivers and special requests as they relate to policy. Coastal Workforce Services approves waivers and special requests through the appropriate committee. The Executive Director has been designated the authorized agent who will sign all waivers and special requests.

Support Services: Childcare, transportation, lodging, miscellaneous expenses, and special needs as outlined in Coastal Workforce Services' procedures.

Day: "Per day" refers to attendance in class (day and/or evening classes) as verified by the instructor. Customers may **not** receive separate payments that exceed the "per day" policy limit for attending both day and evening classes and **required** activities, i.e., customers receive one payment "per day".

#### **III. General Qualifications and Restrictions:**

WIA Title I funds are **never considered** as the first source of funding.

Support services are provided for customers **not** receiving sufficient funds from other sources, which cover the customers' documented needs. Financial aid from grants and scholarships is excluded from "other sources" as these funds are applied to training expenses (tuition, books, supplies, fees, tools, uniforms, equipment, and testing/exams) **only**.

## IV. Policy

All customer support services are determined on an as-needed individual basis as defined in Coastal Workforce Services' procedures. Support services are allowed for documented days of attendance in pre-vocational intensive or training services only.

All customers will be **considered** for receipt of documented special needs payments, as outlined in Coastal Workforce Services' procedures.

Support service needs must be periodically *reassessed* to ensure accuracy of the allowable amounts.

On-the-Job Training customers are initially eligible for support services for two weeks beyond the start date of training or until receipt of the first paycheck.

In all cases, the coverage of childcare services is **not to exceed** the amount the childcare provider charges the general public.

### 1) Childcare

- a) For children ages **birth through 4** - Licensed Providers all-day care:

Up to \$25 per day per child not to exceed the actual charge

- b) For children ages **birth through 4** - Unlicensed Providers all-day care:

Up to \$16 per day per child not to exceed the actual charge

- c) For children ages **5 through 12** - Licensed Providers:

Before School - Up to \$10 per day per child not to exceed the actual charge

After School - Up to \$10 per day per child not to exceed the actual charge

Summer Semester - Up to \$25 per day per child not to exceed the actual charge

- d) For children ages **5 through 12** - Unlicensed Providers Before/After School care:

Before School - Up to \$7 per day per child not to exceed the actual charge

After School - Up to \$7 per day per child not to exceed the actual charge

Summer Semester - Up to \$16 per day per child not to exceed the actual charge

- e) Registration Fees – Licensed Providers:

For children ages **birth through 4** - Registration fees up to a maximum of \$100.00 per child **not to exceed the actual charge**.

**Note:** Registration Fees are limited to one per child per year

f) Holding a day care slot - Licensed Providers:

In cases where customers are required to pay a fee to “hold” a daycare slot, Coastal Workforce Services will pay the fee at a rate of no more than the same rate as the provider currently charges for daycare for a period not to exceed two weeks between school periods.

2) Transportation

- a) Up to 20 miles round trip per day, \$5 per day
- b) Over 20 miles up to 40 miles round trip per day, \$10 per day
- c) Over 40 miles up to 60 miles round trip per day, \$15 per day
- d) Over 60 miles up to 80 miles round trip per day, \$20 per day
- e) Over 80 miles up to 100 miles round trip per day, \$25 per day
- f) Over 100 miles round trip per day, \$30 per day

3) Out-of-Town - Non-Commuting Status Customers

a) Lodging

Where school facilities are not available, private lodging may be arranged by the Career Advisor utilizing the Coastal Workforce Services procurement procedure.

b) Meals

A daily rate of \$30 is allowed for meals including weekends.

c) Transportation

Mileage will be reimbursed at the rate of \$.45 per mile for the distance to/from training site and the customer’s residence. Mileage may also be reimbursed to the customer at the same rate of \$.45 per mile for one round-trip visit home during every four (4) weeks of training.

d) Miscellaneous Expenses

Up to \$10, each week may be allowed for miscellaneous expenses.

4) Special Need Payments

- a) Customers with documented special needs can receive one or more payments up to a maximum of \$800 per customer.
- b) Support payments for clothing are limited to a maximum of \$300 per customer.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2000  
Revision Date: 02/16/2007  
Revision Date: 12/14/2007  
Revision Date: 05/01/2011 (CWS Address only)

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### Grievance/Complaint Procedures and Equal Opportunity Policy

#### I. Purpose

To establish guidelines for filing a grievance/complaint if any individual, group or organization feels excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any such program or activity funded by the Workforce Investment Act (WIA), paid for by Coastal Workforce Services (CWS), because of race, color, religion, sex (except as otherwise permitted under title IX of the Education Amendments of 1972), national origin, age, disability, or political affiliation, belief, or citizenship/status as a lawfully admitted immigrant authorized to work in the United States.

#### II. Definitions

Governor's Authorized Representative: The Governor of the State of Georgia has appointed the Commissioner of Labor, Michael Thurmond, as his Authorized Representative for the purpose of conducting/overseeing a review of grievances/complaints.

#### III. General Qualifications and Restrictions

The Workforce Investment Act of 1998, PL 105-220; USDOL Regulations Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Act of 1998, Final Rule (29 CFR Part 37); USDOL Employment and Training Administration, Workforce Investment Act Final Rule (20 CFR Part 652 et al; and Section 188, Workforce Investment Act of 1998 require that all customers will be treated fairly.

Every effort must be made to resolve a complaint before an official grievance is filed.

#### IV. Policy

##### 1) *General Policy*

Individuals applying for or receiving services, contractors, and employees of Workforce Investment Act funded programs or activities paid for by Coastal Workforce Services will be treated fairly. If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. If a customer alleges to have been harmed by a violation of the Workforce Investment Act or regulations of this program, the customer has the right to file a grievance/complaint.

## 2) *Equal Opportunity Policy*

The Coastal Workforce Services Workforce Investment Board (CWIB) adheres to the following United States law: “No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with any such program or activity because of race, color, religion, sex (except as otherwise permitted under title IX of the Education Amendments of 1972), national origin, age, disability, or political affiliation, belief, or citizenship/status as a lawfully admitted immigrant authorized to work in the United States.” References include: The Workforce Investment Act of 1998, PL 105-220; USDOL Regulations Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Act of 1998, Final Rule (29 CFR Part 37); USDOL Employment and Training Administration, Workforce Investment Act Final Rule (20 CFR Part 652 et al; and specifically Sections 167 and 188 of the Workforce Investment Act of 1998.

## 3) **Complaint Process**

- Any customer who has a complaint about the WIA services received at a One-Stop Career Center must first attempt to reach a resolution at the Career Center, by speaking with the WIA supervisor and then, if resolution is not achieved, to the Career Center Manager.
- If satisfactory resolution is not reached at the Career Center within 30 days of the time the complaint was presented, the customer may then file a written grievance with Coastal Workforce Services, the Georgia Department of Labor, or the U.S. Department of Labor Civil Rights Center following the procedures below.

Complaints filed with the Coastal Workforce Services Workforce Investment Board shall contain the following:

- The full name, telephone number (if any), and address of the person making the complaint.
- The full name and address of the person or organization against whom the complaint is made.
- A clear but brief statement of the facts including the date(s) that the alleged violation occurred.
- The provision of the Act, regulations, grant or other agreements under the Act believed to have been violated.
- The relief requested.

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

All complaints of discrimination must be filed within one-hundred eighty (180) days of the occurrence. Complaints may be filed with the Coastal Workforce Services Workforce Investment Board (CWIB), the Georgia Department of Labor (GDOL), or with the U.S. Department of Labor Civil Rights Center (CRC) at the following addresses:

Coastal Workforce Services  
ATTN: WIA Equal Opportunity Officer  
601 East 66th Street, Suite 201  
Savannah, Georgia 31405  
(912) 351-6379

Georgia Department of Labor  
ATTN: Equal Opportunity Administrator  
Sussex Place, Suite 450  
148 Andrew Young International Blvd., N. E.  
Atlanta, GA 30303-1751  
(404) 232-3500 (Voice)  
1-800-255-0056 (TTY)

U. S. Department of Labor  
ATTN: Director, Civil Rights Center  
Room N-4123  
200 Constitution Avenue, N. W.  
Washington, D. C. 20210  
(202) 693-6502 (Voice)  
(202) 693-6515 (TTY)

Claimants electing to file a complaint with CWS must wait either until CWS issues a written decision (Notice of Final Action) or until 90 days have passed, whichever is sooner, before filing with the U. S. Department of Labor Civil Rights Center (see address above).

If CWS **does not** give the claimant written Notice of Final Action within 90 days of the day on which the complaint was filed, the claimant does not have to wait for CWS to issue that Notice before filing a complaint with the GDOL or CRC. However, complaints must be filed within 30 days of the 90 day deadline {in other words, within one-hundred twenty (120) days after the day on which the complaint was filed with CWS}.

If CWS **issues** a written Notice of Final Action on the complaint, but the claimant remains dissatisfied with the decision or resolution, the claimant may file a complaint with CRC. The claimant must file the complaint with CRC within thirty (30) days of the date on which the Notice of Final Action was received.

If the claimant elects to file a complaint with the Georgia Department of Labor (GDOL), the claimant must wait either until the GDOL issues a written Notice of Final Action, or until ninety (90) days have passed (whichever is sooner), before filing with the Civil Rights Center (CRC)

If the GDOL **does not** issue a written Notice of Final Action within ninety (90) days of the day on which the complaint was filed, the claimant does not have to wait for the GDOL to issue that Notice before filing a complaint with CRC. However, CRC complaints must be filed within thirty (30) days of the ninety (90) day deadline in other words, within one-hundred twenty (120) days after the day on which complaint was filed with the GDOL.

If the GDOL **does** issue a written Notice of Final Action, but the claimant remains dissatisfied with the decision or resolution, the claimant may file a complaint with CRC. A complaint must be filed with the CRC within thirty (30) days of the date on which the claimant received the Notice of Final Action.

**4) Complaints of Fraud, Abuse, or Other Alleged Criminal Activity**

*In cases of suspected fraud, abuse or other alleged criminal activity, concerns should be directed to the Office of the Inspector General, U.S. Department of Labor at 1-800-347-3756.*

**5) Complaints against Public Schools**

*If the complaint is not resolved and it involves public schools of the State of Georgia, the grievance procedure will comply with the Workforce Investment Act and O.C.G.A. 20-2-1160.*

**6) All Other Complaints (Violations of the Act or Regulations not outlined in 1 - 5 above)**

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

*Coastal Workforce Services  
ATTN: WIA Equal Opportunity Officer  
601 East 66th Street, Suite 201  
Savannah, Georgia 31405  
(912) 351-6379*

After the written request of a hearing is submitted as indicated above and received by the Coastal Workforce Services Workforce Investment Board, the complainant will be given a written notice of the date, hour, place of the hearing and of the manner in which the proceeding will be conducted and the issues to be decided upon, based on the complaint or grievance outlined in the written request. Hearing officers who are independent of the Coastal Workforce Services Workforce Investment Board and who have been approved by all concerned parties will be responsible for conducting the hearing. Prior to the hearing, the complainant(s) will be given the opportunity to:

- Withdraw the request for a hearing in writing;
- Request rescheduling of the hearing for good cause;
- Bring witnesses and documentary evidence;
- Have records and documents produced; and
- Question any witness or party to the case.

Hearings on any grievance filed shall be conducted within thirty (30) days of its filing with the Coastal Workforce Services Workforce Investment Board. Written decisions shall be rendered not later than sixty (60) days after the filing. Attempts at informal resolution may proceed during the thirty (30) day period between the filing and hearing of the grievance and prior to the rendering of a decision on the grievance.

If the complainant does not receive a written decision from the Hearing Officer within sixty (60) days of the filing of the grievance/complaint, or receives a decision unsatisfactory to the complainant, the complainant then has the right to request a review of the grievance by the Governor. The request for review should be submitted to:

Georgia Department of Labor  
ATTN: Commissioner of Labor  
Room 600, Sussex Place  
148 Andrew Young International Boulevard, N. E.  
Atlanta, Georgia 30303-1751

The Commissioner shall act as the Governor's authorized representative. The request for review shall be filed within ten (10) days of the receipt of the adverse decision or ten (10) days from the date on which the complainant shall have received a decision. The Commissioner of Labor (Governor's Authorized Representative) will conduct a review of the grievance and issue a written decision within thirty (30) days of the date of the receipt of the review request. The decision rendered by the Commissioner of Labor will be final.

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

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2000  
Revision Date: 07/01/2002  
Revision Date: 02/16/2007  
Revision Date: 12/14/2007  
Revision Date: 10/16/2009  
Revision Date: 10/15/2010  
Draft Rev Date: 08/19/2011

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### Individual Training Account (ITA) Tuition and Training Policy

#### I. Purpose

To provide policy and guidance for planning, coordinating and tracking training services for customers enrolled in ITA programs utilizing Title I, Workforce Investment Act (WIA) funds.

#### II. Definitions

Authorized Agent: An authorized agent is one determined by the Coastal Workforce Services Workforce Investment Board to act as the primary person responsible for signing all waivers and special requests as they relate to policy. Coastal Workforce Services approves waivers and special requests through the appropriate committee. The Executive Director has been designated the authorized agent who will sign all waivers and special requests.

#### III. General Qualifications and Restrictions

WIA Title I funds are never considered as the first source of funding nor will funds be used to duplicate funding available from other sources.

Access to training or any other services is **not** an entitlement.

All approved training must be located within the contiguous United States.

WIA funds for training expenses may not exceed \$12,000.

#### IV. Policy

In order to ensure effective use of WIA funds and to serve those customers who have the skills and qualifications to successfully participate in the selected program of training services and be able to benefit from assistance, the following policy is established. Documentation must be maintained in each file to document compliance to each area of the policy.

1) Training/Program of Study (including Continuing Education) **must**:

- Lead to training-related employment identified as a demand/growth occupation in the Coastal Service Delivery Region *or*
- Lead to employment identified as a demand/growth occupation in another WIA Region. In

this situation, the customer **must** be willing to relocate from the Coastal Service Delivery Region to an area where his/her Program of Study leads to a demand/growth occupation. Documentation must be in the customer's file.

- 2) Training must result in an adequate employment wage for the customer to attain self-sufficiency without the aid of public assistance.
- 3) Training funds (tuition, books, supplies, fees, tools, uniforms, equipment, and testing/exams) are limited to \$12,000 per customer. A maximum of \$40 per customer per semester for desktop supplies is allowed and included in the \$12,000 limit. Support service payments are not included in the \$12,000 limit.
- 4) Training cannot exceed 104 weeks (two years).
- 5) WIA Title I funds will not be provided for general academic programs (i.e., General Studies).
- 6) WIA Title I funds (whether for training or support) **cannot** be utilized for developmental courses.
- 7) All potential customers **must** apply for **ALL** available grants and scholarships including the Pell Grant and the HOPE Scholarship/Grant to cover training expenses.
- 8) WIA Title I funds will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as he/she is responsible for other fines or penalties.
- 9) Customers will not be permitted to "sit-out" any semester without just cause.
- 10) Students must maintain at least a **cumulative** 2.5 grade point average (GPA) and must be making satisfactory progress toward his/her training and employment goal.
- 11) Students must maintain a full-time class schedule of a minimum of 12 hours per semester or the equivalent (in cases where the school/provider is on another type system).
- 12) Part-time study is permitted in special circumstances, e.g., if the customer is employed.
- 13) WIA Title I training funds **cannot be used** for Master's Degree or Doctorate programs.
- 14) Out-of-State tuition and related fees charged to customers who do not meet the institutions' Georgia residency requirements **will not be paid** with WIA funds

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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**Effective Date:** 10/30/2006  
**Revision Date:** 02/16/2007  
**Draft Rev Date:** 08/19/2011

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### **Out-of-Area Training Policy**

#### **I. Purpose**

To establish guidelines for requesting approval of training services offered outside of Coastal Workforce Services, Region 12, Area 20.

#### **II. Definitions**

Authorized Agent: An authorized agent is one determined by the Coastal Workforce Investment Board (CWIB) to act as the primary person responsible for signing all waivers and special requests as they relate to policy. Coastal Workforce Services approves waivers and special requests through the appropriate committee. The Executive Director has been designated the authorized agent who will sign all waivers and special requests.

#### **III. General Qualifications and Restrictions**

All approved training must be located within the contiguous United States.

Exceptions to this policy include the providers and programs already approved by Coastal Workforce Investment Board (CWIB).

#### **IV. Policy**

In the interest of promoting customer choice, training programs offered outside the CWIB Area may be approved on an individual basis. Criteria for approving Out-of-Area training may include that local programs are at capacity or otherwise unavailable. When the customer chooses an Out-of-Area program over an available local program, transportation expenses will be covered at the local rate.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2000

Revision Date: 02/16/2007

Revision Date: 10/15/2010

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### Pick-Up Policy for Individual Training Accounts

#### I. Purpose

To establish guidance for providing services to customers who apply for WIA Title I services when currently or previously enrolled in a technical school or college level training program. The new training provider, for previously enrolled customers, will accept his/her previous courses and grades toward establishing a cumulative grade point average (GPA).

#### II. Definitions

Pick-Up: "Pick-Up" refers to students already enrolled or previously enrolled in training at a technical school or college who, for a variety of reasons, find themselves in need of WIA assistance.

#### III. Policy

In order to ensure effective use of WIA funds and to serve those customers who really need them and will benefit from them, the following policy is established. Documentation must be maintained in each file to document compliance to each area of the policy.

- 1) All "pick-ups" must be WIA-eligible.
- 2) All "pick-ups" must have at least a cumulative GPA of 2.5, which must be documented in the customer's file.
- 3) All "pick-ups" must have at least one quarter/semester, or 8 weeks of training remaining in their program of study (whichever is longer at the training institution).
- 4) All "pick-ups" must have the Career Advisor's documented approval. The student must provide appropriate documentation and explanation of the inability to continue training due to financial constraints or other such reasons. Included must be an explanation of why the previous method of the student's support for training is now inadequate. This documentation **must** be notated in the customer's file.
- 5) Training for "pick-ups" **must** be determined to be appropriate based on the program of study as it relates to occupations for which there is a labor market demand. Administration of the Test of Adult Basic Education (TABE) **and** CareerScope (which measures interest and aptitude) is not required as "pick-ups" have already been appropriately assessed by the training facility to determine basic educational levels, interest, and aptitude. However, a review of the customer's grades, support services' needs, and labor market information around area of study must occur and the Career Advisor must document this in the Customer Service Plan.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 01/14/2004  
Revision Date: 02/16/2007  
Revision Date: 08/21/2009  
Revision Date: 10/16/2009  
Revision Date: 10/15/2010

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### **Prevocational Intensive Services Policy**

#### **I. Purpose**

To establish guidelines for providing short-term prevocational intensive services utilizing Workforce Investment Act (WIA) Title I funds.

#### **II. Definitions**

Prevocational Services: For the purposes of this policy prevocational services are defined as: "Short-term services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct, to prepare individuals for unsubsidized employment or training." Short-term services are those that do not exceed 120 hours. Reference: Workforce Investment Act Section 134(d)(3)(C)(vi).

#### **III. General Qualifications and Restrictions**

Prevocational intensive services can be provided to Adults and Dislocated Workers in both class-based and work-based settings. These services are intended for workers who possess a body of knowledge with specific skills, but they lack occupational credentials or require short-term continuing education, or other services to enhance their ability to obtain and retain employment. In order to help them acquire credit and/or credentials required for success in growing occupations, they can be enrolled into short-term preparation, review and occupational training courses. When a customer can earn an occupational credential without having to complete an entire training program, their reentry into the job market will be accelerated. These services are also intended for customers who are in need of the specific intensive services (no more than 120 clock hours), outlined above in Section II, in order to obtain or retain employment that leads to self-sufficiency.

Short-term (no more than 120 clock hours) training, preparation and review activities which prepare customers to sit for certification examination courses may be provided as a Prevocational Service.

In the event that training expenses exceed the maximum allowable limit of \$12,000, the customer must be able to demonstrate the ability to pay the overage prior to enrollment.

#### **IV. Policy**

In order to ensure the effective use of WIA Title I funds for providing short-term prevocational intensive services the following policy outlines the **required procedures** under which the Coastal Comprehensive Local WIA Plan Update

Workforce Services Workforce Investment Board (CWIB) will pay for short-term prevocational intensive services.

- 1) Small purchase competitive procurement must be used to purchase all prevocational services. Three price quotes or bids from vendors showing applicable fees such as name of course, number of instruction hours, instructional fee, cost of curriculum materials and exam fee must be obtained. A printout of a web page will suffice. The vendor with the lowest price quote or bid will be selected to provide the prevocational activity. If the vendor who submitted the lowest bid is not selected, justification for choosing a higher bid must be documented for reasons such as too far away, start date too late, schedule prohibits attendance during instructional hours.

This option may also be used to purchase training when specific short-term training is no more than 120 clock hours and is not currently available through an existing provider agreement at the time the need arises. After such training is completed, CWS staff will conduct a performance outcome evaluation. If performance is satisfactory and meets the CWS requirements, additional on-going training would then be procured through the regular provider agreement process.

- 2) The maximum cost per customer, exclusive of approved support services, may not exceed \$12,000.
- 3) The small purchase dollar range may not exceed \$25,000. This amount is applicable to all of the same courses purchased over the entire program year in the aggregate. If aggregate costs exceed \$25,000, other competitive procurement methods would apply.
- 4) A review of comprehensive assessment results, customer aptitude, customer interests, and/or work experience should support the need for prevocational intensive services; this information will be documented in the Customer Service Plan in the Georgia Workforce System (GWS).
- 5) Customers will generally not be enrolled into Training Services.
- 6) Customers will generally not have an Individual Training Account.
- 7) A voucher will be used to pay the vendor.
- 8) A copy of the voucher and the three price quotes or bids must be provided to the Coastal Workforce Services accounting staff by the Career Advisor.
- 9) A copy of the voucher and the three price quotes or bids will be maintained in the customer's file.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2002  
Revision Date: 02/16/2007

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### **On-the-Job Training (OJT) Policy**

#### **I. Purpose**

To establish guidelines for ensuring compliance with the Workforce Investment Act (WIA) of 1998, Section 101 (31), for the use of funds in the implementation of On-the-Job Training (OJT) Contracts.

#### **II. Policy**

The Coastal WIB and its administrative entity, Coastal Workforce Services (CWS), a department of the City of Savannah, shall develop and enter into On-the-Job Training Contracts with employers located within the nine county area (Region 20) including Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long and McIntosh Counties for the purpose of increasing productivity of the employer while providing a means for new and incumbent employees to advance in their careers and increase their income. CWS, at its discretion, may enter into a contract with a third party to develop and implement OJT Agreements.

#### **III. Definitions**

On-the Job-Training Contracts are training agreements that define the responsibilities and scope of partnerships between Coastal Workforce Investment Board and a particular employer for the purpose of conducting on-site training for new and/or incumbent employees.

#### **IV. Requirements/Qualifications/Restrictions**

No WIA funds shall be used, or shall be proposed for use, to encourage, or to induce the relocation of a company, establishment, or part thereof, that results in the loss of employment for any employee.

All parties of the contract must adhere to the following requirements.

##### 1) Occupational Eligibility

To be eligible for an OJT program an occupation must relate to the introduction of new technologies, introduction of new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the

Coastal Workforce Investment Board. Programs that meet one or more of those categories may enroll both new and incumbent workers. Priority will be given to eligible occupations that also meet the following criteria:

- in growth areas
- with high skill level
- with low turnover
- offering advancement opportunities
- with benefits

Training shall be conducted only in those occupations in which there is a reasonable expectation of continued and permanent employment in the area of training

### Ineligible Occupations

The following occupations/conditions are ineligible for OJT contracts:

- positions where the primary source of income is tips, commissions, or piecework;
- intermittent, seasonal or temporary occupations; or
- occupations that involve political or religious activity (to include construction, operation, or maintenance of a facility for religious instruction or worship).

### 2) Employer Eligibility

OJT may be provided by an employer in the public, non-profit, or private sector.

Employment agencies are not acceptable OJT worksites, unless approval, through the appropriate committee, and written documentation from the CWS Executive Director is obtained.

To become an OJT- Eligible Employer, the employer must provide (as documented in the Contract):

- Worker's Compensation Insurance or its equivalent during the training period,
- a Federal Employer Identification Number and a Georgia Department of Labor Unemployment Insurance Number,
- safe, sanitary, and healthy working conditions,
- an OJT Enrollee Training Plan and Final Evaluation form for each registrant,
- assurance that the employer is not involved in a labor dispute nor are employees on strike from the same or similar job, and
- assurance that OJT funds shall not be used to promote or discourage union organizing.

An employer may be determined **ineligible** for an OJT Contract if:

- the employer has reduced (or will reduce) current employee hours, displaced current employees, or denied a current employee promotional opportunities as a result of a previous (or current) OJT Contract Agreement,

- the employer relocated into the area within 120 days prior to proposed implementation of the agreement unless the pre-award review indicates unemployment did not occur at the prior location,
- the employer, during the last six months, had an OJT Agreement and terminated more than two registrants/participants or reduced any employee's wages or benefits without good cause,
- the employer failed to retain registrants/participants who successfully completed OJT, unless reasonable documentation for such actions is in the file, or
- the employer has previously exhibited a pattern of failing to provide OJT registrants/participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.

### 3) Participant Eligibility

The participant must meet the eligibility requirements in the Workforce Investment Act of 1998, Section 101(31), for adults and dislocated workers, as well as any requirements established by Coastal Workforce Investment Board. Eligibility will be determined and documented by the CWS One-Stop Career Center or OJT Provider that will also develop a Customer Service Plan detailing specific training and outcome goals.

On-the-job training contracts may be written for employed workers when:

- the eligibility requirements are met; and the employee is not earning a self-sufficient wage as determined by Coastal Workforce Investment Board,
- the registrant/participant has not been employed by the employer in the same or similar position
- the registrant/participant previously has not received training for jobs similar to those offered through OJT,
- the registrant/participant is not currently on temporary layoff and expecting to be called back by his/her former employer

### 4) Employer Responsibilities

The employer must agree to:

- retain registrants/participants who successfully complete OJT
- conduct periodic and final evaluations of the employee and document same in the progress/outcome portion of the Training Plan and Final Evaluation,
- provide, upon participant's successful completion of training, a signed certificate indicating the registrant/participant has attained the required skill level.

### 5) Duration of Training

The OJT training period will be for a minimum of 80 hours but not to exceed 1040 hours and no training period will exceed six (6) months. The Dictionary of Occupational Titles (DOT) and the Specific Vocational Preparation (SVP) will be used as a guide for the length of training. The SVP

level must be 2 or higher. Specific timelines and limitations will be defined in the OJT Contract Agreement.

6) Reverse Referrals

Employers are permitted to make Reverse Referrals, i.e., refer potential OJT participants to the One-Stop Career Center or designated OJT Provider for assessment to determine eligibility and appropriateness for OJT.

7) Monitoring

Coastal Workforce Services will conduct periodic monitoring activities at the worksite and the One-Stop Career Center or OJT Provider responsible for case management according to the requirements set forth in the OJT Contract Agreement.

8) Payments to Employers

Coastal Workforce Services will not reimburse employers for overtime wages paid to the registrant/participant.

Payments to employers will be made on a regular and timely basis as described in the OJT Contract Agreement

9) Payments to Participants

An OJT registrant/participant's salary shall be at least minimum wage and shall be the same as similar trainees or employees of the company doing the same or similar type work.

Participants will receive their wages through the employer's established payroll process.

Occasional requests for Special Needs payments will be reviewed and approved through the established process used by the Career Center or OJT Provider and paid directly to the participant by CWS.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2002  
Revision Date: 02/16/2007

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### Training Contracts for Special Populations Policy

#### **I. Purpose**

To establish guidelines for developing training contracts for special populations utilizing Workforce Investment Act (WIA) Title 1 funds.

#### **II. Definitions**

Special Population: A population of low-income individuals that is included in one or more of the following categories: Individuals with substantial language or cultural barriers, Offenders, Homeless individuals, other hard-to-serve populations as defined by the Governor involved. (PL 105-220, Section 134) (d) (G) (iv).

#### **III. General Qualifications and Restrictions**

Training services authorized may be provided pursuant to a contract for services in lieu of an individual training account. (PL 105-220, Section 134) (d) (4) (F) and (d) (G) (ii) (III).

#### **IV. Policy**

In order to ensure effective use of WIA Title I funds for training contracts for special populations the following policy is established.

- 1) Training Contracts with community-based organizations or other private training providers will be awarded when it is determined by the Coastal Workforce Investment Board (CWIB) that there is a training services program of demonstrated effectiveness offered in the local area serving a special population with multiple barriers to employment.
- 2) Criteria for determining demonstrated effectiveness include:
  - Financial capability of the organization; and
  - Demonstrated performance in service delivery as it pertains to outreach and recruitment, program completion rates, placement in unsubsidized employment rates, and employment retention rates; and
  - Evidence that the training services to be provided relate to the needs of the local labor market as described in the local plan.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 12/14/2007

Revision Date: 10/15/2010

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### Veterans and Eligible Spouses “Priority of Service” Policy

#### I. Purpose

To establish guidelines to ensure veterans and eligible spouses receive priority of services utilizing Workforce Investment Act (WIA) funds.

#### II. Definitions - For priority of service purposes, a covered person is a:

1) Veteran: An individual who has served **at least one day** in active military, naval or air service, and was discharged under "other than dishonorable" conditions. This includes full-time Federal Service in the National Guard or a Reserve component. This definition of “active service” does not include full-time duty performed strictly for training purposes (i.e., that which often is referred to as “weekend” or “annual” training), nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities (State mobilizations usually occur in response to events such as natural disasters).

2) Eligible Spouse: The spouse of:

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

#### III. General Qualifications and Restrictions

Where the service or resource is limited (Limited Funding Policy), the covered person **must** receive access prior to the non-covered person.

Covered persons **must** meet eligibility criteria to be eligible for program participation. Thus, priority of service does **not** supersede eligibility requirements.

**Note:** The One-Stop Career Centers located in Coastal Workforce Services, Region 12, Area 20 are established Georgia Department of Labor (GDOL) Career Centers. GDOL staff persons have successfully developed and implemented priority of services procedures as required in E. S. Division Memorandum No. 09-24, dated December 17, 2009, Subject: Priority of Service for Veterans and Eligible Spouses. The WIA-funded Career Advisors are housed in these GDOL One-Stop Career

Centers, therefore the assurance of all covered persons being quickly identified and informed of their priority to obtain services throughout the continuum of services.

Each GDOL One-Stop Career Center has posters and brochures in use as well as the GDOL Veteran/Eligible Spouse Priority of Service Information form.

#### **IV. Policy**

In accordance with the “The Jobs for Veterans Act” (Public Law 107-288) and its corresponding regulations (20 CFR Part 1010), Training and Employment Guidance Letter (TEGL) 10-09, and Veterans Program Letter 07-09, the following policy is established.

- 1) When WIA training funds are limited, staff must determine the status of each covered person and apply priority as follows.
  - a) Program-eligible veterans and eligible spouses who meet mandatory or spending priorities, or who meet the income eligibility requirements established by the Coastal Workforce Services Workforce Investment Board (CWIB) must receive the highest level of priority of service.
  - b) Program-eligible individuals who are not covered persons who meet mandatory or spending priorities or who meet the income eligibility requirements established by the Coastal Workforce Services Workforce Investment Board (CWIB) receive the second level of priority of service.
  - c) Veterans and eligible spouses outside the program-specific mandatory priority or spending requirements receive the third level of priority of service
  - d) Non-covered persons outside the program-specific mandatory priority or spending requirements receive the fourth level priority of service
- 2) When a waiting list for services exists, veterans and eligible spouses will be selected first to receive the service, provided the covered person has been determined eligible and is qualified for the service. However, when a non-covered person is already receiving a service, a veteran or eligible spouse who is identified subsequently should not displace that non-covered person receiving the service.
- 3) Appropriate documentation of an individual’s status as a covered person is as follows:
  - a) DD214 - Discharge Papers and Veterans Separation Documents (Required for Data Validation)
  - b) An official notice issued by the Department of Veterans Affairs establishing entitlement to a disability rating or award of compensation to a qualified dependent
  - c) An official notice issued by the Department of Defense that documents veteran status or spousal rights
  - d) An official notice issued by a state veterans’ service agency that documents veteran status or spousal rights

- e) Eligible spouses whose eligibility is based on the disability of a living veteran spouse should obtain the relevant documentation from the U. S. Department of Veterans Affairs.

# COASTAL WORKFORCE SERVICES

## Policies and Procedures Manual

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Effective Date: 07/01/2000  
Revision Date: 07/01/2002  
Revision Date: 02/16/2007  
Revision Date: 10/16/2009  
Revision Date: 10/15/2010

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### Grants and Scholarships Coordination Policy

#### I. Purpose

To establish guidelines for coordinating financial aid available from any grants and/or scholarships with Workforce Investment Act (WIA) Title I funds for training expenses. This coordination will ensure that customers will receive the maximum benefit from all awards received. It will also ensure non-duplication of funds

#### II. Definitions

Training Expenses: Training expenses include all expenses for tuition, books, supplies, fees, tools, uniforms, equipment, and testing/exams.

#### III. General Qualifications and Restrictions

Section 134 (d) (4) (B) of WIA requires the coordination of *training costs* with funds available under other Federal programs.

Veterans Program Letter No. 07-09, states Montgomery GI Bill - Military Education Benefits are excluded from this requirement. Specifically, veterans and spouses are not required to coordinate their entitlements to those benefits with any concurrent eligibility that they may have for WIA-funded services. Similarly, WIA program operators may not require veterans or spouses to exhaust their entitlements to VA-funded training benefits prior to allowing them to enroll in WIA funded Training.

Coastal Workforce Services Workforce Investment Board (CWIB) requires the coordination of **all** available sources of funds, **excluding** loans, the Montgomery GI Bill Active Duty (MGIB-AD), the Montgomery GI Bill Selected Reserve (MGIB-SR), and the Post-9/11 GI-Bill in determining an individual's overall need for WIA Title I funds for *training expenses*.

Training expenses, as defined in this policy, paragraph II above, are limited to \$12,000 per customer **unless** enrolled in an approved Group-Sized Training Project.

WIA Title I funds are **never** considered as the first source of funding for *training expenses*.

## IV. Policy

In order to ensure effective use of WIA Title I funds and meet the funding coordination requirements of WIA and the CWIB, the following policy is established. Documentation must be maintained in each customer file to document compliance to each area of the policy.

- 1) The CWIB requires the coordination of WIA Title I funds with financial aid from **all** available sources of funds, excluding loans, for *training expenses*. Examples of other available sources of funds include, but are not limited to, the following:
  - Helping Outstanding Pupils Educationally Grant/Scholarship (HOPE)
  - Federal Pell Grant
  - Army Emergency Relief Fund
  - Academic Competitiveness Grant (ACG) for two year schools (replaces the Federal Supplemental Educational Opportunity Grant - FSEOG)
  - Science and Mathematics Access To Retain Talent (SMART) for four year schools (replaces the Federal Supplemental Educational Opportunity Grant - FSEOG)
- 2) The customer/participant file **must** include documentation of denial if HOPE and/or Pell funding is denied. Documentation must be from the financial aid office or other acceptable training institution source.
- 3) The Cost Commitment **must** include documentation of denial if HOPE and/or Pell funding is denied. The documentation will be entered in the Description of Special Needs portion of the Cost Commitment and **must** include “**why**” the funding was denied. CWS will **not** approve the Cost Commitment without appropriate documentation. Examples of valid reasons include, but are not limited to the following:
  - The customer is seeking funds to complete a second college degree.
  - The customer has attempted too many college credits to qualify for funding.
  - The customer has a previous student loan, which is in default.
  - The customer is active military or a military spouse and the family income is over the limit to qualify for Pell.
  - The customer does not qualify as a Georgia resident, per HOPE Scholarship and Grant Program Regulations.
  - The training facility does not qualify for HOPE and/or Pell funding.
- 4) Coastal Workforce Services may permanently disqualify a customer/participant from receiving WIA Title 1 funds if he/she does not disclose the receipt of financial aid from **all** available sources.

**Attachment F**  
**Supply & Demand Data**

Data in Excel format is available upon request

## **Attachment G**

### **Coastal Workforce Investment Area Training Providers**

## Coastal Workforce Investment Area

### Training Providers

Armstrong Atlantic State University  
Brunswick Plumbers & Pipefitters JATC Local 177  
College of Coastal Georgia  
Dominion Healthcare Solutions  
Georgia Southern University  
Georgia Southern University-Continuing Education  
Ogeechee Technical College  
Premier Systems Training, Inc. (PST, Inc)  
Savannah Electrical JATC  
Savannah Plumbers & Pipefitters, HVAC Local 188  
Savannah School of Massage Therapy  
Savannah State University  
Savannah Technical College

#### Out-of-State

Concorde Career Institute  
Kaplan University  
Keiser Career Institute  
National Training, Inc.  
New Horizons Computer Learning Center – Jacksonville  
Roadmaster Drivers School  
Tulsa Welding School  
United Education Institute (UEI) - Jacksonville  
Virginia College - Jacksonville