

LOWER CHATTAHOOCHEE WORKFORCE INVESTMENT AREA -14



WORKFORCE DEVELOPMENT PLAN GUIDE

for

PROGRAM YEAR 2013-2017

**LOCAL WIA WORKFORCE DEVELOPMENT PLAN GUIDANCE,
PY 2013 -2017**

Area Contacts

1. Name of Local Workforce Area (LWIA):

Lower Chattahoochee Workforce Development Area Fourteen
(LWIA-14)

2. Contact Information for Chief Local Elected Official

Honorable Teresa Pike-Tomlinson, Mayor
Columbus Consolidated Government
420 Tenth Street, P.O. Box 1340
Columbus, Georgia 31902-1340
Phone Number: 706-653-4712
Email: ttomlinson@columbusga.org

3. Name of organization administering the grant: (Fiscal Agent)

Columbus Consolidated Government
Job Training Division (WIA)
P.O. Box 1340
Columbus, Georgia 31902-1340
Phone Number: 706-653-4724

4. Name, address, and phone number for Local Area Director

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Columbus Consolidated Government Annex
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Columbus, Georgia 31902-1340

Fax Number: 706-653-4533
Email Address: hpendleton@columbusga.org

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

Chester R. Randolph
Caldwell Realtors
7309 Westport Loop
Midland, GA 31820
Phone Number:
Email: gause@aol.com

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

Mrs. Ernestine Ramsey
A.J. McClung YMCA, Inc.
1175 Martin Luther King Jr. Blvd
Columbus, GA 31906
Phone Number:
Email: ernestiner@att.net

7. Name, address, and phone number of the area's One-Stop operator(s). *List all the subsequent One-Stop Locations.*

Name of One-Stop Location: Georgia Department of Labor
Name of One-Stop Operator: Columbus Consolidated Government (Job Training Division)

Physical Address of One-Stops:

Comprehensive One-Stop

Columbus Career Center
700 Veterans Parkway
Columbus, Georgia 31904

Itinerate One-Stop Sites

- a) Columbus Technical College
Benning Hills
190 Munson Drive, Room #30
Columbus, Georgia 31903
- b) Columbus Technical College
928 Manchester Expressway
Columbus, Georgia 31906
- c) Department of Health & Human Services Offices (DHHS)
Counties of Quitman, Randolph, Stewart, Clay, Muscogee

8. Web site address for the area (if any): www.columbusga.org
9. Name and phone number of the individual(s) with primary responsibility for plan development:

Howard T. Pendleton, WIA Director
Email: hpendleton@columbusga.org
Phone Number: (706) 653-4529

LWIA Plan Signatures

Name of Area: Lower Chattahoochee Workforce Area Fourteen (WIA-14)

Chief Local Elected Official

Print Name

Signature

Date

Local Area Director

Print Name

Signature

Date

Local Workforce Investment Board Chairperson

Print Name

Signature

Date

WIA Fourteen (WIA-14) Workforce Development Plan Guidance for PY 2013-2017



I. Vision and Goals

In keeping with Georgia Governor's vision to meet the needs of the State and the counties and municipalities of Workforce Area 14's growing economy through the alignment of programs and leveraging of resources, the development of this strategic plan outlines the establishment of a local workforce system designed to achieve the vision.

Our Vision:

Lower Chattahoochee Workforce Area 14 will create a seamless workforce development system that increases the pool of job ready, skilled workers through access to education and employment, programs, services, and training opportunities that foster career pathways designed to enhance the skill sets and marketability of its citizens; thus, resulting in a rise out of poverty to self-sufficiency;

Address the needs and demands of local businesses for skilled workers and the economic growth of our communities; to enhance the productivity and competitiveness of our citizenry, strengthen the collaborative partnership of economic development businesses; and, ensure the transparency and accountability of workforce funds; and,

Align programs and leverage local resources that create an effective and efficient workforce development system.

Our System Building Goals:

- Meet or exceed the performance goals established by the Lower Chattahoochee Workforce Area Board and the State Workforce Development Office.

- Promote continual development and improvement of a workforce system with multiple access points and services tailored to meet the needs of the community and workforce area.
- Increase ongoing training opportunities for WIA partners and staff; and, promote continual cross-training of local programs and services
- Promote information and data sharing among partnering agencies that will seek to eliminate duplication of services and enhance the quality of training programs and service that are available to our citizens and that are conducive to the demands of local employers.
- Broaden the pool of skilled, job ready workers needed by local businesses.
- Increase collaboration with local businesses to address the growing skill gap between education and training outcomes that meet business and industry needs; and encourage employer participation that promotes program services and employment opportunities.
- Identify required skill sets needed to assist jobseekers of our local workforce community enhance their quality of life and to become more competitive and marketable in the local labor market.
- Identify the needs of our employers through continuous partnership and collaboration to ensure appropriate services are being identified and delivered
- Operate as a talent development system that meet local industry needs and foster a collaborative partnership with economic development to enhance economic prosperity of the local workforce area
- Increase the partnership of private sector businesses in training and employment opportunities for individuals participating in WIA programs
- Enhance customer satisfaction. Assist workers who face unprecedented challenges to retool their skills and re-establish themselves in viable career paths.
- Continuously develop and refine the local workforce development system with innovative service delivery strategies.

II. Local Governance

The Workforce Investment Division is a conglomeration of employment and training programs designed, administered, and monitored in accordance with the Workforce Investment Act of 1998, as amended, that serves to assist eligible citizens of an eight county area who are unemployed, underemployed or laid off due to plant closures, downsizing, or outsourcing in acquiring the skill sets required by local businesses. The Workforce Area Fourteen (WIA-14) offers services to citizens in Chattahoochee, Clay, Harris, Muscogee, Quitman, Randolph, Talbot, Stewart counties and the surrounding municipalities.

In partnership and collaboration with other local non-government and government support agencies in the Lower Chattahoochee Workforce Area, the goal of the Workforce Investment Division provides the framework for a unique workforce preparation and employment system that meet the needs of job seekers in our community, such as:

- Training and employment programs designed and managed at the local level where the needs of businesses and individuals are best understood.
- Convenient access to employment, education, training, and information services for eligible citizens through a comprehensive one-stop center.

Our local system is based on the "One-Stop" concept where information and accessibility to a wide array of job training, education, and employment services is available for customers at a single neighborhood location.

Through the "One-Stop", local employers are provided a single point of contact for accessing information regarding current and future skills needed by their workers; to post available job openings; in addition to accessing a pool of job-ready skilled workers to meet their needs.

Lower Chattahoochee Workforce Investment Area Fourteen (WIA-14) continuously strives to execute steps that will ensure transparency and accountability of all federal, state, and/or local workforce funds allocated to the workforce area.

Located throughout the workforce area, are various access points strategically located to assist individuals in making quality choices in regard to training needs and provider services that are available. Employers and individuals in the community can access complete data on the local workforce area through the Governor's Office of Workforce Development at <http://workforce.georgia.gov>; Georgia Department of Labor at www.dol.state.ga.us; and, the Columbus Consolidated Government at www.columbusga.org.

The Lower Chattahoochee Workforce Board

The Lower Chattahoochee Workforce Board (hereinafter referred to as the LCWIB or Board) is responsible to ensure that Workforce Area Fourteen has a workforce system that is comprehensive, effective, responsive and customer-focused. The Board is comprised of a member representation from a cross-section of organizations within its workforce area, to include public sector, non-profit and for-profit organizations that govern the local workforce development system. Each Board member brings years of experience and expertise that is helpful in developing and implementing program strategies and services designed to increase the employability of individuals served in the workforce area.

Board subcommittees, to include the required Youth Council, are established to ensure programs are designed to meet the economic demands of the workforce area and to promote accountability and transparency in accordance with the intent and spirit of the Workforce Investment Act. As Grant Recipient and Administrator, the Columbus Consolidated Government (hereinafter referred to as City of Columbus), has been delegated the responsibility to ensure that programs and systems are designed, coordinated, implemented, and administered to meet the full compliance requirements of WIA and to address the needs of the local labor market.

The establishment of subcommittees enhances the Board's oversight responsibilities in accordance with the Act. The WIA Administrator provides detailed reporting of program performance, funding and budgetary status, compliance and programmatic external and internal operation of the workforce system. Membership on each subcommittee requires a cross-section of Board representation, which further enhances the assurances of integrated services provided in the local workforce system.

A brief description of these subcommittees and their role in enhancing the necessary oversight required follows.

➤ EXECUTIVE COMMITTEE:

Under the authority of the local Board, the Executive Committee is responsible for making decisions on behalf of the Board, when convening of the full Board cannot be accomplished in a timely manner, that affect the administration and operation of the WIA system that include services, activities, and programs administered in accordance with the Workforce Investment Act. The Executive Committee is required to keep the Board informed of actions taken on its behalf at the next appropriate meeting of the full Board.

Members of the Executive Committee are comprised of the Chairperson of each subcommittee as established by the Board Chairperson. To avoid the appearance of a conflict of interest, contracted agencies and/or providers of service in the system are not appointed to this committee.

However, should a partner representative be selected as a chairperson of a committee, to avoid the appearance of a conflict of interest such individuals may not be excluded from serving on the Executive Committee; but, such representative must abstain from any voting or discussions relevant to any such voting regarding the agency that may be represented *as* a provider of service under the local workforce investment system.

➤ PROGRAM/EVALUATION/SELECTION COMMITTEE:

Members of the Program/Evaluation and Selection Committee represent a cross section of members of the Board. In coordination with the Program Administrator, the committee is responsible to review employment and training needs in the area, to determine population target groups for the area and oversee the functions of the workforce systems functions, and to coordinate with the Program Administrator staff in preparing program plan(s) as required. The committee is further responsible for reviewing solicitation applications submitted by potential deliverers of service within the one-stop system, and make appropriate recommendations regarding the provision of appropriate services in accordance with the Workforce Investment Act of 1998, the Balanced Budget Act of 1997, and the American Recovery and Reinvestment Act of 2009, as applicable. A summary of each meeting and recommendations held by this committee shall be presented to the LCWIB or to the Executive Committee convened on behalf of the LCWIB for appropriate action. In circumstance where the Executive Committee is the approval authority, the Executive

Committee shall subsequently report any actions taken by the committee on behalf of the LCWIB at the next full board meeting for confirmation of the full board.

➤ MONITORING/OVERSIGHT COMMITTEE:

Members of this committee represent a cross section of members of the LCWIB, with responsibility to oversee program activities and internal and external operations of the Workforce Investment System that decreases potential disparities, while strengthening the Board's oversight capabilities. Program Administrator staff shall conduct internal and external reports of the system and provide reports to the committee for oversight and monitoring purposes. A summary of each meeting and recommendations held by this committee shall be presented to the LCWIB or to the Executive Committee convened on behalf of the LCWIB for appropriate action. In circumstances where the Executive Committee is the approval authority, the Executive Committee shall subsequently report any actions taken by the committee on behalf of the LCWIB at the next full board meeting for confirmation of the full board.

➤ BUDGET AND FINANCE COMMITTEE:

Members of this committee shall represent a cross section of members of the Board, responsible for conducting oversight of the fiscal accountability and transparency of the local workforce system administered and operated by funds allocated under WIA and Recovery Act funds, as applicable, and make recommendations where appropriate. Oversight shall be conducted via reports generated by the Program Administrator staff. The Program Administrator staff shall provide report of the system(s) finances in respect to WIA and Recovery Act allocations, as applicable, for this purpose. A summary of each meeting and recommendations held by this committee shall be presented to the LCWIB or to the Executive Committee convened on behalf of the LCWIB for appropriate action. In circumstances where the Executive Committee is the approval authority, the Executive Committee shall subsequently report any actions taken by the committee on behalf of the LCWIB at the next full board meeting for confirmation of the full board.

➤ MEMBERSHIP COMMITTEE:

Members of this committee shall represent a cross section of members of the Board, with responsibility, to ensure compliance with board membership. Meetings of the membership committee shall occur once during a program year, or when necessary to ensure compliance and oversight of board membership issues. A summary of each meeting and recommendations held by this committee shall be presented to the LCWIB or to the Executive Committee convened on behalf of the LCWIB for appropriate action. In circumstances where the Executive Committee is the approval authority, the Executive Committee shall subsequently report any actions taken by the committee on behalf of the LCWIB at the next full board meeting for confirmation of the full board.

YOUTH COUNCIL

As a subpart of the Lower Chattahoochee Workforce Investment Board, the Youth Council is also comprised of a cross section of individuals from the local area with expertise in services to the youth population. The Youth Council includes members from the local workforce who possess expertise in youth services. Many members of the Youth Council serve a cross-membership role between the Youth Council and the local Workforce Investment Board.

As vested by the local Workforce Investment Board, the Youth Council is responsible for identifying the service needs of youth in the local area and to coordinate such services to youth in the local area; to determine the funding availability of such services (e.g. WIA and non-WIA); and, to review and recommend approval/disapproval of solicitations for rendering such services; and, present such recommendation(s) to the local board for approval/disapproval; or, present recommendations to the Executive Committee, if necessary.

It is further the responsibility of the Youth Council to coordinate with the Administrator in the development of portions of the local plan related to youth in the area; to assist the Administrator in developing policy and procedures governing administration and implementation of youth services in the local area; and to make summary reports to the Lower Chattahoochee Workforce Board and/or where required the Board's Executive Committee.

The Youth Council oversees the establishment of community-wide youth strategies and assists the Administrator with the coordination of program services that leverage funds to provide youth with the appropriate services while seeking to eliminate overlap and duplication; and, ensure transparency and accountability of funds used in accordance with WIA. Additionally, the Youth Council recommends the type and mix of youth services and the selection of youth providers based upon competitive requests for proposals. The youth council ensures proper oversight of eligible providers and the WIA System for eligible youth activities to ensure compliance with contractual agreements in accordance with WIA, and other federal, state, and local regulations, policies and procedures. Reports of internal/external monitoring provided by the Program Administrator staff are used for these purposes.

Conflict of Interest

Local policy of the Lower Chattahoochee Workforce Board was adopted to deter any potential concerns regarding "Conflicts of Interests. The policy states, as follows:

A "conflict of interest" is defined as a situation in which a person has a private or personal interest sufficient to appear to influence the objective exercise of his or her official duties. This shall include "prohibiting any member of the Lower Chattahoochee Workforce Investment Board and/or officer, employee, or agent of the Columbus Consolidated Government (as Grant Recipient and Administrative Agent), their organizations and/or immediate family, to receive any financial or material benefits as a result of any purchasing

or contracting activity involving federal funds under a WIA grant or contract”.

Should a potential conflict of interest arise in the conduct of business; the individual concerned must divulge the existence of and the reasons for the potential conflict prior to any action or discussion. This divulgence must be either verbal or in writing; and, submitted to the Chairperson of the Lower Chattahoochee Workforce Investment Board. The Board will then make the decision whether or not a direct relationship exists.

Should a determination be made that a conflict of interests exists; the affected individual is prohibited from participating in the discussion, selection, award, or administration of procurement supported by WIA Act funds.

Should the Board decide that no conflict of interest exists, it must record the nature of the original allegation or divulgence of conflict, and the reason(s) for deciding that a conflict does not exist.

1) Contractors:

Contractors are required to maintain a written Code of Conduct governing the performance of individuals engaged in the award and administration of WIA-funded programs. Such Codes of Conduct must provide for penalties, sanctions, or other disciplinary actions for violation by funded agency’s officers, employees or agents, or by the awardee or their agents.

2) Staff Conflict of Interest:

No individual in a decision-making capacity shall engage in any activity, (including participation in the selection, award, or administration of a subgrant or contract that is supported by WIA funds), if a conflict of interest, real or apparent, will be involved.

3) WIB Members:

For any perceived conflict of interest that arises either during discussion or voting of matters for which such perceived conflict shall or would apply, or be misconstrued as such, the affected member shall abstain from discussion or voting on such matters.

Determination of Conflict of Interest

A conflict of interest would arise when any of the following have a financial or other interest in the firm or organization selected for award: 1) the individual; 2) any member of the individual’s immediate family; 3) the individual’s partner; or, 4) an organization which employs or is about to employ an individual, member of immediate family, or partner.

(Immediate family applies to husband, wife, son, son-in-law, daughter, daughter-in-law, mother, mother-in-law, father, father-in-law, brother, brother-in-law, sister, sister-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparents and grandchild)

Gratuities and Favors:

Officers, employees, agents of an agency, and/or WIB member making an award will neither solicit nor accept gratuities, favors, or anything of monetary value from the awardee, potential awardee, or parties to sub agreements.

Conflict of Interest - Certificate of Affidavit of Public Officer

Local Board members and WIA Executive Director will sign a Certificate of Affidavit annually to affirm the absence of any conflict of interest. Effective January 1, 2013, the CLEO, the Local Workforce Area Director, Chairperson and members of a Local Workforce Investment Board are required to sign and file an affidavit with the Governor's Office of Workforce Development stating that HE/SHE "took no official action which had a material effect on such board member's/CLEO's/Local Area Director's private financial or business interests in the previous certification period." This affidavit must be filed on or before January 31 of each year of recertification and covers the preceding certification period for existing CLEOs, Area Directors, and Board Members. New CLEOs, Area Directors, and Board Members must file the affidavit by January 31 of their first year in office.

Georgia Open Meetings & Public Information

All meetings are conducted in accordance with State policy and Georgia Open Meetings Act, OCGA 50-14-1, *et. seq.* Board meeting dates are posted at the beginning of the calendar year on the City's Website at <http://www.columbusga.org/WIA/> and remain throughout the year. Notices of regular meetings shall be posted on the agency bulletin board at least one week in advance.

Prior to each meeting, a copy of the board's agenda is made available upon request to the public. A copy of the agenda outlining activities and discussions for that meeting is also posted at the site of each meeting some time during the two-week period immediately prior to the meeting.

A summary of the minutes of each board meeting is also made available upon request within two business days. All other documents including approved meetings are available to the public upon request pursuant to the Open Records Act, O.C.G.A. § 50-18-70, *et. seq.*

Additionally, information regarding board or program activities may be published in local newspapers within our local workforce area or the aforementioned City website.

Collaborative Efforts of the local Workforce Development System:

In Workforce Area Fourteen, the Georgia Department of Labor (GDOL) Columbus Career Center (under Wagner-Peyser) and other WIA and non-WIA partners work harmoniously together to promote service integration.

An integration of services and resources are available to citizens of the community through a “no wrong door” approach in which various government and non-governmental entities, to include WIA and non-WIA partnering agencies in the local workforce area are collocated (where possible) under one comprehensive one-stop center to promote cross agency initiatives designed by WIA to provide a no-wrong door approach to employment, training, and other services. Designated by the Lower Chattahoochee Workforce Area to promote service integration, the Georgia Department of Labor’s local career center is the designated comprehensive one-stop center.

Periodic quarterly training and focus sessions are conducted at the Center as an ongoing measure to strengthen the referral sources and information sharing among agencies regarding benefits and services offered; eligibility criteria of programs; and, other resources available and provided by their respective agencies. These meetings are designed to increase the knowledge base of all collaborative partners of WIA that will enhance the services and promote a more customer-focused system, elimination duplication of services and efforts of agency partners; thus, strengthening the pool of qualified workers.

Efforts in Workforce Area Fourteen (WIA-14) to establish linkages with other local workforce and related boards in the region are ongoing. Workforce Area Fourteen (WIA-14) continues to maintain strong linkages with Family Connection Programs, Housing Authority, Enrichment Services Program, each county’s Health and Human Services Offices (DHHS), the Department of Agriculture, and the Department of Human Resources. Other linkages include the Regional Advisory Council, the Regional Transportation Board, the Interagency Council, Georgia Workforce Leadership Association, Chamber of Commerce and the Columbus Consolidated Government Crime Prevention Division, Goodwill Industries, Department of Vocational Rehabilitation Services, in addition to the Middle Flint Workforce Investment Board. At the State level, there is also linkage with the Department of Community Affairs. A member of the Regional Economic Division also serves as a member of the local Board.

Efforts continue to be explored in revitalizing and improving the linkage between the local boards in the region (workforce and related boards). Board Chairs across the Georgia workforce system assemble quarterly from each of the 19 Georgia workforce areas to discuss and strategize how to strengthen the entire workforce system in the State. Future efforts of the local area will continue to be explored to improve the linkage between other workforce related boards in the region.

Organizational Structure of the WIA Administrator Local Workforce System

The following summary depicts the major activities/roles of the Lower Chattahoochee Workforce Area key staff. An organizational chart of the Lower Chattahoochee Workforce Administrative Entity illustrates the organizational structure and its relationship to Board support and WIA administrative functions.

In the Joint Agreement of Local Elected Officials the Mayor, City of Columbus, Georgia, is designated the Primary Chief Elected Official for the Lower Chattahoochee Workforce Area Fourteen (WIA-14).

Sequentially, the Mayor of Columbus, Georgia (as Chief Elected Official) will full agreement of the Local Elected Officials, designated the Columbus Consolidated Government as Grant Recipient and Administrator of all WIA federal funds allocated to the local workforce area. The Grant Recipient and Administrator is responsible for providing support to the local Workforce Investment Board; to conduct all administrative functions of activities under the auspices of WIA; and, to serve as Operator of the One-stop system for Workforce Investment Area Fourteen (WIA-14).

Additionally, the Columbus Consolidated Government is responsible for the budgetary process and for the management, transparency and accountability of all WIA funds for the Workforce Investment Board and Workforce Area Fourteen; and accepts liability for all aspects of the program including any repayment of disallowed costs.

The Columbus Consolidated Government, as WIA Administrator, further delegated to the Director, Job Training Division, who reports directly to the Deputy City Manager and City Manager, Columbus Consolidated Government, primary responsibility for the primary key functions under WIA as specified below in accordance with the provisions of WIA and all other State and local policies and procedures established,.

Inclusively, the Job Training Division is responsible for the following:

- a. Assist the Chief Elected Official in developing a roster of potential appointees to the Workforce Investment Board and the Youth Council, which ensures that membership includes designees required under the Workforce Investment Act.
- b. Participate as the primary One-stop Operator of the Lower Chattahoochee One-Stop System to:
 - 1) Coordinate the provision of services in accordance with the One-Stop System Memorandum of Understanding;
 - 2) Prepare and maintain a System Operational Procedure in conjunction with all partners;
 - 3) Recommend policies and procedures for operation of the One-Stop System
 - 4) Ensure system compliance and operation in accordance with applicable laws and regulations and local board policy.

- 5) Assess the degree of customer satisfaction with services provided by the One-Stop System;
 - 6) Identify appropriate service strategies that are customer focused and meet the demand of customer needs through the one-stop system.
- c. Plan, develop, maintain, and administer the Lower Chattahoochee Workforce Investment Strategic Plan.
 - d. Obtain public input during development of the Plan.
 - e. Develop “Request for Proposals” for services provided under the Workforce Investment Plan, if appropriate.
 - f. Negotiate and contract services to be provided under the Workforce Investment Act Plan, where appropriate.
 - g. Financial management of all WIA funded activities.
 - h. Procurement and management of all WIA funded property.
 - i. Develop and implement an Individual Training Account ((ITA) system, if appropriate.
 - j. Manage Compliance, Performance, Programmatic, and Fiscal monitoring and evaluation of Individual Training Accounts (ITAs), supportive services, participant enrollments, and training contracts, as appropriate.
 - k. Coordinate WIA services and initiatives with appropriate local, state, and federal programs.
 - l. Provide contractor and staff training on policies and procedures regarding WIA requirements.
 - m. Propose policies and procedures necessary for effectively administering activities funded through the Plan;
 - n. Establish and maintain a “Grievance Procedure” for programs and activities funded through the Plan.
 - o. Maintain local information in the Statewide Georgia Virtual Online Management and Information System (VOS).
 - p. Assume all other duties and responsibilities as may be required in accordance with the Workforce Investment Act, the State of Georgia, the Lower Chattahoochee Workforce Investment Board, and/or the Chief Elected Official.

Structure of the Job Training Division:

The Job Training Division is comprised of five (5) departments (inclusive of Director), with 13 staff members assigned to the Division; 1) WIA Assistant Director and Department of Administration and Intake Services ; 2) Department of Monitoring and Youth Services; 3) Department of Management Information System (MIS) Services; and, 4) Department of WIA Finance and Budgeting.

1) WIA Director

Reports directly to the WIA Administrative arm (Deputy City Manager and City Manager) and indirectly to Mayor, City Columbus and Lower Chattahoochee Workforce Board; responsible for duties as outlined in the aforementioned summary of “Job Training Division”. Under direct supervision are key personnel assigned to each Department: 1) Assistant WIA Director; 2) Program Specialist II/Youth Coordinator; 3) MIS Supervisor; and, 4) Finance Manager.

The following is a further breakdown of the key staff functions of each department and other key personnel assigned to each respective department.

2) WIA Assistant Director - Department of Administration and Intake Services

The WIA Assistant Director is responsible to assist the WIA Director with the overall Division mission. These responsibilities, include but are not limited to planning, design and development, administration and oversight of programs, services and activities for federal grants awarded for dislocated worker, adult, and youth that ensure compliance, transparency, and accountability measures are adhered to under WIA statute; in addition to other federal, state, and local laws, policies and procedures. Additional functions include assisting with development of one-stop system operations, WIA intake functions, and performance, oversight and compliance monitoring, and services and interagency coordination for the local workforce area. There are three (3) Program Specialists assigned under the Assistant Director who serve as Career Advisors and are responsible for intake, testing, case management, enrollment, data entry and oversight of services to youth, adult and dislocated individuals seeking services through the one-stop center; in addition to referral and data input services for eligible providers of adult/dislocated worker training services. A Support Clerk is also assigned under the Assistant Director, who provides assistance with the general administrative office functions.

3) Department of Program Monitoring and Youth Services

The Program Specialist II/Youth Coordinator, who also has been designated as the local WIA EEO Officer and One-Stop Operator is responsible for programmatic, performance and compliance oversight monitoring of internal operations and programs and services funded by WIA; in addition to implementing and overseeing the youth services provided by the local WIA. As the EEO Officer, this individual handles all local complaints and/or grievances. Under the direct supervision of this department head is a Program Monitor, who is responsible to assist in programmatic, compliance, and performance monitoring of all WIA contract funded services in the local and

internal monitoring of the Division; and responsible for operating the mobilized unit services to outlying counties.

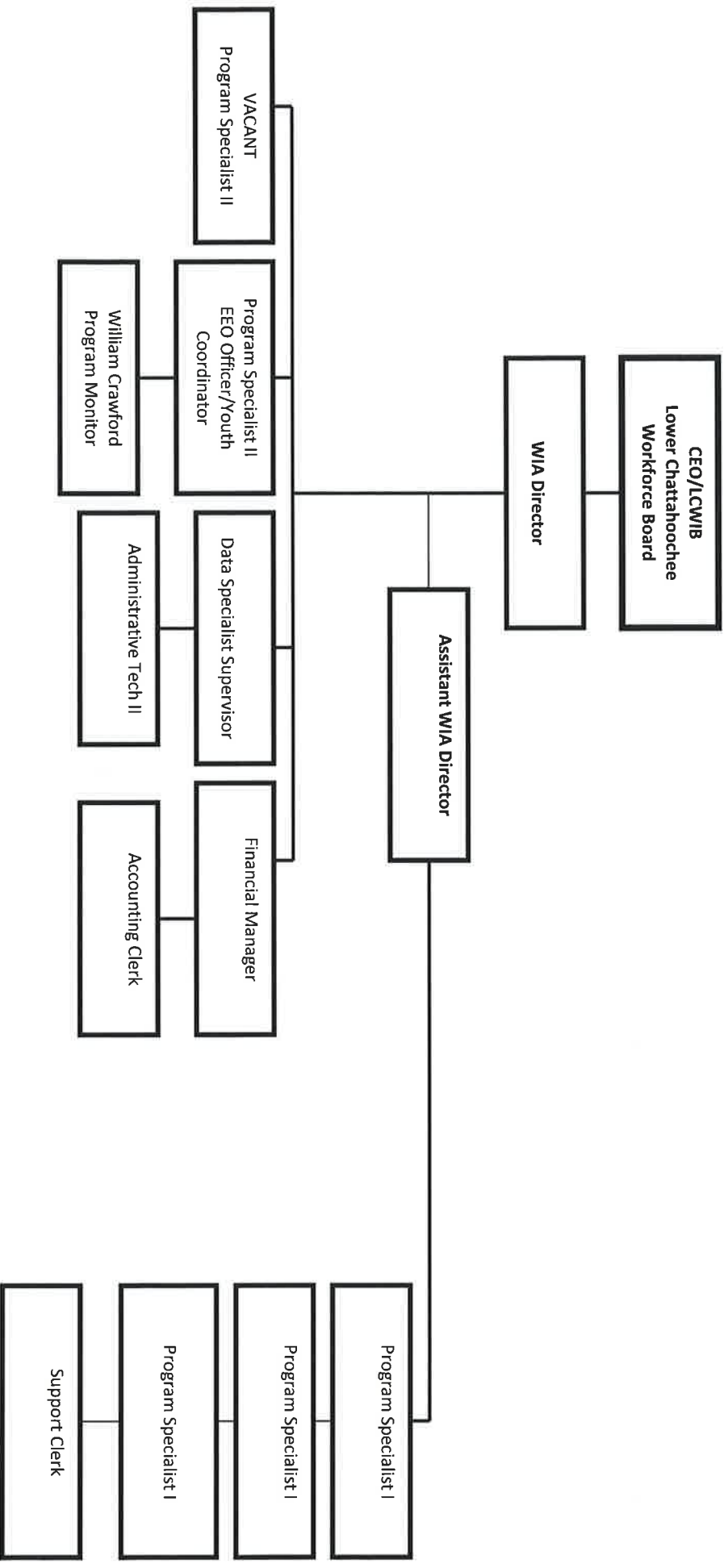
4) *Department of Management Information System*

The Management Information Supervisor is responsible for eligibility, data validation, and record maintenance of all youth served by local WIA. An Administrative clerk is assigned under direct supervision to assist with performing the functions of this department to include data input and file maintenance; in addition to other responsibilities relating to youth services, as required.

5) *Department of Finance and Budget Management*

Lastly, the Finance Manager assigned to the Job Training Division is responsible for coordination with the Columbus Consolidated Government's Contracts and Grants Specialist and the Governor's Office of Workforce Development to ensure transparency and accountability of all WIA funds, fiscal oversight of contract awards, and compliance with auditing requirements of the WIA. An Accounting Analyst is assigned to this department and provides assistance in performing financial and budget management as required to ensure fiscal compliance with the law.

Workforce Investment JOB TRAINING DIVISION



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III. Plan Development and Implementation

The following outlines the process used by area staff and board to update this strategic plan. Through this strategic planning process, the WIA Plan incorporated the results of these efforts for building a demand driven workforce within a regional economic system from ETA's National Strategic Directions (TEGL 13-06).

The collaborative and harmonious efforts and expertise of local education, workforce, business and economic development partners, in addition to the Lower Chattahoochee Workforce Board and WIA Staff were instrumental in developing this strategic plan.

The actions of the local board members and workforce staff involved in-depth and ongoing discussions with a broad spectrum of strategic partners in assessing the talent development needs of the local area, formulating a comprehensive analysis of the workforce supply and demand needs of the area, and creating strategies that would strategically create a demand driven workforce system within the Region. This process included, but has not been limited to:

- Workforce Assessment – A comparison of future workforce supply to the demand based upon current conditions and growth was used to estimate the size of the local area's future labor force; however, the methodology used did not account for significant changes to the regional economy. An assessment of the area's most recent needs assessment study; the compilation of current data supplied by various agencies, in addition to the wealth of knowledge from the strategic partners was also utilized as part of the plan development process.
- Economic Impact Analysis – An economic impact analysis of the local area was conducted which involved the utilization of the Columbus Chamber of Commerce (BusinessFirst Phase I, 2013); Columbus Technical College (Business & Industry Preliminary Combined Results Survey, 2013); Market Street Services study (2007); the compilation of current data from the US Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis, Georgia Department of Labor Workforce Trends (2013); and data collected from other federal and state government databases.
- Program and Gap Analysis – A SWOT analysis, which outlined current workforce strengths and weaknesses in addition to an examination of current workforce, education, and training programs and their capacity to meet the future needs of our Region and local area was also used. Further analysis of the local economic conditions continues to be observed to determine the impact, if any, significant changes have had on the strengths and weakness of the workforce and to identify the current capacity of the workforce to address any surfaced concerns.
- Recommendations – Strategies to address gaps and issues, such as education, training, and coordination of services that have been identified. Short and mid-term action steps were also identified as recommended methodologies for implementation.

Additionally, since WIA implementation, the Lower Chattahoochee Workforce Board and the Administrative Entity continue to establish policies and procedures based upon essential components of this plan, the Governor's Office of Workforce Investment policies and procedures, Workforce Investment Act, and other promulgating laws.

The "Needs Assessment" portion of this Plan discusses the results of the local area's strategic planning efforts in constructing this document. The local workforce board and Administrator continue to work diligently with local partners to address issues that are identified as weaknesses in this Strategic Plan and to discover ways to further enhance those areas that are identified as the local area's strengths.

Public notice of the availability of this Plan will be published in the local area's newspapers for public review and comment. The public notice will identify the sites at which the Plan is available for review. After the comment review period, all comments will be reviewed for possible inclusion into the Plan and will be submitted to the State.

IV. Needs Assessment

Using the most recent labor market information for the Lower Chattahoochee Workforce Area Fourteen (WIA-14) and the results of strategic planning activities, the following describe the demand (current and projected employment and skill needs of businesses) and supply (availability of skilled workers) aspects of the local labor market.

The economic outlook of the Lower Chattahoochee Workforce Area and region, although dismal over the past several years, is beginning to show slow and stabilizing growth. Many unexpected challenges in the economy have caused a significant shift in the way we think about doing business. Employment in Georgia, especially in this local workforce area, has fallen over the duration of the nation's economic downturn; and is rebounding at a snail's pace as the economy slowly turns around. Construction, manufacturing, financial activities, and government, along with the occupations within those industries took a large brunt of the negative job growth in the state as a result of the hard economic times.

Prior to the unexpected jolt of the recession, Workforce Area Fourteen had just begun its recovery from a devastating shift of its industry sector – what one may describe as a transformational rebirth from a manufacturing economy to a service-oriented industry. Plagued with the closure of major manufacturing and textile plants; business downsizing, and outsourcing of jobs, the area was presented with many unexpected challenges which had a tremendous impact on job growth and unemployment in the area. Although according to excerpts from "Georgia Workforce Trends" (GDOL, 2020), we have been technically out of recession since 2010, many remnants of the adverse effects (the earlier transformation of industry and business demands for qualified workers coupled with the recession and job losses) are still major challenges for this area.

As we continue to address the needs of this local area, it would be remiss not to recognize the advent of innovative technology that have also resulted in changes in the skill needs of businesses and industry in the local area. This poses additional challenges as we analyze

the future supply and demand aspects of our local labor market to determine the appropriate training needs that will be required for jobseekers to become competitive and self-sufficient.

Although, these external factors have caused a significant blow to our current employment outlook, the Lower Chattahoochee Workforce area anticipates expanded growth opportunities over the next four years as major businesses and other prospects continue to move and settle in the area. It is anticipated, however, that the anticipated growth in this area will also present major challenges that must be addressed and also present unusual opportunities to consider.

As part of past strategic planning efforts, a workforce assessment, in addition to a program and gap analysis of our region was conducted to determine whether current workforce programs could support the future needs of our area. The use of this historical data and current assessments have been utilized as part of the continual development of the local area plan to better understand future supply and demand, and to provide strategies to address the gaps and identified issues as we prepare for the continued growth in population and workforce demands that are anticipated.

Utilizing the results of the historical data and current labor market data, a gap analysis of our region was conducted to identify any significant changes that may have occurred over the past three years and whether additional areas should be considered in assessing the supply and demand needs of our local area. Additionally, this analysis was utilized to determine whether there exist any additional issues that needed to be considered in preparing for the potential growth expectancy.

The Local Workforce Board anticipates exploring other effective methodologies, to include the potential for future procurement of another consultant, in its efforts to maintain a more updated and in-depth outlook of the current and future needs of the local labor force; in addition to, ensuring ongoing assessment and the continual updating of local strategies that are necessary to meet anticipated workforce demands and needs of the local communities.

- Workforce Profile

Columbus has a healthy mix of locally-owned, nationally-owned and foreign-owned companies which make our industry mix unique (Chamber of Commerce BusinessFirst Recap, 2013). With the continual emergence of new businesses the lack of skilled qualified workers needed by employers to fill job vacancies are an increasing concern in the Lower Chattahoochee area as population continues to grow

Between the years 2006 and 2013, a significant increase in population and labor force trends has occurred in the Region. Six out of sixteen counties in the Region had experienced population declines and five out of the sixteen experienced declines in its labor force. The analysis conducted during the early part of this period anticipated a projected increase of workers that had begun in the latter half of 2006, and which had been expected to extend beyond 2010 as the KIA Automotive Plant in Harris County and the final

expansion phase of the Base Realignment at Fort Benning, Georgia began to settle in the Lower Chattahoochee Workforce area. The total growth size of the region's labor force was expected to grow by 1.3% during the period.

Utilizing various data sources from the area's most recent labor market information, and information provided during strategic planning activities performed over the past two years, this plan depicts the following synopsis of current and projected supply (employment and skill needs of businesses) and demand (availability of skilled workers) in the local labor market.

- Population Growth Statistics

According to the US Census Bureau Estimates, in 1998 the population growth in the Lower Chattahoochee workforce area was estimated at 249,081. In 2006, the population growth in this area grew to 257,720. In 2007, however, the area saw a slow regression of its population growth, dropping to 254,095. Much of the decline was in the rural counties as more residents began to relocate due to the severe shortage of jobs in the area. In 2010, a shift to 259,514 indicated a slight increase in the population growth. This slight fluctuation in population growth in the area that occurred during this period was attributable to the continued decline of the area's major manufacturing and textile; the entrance of more service-oriented business in the area; and the uncertainty of the initial projected estimates regarding the Base Realignment at Fort Benning.

In 2011, the area appeared to be on a rebound as the population growth for this area increased to 263,915 with continued growth expected. As reported by the US Census Bureau "Governor's Office of Planning and Budget", from 2010 to 2012, the population growth in Muscogee County alone increased by 4.5%, as the population size grew from 189,885 to 198,413. As of December 2013, the Lower Chattahoochee area's population has grown to 269,406 which is a 5.94% population growth between 2002 and 2012. According to the US Census Bureau, it is anticipated that the local area will continue to see an estimated population growth to 325,792 people by 2025.

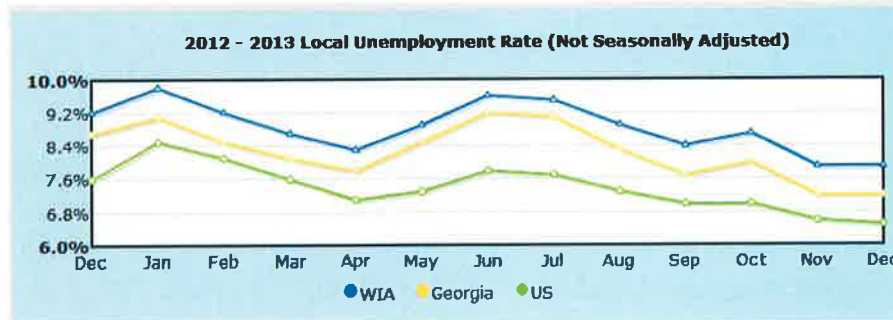
Although visible growth in population continues to be seen throughout the State of Georgia and this local workforce area, with the continual emergence of new businesses, the lack of skilled qualified workers needed by employers to fill job vacancies are an increasing concern in the Lower Chattahoochee area as population continues to grow.

- Labor force, employment and unemployment statistics

Based upon preliminary data provided by the Georgia Department of Labor Workforce Information & Analysis, the following graph and chart below illustrates the Lower Chattahoochee Workforce area's labor force, employment and unemployment statistical trends for the periods covering December 2010 thru December 2013.

Year	Civilian Labor Force	Number Employed	Number of Unemployed	Unemployment Rate
2010	114,474	103,799	10,675	9.3%
2011	114,737	103,942	10,795	9.4%
2012	116,170	104,729	11,441	9.8%
2013	129,087	119,305	9,782	7.9%

According to the US Bureau of Labor Statistics and the Georgia Department of Labor Area Labor Profile Report, the estimated number of the civilian labor force in Year 2010 was at 114,474. Of this total, 103,799 were employed with 10,675 out of work. These numbers were in direct correlation with the slow decline in the area's labor market as it continued to undergo a transitional movement from a manufacturing to service-oriented climate; in addition to the population growth, in addition to the impact of the nation's unexpected recession that occurred during this period.



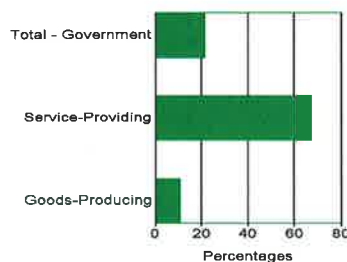
Depicted in the above graph, as of July 2012, the total civilian labor force in Lower Chattahoochee Workforce Investment Area was 116,170 of which 104,729 were employed compared to 103,942 in 2011. The numbers of individuals' unemployed were 11,441 compared to 10,795 in 2011. In December 2011, the unemployment rate was 9.4%, with rate escalating to 9.8% in July 2012. Although the area's population grew by 1,433 from 2011-2012, data showed almost a direct correlation between the number of civilian workers who entered the workforce and the number of unemployed workers. This was partly attributed to the continued uncertainties of businesses to hire and/or retrain workers, the lack of employment opportunities, and lack of skills sets required by employers in an economic climate where the attempt to rebound from the deepest recession this country has experienced in years has been slow.

According to data provided by the Georgia Department of Labor, the current industry outlook for our Region continues to look promising. As of December 2013, the local area

labor force has grown by 12,917 (from 116,170 to 129,087), with 14,576 entering employment. Although the area is showing signs of recovery, with a drop of its unemployment rate to 7.9%; there are still areas in the rural counties with high unemployment and fewer job opportunities.

Columbus has a healthy mix of locally-owned, nationally-owned and foreign-owned companies which make our industry mix unique (Chamber of Commerce BusinessFirst Recap, 2013). Much of the recurring issues and concerns that must be addressed regarding our existing workforce is the need for continued relocation of businesses to the workforce area; in addition to the ability of the local area to ensure that the area is equipped with a pool of available highly skilled workers. The Lower Chattahoochee Workforce Area will continue to seek and implement ways to strengthen and expand the labor force. As there continues to be a progressive shift from manufacturing to the service sector, it is projected that WIA Area #14 is expected to see over 900 new jobs added each year by 2020. We must be prepared.

LOWER CHATTAHOOCHEE INDUSTRY MIX 2013



Long term Industry Projections for the Lower Chattahoochee Area depicts the four industries that will experience the highest projected job losses from 2008 to 2020 are in Personal and Laundry Service Industries at 31.46%, Textile Mills at 42.08%, Machinery Manufacturing at 39.07%, and Printing and Related Support Activities at 47.14%, respectively.

Occupations by Projected Growth

The table on page 27 shows the demand occupations in Lower Chattahoochee Workforce Area for the 2010-2020 time periods.

Rank	Occupation Group	2010 Estimated Employment	2020 Projected Employment ▼
1	Office and Administrative Support Occupations	21,313	22,001
2	Food Preparation and Serving Related Occupations	10,425	11,138
3	Education, Training, and Library Occupations	8,224	9,835
4	Management Occupations	8,991	9,266
5	Sales and Related Occupations	8,782	8,951
6	Healthcare Practitioners and Technical Occupations	6,542	7,463
7	Business and Financial Operations Occupations	6,551	7,183
8	Transportation and Material Moving Occupations	6,155	6,182
9	Construction and Extraction Occupations	4,185	5,107
10	Production Occupations	5,108	4,841

Source: Labor Market Statistics, Occupational Employment Projections Unit

Industries projected to have the largest percent change of job growth during period 2010 to 2020 will be in Air Transportation with a 49.74% change in employment or 4.12% change in annual growth rate; Social Assistance with a 31.00% change in employment or 2.74% change in annual growth; Construction Building with a 30.05% change in employment or 2.16% change in annual growth rate; Accommodations with a 29.21% change in employment or 2.60% change in annual growth rate; Specialty Trade Contractors with a 30.39% change in employment or 2.69% change in annual growth rate; Administrative & Support Services with a 27.62% change in employment or 2.47% change in annual growth rate; Transportation Equipment Manufacturing with a 23.79% change in employment or 2.16% change in annual growth rate; Educational Services with a 22.11% change in employment or 2.02% annual growth rate; Other areas of growth include, just to name a few, include Educational services, Food Service & Drinking, Religious, Grant Making, Civic Professional and Simile; to include, and ambulatory health care services in addition to those cited in the chart below that have bright outlooks nationally.

Rank	Occupation	2010 Estimated Employment	2020 Projected Employment	2010- 2020 Annual Percent Change	Estimated Annual Openings
1	Customer Service Representatives ♦	3,157	3,494	1.0	124
2	Waiters and Waitresses ♦	2,085	2,169	0.4	112
3	Combined Food Preparation and Serving Workers, Including Fast Food ♦	2,819	3,136	1.1	111
4	Cashiers ♦	2,437	2,428	0.0	111
5	Retail Salespersons ♦	3,356	3,422	0.2	106
6	Registered Nurses* ♦	2,273	2,756	1.9	89
7	Elementary School Teachers, Except Special Education ♦	1,334	1,700	2.5	66
8	Laborers and Freight, Stock, and Material Movers, Hand ♦	1,732	1,813	0.5	63
9	First-Line Supervisors of Office and Administrative Support Workers ♦	1,578	1,696	0.7	54
10	Childcare Workers ♦	1,161	1,320	1.3	53

♦ BRIGHT OUTLOOK NATIONALLY | ♦ BRIGHT OUTLOOK STATEWIDE | ♦ GREEN OCCUPATIONS

Source: Labor Market Statistics, Occupational Employment Projections Unit

One interesting note to consider is that although healthcare continues to be a high demand occupation in our area, and the number of post secondary enrollments in the health industry continue to significantly increase, data reveals a striking disconnect in the number of graduates versus number employed in the field. Based upon discussions with local labor market representatives and training providers who specialize in job development, it is evident that more marketing and recruitment strategies must be considered. Many employers are looking only to hire individuals who have at least one-year of work experience in the field to fill vacancies and are reluctant to hire recent graduates. Additionally, with the conditions of the local economy, many workers are reluctant to leave jobs.

The Columbus region continues to be at the cusp of a major influx of people and investments, as efforts to revitalize the business community and the area brings with it new hope to the local area. With the major automotive manufacturing plant KIA constructed in 2009 just north of WIA Area 14; and NCR, the new ATM Manufacturing Facility which opened in 2009; the expansion efforts of business such as American Family Life Assurance Company (AFLAC); the St. Francis Hospital expansion and Columbus Regional Hospital merger; and Pratt & Whitney's expansion, have all been instrumental in job growth in the community. Other business investments that have reached fruition in the local area all have had some impact on employment in the region. Additionally, as the home of a major military base and major internal insurer, there have been major expansion efforts undertaken. Once the uncertainty in the market settles it is projected many more jobs to be made available. Substantial employment will be found in health services, education services, insurance, finance, insurer, which continues to expand, in addition to the construction and transportation.

Tourism continues to be a big part of the Columbus economy with local attractions such as the River Center, the Columbus Museum and Springer Opera House, White Water Rapids on the Chattahoochee, the Natatorium, the National Infantry Museum and a U.S. Armor and Cavalry Museum that has made Columbus a hub for military and non-military tourism. Graduations at the new combined Infantry and Armor School is expected to bring over half a million visitors a year to the region.

It is also projected that the military expansion and restructuring efforts, in addition to other non-military related business investments will have a major effect on the local economy. It is projected that many jobs will continue to be created that must be filled.

- Job Creation Summary

A report from the Georgia Department of Labor, entitled "Georgia Area Workforce Trends, Projections to 2020" reports that Area #14 is expected to grow from more than 113,000 jobs in 2010 to 122,000 by the year 2020, which equals to over 900 new jobs added each year. (GDOL, 2013)

It is recognized that workforce development is one area that continues to require special attention in order to ensure that the Region and Lower Chattahoochee Workforce Area

Fourteen (WIA-14) is able to maximize this potential growth opportunity and ensure that there are enough qualified workers to fill the projected new jobs.

- Workforce Assessment

During the strategic planning process, it has been duly noted that due to the impact of the nation's recession and slow rate of recovery; in addition to the unsteady influx of businesses in the community and its impact on the population growth in this area, job demand (in terms of what is needed to be filled by the regional workforce) workforce supply and demand will come from two primary sources:

Demand Side

- a) Economic impact of general population growth in the region and local workforce area;
- b) Contractor and civilian jobs that are not filled by relocation of businesses and expansion of military installation;
- c) Educational demands.

Supply Side

- a) General population growth in local workforce area;
- b) Graduates from Post Secondary or Vocational Skills Training

A Market Street Survey conducted in 2007 projected that with the expansion of the Fort Benning military installation alone, the local area would experience an approximate 40% increase in contractor positions and 80% of an increase in civilian positions in the Columbus region. This would have translated into 1,400 contractor jobs and 1,652 civilian jobs to be filled regionally. Unfortunately, with the unexpected recession and the final phase of the BRAC efforts completed, only a small percentage of those jobs have been realized.

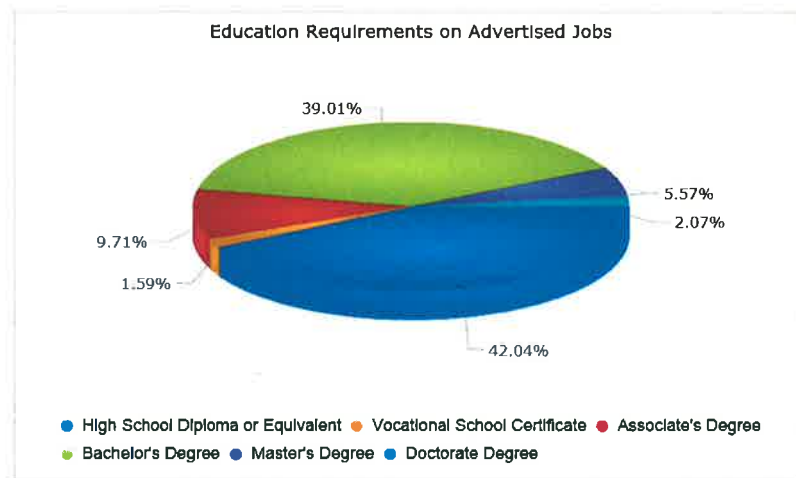
The area's industry transformation, unexpected recession and slow economic recovery have not only had significant impacts in Area 14, but the region as a whole. These major events have caused a minor shift to existing occupational and industrial projections provided by the Georgia Department of Labor for the local workforce area. As a result, these major events will require that all partners continue to strengthen their collaborations to gather and analyze a wide array of current and real-time workforce and economic data in order to have knowledge of the needs of the region to compete in a global economy and how these needs can be met effectively.

Education and Training Requirements

The following table and graph shows the minimum education and training requirements for occupations with the greatest expected job growth. Many jobs do not require a four-year college degree; one to two year degrees and/or on-the-job training are sufficient for many of the occupations. All these jobs, however, require some level of professionalism and communication skills that many employers say are difficult to find in today's workforce.

Rank	Minimum Education Level ▲	Job Openings	Percent
1	High School Diploma or Equivalent	264	42.04%
2	Vocational School Certificate	10	1.59%
3	Associate's Degree	61	9.71%
4	Bachelor's Degree	245	39.01%
5	Master's Degree	35	5.57%
6	Doctorate Degree	13	2.07%

Job Source: Online advertised jobs data



Job Source: Online advertised jobs data

- Key Workforce Development Concerns

A 2013 analysis conducted by the local chamber of commerce and Columbus Technical College indicates that the local workforce area is facing three key workforce issues as it continues to prepare for economic and population growth.

- Addressing work-ethics and work readiness skills of current labor and workforce – Employers are very concerned with the lack of basic skills and work readiness skills that job seekers and current employees possess. As noted in one study by the Chamber of Commerce, overall poor work-ethic seems to be the new normal (2013). Workforce partners and higher education institutions are all involved in looking at ways to address this issue through programs and services. All efforts in making progress, however, will require continual feedback and involvement of the business community; in addition to commitment of workers and for related social service issues to be addressed.

An important topic that appears to continually resurface is the lack of soft skills (including communication and interpersonal skills) possessed by the region's adult and youth population. Although distinctions during planning discussions were made between employability skills (technical know-how) and soft skills (e.g. punctuality, loyalty, work ethics), there is little question that both are important pre-requisites that are lacking among much of the region's workforce.

- Recruitment of skilled workers – With the current projection of significant job growth expected, in addition to, current and projected flux of other major investments, the Columbus region will need to look at means both internally and externally to help identify and improve on skill needed positions. At the same time, addressing broader quality of life issues will be important to attracting a strong workforce. Local employers have stated that it is difficult to attract professionals with four-year degrees to move to the region, particularly if they are young professionals.

Based on the numbers alone, such a deficit of workers to fill the jobs that will be created, the issue of skills and qualifications will further exacerbate the workforce shortage. Although the local workforce area enjoys a great collaboration with the regional colleges and universities that provide a breadth of programs for most job growth areas, the need to improve the quality of high school graduates and the work-readiness of the current and future workforce are still major issues.

Short and mid-term action steps will be necessary to address the current workforce concerns as well as prepare for future needs of the workforce development system:

- Continued exploration of more specific and updated information that focuses on the types of jobs (particularly civilian and contractor) that are currently or will be relocating to the general area. This will require follow-up of the economic impact analysis as needed to get new job impact numbers.
- Continued assessment of education and skill levels and job categories of projected population.
- Continued discussion of strategies to address the area's workforce-related challenges, such as basic literacy skills, customer service skills, work ethic, and troubleshooting skills, particularly hands-on, technical experience.
- Conduct periodic surveys as needed to better understand the types of jobs, qualifications, and to what extent job seekers plan to work.
- Identify and prepare for infrastructure needs in education and health care services.

Recruitment

- Prepare for a major workforce initiative, which includes identifying priority job creation and workforce shortages and the training needs required.

- Identify priority job categories to focus on, based on largest areas of job creation and workforce shortages.

Work Readiness

Launch communication campaigns to reach different target audiences about job opportunities, to include information about career pathways opportunities, and local higher education institutions that offer related degree programs through the one-stop centers. Include a series of presentations in neighborhoods, churches, and other gathering places.

- a. Expand efforts to promote the Go Build Georgia Initiative by partnering with local educational leaders, high school students and college graduates and other youth associations to educate young people on the value of learning a skills trade.
- b. Increase opportunities for high school and college students to acquire work readiness and work ethics through work experience during summer months; in addition to school-year internships primarily for out-of-school and college students. To increase access to services and opportunities that result in an increase in graduation rates and entry into institutions of higher learning or employment in high growth, high-demand occupations.
- c. Work with regional non-profit organizations, government entities and businesses to identify volunteer and internship opportunities for high school students.
- d. Continue to evaluate additional education and training programs and/or services needed to prepare the workforce for projected positions.
- e. Continue to collaborate with stakeholders to develop continual strategies.

Other:

Other areas listed below remain concerns that must continue to be addressed during future strategic planning activities. These areas include, but are not limited to:

a) Basic Remedial Skills:

For the local workforce area and Region to become more competitive and attract those industries that are growing in the current economy, it is imperative that workers have the basic skills necessary to be further trained in higher skilled positions. A quality high school education is perhaps the most important factor for the success and performance of the workforce. Three issues identified for improvement – basic skills, foundational work skills, and work ethics will rely heavily on the assistance and resources of schools and training programs to address them. A further look at the transitional strategies of our high schools is necessary to lay the foundation for the future workforces to either immediately enter the workforce or post-secondary education.

b) Support Services

“Support services are services that workers need in order to be able to attain and retain employment. Two services that are not readily available in the local workforce area, especially in the rural areas, are childcare and transportation. Even in the more urban areas of Columbus and Muscogee County, the problem of quality childcare and transportation is unavailable to parents who work non-traditional shifts. Services that are available are often unaffordable to shift workers with low wages. In addition, many of the better childcare facilities have long waiting lists; and, the hours of operation for major transit is not conducive to the hours of workers performing jobs with non-traditional shifts.

c) Poor Work Ethic

“Work ethic” is a somewhat subjective term, and is defined differently depending on a person’s perspective. However, some very basic elements can be used to define a good work ethic for Region 8 employers: “good attendance and punctuality, appearance, communication skills, taking responsibility for the service and/or product, and putting in a full day’s work”. These are all characteristics that all of the Region’s employers would like to see in their employees. Although this issue may be tied to work readiness, work ethics must be considered a separate issue that should be addressed on its own.”

Workforce and economic development groups are working together to ensure that a skilled and adequate workforce is in place to fill the jobs that will be created in the local area and that business leaders are looking for in their workforce.. Although only a few of the recommendations have been presented in this plan, the local area must ensure that action is taken to implement and refine the recommendations that were presented during the strategic planning process as pertinent information becomes available. The end results of these efforts will be one of the Columbus region’s key assets - an improved and highly skilled workforce.

V. Workforce Delivery System

Members of the local board include: (a) members of the local business community that are also members of the local Department of Labor “Employer Committee”, (b) members of organized labor, and (c) a representative of a local economic development organization. Some of the local board members are also members of various Chambers of Commerce in the local area. All have taken an active part in the development of these plan strategies.

Integration of WIA and Wagner-Peyser

The local Georgia Department of Labor (GDOL) Columbus Career Center is designated by the Lower Chattahoochee’s Workforce Board as the Lower Chattahoochee Area’s comprehensive site as vessel through which citizens can access a full array of employment and training services utilizing a one-door approach to a myriad of services. Various itinerate sites have also been strategically established throughout various access points

WORKFORCE AREA 14

ONE-STOP WORKFORCE DEVELOPMENT CENTERS

COLUMBUS TECHNICAL COLLEGE
AREA 14 NORTH
ONE-STOP ITINERATE SITE
918 MANCHESTER EXPRESSWAY
COLUMBUS, GA

CCG JOB TRAINING DIVISION
ONE-STOP ITINERATE MOBILE SITE UNIT
SERVING COUNTIES OF:
HARRIS
TALBOT
RANDOLPH
STEWART
CLAY
QUITMAN
CHATTAHOOCHEE:

GEORGIA DEPARTMENT OF LABOR
AREA 14
COMPREHENSIVE ONE-STOP CENTER
700 VETERANS PARKWAY
COLUMBUS, GA

COLUMBUS TECHNICAL COLLEGE
AREA 14 SOUTH
ONE-STOP ITINERATE SITE
190 MUNSON DRIVE
COLUMBUS, GA

MUSCOGEE COUNTY DEPT HEALTH & HUMAN SERVICES (FAMILY & CHILDREN SERVICES)
ITINERATE SITES AT EACH DFCS OFFICE
QUITMAN COUNTY
RANDOLPH COUNTY
CLAY COUNTY
STEWART COUNTY

within the workforce area, as resource centers and information networks to aid customers unable to access information or services provided at the comprehensive site.

The following outlines the structure of the Lower Chattahoochee One-Stop system, identifying partners at each comprehensive site and those itinerate sites located within the workforce area and the major services provided at those locations. A more detailed description of services are provided in the Memorandum of Understanding/Resource Sharing Agreement at Attachment A.

Comprehensive Area Site, Partners, and Services

Comprehensive Service Sites	Lead Partner / One-Stop Operator, Other Partners	Major Services Provided by Each Partner
GDOL Career Center 700 Veterans Parkway, Columbus, Georgia Phone #: 706-649-7423	<p><u>Lead Partner:</u> Ga. Dept. of Labor (Columbus Career Center)</p> <p><u>(One-Stop Operator)</u></p> <p>Columbus Consolidated Government</p> <p><u>Other Partners:</u></p> <p>Vocational Rehabilitation</p> <p>Dept of Technical Adult Education</p> <p>Dept of Family & Children Services</p> <p>Job Corps</p>	<p>Outreach & Recruitment, Support Services, Counseling, Pre-vocational Assistance, Occupational, Job Search/Placement, Employment, UI Claim Assistance, Trade Assistance</p> <p>Assistance with WIA screening, referral for training & retraining for adult/dislocated worker/youth services. Career counseling & case Management</p> <p>Assistance with training & retraining of disabled population. Career counseling & Case Management.</p> <p>Outreach & Recruitment, Pre-vocational assistance.</p> <p>TANF assistance; childcare and transportation support services; medical aide provisions; prevocational training assistance.</p> <p>Assistance with training & retraining. Career counseling &</p>

	<p>Enrichment Services</p> <p>Adult education and Literacy</p> <p>Housing Authority of Columbus (HUD Programs)</p>	<p>Case Management</p> <p>Assistance with vocational skills training & retraining. Career counseling & Case Management. Outreach & Recruitment, Support Services, Pre-vocational assistance and training</p> <p>Basic Skills and GED preparation and some soft skills training</p> <p>Housing assistance & counseling</p>
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<p>Department of Family & Children Services (varying locations)</p>	<p><u>Lead Partners (Itinerate Site):</u></p> <p><u>Department of Family & Children Services:</u> Randolph, Stewart, Quitman, Clay Counties DFCS Offices</p> <p><u>**One Stop Operator</u></p> <p>Columbus Consolidated Government</p>	<p>Itinerate Site for collaboration of Career Center personnel and WIA for basic services and referral to comprehensive one-stop center for further processing, where appropriate, for employment services, WIA, or referral to other agencies for non-WIA services.</p> <p>Oversight of Itinerate site one-stop system operation. Intake and funding assistance for training and retraining. Comprehensive assessment of WIA/Recovery eligible individuals and referral for training and/or retraining, career counseling, case management.</p>
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In addition to what has been identified in the above tables, a host of services are also offered and made available at the various one-stop locations in the local workforce area to promote greater integration of information and delivery of service, decrease duplication of services and increase efficiencies of the workforce system that would ultimately improve system results and promote quality customer service.

Various fund sources are utilized to develop integrated service strategies for adult customers, especially for TANF, Supplemental Nutrition Assistance Program (SNAP) and other low-income individuals, including the Georgia Fatherhood Program. (TEN 35-09).

Columbus GDOL Career Center

The local Department of Labor Columbus Career Center utilizes Wagner-Peyser and other related Employment Service funding to provide many core services at the Career Center Comprehensive One-Stop site for all customers residing in the local workforce area.

Although the local Career Center has effortlessly sought ways to conduct regularly scheduled registration and other employment-related services to individuals residing in outlying counties, the availability of staff limits its capability to provide sufficient access to services, especially to those in the rural counties of this workforce area. In efforts to strengthen the presence of our one-stop services and enhance the accessibility of GDOL and other services to residents residing in the rural counties, the local WIA's procurement of a mobilized assessment unit has met these challenges, increasing WIA, GDOL, and other partnering agency presence in these counties.

Columbus Technical College

The Columbus Technical College's operates two itinerate sites in the local workforce area. Additionally, with procurement of adult education from Muscogee County School District, the institution serves as a referral source for individuals seeking Adult Education by helps conducting basic skills training, remediation, and GED preparation. Until 2013, historically these services were provided under the Muscogee County School District

A collaborative partnership with Columbus Technical College, Chamber of Commerce and the Columbus Consolidated Government Crime Prevention Department formed a program that offers transitional services to inmates. The local WIA joined this partnership utilizing the provision of on-the-job training opportunities as an incentive for interested employers to hire these individuals back into the workforce.

Division of Rehabilitative Services

The Division of Rehabilitation Services utilizes its funding to assess TANF and potential rehabilitation clients, in addition to providing normal services to eligible customers. Local WIA works as a collaborative partner with this agency to identify and access accommodations for individuals with special needs and/or disabilities. The Department of Vocational Rehabilitation Services is a partner at the Comprehensive One-stop Site.

Training of all One-Stop Partner staff regarding their services has been ongoing and includes conducting physical accessibility surveys at partner/provider sites.

Eliminating Duplication of Efforts

As part of the regional efforts of the local workforce development system, jurisdictions work together to define ways in which jurisdictions can eliminate duplication of services by promoting coordinated service delivery. (Local Government Services Delivery Act of 1997)

Local workforce areas continue to work toward developing a regional coordinated service strategy that will promote uniformity with eligible training providers and uniformity in maximum allowable training and supportive service amounts.

In addition to the comprehensive one-stop center and itinerate sites strategically located within the Lower Chattahoochee Workforce area, external coordination is made with partners and agencies to identify other supportive services and resources that are not available at the workforce development sites that may be necessary to meet the needs of customers and ultimately ensure successful completion of training (e.g. Urban League's Clothing Bank, Community Reinvestment Services, Prison Reentry, HOPE NOW Alliance to maximize homeownership 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)

The comprehensive one-stop site offers the ease of customer accessibility through centralization of various mandated partners and services in a one-stop environment. Collaborative strategies to strengthen the methods of coordinating with partners and services not available at the comprehensive site are accomplished through the institution of ongoing one-stop forums held at the comprehensive center to promote involvement of internal and external agencies and staff from both governmental and non-governmental sources. This collaboration has enhanced information sharing, reduced duplication of services, and the cultivation of additional resources needed to facilitate a seamless service delivery system rather than an array of separate programs with separate processes.

This effort has proven to enhance partner collaboration, quality customer support and has helped to build a plausible foundation for customer successes. The forums involve not only attendance of WIA required one-stop partners, but also a host of representatives from for profit, non-profit, and community based organizations and/or providers not located at the comprehensive site that offer supportive services and training to customers in our community. At each forum, a representative from each partnering agency facilitates a empowerment service building session, which provides attendees' knowledge of respective services and eligibility requirements available to workforce system customers. Brochures, fact sheets, PowerPoint presentations and interactive modules, are part of these forums. Other methods include coordination, with other agencies via telephone, facsimile, e-mail, et cetera.

A directory of services and resources available in the local workforce area is produced and published each program year that include program offerings and contact information for both WIA and non-WIA services. This directory along with others are used by partners and agency representatives of the one-stop workforce system as a resource and referral guide for coordinating services that may be available to individuals seeking assistance through the workforce development system; and, to enhance the professional knowledge of workforce representatives as to local programs and services available in the community that aid in the elimination of barriers to employment and will ultimately serve as a step to promote self-sufficiency.

The WIA Administrator realizes that there is a continual need to determine and promote better ways to serve the customer and to provide quality services to the customers seeking services in our one-stop environment. Expanding the knowledge of our partners and promoting a sense of camaraderie among agencies will continue to be the ongoing strategy to unify the workforce system and coordinate agency resources that are necessary to eliminate obstacles for individuals who face “unprecedented challenges to retooling their skills and reestablishing themselves in viable career pathways”.

Collaboration with other agencies that provide support or other resources in the local area will continue to be ongoing. In alliance with representatives from the one-stop workforce system, these agencies will be invited to take an active part in our quarterly meetings to enhance awareness of all partners and local agencies of local resources that may serve as referral tools to meet customer needs.

Function of the One-Stop Operator(s)

The Lower Chattahoochee Workforce Investment Board accepted the concept of a one-stop workforce development system being formulated by a consortium of the following agencies: The Columbus Consolidated Government, Georgia Department of Labor, Division of Rehabilitation Services, Columbus Technical College, and the Muscogee County School District. With this acceptance, the Lower Chattahoochee Workforce Investment Board also acknowledged that the one-stop operator for the Lower Chattahoochee Workforce Investment Area would be the function of the Columbus Consolidated Government as Administrator and Grant Recipient of WIA funds. The Columbus Consolidated Government, thus further delegated the responsibility of One-Stop Operator to the Job Training Division, with all responsibilities promulgated under the federal statute to ensure appropriate coordination, planning and administration of programs, activities and services, and governance of a workforce development system that best meet the spirit of the law and fulfill its role in conceptualizing an educated and prepared workforce able to compete in local and global economy.

As the One-stop Operator, the Columbus Consolidated Government Job Training Division is responsible for:

- ✓ Coordinating the provision of services according to the One-stop System Memorandum of Understanding;
- ✓ Prepare and maintain a system operational procedure in conjunction and agreement with all partners;
- ✓ Ensure that the system operates according to applicable laws and regulations and the local board policy;
- ✓ Oversee the collection and analysis of customer satisfaction data; and,
- ✓ Make recommendations to the local board for possible adjustments and/or changes.

Customer-focused System

An important feature of the customer-focused system under WIA is increased options for accessing workforce services. The Lower Chattahoochee Workforce Area one-stop comprehensive system has designed process to ensure the high volume of customers seeking WIA services receive timely services and/or referrals. Alternative (itinerate) access points have been strategically located in various cross-sections of our workforce development area to ensure ease of access to informational, referral, and other services are readily available.



In rural area communities that have a limited physical presence of all partners and access to workforce service, the local WIA has a mobilized resource center equipped with electronic access to informational and/or self-help services that visit these areas each month.

In addition, a WIA staff representative is out-stationed in the Randolph County DFCS office and provides services to Randolph, Stewart, Clay, and Quitman counties. This staff person has an assigned office in each county DFCS office on a rotating basis. Due to the close proximity of Chattahoochee, Harris, and Talbot counties to the local area one-stop centers in Muscogee County, accessibility to services is not challenging for many of the residents in these areas. The mobilized unit, however, also travels these areas to ensure ease of accessibility for those customers who do have challenges accessing the centers to services and information offered.

The Comprehensive One-stop Center's resource area is also equipped with assistive technology to assist citizens who require accommodations.

- CCTV Low Vision Reader,
- A 21" monitor, key guards, headphones and cassette players,
- Telephone amplifier,
- Antiglare Monitor filter,
- VERA (Very Easy Reading Appliance),
- Talking dictionary, and talking calculator,
- Hearing Helper Personal FM system,
- TTY system, and,

- Other software such as: Zoom Text, Level II, Connect Out Loud, Kensington Track Ball, Kurzweil 1000 and 3000, and Dragon Naturally Speaking.

Training on use of the various assistive technology equipments has been made available at the center. This training will continue as the need arises.

Workforce Services to Businesses through the One-stop

The local board include: (a) members of the local business community that are also members of the local Department of Labor “Employer Committee”, (b) members of organized labor, and (c) a representative of a local economic development organization. Some of the local board members are also members of various chambers of commerce in the local area. During development of this plan, members of the local board identified and accepted, at a minimum, the following business services that are available through the local One-Stop center.

Business services available at the comprehensive one-stop center include, the following: provision of employment statistics, access to economic development information, performance information and program services provided by eligible providers and other agencies that are available to assist local employers in their recruitment efforts for skilled and trained workers to fill job openings, access to talent banks, provision of labor law information, job auditing, testing, and other activities.

A business service center is available within the center for employers, equipped with interview rooms, technology and other resources for interviewing, conducting recruitment efforts, et cetera. Rapid response activities, employer committee seminars, workshops, job fairs, and proficiency skills testing services are also available. Provision of the above services through the Local Workforce System helps to ensure that employers have access to the best employees.

An active ‘Employer Committee’ formed by the local GDOL Career Center, has been ongoing for many years and is comprised of a group of business representatives whose diligent efforts in identifying the local needs of the business community has been instrumental in maintaining the strong working relationship experienced in this local area between the employer community and the One-Stop Center. Some members of the local workforce investment board are also active members on the employer committee. Members of this committee take active roles in promoting the various services available through the local one-stop centers among the employment community and continue to assist local agency partners identify and recommend ways to meet local and state employment related needs. The mission of the ‘Employer Committee’ is to enhance the employment related services provided by the One-Stop and to facilitate communication between the business communities of Georgia and this workforce development area.

The local One-Stop center and itinerate sites are fully prepared to market workforce services to businesses and job seekers. Employer/employee briefings resulting from mass layoffs and coordination with collaborative partners to provide mass recruitment/job fairs

and Quick Start services to new or expanding businesses in the area are other services offered at the local comprehensive one-stop center. Other examples of services offered to businesses through the One-Stop include:

- Knowledge about Unemployment Taxes and Benefits
- Tax filing and Wage Reports
- Assistance with petitions and layoff or business closure
- Partial unemployment insurance claims filing
- Information regarding employment law or employment issues
- Recruitment
- Tax credits and incentives
- Labor Market Information
- Local Workforce and business development resources
- Find Workforce Investment Act information for Employers

Resource Available

The Columbus One-Stop Career Center coordinates and sponsors three major job fairs each year to support employers in finding qualified job seekers. These Job Fairs make it possible for all employers in Area Fourteen to recruit talented job seekers for their vacant positions.

In addition to the annual job fairs, other smaller career expos and job specific fairs are hosted and supported by WIA and other local partners to assist area employers seeking to fill specific vacancies of local employers or recruiting students. These include, but are not limited to:

Columbus Technical College; Career Expo
St. Francis Hospital; Career Expo
Columbus State University; Career Expo
University of Phoenix; Career Expo
Quitman County Family Connections'; Engagement Day
Andrews College; Career Expo
Miller-Motte Technical College
Chattahoochee County Family & Friends Day
Randolph County Family & Friends Day
Harris County Back to School Rush
Virginia College
Housing Authority of Columbus

WIA has also been involved in mass recruitments for employers looking to fill immediate vacancies. These mass recruitments are held at the Columbus Career Center with One-Stop staff providing screening and assessments where necessary to provide the employer with only those applicants that meet their requirements and are prepared to interview for the job.

The Columbus Career Center staff also schedules eligible applicants for interviews with the

employer and makes the Business Center available for the employer to conduct those interviews.

Integration of Services

Various fund sources are utilized to develop integrated service strategies for adult customers, especially for TANF, Supplemental Nutrition Assistance Program (SNAP), and other low-income individuals, including the Georgia Fatherhood Program. (TEN 35-09)

The local Department of Labor Columbus Career Center utilizes Wagner-Peyser and other related Employment Service funding to provide many core services at the Career Center Comprehensive One-Stop site for all customers.

Although the local Career Center has effortlessly sought ways to conduct regularly scheduled registration and services to individuals residing in outlying counties, the availability of staff had limited its capability to provide sufficient access to services, especially to those in the rural counties of this workforce area. In efforts to strengthen the presence of our one-stop services and enhance the accessibility of GDOL and other services to residents residing in the rural counties, it is anticipated that recent procurement of a mobile assessment unit by the local WIA, will meet these challenges.

The Muscogee County Board of Education helps defray the cost of instructors and other personnel at sites within the local area by conducting basic skills training, remediation, and GED preparation. Currently, Columbus Technical College, Chamber of Commerce and the Columbus Consolidated Government have formed a partnership using local funding to administering a transition program for transitional inmates. The local WIA has joined this partnership through the provision of on-the-job training opportunities for interested employers who hire these individuals.

The Division of Rehabilitative Services utilizes its funding to assess TANF and potential rehabilitation clients, in addition to providing normal services to eligible customers. Local WIA funding has been previously awarded the Division to provide work experience for out-of-school youth with special needs. Other WIA funds are utilized to provide eligibility determination services, assessment services, case management services, and funding of various training activities.

As part of the regional efforts of the local workforce development system, jurisdictions work together to define ways in which jurisdictions will work together to reduce duplication by promoting coordinated service delivery. (Local Government Services Delivery Act of 1997)

Local areas continue to work toward developing a regional coordinated service strategy that will promote uniformity with eligible training providers, uniformity in maximum allowable training and supportive service amounts.

Provision of Core and Intensive Services through the One-stop system

A list of partners located in the comprehensive one-stop center include: Georgia Department of Labor, Muscogee County Department of Family & Children Services, Georgia Department of Labor Rehabilitation Services, Columbus Technical College, Columbus Consolidated Government Job Training Division, Columbus Housing Authority, Enrichment Services Program, Experience Works, and Job Corps.

Every individual entering the comprehensive center receives information regarding the full array of services available. As part of Board policy, Core and Intensive services shall be provided to youth, as well as adults and dislocated workers. The following is a summary of services and the agencies that provide these services:

Core Services

- Outreach, intake, and information regarding available services in the local workforce area;
- Initial assessment of skills, aptitude, abilities and supportive services;
- Job search and placement assistance, including career counseling (required)
- Provision of employment data and labor market information;
Local, regional and national employment trends;
- Information on job skills necessary to obtain jobs in the labor market
- Information relating to available services, and the availability of support services such as childcare and transportation available in the local area, and referral to such, as appropriate
- Employment referral; (required for jobseekers under WIA)
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in determining eligibility for other training activities, programs of financial aid assistance for training and education programs not funded under WIA, that are available in the local area; and
- Follow-up services for customers attaining employment for not less than 12 months after first known date of employment.

One or more of the above services are provided by the GDOL Columbus Career Center as customers enter the one-stop system. It is not, however, required that a customer be provided all of the above services. Services provided should be based on the individualized assessment of the customer's needs.

Intensive Services:

Intensive Services may be provided by all partners in the one-stop and provided to all customers of the local workforce area that require significant assistance, and is specifically designed for services provided to adults and dislocated workers who:

- are unemployed and have been unable to obtain employment through core services,
- are determined by a one-stop representative to be in need of more intensive services or intervention in order to obtain employment, or

- are employed, but have been determined by a one-stop representative to be in need of intensive services in order to obtain or retain employment that allows for self-sufficiency.

Services made available during this level of service may include, but are not limited to:

- Jobs search, placement, and training targeting particular labor market needs;
- Jobs search, placement, and training targeting particular groups or populations;
- Comprehensive and specialized assessment of skill level and service needs such as diagnostic testing and use of other assessment tools; and;
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve employment goals
- Group or individual counseling and career planning
- Case management for customers seeking employment or training
- Short-term prevocational skills, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training;
- Value added services such as referral to childcare, transportation, individual and family counseling, temporary or emergency shelter, or other services pertinent to the local area.
- Determinations of appropriate youth services are also conducted during services during this level of service.

One or more of the intensive services outlined above may be provided by various partners of the workforce development system.

To address the concerns of business leaders regarding lack of work readiness and work ethics of the current labor and workforce, the Lower Chattahoochee Workforce Area Fourteen has tailored its work experience activities that occur during intensive services, which for several years had been designed for older and younger youth, to adults and dislocated workers as well, in an ongoing effort to meet the skill needs of existing or regional employers.

An expansion of WIA assistance for short-term training in high demand occupations has been incorporated in its design in efforts to fill high growth and demand occupations, and to create a seamless career pathways for customers to advance and persist through progressive levels of the system as quickly as possible to gain workforce skills of demonstrated value, in addition to meeting the needs of unskilled adults and dislocated workers in the area.

Other Business Services:

A business center is also available in the Columbus Career Center for employers', which

consists of private offices for interviewing purposes, and includes telephones, computers, printers, copier, and fax accessibility. Additionally, free access to computers, software programs, printers, fax, local telephone lines, and the Internet is offered at no cost to the public.

Currently all partners do not provide all of the above services. However, through involvement of business, organized labor, and the economic development community as the local workforce development system evolves, the availability of these and other services will be improved as the system becomes more fully integrated into a comprehensive workforce investment system.

A sample of the local Memorandum of Understanding/Resource Sharing Agreement for our comprehensive one-stop center is attached to this plan at Attachment A.

Training Services

Target Population Served

Target populations served in this area include:

- Underemployed or unemployed
- Offender
- Food stamp or TANF recipient
- Poor employability skills
- Poor work history
- Poor basic skill
- Lacks self-sufficiency
- Disabled
- Older Worker
- Dislocated worker

Priority of Services for Covered Persons through One-Stop System

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.

In accordance with 20 CFR Section 663.600, and WIA Section 134(d)(4)(E), if limited funding is declared in the local area, recipients of public assistance and other low income economically disadvantaged adults would receive priority of service for intensive and training services. Additionally, in accordance with the Jobs for Veterans Act (P.L. 107-288) and its corresponding regulations (20 CFR Part 1010), in the context of the policy established by the local workforce area, veterans and eligible spouses are also identified as covered persons and are also entitled to priority of services over non-covered persons seeking assistance with employment, training, and placement services.

In accordance with the Workforce Investment Act, the local workforce area has identified priority level of services be granted to certain populations.

In accordance with board-established policy, priority of service for intensive and training services for adults and dislocated workers when adult funds are limited (WIA) will be given to individuals who meet minimum eligibility requirements, but have one or more characteristics that act as barriers to employment or other factors that may limit an individual's ability to seek, find, and maintain employment.

These characteristics include:

- Underemployed or unemployed
- Offender
- Food stamp or TANF recipient
- Poor employability skills
- Poor work history
- Poor basic skill
- Lacks self-sufficiency
- Disabled
- Older Worker
- Dislocated worker

Priority will be given to adult and/or youth recipients of public assistance, low-income individuals, and other individuals meeting minimum eligibility requirements. Other individuals include those who have one or more of the characteristics listed below that may act as barriers to obtaining and/or retaining employment:

- Unemployed
- Under employed
- Lacks a high school diploma or GED
- Poor work history
- Poor basic skills
- Lacks self-sufficiency
- Limited English Proficiency
- Disabled

Priority of services to veterans and other clients is shown below:

In determining priority of services for veterans and non-veterans seeking services under WIA, the following guidelines are as follows:

- **First Priority** – Veterans receiving public assistance and/or low-income.
- **Second Priority** - Non-veterans receiving public assistance and/or low-income.
- **Third Priority** – Veterans who are not public assistance recipients nor low-income individuals will receive priority over non-veterans

Dislocated workers who are veterans will receive priority over non-veterans. However, dislocated worker funds cannot be used for veterans who have not been determined eligible as a dislocated worker. In the WIA adult and dislocated worker program, first priority for intensive and training services must be given to public assistance recipients and low-income individuals when adult funds allocated to a local area are limited.

With exception of dislocated workers, individuals eligible to receive intensive and training services using Workforce Investment Act funds must meet the following guidelines;

- 1) reside within the eight County Lower Chattahoochee Service Areas; and,
- 2) have been determined eligible based on the income guidelines.

Veterans and Eligible Spouses

The local GDOL/One-Stop includes a veteran staff of Disabled Veterans Outreach Program Specialists (DVOP) and local Veterans Employment Representatives (LVER). These staff provide employment and outreach services to the local veterans population.

One-stop representatives conduct an initial inquiry on all individuals seeking services through the local one-stop center to determine service(s) requested, service needs, appropriateness of service(s), and the availability or accessibility of services through the one stop system. All unregistered persons seeking services through the local one-stop center are required to complete a pre-screening package that also contains a list of all available services in the one-stop center. Information contained in the pre-screening packages developed by the local office are designed to capture basic background information used by one-stop staff to provide quality customer service throughout the individual's transition through the one-stop system.

Once the individual has been identified as meeting the criteria of "covered persons", representatives of the Veterans Unit will place the individual on the career center's system notification log for further assistance. The Veterans Unit will assess eligibility and where applicable provide appropriate services and/or coordinate with other units/agencies to ensure that all services identified for veterans are given priority.

Individuals seeking assistance via phone/e-mail inquiries are properly screened to determine their status as a covered or non-covered person. Additionally, the GDOL web-based system has embedded specific questions that assist one-stop staff in determining if an individual meets the definition of covered persons. Priority of services is given to all phone/email inquiries that meet the standards for covered persons as required. Internet referrals received at the local one-stop center through the local web-based system are highlighted in red and calls made to assess appropriate avenue of service. Those who self-identify are routed to Veterans Unit for continued determination. Individuals, who do not meet the criteria, will be redirected to appropriate unit for further processing. Individuals who meet the criteria will be further processed to ensure priority of service is provided as appropriate.

To ensure covered persons receive access prior to non-covered persons, first priority will be given to the covered person; second priority to recipients of public assistance and other low-income economically disadvantaged adults. This process, however, should in no way impact services that are currently being provided to non-covered persons. (For instance, if a workshop has been filled and a covered person has been identified in need of the workshop, efforts will be made to ensure that the covered person receives the service. This may mean reallocating additional slots to ensure that the person receives the service

Information regarding the individual’s status under Priority of Service for covered persons will be transmitted to One-Stop staff and service providers as well as new staff through our local area’s quarterly training sessions with the providers and one-stop staff; and, through regular communication such as written memorandum, staff meetings, etc. In addition, technical assistance is made available upon request and provided for all new WIA staff and service provider staff as needed. Also, a new hire orientation for new staff members of the One-Stop Center is also provided; this will include Priority of Service information for all new staff members. WIA has monitoring procedures of its own and the Administrative Entity monitors the Service Providers regularly and issues reports to the Providers. The monitoring procedures will be changed to include monitoring of Priority of Services for eligible clients. Also, Priority of Services will be made a part of all financial contract agreements.

The income levels shown in the following table apply to WIA eligibility and reporting in federal program years 2013-2014, or until another update occurs.

Program Year 2013-2014 Six –Month Income Guidelines for WIA: Low Income Level Figures Effective March 19, 2013		
Family Size	Metropolitan Areas	Non-Metropolitan Areas
1	\$5,585	\$5,585
2	\$7,565	\$7,565
3	\$ 9,803	\$ 9,663
4	\$12,103	\$11,929
5	\$14,284	\$14,077
6	\$16,706	\$16,463
7	\$19,127	\$18,848
8	\$21,549	\$21,234
For each, over 8 Add:	\$ 2,422	\$ 2,386

Metropolitan Area includes: Chattahoochee, Harris, and Muscogee Counties. Non-Metropolitan Area includes: Talbot, Stewart, Randolph, Clay, and Quitman counties.

Additional Eligibility Policy (Adults): In efforts to increase the number of customers served through the workforce development system, WIA Income eligibility guidelines for ADULTS ONLY expands the maximum income eligibility limit to \$50,000 per family household and is based on total family household income.

WIA Services to Individuals Residing Outside of Workforce Area

Although informational/self-help core services are available to all customers through the one-stop center, no WIA services will be provided to individuals who do not reside in the Lower Chattahoochee Workforce Area. Adult and youth who has residency in other workforce areas shall be appropriately informed of the service area and contact information provided.

Only dislocated workers, whose residency is outside of the workforce area, but place of dislocation of employment is/was located within the Lower Chattahoochee Workforce Area will receive priority of service for WIA funded programs and services.

Individuals with Limited English Proficiency (LEP)

Area 14's efforts to address the needs of customers with Limited English Proficiency (LEP) involves key elements such as staff, technology and availability of materials in languages prevalent in the area.

The Lower Chattahoochee Workforce Area is comprised of a diverse group of individuals, from various ethnicities, cultures and socio-economic backgrounds. The diverse composition of this area is partly due to the presence of the Fort Benning military installation. Although English is the prevalent language, a large segment of the population speak English as a second language, with Spanish being the predominate language. Through the Georgia Department of Labor, a Multi-lingual Directory has been provided as one of the resources staff utilizes when working with customers with limited English proficiency (LEP). Additionally, staff members requiring an interpreter can also access the toll-free language interpreter hotline that enables the individuals to conduct meaningful communication with the participant through joint conferencing with the individual and interpreter. Additionally, the local area has maintained partnerships with interpreter services at Fort Benning or the Muscogee County School District that are also available as needed.

Supportive Service Policy for WIA-14

The following supportive service policy shall apply to any adult, dislocated worker, and youth customer determined eligible for, approved for, and assigned to WIA training. Needs related payments are authorized only on a case-by-case basis and must receive prior approval from the Director, Job Training Division.

Support service expenditures shall not exceed more than 25% of a funding stream's program year allocation unless waiver is submitted and prior approval has been received from the State.

Supportive services over \$3,000 per participant per program year must receive prior approval and shall be considered on a case by case basis. No supportive services that will exceed this amount shall be authorized prior to granting of written approval. Documents shall be maintained in the participant's case file.

A participant stipend may be authorized based upon a determination of need and shall be approved only by the WIA Director. All requests for support assistance shall be paid directly to the participant utilizing direct deposit or prepaid card draft. Appropriate forms must be reviewed and submitted by case managers to the WIA Finance Office. The WIA Finance Office will prepare a schedule for time sheet submission and payment dates for participants receiving supportive payments. A copy of the schedule will be submitted to all contractors/vendors on a quarterly basis, or as required.

Support stipend shall be paid directly to the participant on a bi-weekly basis. All payments will be direct deposit to the individual's banking institution of choice. Participants approved to receive support stipends will submit to their respective case manager a "Direct Deposit Disposition Form" with a void check from the respective banking institution. The case managers are responsible for submitting required documents to the WIA Finance Office for processing in a timely manner.

For participants who are unable to provide the above due to his or her inability to get a bank account, pre-paid bank card account information issued to the participant and copy of bank card will suffice.

Payments of support stipend while the participant is in training shall be based on actual attendance in a physical classroom environment. Attendance must be recorded and verified on the official WIA timesheet. Timesheets must be signed by the instructor and participant, and verified by the appropriate case manager before submitting to the WIA Finance Office. No payment of support will be paid by the WIA Finance Office until all signatures have been obtained on the timesheet. The case manager shall complete a WIA Supportive Service Certification Form for participants that meet the requirement for supportive services. All requests and support documentation will be submitted to the WIA Director for review and final approval. Upon approval by the WIA Director, Case Managers must submit to the WIA Finance Office, a copy of the form signed by the Director, Job Training Division with copy of enrollment.

Support payment while enrolled in an online course is not allowed; and shall only be considered for potential approval by the WIA Director when client is utilizing resources that are physically located at the institution or training facility and shall be only for those days which class is scheduled.

Exceptions:

Approval of supportive services for eligible participants not attending WIA funded occupational skills/classroom training activities, but participating in other WIA funded

activities for which such support is needed, must be obtained from the Director, Job Training Division. Consideration shall be on a case-by-case basis.

Only in-school (younger youth) in work experience activities are exempt from having a bank account or pre-paid bank card.

Individual Training Accounts in WIA-14

Individual Training Accounts are not an entitlement and are available only to adults and dislocated workers, age 22 years of age or older; and youth, age 18 to 21 years of age who are in need of assistance to attend approved WIA eligible post secondary or vocational training.

Training provider applications are available to any provider wishing to be included on the Governor's Office of Workforce Development Georgia Eligible Provider Listing at http://gowdetpl.files.wordpress.com/2013/08/wf_training_provider_application.pdf. Individuals may submit applications to any workforce area for consideration.

The Administrator accepts and reviews eligible provider applications throughout the year. The local Administrator maintains a Bidder List that contains all prospective bidders who have requested to receive any and/or all solicitations for the provision of programs/services under WIA proposed by the local Board. An open solicitation is published in the local area's newspapers and further solicitations may be offered on an as needed basis.

The local 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. All applications submitted to Area 14 will be reviewed and evaluated by WIA Administrative Staff. The evaluation will include an evaluation of program content, verification of performance information and outcomes, costs, etc. The comparison of local services and a cost analysis will be conducted to include evaluation of state performance against local measures will also be conducted. Where adequate information is not provided, letters will be forwarded to providers for additional information or documentation. Applications may be reviewed upon submission of additional information.

The Administrator will prepare summary reports on evaluation of training provider applications and submit to the Program Evaluation/Selection Committee for review and recommendation to the local Board. Information on eligible providers will be input in the VOS Provider database to the appropriate State office for approval and inclusion on the State Eligible Provider List. Notification of approval will be provided via email or letter to state-approved training providers. Subsequent reviews shall be the responsibility of the State Office.

For Providers who provide universal services to Georgia residents, but whose services are available in the local workforce area through the Eligible Provider List, a Master Agreement must be entered into between the local WIA office and training provider before

WIA Funds can be approved. The local area has used ITA Master Agreements with a variety of educational programs offered by schools across Georgia and in Alabama. We continually welcome opportunities to establish ITA Master Agreements with occupational skills provider programs in demand.

Providers will be informed that WIA will only initially approve a maximum of five (5) clients. Upon satisfactory review of at least 60% of the outcome of these clients, the WIA Director may approve more referrals throughout the program year.

Careful monitoring will take place to ensure appropriate programmatic, financial, performance, and compliance with regulations, local policies and procedures are in place.

Removal of Providers from the EPL List

Eligible training providers may be removed from the statewide list in accordance with federal regulations under 20CFR §663.565, must deliver results and provide accurate information to retain its status as an eligible training provider. In accordance with State and local policy if provider’s program fail to meet established performance levels, the program will be removed from the eligible provider list.

ALL STUDENTS – Past Performance Information From xx/xx thru xx/xx (Must pass at least 2 of the 3 measures below)		
Measure	Minimum Performance Level	Definition
Unsubsidized Employment Rate	55%	Number and Percent of Completion exiting the program during the applicable period who obtained employment
Completion Rate	55%	Number and Percent of total students exiting or scheduled to exit the program during the applicable period who meet the training program’s completion requirements
Average weekly Earnings at Placement	\$254/wk	Average weekly earnings at placement of completers obtaining employment during the applicable period

The ITA Appeals Process

For aggrieved ITA customers and providers of unapproved training programs, the local workforce area has an established formal appeals process for aggrieved ITA customers and

providers of unapproved training assistance or training program as set for in the local organizational policies and procedures and individual training accounts manual. WIA eligible individuals during the WIA intake process; and providers are provided a copy the local grievance policy as part of the Master Agreement between the local area and the respective provider.

Subsequent Data Update on Local Providers

The local workforce area periodically contacts providers to ensure that information being utilized is current. Any changes are presented to the LWIB for approval. Quarterly monitoring process of the eligible providers will be conducted similar to the process utilized for WIA Funded Contracted Services to ensure that providers are meeting performance guidelines established.

Customer Accessibility to Individual Training Accounts (ITAs)

Customers regardless of eligibility for program services accessing the one-stop system are informed of the full-array of programs and services that are available. Customers are provided access or provided instruction material that allows access to the State eligible provider list. This is a list of all approved training providers and institutions in the State that have partnered to provide services to WIA customers.

For the local workforce area, individual training accounts (ITAs) are issued only to eligible customers seeking WIA assistance for occupational skills training. Customers, however, who are considered eligible for receipt of ITAs, must also be determined WIA eligible for services; to be “in need training assistance”; and meet entry criteria of the training institution. Case Managers are required to complete all paperwork and submit the complete file with acceptance letters, and all relevant documents for approval for consideration of approval to the Administrator, who reviews it and authorizes the ITA. Upon authorization, copies of the ITA are transmitted to the Case Manager, the School authorized to train the customer, and the WIA Administrator’s Finance office.

Tracking and Managing ITA Activities

Case Managers are required to complete all paperwork required by the WIA Director for making informed decisions regarding approval of ITAs. The entire case file for the participant will be submitted to the Administrator, who reviews and authorizes amount of WIA assistance that will be provided under the ITA. A copy of the ITA will be distributed to the training agency; case manager, and WIA Finance Office. Upon receipt of the approved ITA, the Case Manager will assign the appropriate services in the State data management System, to include amounts of assistance and supportive services (where applicable) to be provided. A printout of service assignment information and enrollment will be transmitted to the Finance Section for further processing in establishing the obligation. All approved documents shall be entered in the system in a timely manner and document maintained in participant file.

Once the school or training agency submits an invoice to the Finance Section, the Finance Staff will verify paperwork submitted by the Case Manager prior to the ITA Invoice being paid by the Administrator.

As part of the local area's criteria for determining the proven effectiveness of such programs, contracts identify specific performance goals expected of the providers in addition to quarterly programmatic, performance, compliance and fiscal monitoring to ensure transparency and accountability of funds.

Use of Statewide Eligible Provider List

The following describes the local Board policy on use of the Statewide Eligible Provider List. This policy depicts at a minimum the financial limits and duration of assistance, service to out-of-area customers, and restrictions on use of statewide list.

Local board policy mandates that all individuals seeking WIA services be informed of the full array of services that are available in the local area. This includes providing individuals with access to training providers approved on the State of Georgia Eligible Provider Listing.

The Lower Chattahoochee Workforce Investment Board has established the funding limitations as follows:

- a. Certificate and Short-term Training: Up to \$4,000 in WIA funding is authorized for training costs for the first year of training, unless otherwise approved by the WIA director, excluding support.
- b. Postsecondary or Long-Term Programs: Up to \$4,000 for the first year of training, unless otherwise approved by the Director. For training that extends beyond one year, total training costs may not exceed \$8,000, excluding support, unless prior-approval by the WIA Director.

If cost of training exceeds WIA funding limitations not approved by the WIA Director, WIA staff should assist the individual in developing a financial plan to cover the remaining total costs of training that exceeds WIA funding limitations.

All Individual Training Accounts' (ITA)'s approved by the local area must be in demand occupations as identified for the local workforce area.

Customers seeking WIA assistance are not encouraged nor are they required to apply for student loans, or incur personal debt as a condition of participation in the WIA program.

Customers seeking out-of-area training may be approved for such training as long as the training is within reasonable commuting distance of the customer's residence.

An individual whose residency is outside of the workforce area, but has been defined as a “dislocated worker” because place of dislocation was within Workforce Area 14 will be considered for services by the local area.

Other funds (e.g., Pell, HOPE Grant, loans or Scholarship, TANF subsidies, etc.) that have been awarded to an individual applying for WIA assistance must be considered in addition to WIA funds, consistent with TEN 11-09. Because many awards granted to individuals will cover most or all of the educational costs, a determination of need must be conducted for additional WIA assistance and appropriate justification documented.

Local policy provides that determining WIA assistance shall be based upon those funds required to complete training after all applicable financial aid and grant assistance and awards have been applied against the proposed cost. If a participant chooses to receive any loans, scholarships, or other financial incentives and such is applied to educational costs, these must be taken into consideration prior to determining amount of WIA assistance that will be awarded.

Documentation of all awards received and documentation from the educational institution or training provider how awards have been applied to education costs must be provided as part of the determination of need.

Services to Out-of-State Residents

WIA staff, along with the Georgia Department of Labor, participates in inter-state dislocated worker activities. We are training residents of Alabama who have been affected by layoffs in our region and Alabama. Local Area 14 will continue to coordinate services with entities and residents affected by layoffs and/or closures in our multi-state region.

Provision of Training Services thru Community and Faith based Organizations

In accordance with ETA’s National Strategic Directions (TEGL 13-06) which encourages effective utilization of faith-based and community based organizations within our local workforce area, there are numerous faith and community-based organizations that provide a host of training resources and supportive services to citizens of our community. These have been viable referral sources for individuals served through our local workforce system.

Through our local solicitation process, two community based organizations have been awarded WIA funding for the provision of services to youth: Operation Meeting Essential Needs (OMEN) provides in-school work experience for youth (11th and 12th grade); and Georgia Committee for Employment of People with Disabilities (GA CMTE), administers training for out-of-school youth with disabilities. The GA CMTE has historically proven its expertise in serving in-school youth with disabilities through their high-school/high tech program. In keeping with the goal of our workforce area to ensure that all citizens have equal opportunity to receive services despite multiple barriers to employment, funds have been awarded to this organization to serve older (out-of-school) youth with disabilities, providing both work experience and/or assistance with entry into postsecondary or short term training.

Additionally, the local area has strengthened its collaborative partnership with Enrichment Services, a community-based organization, in assisting individuals who are seeking enrollment in their Certified Nursing Program and require WIA assistance to successfully enter or complete training. Historically, this area has successfully worked with Enrichment Services providing work experience opportunities through their weatherization program (a green jobs initiative) for youth, adults and dislocated workers of the community

Other community-based organizations on the State Eligible Provider List are also utilized through the ITA process by WIA eligible participants. South Columbus Nurses' Aide Program, a faith-based non-profit organization, provides Certified Nurses' Assistant Certification training; Goodwill Industries of Southern Rivers, also a community non-profit organization, provides a host of training services to WIA eligible citizens of our local area. As we move forward, the local area will continue to enhance its collaboration and linkage with the faith-based community and other community-based organizations in its efforts to broaden the scope of services that will be necessary to meet future workforce demands.

Adult Services

In addition to Individual Training Accounts, the local workforce area provides work experience through competitive procurement for adults and dislocated workers.

In ongoing efforts to enhance services to the adult and dislocated workers that offer potential unsubsidized permanent employment and retention leading to self-sufficiency, the local area, through the normal competitive procurement process, contracts with an intensive service provider annually to provide work experience for WIA eligible adults and dislocated workers that includes linkage with adult and dislocated recent graduates from local post secondary and vocational schools who are placed in positions that provide work exposure in the field for which they received occupational classroom training.

As part of the local area's plans to increase the availability of training in high-demand occupations to workforce system customers, the local area has contracted with institutions of higher education and other training providers with emphasis placed on training in these occupations.

Since its designation as workforce development area, The Columbus Consolidated Government as Grant Recipient and Administrator, at the direction of board and youth council direction, has contracted with various institutions of higher education and other training providers, either through formal procurement or through individual training accounts. These efforts have been ongoing to ensure the availability of training in high-demand occupations to workforce customers of the local workforce area and to expand customer choice of available WIA eligible training providers and services in the workforce area.

Additionally, in efforts to provide skills training that meets the needs of existing manufacturing employers in the local area and to deter continued downsizing and

outsourcing of remaining manufacturing plants still in existence, and hopefully re-stimulate the resurgence and growth of new employers to the area Columbus Technical College as other educational institutes in the area are looking at instituting more short term occupational specific coursework based upon employer needs.

Recent initiatives spearheaded by Columbus Technical College and Muscogee County School District included an occupational skills training program for youth who transition from school to work. WIA implemented a model of this program in 2011-2012 for both the Prisoner Transition Program (GDAC) program and the adult/dislocated worker population, which provided a short-term course specific focus in Certified Manufacturing Specialist. Area 14 is fostering continued partnerships by offering a link of its adult work experience activities as a marketing incentive for Georgia Department of Corrections job development efforts to employers in its effort to transition these individuals back into the labor force and thus deterring recidivism. Upon identification by GDOC of an employer who agrees to work with the individual, a WIA representative will connect with the individual and employer to ensure program eligibility is secured and worksite agreement established.

Green Jobs and Renewable Energy Initiatives

The Local area continue to discuss ways to strengthen collaboration with the business community in our area and to identify energy efficient and renewable energy industries and other green jobs and the additional training and certification activities that are needed. Independent Electrical Contractors, Inc. has entered into a master agreement with this workforce area to provide services to adults and dislocated workers, and in some instances older youth through the individual training account system.

The Local Area continues to partner with schools and other agencies to provide educational assistance and work experience opportunities for individuals requiring assistance. The local area continues to identify, network and form partnerships with energy efficiency and renewable energy industries and other green job initiatives in the local area.

Promoting On-the-Job Training (OJT)

The Lower Chattahoochee Workforce Area, per approval of state Waiver, provides On-the-Job Training with an adjustable reimbursement rate criteria based upon employer labor size. The local area continues to form collaborations and partnerships with the area business community. Previous collaboration with the GDAC initiative of Columbus Technical College and the Columbus Consolidated Government's Crime Prevention Department to provide On-the-Job Training for offenders transitioning into the workplace has proven to be a very successful initiative. Additionally, Area 14 is promoting the on-the-job training program as another venue of service to employers as part of Georgia Department of Corrections job development efforts to serve ex-offenders transition back into the labor force.

Additionally, although available in the local area, customized training (CT) has not been utilized in the area do to the priority population that the local area serves.

Youth Services

The following describe the area's youth strategies, including how disconnected youth will be served; how the area's workforce system is addressing the ten local youth program elements described in the Workforce Investment Act, the one local element prescribed by Area 14, as well as the integration of other initiatives used by the local area to meet ETA's New Strategic Vision for the Delivery of Youth Services under WIA (TEGL 28-05). Due to the limited funds available for services to youth, entrepreneurship is not one of the services offered in the local area. This decision allows for more youth to be served through other program services made available in the area.

Youth Strategy

All youth services are secured through competitive procurement. All youth contracts awarded contain the provision that requires recipients of contract awards to provide the eleven program elements required under the Workforce Investment Act. Through the contractual agreement, each provider ensures that each of the eleven program elements is available to participants either through the provision of services or appropriate linkages to services that are available through other agencies or partners within the local area. Programs offered in the Area include:

Year-Round Work Experience

Area 14 provides year round work experience for in-school (younger) and out-of-school youth for a specified time period. Youth must have work readiness or basic skills goals identified, as applicable. Work experience for out-of-school youth must lead to unsubsidized employment upon completion of training, entry into post secondary or occupational education, or the military.

In its ongoing efforts to promote services to youth with disabilities, Area 14 has procured services with the Georgia Committee for Employment of Individuals with Disabilities, High School/High Tech Program, establishing an innovative pilot program that provides year-round work experience specifically designed for out-of-school youth with disabilities. Through this program, youth may enter work experience or post secondary education.

Summer Youth Employment

An annual summer youth employment program is also administered in Area 14 during the interim months of the school year that afford the youth of our workforce area the opportunity to develop both the skills and work ethics during the summer that are essential in acquiring and maintaining future long-term employment, and/or enhance their educational goals or needs. This program is designed to provide youth the exposure to the work environment through employment, training and educational services. Age, interest, residence, and abilities are taken into consideration when assigning youth to jobs.

The Summer Youth Employment Program offers a variety of jobs in various public and non-profit organizations and agencies. These organizations are known as "worksites".

These worksites are an integral part of the program, and as volunteer worksites assist in providing supervision and instruction in workplace behavior, work ethics, dress, etc.

The goals and objectives are to:

- Provide work experience for youth;
- Acquaint youth with the work environment
- Provide youth an opportunity to explore potential career fields and develop marketable skills through work experience and training;
- Serve the community through projects and jobs that provide meaningful service;
- Encourage youth to continue education in secondary, supplementary or alternative school programs by familiarizing them with educational requirements of a variety of jobs.
- Encourage dropouts to return to school, or attain a General Education Development Diploma (GED);
- Enhance basic educational skills of youth identified with deficiencies through the provision of academic enrichment classes.

Counselors are assigned to each participant throughout the activity to monitor participation and assist with problems that he or she may encounter during enrollment.

Individual Training Accounts

In accordance with WIA Section 189(i)(4)(B), the Local Workforce Board has elected to use Individual Training Accounts (ITA)'s for Older Youth as prescribed in the following adopted policy:

Individual Training Accounts (ITAs) will be used for "Older Out-of School' Youth if deemed appropriate and the following criteria are met:

A. The youth meet the policy guidelines outlined in the ITA Policy and Procedures including, apply for PELL Grant and HOPE Scholarship/Grant, in addition to full acceptance into an occupation-specific program, funding limitations, etc.:

The youth must meet the eligibility criteria for youth and adult programs; and, has been determined through comprehensive counseling and case management that the occupation skills training through the ITA system is appropriate and necessary for the youth to find full-time employment in the field of his or her choice upon completion of training that leads to self-sufficiency.

B. The youth must have successfully completed all of their assigned WIA youth services prior to being deemed suitable/eligible for an older youth ITA.

C. The youth must have undergone career counseling including career assessments to ensure he or she makes an informed choice

D. The youth must be informed of:

- The list of approved providers that offers training in his or her chosen career:

- The program performance of the providers that offer such training; and,
- The financial resources that will be required and are available to assist in paying for the cost of the training.

E. The youth must develop a financial plan to determine that he or she has the resources available to complete the training program and seek employment.

F. All ten of the WIA required Youth Elements, as applicable, must be available to the youth throughout his or her program of study. The local workforce area requires one additional element (citizenship) to be provided to youth in the workforce area.

G. Career advisors and/or case managers must be available to assist youth in making the transition to post-secondary training and his or her career.

The Youth must receive a minimum of twelve months follow-up services upon completion of training.

Dislocation and Rapid Response

The coordination with all available services will be leveraged to maximize resources to ensure UI claimants return to the workforce.

The local system coordinates with the local GDOL Career Center, Chamber of Commerce, and State Rapid Response Unit (RRU) when layoffs or business closing occur. Local Area staff communicates and work closely with the State RRU in responding expeditiously to layoffs or closures to expedite enrollment in training for dislocated workers so their UI benefits are likely to last throughout the training period. Pre-layoff assistance to employers and their employees following notice of layoff but prior to actual job loss is also provided by WIA staff and collaborative partnering agencies.

It is extremely important that dislocated workers be identified during intake, regardless of the services they are requesting. Since the Trade Act provides for adjustment allowances (TRA) to individuals whose unemployment is linked to imports of foreign made products, dislocated workers will be assessed to determine their eligibility for TRA/TAA. When eligible for TRA/TAA, an enrollment can be done providing an opportunity for them to engage in long-term training/retraining while receiving cash payments and other re-employment benefits.

Quarterly training is conducted for providers and one-stop partners in the local area. Quarterly performance, programmatic, compliance, and fiscal monitoring are conducted that is reviewed by the local workforce board. The local area is discussing ways in which various reports could be added to the CCG Website regarding WIA financial reporting. Bi-weekly reviews of data reports have begun to ensure tracking of participant enrollments and outcomes. Additionally, the local area mandates heavy utilization of the e-verify system to ensure that individuals provided WIA assistance for employment or educational opportunities are eligible to work in the United States.

Services to Migrant and Seasonal Farmworkers.

Due to the geographic location of the workforce area, there is minimal utilization or need for migrant and seasonal farm worker programs in our local area. Although no specific local strategies have been identified to serve this population, migrant and seasonal farm workers will be afforded the same range and quality of services as all others served in the workforce area, and equity of service will be afforded to migrant and seasonal farm workers in all labor exchange services provided in the area. [20 C.F.R., Part 653]

VI. Performance Accountability

The PY 2013 negotiated performance levels for the local area is as follows:

	Adults	80%
Entered Employment Rate		
	Dislocated Workers	79.5%
	Adults	87.5%
Retention Rate		
	Dislocated Workers	90.6%
	Adults	\$13,000
Average Earnings (Adults/Dislocated Workers)		
	Dislocated Workers	\$14,000
Placement in Employment or Education	Youth (14-21)	80.0%
Attainment of Degree or Certificate	Youth (14-21)	80.0%
Literacy or Numeracy Gains	Youth (14-21)	40.0%

Customer Satisfaction

The local workforce system and continue to determine methodology for obtaining and utilizing customer feedback to ensure customer satisfaction. Currently, the local area is in the planning stages of developing a system that will allow customers to provide feedback electronically on services received through the One-Stop System rather than providing comment cards to customers (employers and job seekers) in order to obtain their remarks. This system will be similar to those currently utilized by many agencies to gather data that will assist with continuous improvement efforts of services.

Currently information disseminated by the State regarding workforce programs and needs is further distributed to local area partners, providers and customers. The common statewide system adopted by the State will be utilized. In addition the LWIB, Administrative Entity and partners will utilize the information to examine programs and/or services to improve the System.

Recommendations

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 will continue to promote continuous quality improvement of the local system.

- ✓ The local board continues to implement strategies and ensures ongoing progress for meeting the needs of employers and individuals in the community. Promoting continuous quality improvements of the local system include conducting ongoing workforce analyses that includes:
 - Continued exploration of more specific and updated information regarding the skill sets and educational requirements required by local employers.
 - Follow-up of the economic impact analysis as needed.
 - Continued assessment of education and skill levels and job categories of projected population.
 - Conduct surveys as needed to better understand the types of jobs, qualifications, and to what extent job seekers plan to work.
 - Continuous monitoring of the system, and its design, in promoting quality improvement of the local system

Program design changes related to performance.

The local workforce area continues to focus on connecting employers to skilled workers, and connecting workers to good jobs as reflected in the common performance measures. Several changes to the program design have been implemented and others being considered as our local workforce system is transforming into a demand-driven system that result in more individuals being trained for high skilled jobs in high growth, and high-demand industries.

Streamlining the existing referral process through the one-stop system has been one way of addressing easier accessibility of customers to the various WIA services offered. More emphasis is being placed on short-term training opportunities and promoting the accessibility to certain certificate programs such as certified nursing, commercial drivers training, and other short term training that is aligned with specific demand driven occupations identified in the local area.

In addressing the literacy/numeracy measures for older youth, the workforce area is focusing on the procurement of services that not only provides skills development through work experience but also promotes mentoring and basic skills development activities that will ensure increases in a youth's basic skills functional levels.

VII. Equal Access and Opportunity

Grievances and Complaint Resolutions.

Established policies and procedures regarding grievance and complaint resolution policies are in place in the Lower Chattahoochee Area to respond to problems, disputes, and appeals in accordance with the Act, State and local policies. An EEO representative is designated to receive all such complaints and to address all issues in accordance with these policies and procedures.

Applicants, clients, WIA funded employees, and/or recipients of WIA funds, One-Stop partners, and other interested parties affected by the local Workforce Investment System, who allege violations of the Workforce Investment Act, regulations, grants, or other agreements/contracts (other than complaints of discrimination,) will use the Lower Chattahoochee Area grievance policy to respond to problems, disputes, and appeals. An EEO representative is appointed to receive and address all complaints and issues in accordance with the policies and procedures established by the local workforce area.

VIII. Plan Attachments

Attachment A: Memorandum of Understanding /Resource Sharing Agreements

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

Attachment B: PY2013 Performance Worksheets

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

Attachment A

Memoranda of Understanding and Resource Sharing Agreements

**MEMORANDUM OF UNDERSTANDING
FOR THE
ONE-STOP DELIVERY SYSTEM**

**LOWER CHATTAHOOCHEE WORKFORCE INVESTMENT AREA
FOURTEEN (WIA-14)**

I. Introduction

This Memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration of the signatory partners of the Lower Chattahoochee Workforce Investment Board, hereinafter referred to as the "LWIB"; and, the "One-Stop Delivery System", hereinafter referred to as the "One-Stop Delivery System", to describe how the various funding streams and resources will be utilized to better serve their mutual customers, both job seekers and employers, through an integrated system of service delivery operated at one comprehensive site and multiple itinerate sites throughout the local workforce area. It is understood that the development and implementation of this system requires the mutual trust and teamwork between the one-stop partnering agencies, all working together to accomplish their shared goals.

II. Definition of Commonly Used Terms

A. One-Stop System

The one stop system is the overall mechanism through which workforce development services are delivered in the local area. It is the network of workforce products and services that meet business and job seeker needs in whatever manner and location is most effective and convenient for the customer. It is supported by integrated, customer-driven strategies for ongoing product development and improvement, capacity building and information management.

B. One-Stop Center

Under the Workforce Investment Act of 1998, as amended, every local system must have at least one comprehensive one-stop center. The comprehensive center is one of the vehicles providing a no-wrong door approach through which customers can access the system. It is a physical location or facility that makes a wide range of the system's products and services accessible at a single site, through self-service or personalized assistance. The number of centers, the scope of services offered, and the manner in which they are delivered will vary from one area to another, according to local needs and resources.

C. One-Stop Partner

A one-stop partner is a local entity that is responsible for one or more workforce development programs designated as required components of the one-stop system. The program may be required either by the federal Workforce Investment Act or by the State, or local Workforce Investment Board. One-stop partners must support and participate in the one-stop system as stipulated in their programs authorizing legislation and as documented in a Memorandum of Understanding (MOU) with the local Board and Chief Elected Official. All one-stop partners, where such partners are located within the local area, must be represented on the local workforce investment board.

D. One-Stop Operator

The local workforce investment board designates one or more one-stop operators to operate the system. The specific role of the one-stop operator is defined in an agreement between the operator and the local board. It may range from coordination of service providers located in the Centers to directly deliver most of the services at the centers. The designated operator may be a single entity or a consortium of entities that include at least three of the federally mandated partners.

E. Core Services

The basic workforce investment services to be offered through the one stop system at no cost to the customer, as defined by the Workforce Investment Act and State and Local workforce boards. The Act identifies minimum core services to be offered to job seeking customers.

F. Intensive Services

Workforce investment services offered at no cost to one-stop system customers, who have been unable to get a job as a result of receiving one or more of the core services. State and local workforce investment boards define these services and the customers targeted in their workforce investment plans.

G. Training Services

The education and employment training services offered at no costs to one-stop system customers who have been unable to get a job after having received one or more core services and one or more intensive services. Authorized providers as described in state and local plans deliver training services. Most adult and dislocated worker training services will be offered through Individual Training Accounts.

III. Purpose of the One-Stop Delivery System

The purpose of the one-stop system is to advance the economic well being of the Lower Chattahoochee Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point of local and regional workforce investment initiatives. This will be accomplished through the delivery of high quality integrated workforce investment services, such as: education, training, and other economic development services to job seekers, incumbent workers, and employers.

IV. Partners

The local board, through the agreement of the Chief Elected Official(s) for Lower Chattahoochee Workforce Area Fourteen, has the mutual commitment and cooperation of the following partners in becoming a part of this MOU and operating the local one-stop system.

A. Mandatory Partners

1. Programs authorized under Title I of the Workforce Investment Act (Adults).
Representation: Columbus Consolidated Government; Community Economic Development Department; Economic Development Division.
2. Programs authorized under Title I of the Workforce Investment Act (Youth).
Representation: Columbus Consolidated Government, Community & Economic Development Department; Economic Development Division.
3. Programs authorized under Title I of the Workforce Investment Act (Dislocated Worker)
Representation: Columbus Consolidated Government; Community & Economic Development Department; Economic Development Division.
4. Programs authorized under the Wagner Peyser Act.
Representation: Georgia Department of Labor *(Columbus Career Center).
5. Programs authorized under Title I of the Workforce Investment Act (Veterans Workforce Programs)
Representation: Georgia Department of Labor, Columbus Career Center.
6. Adult education and literacy activities authorized under Title II of the Workforce Investment Act.
Representation: Muscogee County School District.

7. Programs authorized under Title I of the Rehabilitation Act.
Representation: Division of Rehabilitation Services, District Office.
8. Programs authorized under Title V of the Older Americans Act of 1965.
Representation: Experience Works
9. Postsecondary Vocational Education activities authorized under the Carl Perkins Vocational and Applied Technology Education Act.
Representation: Columbus Technical College, Georgia Department of Labor, Columbus Career Center.
10. Activities authorized under Part 2 of the Trade Act of 1974, 2002, and 2009.
Representation: Columbus Consolidated Government: Georgia Department of Labor (Columbus Career Center)
11. Activities authorized under Chapter 41 of the Title 38, United States Code (local veterans employment representatives and disabled veterans outreach program).
Representation: Georgia Department of Labor (Columbus Career Center)
12. Employment and training activities carried out by the Department of Housing and Urban Development.
Representation: Housing Authority of Columbus.
13. Employment and training activities carried out under the Community Service Block Grant Act.
Representation: Columbus Consolidated Government, Community & Economic Development Division.
14. Programs authorized under State Unemployment Compensation laws (in accordance with applicable federal law).
Representation: Georgia Department of Labor, Columbus Career Center

B. Discretionary Partners

In addition to those programs referenced in Paragraph IV (A) above, other non-mandatory entities that carry out a human resource program and services, and are identified as discretionary partners to this MOU include the following:

1. TANF programs authorized under Part A of Title IV of the Social Security Act.
Representation: Muscogee County Department of Health and Human Services
2. Employment and training programs authorized under Section 6(d)(4) of the Food Stamp Act of 1977.
Representation: Muscogee County Department of Health and Human Services
3. Work programs authorized under Section 6(o) of the Food Stamp Act of 1977.
Representation: Muscogee County Department of Health and Human Services

V. Process for Mandatory Partners Refusing to Sign the MOU

Partner entities refusing to sign the MOU may not be represented on the local Workforce Investment Board. If a required partner's entity refuses to sign the MOU, all efforts must be made to meet, confer and come to an agreement on the issues involved. If no agreement can be reached, an alternate representative(s) must be sought that will represent the required sector or funding stream.

VI. Indemnification and Liability

Through execution of this MOU, each entity agrees to work together to deliver one-stop services for jobseekers, employers, and employees seeking employment, training, career development, and/or retraining services, and/or skilled workers. These entities, however, are not considered legal "partners" to the extent that the term encompasses a joint and civil liability. Each entity under this MOU is responsible for its

own employees, representatives, agents, and subcontractors, and will indemnify and hold harmless every other entity for any and all damages caused by the acts or omissions of its employees, representatives, agents, or subcontractors.

VII. Services to be Provided Through the One-Stop Delivery System

The partners agree to integrate services to the extent possible in bringing together resources (e.g. program, staff, and/or funding respectively), to provide as required under the Workforce Investment Act, operations as a “single workforce service delivery system”. The focus of services shall be on two main customer groups: job seekers and employers; and, shall be available at or through the One-stop system overall.

A. Core Services

- ✓ Basic eligibility determination for WIA Title I Services;
- ✓ Outreach, intake, and orientation to services available;
- ✓ Initial assessment of skills, aptitude, abilities, and supportive services;
- ✓ Job Search and placement assistance, including career counseling;
- ✓ Provision of employment data and labor market information;
- ✓ Provision of performance information including cost data, related to all services performed;
- ✓ Employment referrals;
- ✓ Follow up services for customers attaining employment for not less than 12-months after the first known day of employment.

B. Intensive Services

Parties agree to the following services, which are above and beyond those named in Section VII (A), and which shall be provided in accordance with the Act; and where intensive services are required, the parties will cooperate in providing those services, where applicable, which may include, but not be limited to:

- ✓ Jobs/employment, and training targeting particular labor market needs;
- ✓ Jobs/employment and training targeting particular groups or populations;
- ✓ Value added services such as childcare, transportation, individual and family counseling, temporary or emergency shelter, or other services pertinent to the local area;
- ✓ Services as mutually identified by all parties to the MOU and are customized to meet local need.

C. Training Services

The parties agree that training and/or services will be made accessible where required and appropriate for youth, adults and dislocated workers:

- ✓ Who are unable to obtain or retain employment through core and intensive services.
- ✓ Who after an interview, evaluation, or assessment, and case management have been determined by a One-Stop System partner to be in need of training/retraining and/or other services; meet the eligibility requirements for WIA funded training or other non-WIA funded training; and, who possess the stamina to successfully participate in the selected program or training service.

- ✓ Who select programs of training that are directly linked to the employment opportunities in the local area, or if in another area the individual receiving such services is willing to relocate.
 - ✓ Who meet the qualification requirements; and,
 - ✓ Who are determined eligible in accordance with the priority system.
1. Qualification Requirements for Training: Individual must be determined eligible for training and “in need of training services”; and, have the ability to successfully participate in the selected program of training. This is conducted through a case management process that involves interviewing, evaluation, and assessment of the individual.

Training services funded by WIA shall be limited to individuals who are unable to obtain employment without intervention; or, who require direction and/or WIA funding assistance for educational training or services to include application for HOPE, Federal PELL Grants. Training services funded by WIA shall also be made available for individuals who require assistance beyond that made available under other grant assistance programs, but such assistance shall serve to offset only educational expenses not covered by other grant assistance, including HOPE and/or Federal PELL grants.

WIA-funded training services may also be provided to individuals who meet WIA eligibility requirements, but whose application for HOPE and/or PELL grant is pending at the start of training. If WIA expenditure is made while receipt of their PELL grant is pending, reimbursement from the Federal PELL grant shall be made to the local workforce area.

Requiring qualifications for HOPE and/or Federal PELL grants do not apply for those WIA eligible individuals participating in WIA funded Work Experience, On-the-Job Training, and/or where made available - customized training.

A list of eligible training providers shall be made accessible to all customers who are determined to be “in need of training services” through the one-stop system. The list shall contain a myriad of training opportunities in a manner that maximizes consumer choice in the selection process for provider services.

Such list will contain a description of the training programs and services that are offered, information identifying eligible providers of on-the-job training, work experience, to include customized training, where applicable. The performance and cost information relating to eligible providers of training services will also be made available to assist the customer in making informed choices.

Training services may include, but may not be limited to:

- ✓ Occupational classroom training;
- ✓ On-the-job training;
- ✓ Cooperative education programs combining work-learning with classroom instruction;
- ✓ Skills upgrading and retraining;
- ✓ Entrepreneurial training (where applicable);
- ✓ Job readiness training;
- ✓ Adult education and literacy
- ✓ Private sector operated training; and,
- ✓ Industry-based customized training based on employer needs with upfront agreement to hire based on established conditions.

Training services identified on the list may be provided by WIA and non-WIA funded agencies, where applicable.

Under WIA, all occupational skills training shall be provided to eligible adults and dislocated workers through the use of Individual Training Accounts (ITAs). Under the ITA System, participants may choose from among qualified training providers on the State of Georgia Eligible Provider List. Utilization of the ITA is made available to eligible adults, dislocated workers, and qualifying youth. No ITAs are utilized

for training programs such as on-the-job training, work experience, or customized training.

Utilization of the ITA may be allowed if the LWIB determines there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of individual training accounts or the local board determines that there is a training service program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve “special participant populations” that face multiple barriers to employment. Training services will be provided in accordance with all state and local procedures.

The term “special population that faces multiple barriers to employment” refers to the 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 of the State of Georgia.

Training services shall be directly linked to occupations that are in demand in the local area or in an area to which the person receiving training services is willing and able to relocate. The Lower Chattahoochee Workforce Investment Board may approve training services for occupations determined by the local board to be in sectors of the economy that have a high potential for sustained demand growth in the local area.

D. Employer Services

Parties to this MOU acknowledge that employers are a primary One-stop customer and agree to the following:

- ✓ Direct employer input shall be sought in matters related to one-stop planning and operations.
- ✓ Employer input related to employer needs shall be sought through all possible avenues such as job development activities, marketing, job fairs, trade associations, chamber of commerce, et cetera;
- ✓ The membership majority on the local Board is from the private industry sector; therefore, the guidance of such members shall be specifically sought in designing targeted employer services;
- ✓ Time is of the essence in the provision of services to employers;
- ✓ Ensure that specific employer services provided through the one-stop system may include, but are not limited to:
 - An employer directory;
 - Tax credit information and/or processing;
 - Assessment of client skills, interest, aptitude, and/or work values;
 - Job specification development;
 - Fee or licensing information;
 - Business assistance;
 - Interviewing facilities;
 - Customized training opportunities;
 - Skills training opportunities;
 - Job readiness training opportunities;
 - Job listing services

The State's One-stop Services Report and/or other material related to this local workforce investment area shall be made available to all parties of this MOU.

E. Target Population Groups

All adults, ages 19 and older are eligible for core services. Some youth, age 18, may be classified as an adult for Individual Training Accounts. Where funds are limited, priority of services must be

given to veterans and eligible spouses, in addition to recipients of public assistance and other low-income individuals.

Dislocated workers are eligible for core services. Priority of intensive services must be given to those unable to secure employment through core services.

Youth must be ages 16 through 21, low income, and meet at least one of the six specific barriers to employment. Only five percent of these youth may be non-low income if they possess one or more specified barriers to school completion or employment. At least 30 percent of WIA funds must be spent on out-of-school youth.

VIII. Youth Services

Services that will be made available to youth through the One-Stop System, include:

- ✓ Effective and comprehensive activities that include a variety of options for improving educational skills and competencies in achieving academic and employment success and provide effective connections to employers.
- ✓ On-going mentoring opportunities for eligible youth with adults committed to providing such opportunities.
- ✓ Training opportunities for eligible youth;
- ✓ The provision of incentives for recognition and achievement to eligible youth;
- ✓ Provide opportunities for eligible youth to participate in activities relating to leadership development, decision making, citizenship and community service.
- ✓ An objective assessment of the academic skills, skill levels, and service needs of each participant which shall include a review of basic skills, occupational skills, prior work experience, employability

interests, aptitudes (including interests and aptitude for non-traditional jobs), supportive service needs, and developmental needs of such participant. A new assessment of a participant's needs is not required if the provider carrying out such program determines it is appropriate to use a recent assessment of the participant that was conducted pursuant to participant in another education or training program. However, modification to the assessment should be made to include services to be provided.

- ✓ Develop service strategies for each participant that shall identify an employment goal (including in appropriate circumstances, non-traditional employment), appropriate achievement objectives, and appropriate services for the participant taking into account the objective assessment that has been conducted. A new service strategy for a participant is not required if the provider carrying out such a program determines that it is appropriate to use a recent service strategy developed for the participant under another education or training program that builds on an existing service strategy; however the service strategy must identify what services will be provided utilizing WIA funds.
- ✓ Provide access to services for preparation for postsecondary or advanced training opportunities in appropriate cases;
- ✓ Provide access to strong linkage between academic, occupational, and advanced learning;
- ✓ Access to preparation for unsubsidized employment opportunities in appropriate cases;
- ✓ Access to effective connections to intermediaries with strong links to the job market and local and regional employers;
- ✓ Access to tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention;
- ✓ Access to alternative secondary school services, as appropriate;

- ✓ Access to summer employment opportunities that are directly linked to academic and occupational learning;
- ✓ Access to paid and unpaid work experience, including internships and job shadowing, as appropriate;
- ✓ Access to leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate;
- ✓ Access to supportive services;
- ✓ Access to adult mentoring for the period of participation and a subsequent period after completion for a minimum of 12 months;
- ✓ Follow-up services for not less than 12 months after completion of participation of services, as appropriate;
- ✓ Access, as appropriate, to comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.

Each eligible youth participant will be provided information on the full array of applicable or appropriate services that are available by eligible providers or One-stop partners. Participants will receive referral to appropriate training or educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

X. Shared Resources

Parties to this MOU agree that it is designed to identify the local One-Stop Delivery System, universally applicable provisions, services to be provided, and other provisions. A resource sharing agreement, which will outline each partner's specific participation in terms of location(s); frequency of participation; the services to be provided; and resources shared, will become attachments to this MOU.

XI. Systematic Referral Process for One-Stop Delivery System Customers

Parties to this MOU agree to jointly develop and mutually implement processes acceptable to all for common intake and referral. Parties agree to cross train staff on the services of each participating One-Stop Partner and the spectrum of related services available through the respective agencies, as appropriate. A mutually acceptable referral process and form(s) will be adopted by all parties of this MOU with commitment to evaluate this process and modify it according to changing requirements or day-to-day needs for continuous improvement.

XI. One-Stop Delivery System Performance Criteria

The parties to this MOU agree to establish procedures to ensure performance requirements as provided by the Workforce Investment Act; and, to periodically evaluate customer satisfaction for participants and employers. Such performance measures may include, but are not limited to:

- ✓ Completion rates;
- ✓ Percentage of participants obtaining unsubsidized employment;
- ✓ Percentage of participants obtaining training-related employment;
- ✓ Wage at placement; and,
- ✓ Job retention for participants completing training.

XII. Governance of the One-Stop System

The Lower Chattahoochee Workforce Investment Board (LCWIB) accepted the concept of the One-Stop Workforce System being formulated by a consortium of the following agencies:

- Columbus Consolidated Government, Job Training Division
- Georgia Department of Labor, Columbus Career Center
- Columbus Department of Health and Human Services
- Columbus Technical College

The Lower Chattahoochee Workforce Investment Board also acknowledges that the One-Stop Operator for the Lower Chattahoochee Workforce Area Fourteen (WIA-14) shall be the Columbus Consolidated Government, Job Training Division.

The responsibilities of the Lower Chattahoochee Workforce Board shall be to:

- ✓ Provide policy and oversight guidance with respect to ensuring customer satisfaction and integrity of services.

The responsibilities of the One-Stop Operator shall be to perform the following functions:

- ✓ Coordinate the provision of services according to the One-Stop System's Memorandum of Understanding;
- ✓ Prepare a system business plan in conjunction with all parties;
- ✓ Ensure that the system operates according to applicable laws and regulations, and local Board policy; and,
- ✓ Oversee collection and analysis of customer satisfaction data and make recommendations to the local Board for possible adjustments and/or changes.

XIII. Duration and Modification of the MOU

The One-Stop Partners agree that the terms of this MOU is in keeping with the original agreement initiated in January 1, 2001 and is hereby updated effective as of July 1, 2013. The One-Stop Partners agree that the terms of this MOU will continue until such time as any partner or partners modify or terminate this MOU. Termination of the MOU will be effective when all partners agree in writing to its termination.

Any partner may withdraw upon providing written notification of its intent to withdraw as a partner. Such modification of intent to withdraw must be submitted to the One-Stop Operator and the WIA Administrator (Columbus Consolidated Government, Job Training Division). In such cases, all pertinent terms of the MOU will continue in effect for the remaining partners. Any partner may cancel the contract

or agreement at anytime for cause, or may cancel without cause provided a 30-day written notice is provided.

XIV. Dispute Resolution

Should any dispute or grievance require resolution, the steps outlined should be followed. Parties shall continue with their responsibilities under this MOU during any period of dispute or disagreement. Disputes shall be resolved in a timely manner, directly involving the One-Stop Operator and the local Workforce Investment Board, as appropriate. Should any disputes or disagreements require resolution, applicable steps as required by the local Workforce Investment Board and the Administrator's policy, Workforce Investment Act, and other applicable authorizing Acts and laws shall be followed.

XV. Statutes and Regulations

All activities relating to this MOU and all related boards, councils, and members thereof shall comply with all applicable state and federal statutes and regulations, including, but not limited to, the Georgia Open Meetings and Records Act.

XVI. Signature Page

_____ Mayor, Columbus Consolidated Government	_____ Date
_____ Chairperson, Workforce Investment Board	_____ Date
_____ Local Job Corp (DESI)	_____ Date
_____ Columbus Consolidated Government (C & ED)	_____ Date
_____ Georgia Department of Labor	_____ Date
_____ Division of Rehabilitative Services	_____ Date
_____ Columbus Technical College	_____ Date
_____ Enrichment Services Program	_____ Date
_____ Housing Authority of Columbus	_____ Date
_____ Experience Works	_____ Date
_____ Muscogee County School District	_____ Date
_____ Muscogee County Dept of Health & Human Services	_____ Date

RESOURCE SHARING AGREEMENT

(UPDATE)

COLUMBUS CAREER CENTER
COMPREHENSIVE ONE-STOP SITE
RESOURCE SHARING AGREEMENT
(UPDATE: PY13)

In accordance with the Workforce Investment Act of 1998, as amended (hereinafter referred to as WIA), this Resource Sharing Agreement (hereinafter referred to as RSA), is entered into by and between the Lower Chattahoochee Workforce Investment Board (LWIB) of Workforce Area Fourteen (WIA-14), and the partner agencies listed as follows:

1. Partner Agencies:

- The Columbus Consolidated Government representing: Adult programs authorized under Title I of the Workforce Investment Act.
- The Columbus Consolidated Government representing: Youth programs authorized under Title I of the Workforce Investment Act.
- The Columbus Consolidated Government representing: Dislocated Worker programs authorized under Title I of the Workforce Investment Act.
- The Georgia Department of Labor, Columbus Career Center representing: programs under the Wagner-Peyser Act.
- The Georgia Department of Labor, Columbus Career Center, representing: Veterans Workforce Programs under Title I of the Workforce Investment Act.
- The Muscogee County School District representing: Adult Education Act, Literacy activities authorized under Title II of the Workforce Investment Act.
- The Georgia Department of Labor, Department of Vocational Rehabilitative Services, representing programs authorized under Title I of the Rehabilitation Act.
- The Experience Works representing activities authorized under Title V of the Older Americans Act of 1965.
- Columbus Technical College representing postsecondary vocational educational activities authorized under the Carl Perkins Vocational and Applied Technology Education Act.
- The Georgia Department of Labor, Columbus Career Center, representing activities authorized under Chapter II of the Trade Act of 1974, 2002, and 2009.
- The Georgia Department of Labor, Columbus Career Center, representing activities (local veterans employment representatives and disabled veterans outreach programs) authorized under Chapter 41 of Title 38, United States Code.
- Enrichment Services Programs representing employment and training activities carried out under the Community Service Block Grant Act.
- The Columbus Housing Authority representing employment and training activities carried out by the Department of Housing and Urban Development.

- The Georgia Department of Labor, Columbus Career Center, representing programs authorized under State unemployment compensation laws.
- The Muscogee County Department of Health and Human Services, representing employment and training programs authorized under Section 6(d)(4) of the Food Stamp Act of 1977.
- The Muscogee County Department of Health and Human Services, representing Work Programs authorized under Section 6(o) of the Food Stamp Act of 1977.
- The DESI Corporation representing activities authorized for the Job Corps.

2. Purpose:

The WIA regulations provide that the responsibility for the provision of and financing of applicable core services and One-Stop operations is to be proportionate to the use of services at the Center by the individuals attributable to the Partners' programs.

The RSA provides the framework for each of the Partner's commitment regarding the allocation and sharing of operational costs and/or resources that are applicable as applied to the Lower Chattahoochee Area's Workforce Investment Board's designated comprehensive one-stop center, serving the following eight counties: Chattahoochee, Clay, Harris, Muscogee, Quitman, Randolph, Stewart, and Talbot. This agreement applies specifically to the Georgia Department of Labor Columbus Career Center, located at 700 Veterans Parkway, Columbus, Georgia 31901. This location is designated as the Comprehensive One-Stop Center of the Lower Chattahoochee Workforce Board's One-Stop System.

The host agency, Georgia Department of Labor (GDOL) will provide space and facility costs at no charge to the partners.

The Columbus Consolidated Government Job Training Division is designated by the LWIB as the One-Stop Operator 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. The address for the One-Stop Operator is: Columbus Consolidated Government, Job Training Division, 420 Tenth Street, P.O. Box 1340, Columbus, Georgia 31902-1340.

3. Duration:

The RSA will remain in effect from July 1, 2013 until otherwise modified or terminated.

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 LWIB 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 provisions of this Agreement, in the event that any of the sources of partner funds for services or resources under this Agreement no longer exist, or in the event the sum of all obligations by the Partner incurred under this and all other Agreements entered into exceeds the balance of available funds, the Partner's obligations under this Agreement shall be immediately terminated upon receipt of written notification to the LCWIB 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 LCWIB 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 to 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 the 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 Agreement.

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 above or to the last known subsequent address of the One-Stop Operator.

The LCWIB 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 Agreement. This 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's address in this Agreement or to the last known subsequent address.

6. Patent Rights, Copyrights, and Rights to 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 LCWIB shall determine whether protection of the invention or discovery shall be sought. The LCWIB 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.

7. Memorandum of Understanding:

This RSA including any attachments and modifications is incorporated by reference to the Memorandum of Understanding executed between the parties to this Agreement, including modifications thereto. However, this RSA has a four-year term and may fluctuate as the parties' budget change. Modifications and/or expiration of this RSA shall not affect the validity of the Memorandum of Understanding.

8. Shared Services:

a. The Columbus Consolidated Government, Job Training Division, agrees to contribute the delivery of the following shared services in the local Comprehensive One-Stop Center:

- **Development/Training of One-Stop System:**

The Columbus Consolidated Government Job Training Division will coordinate with partners the provision of periodic training of one-stop partner agency staff and to develop a referral system for customer services that will provide a no-wrong door approach through the system; and to identify through partner affiliations, resources that meet the needs of employers seeking skilled-qualified workers.

- **Outreach/Recruitment:** The Job Training Division will partner in the collaborative effort of the comprehensive center's partnering entities to develop and administer a marketing strategy that will inform workforce area citizens and the business community of services provided at the Center. Such strategies shall consist of, but not be limited to: development and distribution of public service announcements and newspaper advertisements, employer meetings

and informational videos, mobile outreach to rural areas, and enhanced development and maintenance of current website for access to service information. Other strategies to be explored include strengthening the ease of access to services for larger volume of citizens and employers. The Job Training Division will also participate in job fairs, career days, and other public relations events. Employees and contracted agencies funded through the Columbus Consolidated Government, Job Training Division, will adhere to policies set forth by the Job Training Division to disseminate information regarding the availability of the full array of services offered through the Comprehensive One-Stop Center, to include WIA funded services.

Recruitment for Year-Round Youth programs may be accomplished by the same methods; however, the Job Training Division will ensure that high school counselors are contacted and made aware of programs and activities available; in addition to programs and activities planned for summer activities.

- **Initial Assessment/Intake/Referral:**

Job Training Division staff will provide intake, eligibility, assessment, and referral of individuals who are referred for WIA services. Staff will assist in the assessment of customer service needs and ensure proper referrals are made for resolution of such needs, where applicable. Where WIA and/or non-WIA services are deemed appropriate and/or requested, staff will ensure appropriate assessment of program eligibility is conducted and appropriate referrals made to appropriate services and/or training services. The Job Training staff will coordinate efforts with the partnering agencies of the comprehensive center to ensure maximum service is provided the customer.

- **Orientation/Informational Services:**

Job Training Division staff will ensure customers, as well as employers, are fully knowledgeable of the full array of workforce development services, to include any eligibility requirements necessary for access to such services that may be available directly or through referral at this One-Stop site. Job Training Division staff will be available to any customer inquiries and provide the utmost in customer service to all one-stop customers.

- **Job Search/Job Placement:**

Job Training Division staff will assist WIA customers in their job search and job placement efforts, where appropriate. WIA funded providers, contracted through the Job Training Division, will be responsible for placement services for WIA customers satisfactorily completing appropriate training through their respective agencies, where applicable. In the ongoing effort to secure job placement for customers in training activities, during contact with potential employers, both WIA providers and designated Job Training Division staff will promote the full array of services offered through the comprehensive one-stop center by all partnering agencies.

- **Follow-Up Services for WIA:**

Job Training Division staff will provide follow-up/job retention services to WIA customers for a period of 12 months after their attainment of unsubsidized employment and/or completion of services. Follow-up services will be conducted via telephone contact, mailings, and/or personal visits (if required) with the customer and employer as part of an ongoing effort to provide assistance to WIA customers in retaining employment, obtaining employment (where necessary), and/or referral for further training or supportive services, as deemed appropriate.

- **Comprehensive Assessments**

When deemed appropriate, Job Training Division staff will collaborate with other partners to assemble and review other assessments already available to determine the necessity of additional testing, such as customer interests, aptitude, and basic skills levels to ensure appropriate determination is made regarding the service and/or training needs of the customer. An appropriate determination will be assessed to ensure that an appropriate career plan has been designed to meet the needs of the customer.

- **Career Counseling/Planning:**

In addition to other partners, the Job Training Division staff at the One-Stop Center and WIA-funded Service providers will provide career counseling and planning information needed for customers to make informed choices about the appropriate services they may need. Counseling may include, but not be limited to, financial management, family crisis intervention, analysis of supportive service needs, et

cetera, which may often require appropriate referral to access such services.

- **Case Management/Services Coordination**

For WIA customers, the Job Training Division staff will provide case management and service coordination by assisting customers in receiving necessary and requested services as outlined in their customer service plans. This could also involve staff in modifications to the customer service plan should it become necessary.

- b. The Georgia Department of Labor, Columbus Career Center, agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center:

- **Outreach/Recruitment**

The Georgia Department of Labor, Columbus Career Center, will participate in the development and distribution of public service announcements, radio/television commercials, newspaper advertisements, press releases, and the possible development of an informational video and the development and maintenance of a website for the Local Workforce Area System. The Georgia Department of Labor will also participate in job fairs, career day, and other public relations events.

- **Initial Assessment/Intake/Referral**

The Georgia Department of Labor, Columbus Career Center, will assist customers with completion of common intake forms, provide data entry of common intake elements into the GDOL GWS system, conduct appropriate assessment of customer work history to determine skills needs to help determine appropriate services and refer customers to the agency/program providing the assistance and/or services required, conduct worker profiling, referral for employment opportunities, and scheduling appointments.

- **Orientation/Informational Services**

The Georgia Department of Labor, Columbus Career Center, will provide all One-Stop Center customers with orientation and information regarding all partner services available at the center; local, regional and national labor market information; information on local job vacancies and the required skills needed for placement; and, information on local demand occupations, wage rates, and skills required for entry level employment in such occupations.

- **Job Search/Job Placement**

The Georgia Department of Labor (GDOL), Columbus Career Center, will provide customers with assistance in completing employment applications, completing resumes, and other workshops available. The GDOL will also provide practice interviews, workshops, referrals to job vacancies, and individualized job development opportunities.

- **Follow-Up Services:**

The Georgia Department of Labor, Columbus Career Center, will provide verification of customer employment, to include those for WIA.

- **Career Counseling/Planning:**

The Georgia Department of Labor, Columbus Career Center, will assist customers in their career exploration by conducting workshops on career decision-making skills. Individual career counseling and career planning assistance will also be provided to customers. Assistance will be provided to ensure that customers make informed choices in development of their employment plan (and GWS customer service plan).

- **Case Management/Service Coordination:**

The Georgia Department of Labor, Columbus Career Center, will provide on a regular basis, face-to-face contact with customers to discuss their progress toward established goals and identification of additional needs and services. All case management and/or service coordination contact with customers will be documented in the GWS System.

- **Prevocational Services**

The Georgia Department of Labor, Columbus Career Center, will conduct workshops on interviewing skills, resume development, time management, et cetera.

- c. The Columbus Technical College (Benning) agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center:

- **Outreach/Recruitment**

Literature and displays concerning Adult Education Services will be provided. Staff will be available periodically to discuss the nature of Adult Education services and/or the One-Stop Itinerate Center services available, eligibility requirements, purpose, etc. with customers.

- **Initial Assessment/Intake/Referral:**

The Columbus Technical College will provide a staff member to be physically present at the One-Stop Center on occasion. This staff person may do preliminary intake by assisting customers in completing a brief form. The staff person will provide referrals to supportive services, referrals to GED, basic skills training, and Adult Literacy training. Staff, where indicated, will also make referrals to other agencies for services, where necessary and appropriate.

- **Orientation/Informational Services**

The Columbus Technical College will provide staff to be physically present at the One-stop Center periodically to help provide orientation to services available, information on local job vacancies, assistance with forms and information on financial aid for college.

d. The Georgia Department of Labor, Vocational Rehabilitative Services, agree to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center:

- **Outreach/Recruitment**

Outreach and recruitment is a continuous activity for the Vocational Rehabilitation Services Division. Literature and displays concerning vocational rehabilitation services are always available. Professional staff will discuss the nature of rehabilitation services, eligibility requirements, purposes, etc with potential clients on walk-ins, as well as, appointment basis.

- **Initial Assessment/Intake/Referral**

During initial contact with a customer, rehabilitation staff will begin initial assessment of client eligibility and needs for further rehabilitation services. A formal application for services may be taken and arrangements made for other professional evaluations to help

determine eligibility and to identify specific services to be offered. When all assessment/evaluation services are complete, an individualized work plan is jointly prepared with the client outlining all the services, providers, costs, etc, which Vocational Rehabilitation services think will be needed to assist the person with the disability in entering or maintaining employment. Referrals may be made to other agencies/providers for those services, which may not be provided directly by Vocational Rehabilitation Services.

- e. The Experience Works Program agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center.

- **Initial Assessment/Intake/Referral**

Staff will make an initial assessment of individuals inquiring about Experience Works Older Worker Services; and, based on the initial assessment may begin the intake and referral process.

- **Orientation/Informational Services**

Staff will provide orientation about services offered through the One-Stop Center and the Experience Works Older Workers Program.

- **Job Search/Job Placement**

Staff will provide assistance in job search activities to One-Stop customers and/or Experience Works Older Worker Program applicants.

- f. Columbus Technical College agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center:

- **Outreach/Recruitment**

Literature concerning occupational/vocational education services will be provided.

- **Initial Assessment/Intake/Referral**

Staff person will be available for intake and/or referral for individuals interested in attending Columbus Technical College and/or receiving other services.

- **Orientation/Informational Services**

Staff person will provide general information on Columbus Technical College services, including financial assistance. In addition, information on services, such as career counseling, job services, and financial aide will be accessed electronically via the Internet at (www.columbustech.org)

- g. The Enrichment Services Program agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center.

- **Outreach/Recruitment**

Posting information about services available at the One-Stop Center and about Enrichment Services Program at the One-Stop Center, local Neighborhood Service Centers, and each of their county service centers. This information will be updated on a regular basis.

- **Initial Assessment/Intake/Referral**

Staff person will be available to provide information, initial assessment and/or intake and referral to services provided by Enrichment Services and/or other partners.

- h. The Housing Authority of Columbus agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center.

- **Outreach/Recruitment**

A Housing Authority staff person will be available to provide information about the Housing Authority and the services available at the Comprehensive One-Stop Center. Brochures and other Housing Authority material will be made available in the One-Stop Center Resource area. Housing Authority personnel will also participate in public relations events scheduled at or by the One-Stop Center.

- **Initial Assessment/Intake/Referral**

The Housing Authority staff will be available to make initial assessments of Housing Authority eligibility; begin the application process for those customers that appear eligible, and make referrals to other One-Stop services for those customers determined ineligible for Housing Authority Services and/or desiring other partner services.

- **Orientation/Informational Services**

The Columbus Housing Authority will provide a part-time staff person to provide customers with information gathered from agencies that provide adult literacy services, housing resources, supportive services and other services available through the One-Stop Center.

- i. The Job Corps agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center.

- **Outreach/Recruitment**

The Job Corps recruiter will be available to provide information about the Job Corps and the services available at the Comprehensive One-Stop Center. Brochures and other Job Corps material will be made available in the Center Resource area.

- **Initial Assessment/Intake/Referral**

The Job Corps recruiter will be available to make initial assessments of Job Corps eligibility, begin the intake process for those customers that appear eligible, and make referrals to other One-Stop services for those customers determined ineligible for Job Corps services and/or desiring other partner services.

- j. The Muscogee County Department of Health and Human Services agrees to contribute to the delivery of the following shared services in the local Comprehensive One-Stop Center.

- **Outreach/Recruitment**

The Muscogee County Department of Health and Human Services will provide speakers as needed, distribute brochures and flyers and participate in public relations events.

- **Initial Assessment/Intake/Referral**

The Muscogee County Department of Health and Human Services will assist as needed in completion of common intake forms and the provision of referrals to other applicable services.

- **Orientation/Informational Services**

The Muscogee County Department of Health and Human Services will assist to provide customers with information gathered from agencies that provide adult literacy services, rehabilitation services, and other supportive

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 and service delivery
 - Improved program retention due to a wider array of support for customers
 - Non-duplication of services; and,
 - Strengthened relationships among partner agencies.
10. **Contributed Resources.** Each local partner agency agrees to participate in the Columbus Career Center Comprehensive One Stop and provide the following shared contributions of staff and other resources.
- a. The Columbus Consolidated Government agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:
- Staff costs for five WIA staff assigned to the local Comprehensive One-Stop center - \$194,948
 - Non-personnel costs for utilization by WIA staff assigned to the local Comprehensive One-Stop Center - \$9,705
 - Software, computers and other related office and employer support related equipment –
 - Referral and access to all of services available through the Lower Chattahoochee Workforce Investment System.
 - Mobile assessment unit for outreach and recruitment - \$309,000
- b. The Georgia Department of Labor, Columbus Career Center, agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above.
- Referral and access to all services available through the Georgia Department of Labor;
 - Office space and related facility costs for staff of all partner agencies and the use of copier, fax, other related office equipment, network/internet connections and computers, and telephone access - \$280,511;
 - Staff costs for forty-two Georgia Department of Labor, Columbus Career Center staff that will participate in implementation of the local One-Stop Center for the Lower Chattahoochee Workforce Investment Area - \$1,661,208
- c. The Columbus Technical College (Benning) agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above.
- Staff costs for one-part-time person for local Comprehensive One-Stop Center operations - \$1,300
 - Non-personnel costs for utilization by staff assigned to the local Comprehensive One-Stop Center - \$262

- Referral and access to all of services available through the Lower Chattahoochee Workforce System.
- d. The Vocational Rehabilitation Services agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above.
- Staff costs for one part-time staff assigned to the local one-stop center - \$7,452
 - Non-personnel costs for utilization by staff assigned to local comprehensive one-stop center - \$210
 - Referral and access to all of services available through the Lower Chattahoochee Workforce Investment Center.
- e. The Experience Works Older Worker Program agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above.
- Staff costs for one part-time person assigned to the local Comprehensive One-Stop Center to perform the shared services described above --\$2,000
 - Referral and access to all of services available through the Lower Chattahoochee Workforce System.
- f. Columbus Technical College agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above.
- Staff costs for one part-time person assigned to the local Comprehensive One-Stop Center - \$12,500
 - Referral and access to all of the services available through the Lower Chattahoochee Workforce Investment System.
- g. The Enrichment Services Program agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above.
- Staff costs for one part-time person assigned to the local Comprehensive One-Stop Center - \$14,061
 - Non-personnel costs for utilization by staff assigned to the local Comprehensive One-Stop Center - \$5,235
 - Referral and access to all the services available through the Lower Chattahoochee Workforce Investment System.
- h. The Job Corps agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above:
- Staff costs for the Job Corps recruiter on a part-time basis - \$936
 - Non-personnel costs for utilization by the Job Corps recruiter and other partner staff assigned to the One-Stop Center - \$500

- Referral and access to all of the services available through the Lower Chattahoochee Workforce Investment System.
- i. The Muscogee County Department of Health and Human Services agrees to contribute the following staff and other resources to the local One-Stop Center to perform the shared services described above.
- Staff costs for one part-time staff person - \$2,987
 - Non-personnel costs for utilization by the DHHS staff and other partner staff assigned to the One-Stop Center - \$360
 - Referral and access to all of the services available through the Lower Chattahoochee Workforce Investment System.

11. Resource Allocation

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

Lower Chattahoochee Workforce Investment Board

Date

Columbus Consolidated Government

Date

Georgia Department of Labor

Date

Vocational Rehabilitation Services

Date

Columbus Technical College

Date

Enrichment Services Program

Date

Experience Works

Date

Muscogee County School District

Date

Muscogee County Dept of Health and Human Services

Date

Local Job Corps (DESI)

Date

Attachment B
Performance Worksheets

WIA Adult Planning Worksheet
Program Year: 2013

		Admin	Program		
1. LWIA Name/Number:	Lower Chattahoochee Area 14	3. Projected Adult Carryover	\$847	\$158,228	
		4. Current Year Adult Allocation	\$61,752	\$555,768	
2. Contact Name/Position/E-mail:	Howard Pendleton Director hpendleton@columbusga.org	Total Available	\$62,599	\$713,996	
		Total Budgeted	\$14,349	\$699,648	
		Balance Remaining	\$48,250	\$14,348	
		% Unbudgeted	77.1%	2.0%	
		5. # Unduplicated Adults to Be Served			
Service Itemization	# of Customer By Activity	Adult Program Budgeted (In-house)	Adult Program Budgeted (Contracts)	Total Adult Program Funds Budgeted	Cost/Customer Activity
6. Core Services	0	-	\$ 45,137	\$45,137	
7. Intensive Services					
7a. Case Management	26	\$ 15,301	\$ 143,817	\$159,118	\$6,120
7b. Work Experience/Internships	11	\$ 15,301	\$ 143,817	\$159,118	\$14,465
7c. Prevocational Services	0	-	-	\$0	
7d. Other Intensive Services	35	\$ 60,649	\$ 143,817	\$204,466	\$5,842
8. Individual Training Accounts (ITA)	45		\$ 88,721	\$88,721	\$1,972
9. Customized Training	0	\$0	\$0	\$0	
10. On the Job Training (OJT)	11	\$ 35,449	\$0	\$35,449	\$3,223
11. Registered Apprenticeships	0		\$0	\$0	
12. Class-Size Training (non ITAs for Special Populations)	0	\$0	\$0	\$0	
13. Supportive Services					
13a. Needs-Related Payments	0	\$0	\$0	\$0	
13b. All Other Supportive Services	22	\$ 7,640	\$0	\$7,640	\$347
14. Other Program Activities (Describe below)*	0	\$0	\$0	\$0	
Total Program Costs		\$134,341	\$565,307	\$699,648	
		Adult Admin Budgeted (In-house)	Adult Admin Budgeted (Contracts)	Total Adult Admin Funds Budgeted	
16. Administrative Costs		14,348.58	\$0	\$14,349	
Total Program and Admin	# of Unduplicated Customers (from Item 5.) 0	Total Adult Budgeted (In-house) \$148,689	Total Adult Budgeted (Contracted) \$565,307	Total Adult Funds Budgeted \$713,996	Cost Per Unduplicated Customer

*Other Program Activities (Provide detailed description below)

WIA Dislocated Worker/Rapid Response Worksheet
Program Year: 2013

		Admin	Program		
1. LWIA Name/Number:	Lower Chattahoochee Area 14	3. Projected DW Carryover	\$16	\$331,704	
		4. Current Year DW Allocation	\$60,330	\$542,977	
2. Contact Name/Position/E-mail:	Howard Pendleton Director <u>hpendleton@columbusga.org</u>	Total Available	\$60,346	\$874,681	
		Total Budgeted	\$15,419	\$633,296	
		Balance Remaining	\$44,927	\$241,385	
		% Unbudgeted	74.4%	27.6%	
		5. # Unduplicated DWs to Be Served			
Service Itemization	# of Customer By Activity	DW Program Budgeted (In-house)	DW Program Budgeted (Contracts)	Total DW Program Funds	Cost/Customer Activity
6. Core Services	0	\$0	\$ 45,137	\$45,137	
7. Intensive Services					
7a. Case Management	2	\$ 22,892	\$ 165,074	\$187,966	\$93,983
7b. Work Experience/Internships	0	\$ 22,892	\$ 70,000	\$92,892	
7c. Prevocational Services	0	\$ -	\$ -	\$0	
7d. Other Intensive Services	8	\$ 88,767	\$ 165,074	\$253,840	\$31,730
8. Individual Training Accounts (ITA)	11		\$ 52,929	\$52,929	\$4,812
9. Customized Training	0	\$0	\$0	\$0	
10. On the Job Training (OJT)	0	\$ 352	\$0	\$352	
11. Registered Apprenticeships	0		\$0	\$0	
12. Class-Size Training (non ITAs for Special Populations)	0	\$0	\$0	\$0	
13. Supportive Services					
13a. Needs-Related Payments	0	\$0	\$0	\$0	
13b. All Other Supportive Services	7	\$ 180	\$0	\$180	\$26
14. Other Program Activities (Describe below)*	0	\$0	\$0	\$0	
Total Program Costs		\$135,083	\$498,213	\$633,296	
		DW Admin Budgeted (In-house)	DW Admin Budgeted (Contracts)	Total DW Admin Funds Budgeted	
15. Administrative Costs		15,419.37	\$0	\$15,419	
	# of Unduplicated Customers (from Item 5.)	Total DW Budgeted (In-house)	Total DW Budgeted (Contracted)	Total DW Funds Budgeted	Cost Per Unduplicated Customer
Total Program and Admin	0	\$150,503	\$498,213	\$648,715	
*Other Program Activities (Provide detailed description below)					

WIA Youth Planning Worksheet
Program Year: 2013

		Admin	Program		
1. LWIA Name/Number:	Lower Chattahoochee Area 14	3. Projected Youth Carryover	\$69,635	\$501,297	
		4. Current Year Youth Allocation	\$0	\$0	
2. Contact Name/Position/E-mail:	Howard Pendleton Director <u>hpendleton@columbusga.org</u>	Total Available	\$69,635	\$501,297	
		Total Budgeted	\$39,548	\$490,142	
		Balance Remaining	\$30,087	\$11,155	
		% Unbudgeted	43.2%	2.2%	
		5. # Unduplicated Youth to Be Served			
Service Itemization	# of Customer By Activity	Youth Program Budgeted (In-house)	Youth Program Budgeted (Contracts)	Total Youth Program Funds Budgeted	Cost/Customer Activity
6. Case Management/Counseling	24	\$ -	\$ 132,366	\$132,366	\$5,515
7. Direct Payments					
7a. Supportive Services	1	\$ 46,923	\$ 11,179	\$58,102	\$58,102
7b. Incentives	0	\$ -	\$ -	\$0	
7c. Wages	15	\$ 23,139	\$ -	\$23,139	\$1,543
7d. Other Direct Payments	0	\$0	\$0	\$0	
8. Tutoring/Basic Skills Education	6	\$0	\$0	\$0	\$0
9. Alternative School/GED Classes	0	\$0	\$0	\$0	
10. Summer Employment	124	\$ 59,362	\$ 24,640	\$84,002	\$677
11. Other Work Experience & Internship	15	\$ 23,139	\$ 132,366	\$155,505	\$10,367
12. Occupational Skills Training	2	\$ 3,902	\$ 33,126	\$37,028	\$18,514
13. Leadership Development	0	\$0	\$0	\$0	
14. Adult Mentoring	0	\$0	\$0	\$0	
15. Other Program Activities (Describe below)*	0	\$ -	\$ -	\$0	
Total Program Costs		\$156,465	\$333,677	\$490,142	
		Youth Admin Budgeted (In-house)	Youth Admin Budgeted (Contracts)	Total Youth Admin Funds Budgeted	
16. Administrative Costs		39,548	\$0	\$39,548	
Total Program and Admin		# of Unduplicated Customers (from Item 5.)	Total Youth Budgeted (In-house)	Total Youth Budgeted (Contracted)	Total Youth Funds Budgeted
		0	\$196,013	\$333,677	\$529,690
*Other Program Activities (Provide detailed description below)					

Local Administrative Assurances
PY 2013

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 have been met for PY *2013*:

1. Policies and procedures 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 will be made available for review upon request. [WIA Sec. 118 (b)(9)]
2. Policies and procedures for identifying and competitively procuring youth activity providers will be made available for review upon request. 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.

12. 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).
13. 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]
14. 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.
15. The local area will comply with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of the Georgia Department of Labor has registered with, is authorized to use and uses the federal work authorization program commonly know as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

The local area will ensure that subcontractors verify its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with local area on behalf of Georgia Department of Labor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Attachment C

ASSURANCES AND CERTIFICATIONS

All recipients of WIA Title IB funds including local workforce areas, eligible training providers, on-the-job training and work experience worksites and participants are made aware of the certifications and assurances.

All grants, Memorandum of Understanding or Agreement, provider agreements or any other formal contracts paid in full or in part with WIA Title IB funds must contain the following assurances or, at a minimum must be referenced.

A. Certification Regarding Lobbying

As the duly authorized representative, the Grantee certifies that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.
3. The Grantee shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, provider agreements, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

B. Certification Regarding Drug-Free Workplace Requirements

As the duly authorized representative, the grantee certifies that it will provide a drug-free workplace by:

1. Publishing a statement, signed by the authorized authority, notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled

substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violations of such prohibition;

2. Establishing an ongoing drug-free awareness program to inform employees about:
 - a. The dangers of drug abuse in the workplace;
 - b. The grantee's policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and,
 - d. Penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.
3. Making it a requirement that each employee engaged in or that plans to engage in the performance of WIA federally funded grants be given a copy of the statement required by paragraph (1);
4. Notifying the employee in the statement required by paragraph (1) that, as a condition of employment under the grant, the employee will:
 - a. Abide by the terms of the statement; and
 - b. Notify the employer in writing of his or her conviction for violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction.
5. Notifying GOWD in writing, within ten calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is convicted:
 - a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act 35 of 1973, as amended; or
 - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
7. Ensure that all recipients of WIA Title IB funds including participants, service and training providers provide notification that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited at service and training provider sites and specify the actions that will be taken against employees for violations of such prohibition;

8. Making a good faith effort that the Grantee and provider worksites maintain a drug-free workplace through implementation of paragraphs (1)-(7).

C. Nondiscrimination and Equal Opportunity Assurance

1. As the duly authorized representative the Grantee assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - a. WIA Equal Opportunity and Nondiscrimination Regulations 29 CFR Part 37 and Section 188 of the Workforce Investment Act of 1988 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 IB financially assisted program or activity;
 - b. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
 - c. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - d. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
 - e. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs; and,
2. This assurance applies to the Grantee's operation of the WIA Title IB financially assisted program or activity, and to all agreements the Grantee makes to carry out the WIA Title IB financially assisted program or activity. The Grantee understands that the Grantor has the right to seek judicial enforcement of this assurance.

D. Certification Regarding Debarment, Suspension, and Other Responsibility Matters

As the duly authorized representative the Grantee certifies to the best of its knowledge and belief that it and its principals:

E. Assurances – Non-Construction Programs

As the duly authorized representative the Grantee certifies that this agency:

1. Has the legal authority and the institutional managerial and financial capability (including funds sufficient to pay the non-Federal share of project costs) to ensure proper planning, management and completion of WIA Title IB programs.
2. Will give the Comptroller General of the United States and the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to WIA Title IB programs; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete work relating to financial and management information system reporting requirements within acceptable timeframes.
5. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) all other laws incorporated into or referenced in the Workforce Investment Act of 1998, including, Title VI of the Civil Rights Act as amended; (b) Title IX of the Education Amendments of 1972, as amended; (c) Section 504 of the Rehabilitation Act as amended; (d) the Age Discrimination Act of 1975, as amended; (e) the Drug Abuse Office and Treatment Act of 1972 (PL 91-616) as amended; (f) Sections 523 and 527 of the Public Health Service Act of 1912(42 U.S.C. 290 DD.3 AND 290 EE.3) as amended, relating to confidentiality of alcohol and drug abuse patient records; (g) Title VIII of the Civil Rights Act of 1968 as amended; (h) Military Selective Service Act; (i) Nontraditional Employment for Women Act; and (j) Department of Labor Federal Regulations at 29 CFR Parts 34 and 1604.
6. Will comply with Federal regulation 20 CFR 652, et al., regarding the retention of records;
7. Will certify if requested, in accordance with 29 CFR Part 98, Section 98.510, that neither it nor its one-stop operators, service providers or training providers are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
8. Will comply as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. 276a. to 276a.7), the Copeland Act (40 U.S.C. 276c. and 18 U.S.C. 874, and the Contract Work Hours and Safety Standards Act (40.327-333), regarding labor standards for federally assisted construction sub-agreements.
9. Will comply with the provisions of the Hatch Act (U.S.C. 1501-1508 and 7324-7328), which limit political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
10. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, Audits of States, Local Governments, and Non-Profit Organizations.
11. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing WIA Title IB programs.

