

## **Local WIA Workforce Development Plan Guidance, Updated for PY 2011**

(Note: Updated guidance is *bolded and italicized*.)

### **Area Contacts**

1. Name of Area

Southeast Georgia Workforce Investment Area  
(Workforce Investment Area 19 or Service Delivery Region 11 East)

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

Stephen T. Harper, Mayor  
City of Nashville  
P.O. Box 495  
Nashville, Georgia 31639  
Phone: (229) 686-5527  
Email Address: [ludell\\_sth@hotmail.com](mailto:ludell_sth@hotmail.com)

3. Name of organization administering the grant

Southern Georgia Regional Commission

Name, address, and phone number for Local Area Director

***Roberta L. Lovett***  
***Southern Georgia Regional Commission***  
***1725 South Georgia Parkway, West***  
***Waycross, Georgia 31503***  
***Phone: (912) 285-6097***  
***Fax Number: (912) 285-6126***  
***Email Address: [rlovett@sgrc.us](mailto:rlovett@sgrc.us)***

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

***Laura Bloom, Director of Human Resources***  
***Coffee Regional Medical Center***  
***PO Box 1287***  
***Douglas, Georgia 31534***  
***Phone: (912) 383-5629***  
***Email: [Laura.Bloom@coffeeregional.org](mailto:Laura.Bloom@coffeeregional.org)***

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

Lowell Williamson  
916 Jane Street  
Blackshear, Georgia 31516  
Phone: (912) 449-6553

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

Waycross Career Center  
600 Plant Avenue  
Waycross, GA 31501  
(912) 285-6105

7. Web site address, *Facebook page, You Tube channel, or other social media* for the area (if any)

[www.sgrc.us](http://www.sgrc.us)

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

**Roberta L. Lovett**  
**Phone: (912) 285-6097**

## Plan Signatures

Name of Area:

Chief Local Elected Official

\_\_\_\_\_

Name

\_\_\_\_\_

Date

Local Area Director

\_\_\_\_\_

Name

\_\_\_\_\_

Date

Local Workforce Investment Board Chairperson

\_\_\_\_\_

Name

\_\_\_\_\_

Date

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

## **Local WIA Workforce Development Plan Guidance Updated for PY 2011**

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

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

Southeast Georgia envisions its workforce development system as the mechanism to promote, encourage, and coordinate the development of a well-trained labor force with skills to not only meet the needs of the area's current employers, but also to attract new business and industry to the area.

To meet the challenge of bringing the vision to fruition in rural Southeast Georgia, the area set the following goals:

- ❑ To ensure prompt reentry of dislocated workers into the local workforce at salaries comparable to or exceeding the pre-layoff wages
- ❑ To expand the vision and develop the full potential of those whose frame of reference may ordinarily include only menial and/or part-time jobs (i. e., economically disadvantaged youth, the long-term unemployed, seasonal workers, TANF recipients, the disabled, the area's growing Hispanic population, etc.)
- ❑ To work closely with business and industry to ensure that the system is not only producing workers to meet its immediate needs, but making adjustments in anticipation of future needs and technological changes
- ❑ To work closely with partner agencies to move individuals between the labor market to further education and training in order to advance in their careers and upgrade their contributions to the workplace
- ❑ To work closely to reconnect youth to pathways of education and training to enable them to earn a high school diploma and/or enter postsecondary education
- ❑ To provide support services to adults, youth and dislocated workers during the pursuit of education and training so that they may be successful.

## II. Local Governance

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

The Executive Committee of Chief Local Elected Officials (including a chief local elected official from each of the nine counties in WIA 19) carefully review local Workforce Investment Board (WIB) nominations before final board membership appointments are made. In addition to following the board composition requirements of the Workforce Investment Act, care is taken to include private business representatives from each county in the local area and to ensure minority representation. In addition, a TANF representative is included on the WIB. The efforts of these elected officials, along with the requirements of the law, ensure membership of the WIB represents a wide array of workforce related interests and possesses expertise in numerous areas related to workforce development. Thus, the diverse composition of Southeast Georgia's Workforce Investment Board ensures that governing decisions contribute to the development of a workforce system that is integrated, comprehensive, responsive, and customer-focused.

Members of the Executive Committee of Chief Local Elected Officials in Southeast Georgia have "assumed ownership" of the local WIB, attending WIB meetings, contributing to discussions, voicing opinions, and providing guidance and leadership. Also, to ensure the system effectively serves the area's youth, the Southeast Georgia Youth Council meets regularly to discuss youth related issues. The Youth Council makes recommendations on these issues to the WIB.

The WIB by-laws drafted by an ad hoc committee and adopted by the WIB, outline two standing committees and give the Chair the authority to appoint ad hoc committees, as he/she deems appropriate. The standing committees are the Executive Committee and the Budget and Proposal Review Committee.

The Executive Committee is composed of six members, including three WIB officers and additional members elected by a majority vote of the Board. The Executive Committee may act on behalf of the full Board when a quorum is not present at a meeting and/or when a decision is needed quickly and time does not permit a meeting of the entire WIB membership. Four members of the Executive Committee constitute a quorum.

The Budget and Proposal Review Committee is composed of eight members. The WIB Chair and Vice-Chair serve on this Committee, with the Vice-Chair serving as Chair of the Committee. The WIB Chair is responsible for appointing the additional six members. The Committee is responsible for reviewing the budgets and proposals submitted for funding and making recommendations to the Board. Five members of the Budget and Proposal Review Committee constitute a quorum.

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

Southeast Georgia area's Chief Local Elected Officials have served as the local WIA grant recipient since May 2000. In July 2009, the Southeast Georgia Regional Development Center ceased to exist and merged with the South Georgia Regional Development Center into the Southern Georgia Regional Commission (SGRC). SGRC is responsible for administrative and fiscal duties associated with the WIA grant and provides support for the local Workforce Investment Board. Neither the Board nor the SGRC provides direct services.

The Workforce Development Division of the Southern Georgia Regional Commission has the following staff:

WIA Director (full-time)  
WIA Bookkeeper (part-time)  
WIA Planner/Monitor (full-time)  
WIA Program Coordinator (full-time)

The major activities/roles of the staff include, but are not limited, to:

Scheduling Local Chief Elected Officials, WIB and YC Meetings  
Preparing Agendas for LCEO, WIB and YC Meetings  
Providing Staff Support for WIB, YC, and Committee Meetings  
Preparing Requests for Proposals  
Negotiating and Writing Contracts  
Providing Technical Assistance to Contractors  
Monitoring/Evaluating Contractors  
Tracking Participants in the Georgia Workforce System  
Writing/Updating the Local Area's Plan  
Submitting Financial Data to GDOL  
Maintaining Subsidiary Ledgers  
Equal Employment Opportunity Compliance  
Ensures Program Compliance in accordance with federal, state, and local laws and regulations  
Financial Planning and Budgeting

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

Four members of the local Workforce Investment Board serve on the Youth Council (one member is also a member of the area's Executive Committee of Chief Elected Officials). The Youth Council consists of 15 members. Residence, as well as requirements of the law, was taken into account in choosing local Youth Council members. At least one member was selected from each of the nine counties in the area. Furthermore, members were selected based on knowledge of the youth population, reputations for service to youth, and professional and/or personal interest in youth. Responsibilities of the Youth Council include, but are not limited to:

- Developing portions of the local plan related to eligible youth
  - Coordinating the area's youth activities
  - Recommending eligible youth service providers
  - Conducting oversight with respect to eligible providers of youth activities
  - Establishing linkages with educational agencies and other youth entities
  - Reviewing youth providers' performance
4. Describe any linkages the area has established with other local boards in the region (workforce boards and related boards).

Local WIB and YC members also serve on a variety of other local workforce and related boards and/or serve as Directors or CEOs of organizations with workforce related boards. These boards include, but are not limited to:

Alma Industrial Development Authority  
Big Brothers/Big Sisters  
Brantley County Development Authority  
Brotherhood of Locomotive Engineers  
Charlton County Department of Family and Children Services  
Clinch County Chamber of Commerce  
Coffee County Board of Education  
Coffee County Chamber of Commerce  
Coffee Regional Hospital Authority Board  
Consolidated Men's Club of Pierce County  
Experience Works  
Greater Satilla Area Employer'  
Kiwanis Club  
Lee Street Resource Center

Manufacturer's Council  
Okefenokee Area Development Authority (OADA)  
Pierce County Board of Education  
Pierce County Chamber of Commerce  
Rotary Club  
Satilla Regional Medical Center  
South Georgia College Board of Trustees  
Southern Georgia Regional Commission  
Transportation Communication Union  
United Methodist Men's Club  
United Way  
Ware County Chamber of Commerce  
Ware County Children's Initiative  
Ware County Department of Family and Children Services  
YMCA

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

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

Extensive strategic planning efforts were utilized to implement the first local WIA comprehensive plan for Area 19 in 2000. Those efforts were continued in 2002 through joint planning sessions of the workforce boards in Region 11 that include Areas 18 and 19. Since that time, the evaluation of years of providing services to employers and jobseekers was key in the updating of this comprehensive plan.

Members of the Executive Committee of Chief Local Elected Officials (LCEO) in Southeast Georgia continue to attend WIB meetings in which they provide guidance and leadership. The LCEO's, members of the WIB, and Youth Council members, are in tune with the needs of the communities, towns, and cities that they represent. They possess vast knowledge and skills that position them to be effective leaders and planners in the workforce development arena.

WIA staff provides reports of service provider activities and performance at every meeting of the WIB. The Georgia Department of Labor's "Annual Report" is evaluated. Current and past participants are regular guests at meetings of the WIB and provide personal insight concerning services received through the system.

Evaluation of and planning for needs of employers and jobseekers are a constant and ongoing process. The results of these efforts are spelled out in the policies and procedures that are outlined in each section of this plan.

On September 13, 2006, the Southeast Georgia Workforce Investment Board (WIB) elected to serve as the Comprehensive Economic Development Strategy (CEDS) Committee for Area 19, which was subsequently approved by the Board of Directors of the Southeast Georgia Regional Development Center. The WIB continues to work toward defining obstacles, challenges, opportunities, etc., for economic development in the area. The 2009 Annual Report of the Committee was submitted in September and is available on the SGRC's website.

On February 28, 2007, the workforce investment boards of South Georgia and Southeast Georgia co-hosted a regional forum in Douglas, Georgia entitled, "Building the Next Workforce." Approximately 100 stakeholders from the region were in attendance at which time facilitators from Georgia Institute of Technology and the University of Georgia posed pertinent questions regarding workforce traits, educational status, serving industry, and challenges and strengths of the workforce in the area.

In addition, the Governor's initiative, "Georgia Work Ready" was presented. A leader from Waycross responded and a team was developed and Ware County was selected as a demonstration site. Workforce Development staff of the Southern Georgia Regional Commission are a part of this team. In September 2009, the Southeast Georgia Workforce Investment Board was recognized by the Georgia Workforce Investment Board for exceeding expectations in helping the community's unemployed earn Work Ready Certificates and gain a competitive advantage in the job market. Ware County is the third county in the state that has attained the distinction of a "Certified Work Ready Community." Other work ready initiatives are ongoing in the counties of Atkinson, Berrien, Bacon, Coffee and Pierce.

#### **IV. Needs Assessment**

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

**NOTE: DT3: Customized LMI Planning Data for Local WIA Areas CDs, developed by GDOL Workforce Information and Analysis, were distributed during the last planning cycle.**

## Population

The Southeast Georgia region encompasses nine counties in the southeastern portion of the State; the region abuts the State of Florida to the south. The region is a rural, non-metropolitan area. Of the 159 counties in the state, the following is the ranking by population of the counties in Area 19:

Atkinson County: 140<sup>th</sup>  
Bacon County: 124<sup>th</sup>  
Berrien County: 96<sup>th</sup>  
Brantley County: 105<sup>th</sup>  
Charlton County: 122<sup>nd</sup>  
Clinch County: 144<sup>th</sup>  
Coffee County: 49<sup>th</sup>  
Pierce County: 92<sup>nd</sup>  
Ware County: 51<sup>st</sup>

The entire area experienced an increase in population. The largest county in the area is Coffee, with 25% of the total population, followed by Ware with 22%. Counties with the highest growth rates from 2000 to 2008 include Pierce (15.9%), Coffee (8.3%) and Atkinson (7.5%). Numerically, Coffee added the most residents during the period (3,114) representing 33% of the area's total growth. *The 2008 population of the Southeast Georgia Workforce Investment Area was estimated at 163,633. This represents a 2.4 percent increase from 2005.*

## Educational Attainment

The State of Georgia and the Southern Georgia Region have historically lagged behind the Nation in educational attainment. A common measurement of educational attainment is the percentage of adults twenty-five and older who have completed high school with a diploma. Much of the region is plagued with a poorly educated workforce.

From an educational attainment standpoint, the percentage of the area's labor force that does not possess a high school diploma is 33.9%. In terms of the percentage of the population aged 18 and over whose educational level is a high school graduate or higher, the percentage is 66.1%. *The breakdown by county, from the highest to the lowest, is as follows: Brantley, 75.2%, Charlton, 74.2%, Berrien, 70.4%, Pierce, 68.8%, Bacon, 66.6%, Ware, 66.1%, Coffee, 65.5% and Atkinson and Clinch, 65.4%.*

## Labor Market Information – Area Wages

The average weekly wage for Southeast Georgia Workforce Investment Area in 2008 was \$571, which is below the state average of \$760. This would be equivalent to \$14.28 per hour, or \$29,702 per year, assuming a 40-hour week worked year around. From 2003-2004, earnings of persons employed in the Southeast Georgia Workforce Investment Area increased at a rate of 7.03%; versus the State change of 6.4 percent, and the national change of 6.3 percent.

### **Labor Market Information – Unemployment Rates**

The total civilian labor force in the area for *September 2009* was 72,615 of which 63,751 were employed and 8,864 were unemployed. The unemployment rate was *12.2 percent*, as compared to the state rate of *10.2 percent* and a *U.S. rate of 9.5 percent*.

During the period from October 1, 2008 to September 30, 2009, the area experienced several plant closures, (Fleetwood Homes, Alma and Willacoochee, Julie Hat Company, Inc., Patterson; West Fraser, Inc., Folkston, Wayne Farms, Douglas and Pilgrim's Pride, Douglas), a majority of which are a result of the national recession that is taking its toll on rural areas as well as the more urban developed areas.

According to data from the Georgia Department of Labor, 2,268 jobs were lost due to these plant closures, with the most significant adverse effect being the closure of Pilgrim's Pride in Douglas, Coffee County. Pilgrim's Pride, a Fortune 500 company, ran a processing plant, hatchery, and feed mill. Its closure affected the industrial community, the business community, and the farming community in the area. In February, 2009 the plant had a total payroll of \$34 million and employed approximately 1,800 people at the plant. In addition, the company had contracts with 129 poultry producers (grower farms) with revenues of \$23 million; a feed mill operation employing 40 people; and, transportation and distribution services employing 32 people.

### **Labor Market Information – Industries**

The total number of employees located in Southeast Georgia Workforce Investment Area in Quarter 4 2008 was 50,702. The largest major industry sector was manufacturing, with 17 percent of the employment, followed by Health Care and Social Assistance with 14 percent and Retail Trade with 13 percent.

### **Commuting Patterns of Area 19's Labor Force**

Counties with the largest percentage of residents who work in their home county include Coffee (87.6%), Ware (81.3%), Clinch (80.4%), *Bacon (68%), Atkinson (57.1%), and Berrien (55.4%)*.

Counties with the largest percentages of residents working outside their residence county include Brantley (71%), Pierce County (56.4%), and *Charlton (50.9%)*.

Counties in which a significant percentage of residents work outside of Area 19 include Charlton (*47.4%*), Brantley (44.7%) and Berrien County (42.4%). Charlton County is located in the southern most section of the area. Workers commuting outside of Charlton County are primarily working in northern Florida *and Camden County, Georgia*. Brantley County lies in the eastern portion of the area and residents working out of the area are primarily traveling to the east (Brunswick). Brantley County residents working outside of the county, but inside of the area, are commuting to the west (Waycross). Berrien County lies in the southwestern portion of the area and residents working out of the area are primarily traveling to the border cities of Tifton and Valdosta.

On the other hand, in Atkinson County only 64.5% of the workers in the county reside there, the lowest percentage in the area. Berrien County has the highest percentage of workers (*24.5%*) coming from outside Area 19; *most of these workers come from the border county of Cook. Charlton County follows close behind Berrien with 20.9% of their workers coming from outside Area 19, with the majority of those residing in Camden County.*

## **V. Workforce Delivery System**

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

The Southeast Georgia Workforce Investment Board has developed an umbrella Memorandum of Understanding (MOU) with the area's WIA partners. Excerpts from the MOU describing services to be offered are as follows: Core, intensive and training services may be provided by any partner agency with funding from non-WIA grant sources. The MOU details minimum services provided at the Career Center. Services are provided to adults, dislocated workers or youth and shall, at a minimum, include:

## A. Core Services

- ❑ determination of eligibility to receive assistance
- ❑ outreach, intake and orientation to the information and other services
- ❑ initial assessment of skill levels, aptitudes, abilities, and support service needs
- ❑ job search and placement assistance, and where appropriate, career counseling
- ❑ provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas including job vacancy listings in such labor market areas, information on job skills necessary to obtain the jobs, and information relating to local occupations in demand and the earnings and skill requirements for such occupations
- ❑ provisions of performance information and program cost information on eligible providers of training services provided by programs and eligible providers of youth activities, providers of adult education, providers of post-secondary vocational education activities and vocational activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act
- ❑ provision of information with respect to the Career Resource Center delivery system in the local area
- ❑ provision of accurate information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services as appropriate
- ❑ provision of information regarding filing claims for unemployment compensation
- ❑ assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under the Workforce Investment Act (WIA) and are available in the local area.

## B. Intensive Services

These services are for individuals:

- ❑ who are unemployed and are unable to obtain employment through core services
- ❑ who have been determined by a WIA career advisor to be in need of more intensive services in order to obtain employment or,

- ❑ who are employed but are determined to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

Such intensive services shall be provided through contracts with service providers, which may include contracts with public, private-for-profit and private-non-profit service providers approved by the Southeast Georgia WIB.

Such intensive services may include:

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

### C. Training Services

These services are for individuals:

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

Qualification requirements include:

Through an interview, evaluation, assessment, or case management process, customers may be determined to be in need of training services and having the skills and qualifications to successfully participate in the selected program of training services. However, provisions of WIA funding for training shall be limited to individuals who are unable to obtain other grant assistance for such services, including Federal Pell Grants, HOPE scholarships or who require assistance beyond the assistance made available under other grant assistance programs.

The list of approved eligible training providers (EPL) is made available through the Career Centers and via the Internet to individuals seeking training information. The EPL includes eligible program descriptions and information identifying providers of on-the-job training.

Training Services may include:

- ❑ occupational skills training, including training for nontraditional employment
- ❑ training programs operated by the private sector

Training services shall be provided in a manner that maximizes customer choice in the selection of an eligible provider of such services.

Training services shall be provided to eligible adults, dislocated workers and youth through the use of Individual Training Accounts (ITAs), through which a customer chooses among qualified training providers. The services will be provided in accordance with state and local procedures.

In addition, programs to assist high school seniors to earn a high school diploma have been implemented. These services will include in-school tutoring, after-school tutoring, community service and incentives to obtain a high school diploma.

2. Describe methods of coordinating with partners and services not available at the comprehensive sites, including *the 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)*

Area 19's comprehensive one-stop provider, Waycross Career Center, hosts meetings of the one-stop partners at least bi-monthly. These meetings usually occur immediately after WIB meetings and are well attended by all partners. This method provides a timely forum in which to

address new or changing agency services, policy changes, and any problematic issues occurring between partners.

Minutes of the one stop meetings are recorded and distributed to interested parties. Partners share these minutes with staff in an effort to keep everyone informed of policies, procedures and “best practices” of the partners.

WIA staff participate in meetings of the employer committees in the area. These meetings provide a forum to disseminate information about services provided by the partner agencies and issues of concern for employers. These committee meetings are held in Waycross and Douglas on a monthly basis.

***The Southeast Georgia area refers applicants/participants to all needed available services, including local one-stops, local libraries who provide internet and other resources for job seekers, and the HOPE NOW alliance, an organization dedicated to maximizing home ownership and preventing unnecessary foreclosures. Telamon Corporation, one of our partner agencies in this area is now a HUD approved counseling agency.***

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

N/A

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

The One-Stop operator is responsible for overall One-Stop performance, including all internal and external aspects; core, intensive and training services; and all component parts, partners and programs. The One-Stop operator's job is to bring in resources, expand partnerships and services and meet all partner, customer and LWIB expectations.

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

Georgia Department of Labor, Employment Services  
Georgia Department of Labor, Division of Rehabilitation Services  
WIA  
Experience Works, Inc.  
Telamon Corporation  
Department of Family and Children Services  
Waycross/Blackshear Housing Authority

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

**Please see attachment B.**

7. List the board-established policies regarding:
  - a. priority of service for adult intensive and training services, where adult funds are determined to be limited

The Board adopted the following policy on January 17, 2007: "If 100% of the total available funds for the year are obligated, funds for services will be considered limited." At that time, economically disadvantaged adults in the area will receive priority for services.

- b. service to individuals who do not reside in the area

Core services are provided, regardless of residence. Training services are reserved for individuals who reside in the Southeast Georgia area. However, in the case of dislocated workers, exceptions are made for those whose place of employment is/was within the Southeast Georgia service area. All other non-residents desiring training services, unless dislocated workers as stated above, will be referred to the Workforce Investment Board in the appropriate area.

- c. target groups served in the area

In Area 19, WIA services are available to adults who are unemployed, underemployed and lack skills necessary to secure and retain employment, and dislocated workers. No specific target groups are identified for adults.

Consistent with The Employment and Training Administration's (ETA) New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act, a focus is placed on serving the youth who are most in need. Out-of-school youth are an important part of the new workforce "supply pipeline" needed by businesses to fill job vacancies in the knowledge economy. Therefore, WIA 19 targets out-of-school youth. WIA-funded youth programs provide leadership by serving as a catalyst to connect these youth with quality secondary and postsecondary educational opportunities and high-growth and other employment opportunities. Youth who are in foster care (particularly those aging out of foster care); youth in the juvenile justice system, children of incarcerated

parents, and migrant youth will be targeted for service. Further, youth with basic skills deficiencies as determined by basic skills assessment will be targeted.

***In-school youth are targeted by our programs with local high schools. This effort is aimed at improving the graduation rate at two high schools in the area.***

- d. supportive service policies, including needs-related payments, for adults, dislocated workers and youth,

***For adults, dislocated workers and out-of-school youth: Support payments are provided for customers who attend occupational skills training through a post-secondary institution. These payments may be used for childcare, transportation, meals, and any other supportive service the participant chooses. Local policy provides support at \$15 per day based on attendance that is verified through timesheets. An additional \$6 per day is paid for each child under the age of thirteen who is in the customer's legal and physical custody. The total per day payment, including the initial \$15, must not exceed \$27. Support payments are NOT included in the ITA voucher amount of \$5,000.***

***WIA funds may be utilized, at the rate of \$40 per night, for lodging for a customer who is enrolled in training and must participate in a required activity out of town (i. e., clinicals for nursing students).***

***Area 19 does not pay needs-related payments at this time.***

- d. demand occupations (please list)

Accountant  
Accountants and Auditors  
Administrative Assistant  
Air Conditioner Installer  
Air Conditioner Servicer  
Aircraft Mechanics and Service  
Auto Mechanic  
Bookkeeping, Accounting  
Business Manager  
Certified Nursing Assistant  
Chemical Operator II  
Clerk, Accounting  
Clerk, Collection  
Clerk, Classification  
Clerk, Administrative

Clerk, Hospital Admitting  
Clerk, Medical Records  
Clerk, General  
Computer Operator  
Computer Systems Hardware Analyst  
Conductor  
Conductor, Passenger Car  
Conductor, Road Freight  
Computer Support Specialists  
Computer and Information Systems  
Creel Hand  
Criminal Investigators and Specialists  
Dental Assistant  
Dieticians and Nutritionists  
Doffer – Flat Weave  
Drafter, Mechanical  
Economist  
Electrical Engineer  
Electrician, Locomotive  
Electrician, Maintenance Technician  
Electrician, Helper  
Electrician, Equipment Repairer  
Electrical Power Line Installer  
Executive Secretaries and Administrative Assistant  
Extrusion Doffer  
Farm, Ranch, and Other Agriculture  
Fire Fighter  
Fish and Game Warden  
Forest Worker  
Forester  
Forester Aide  
Forklift Operator  
Funeral Director  
General and Operations Manager  
Graphic Designers  
Heat Transfer Technician  
Heating and A/C  
Industrial Machinery Mechanics  
Installation Helpers, Maintenance  
Jailer  
Network Control Operator  
Maintenance Repairer – Industrial  
Management Analyst  
Marketing Managers  
Mattress Finisher  
Mechanic, Diesel

Mechanic, Maintenance  
Medical Assistant  
Medical Secretary  
Medical and Clinical Laboratory Assistant  
Medical Social Worker  
Microcomputer Support Specialist  
Nurse, General Duty  
Nurse, Licensed Practical  
Nursing Aides, Orderlies  
Office Clerks, General  
Paramedic  
Police Officer  
Phlebotomist  
Police Clerk  
Preschool Teacher, Except Special Education  
Press Operator  
Probation-Parole Officer  
Production Assembler  
Property, Real Estate  
Psychologist, Counseling  
Radiology Technician  
Radiologist  
Receptionist  
Respiratory Therapist  
Sales, Retail  
Secretary, Except Legal, Medical  
Social Workers  
Sociologists  
Spiraler/Weaver  
Surgical Technologists  
Teacher, Elementary School  
Teacher, Preschool  
Teacher, Secondary School  
Teacher, Special Education  
Teacher, Vocational  
Telecommunications Equipment  
Tie End Helper  
Transcribing – Machine Operator  
Tool Machine Set-Up Operator  
Trailer Spotter  
Treatment Machine Operator  
Truck Driver, Tractor Trailer  
Truck Driver, Commercial  
Truck Driver, Heavy Duty  
Water and Liquid Waste Treatment  
Weaver

Web Developers  
Welder, Arc  
Welders, Cutters, and Welder  
Welding, Soldering  
Welder, Assembler

Because some occupations in demand have low skills and low wages, the WIB will not provide training for those occupations.

Training for additional occupations will be provided if the entry-level salary for the occupation exceeds \$7.50 per hour and local labor market information shows openings/placements in those occupations.

8. Describe the local Individual Training Account (ITA) system, including:
  - a. public notification to prospective providers

A notification to prospective providers is published annually through a newspaper with a large circulation in the area and through the Georgia Department of Labor website, which is available nationwide. Parties interested in providing these services are referred to this website where they are able to secure the instructions on how to apply, along with the necessary documentation to complete the process.

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

The Southeast Georgia Workforce Investment Board evaluates providers and proposed training programs for eligibility based on the Individual Training Account (ITA) provider application. This application is available online through the Georgia Career One-Stop Career Network and may be accessed at <http://www.gcic.edu/gawia>. The Southeast Georgia WIB will only consider applications for occupationally specific programs of study that meet the accreditation requirements of the occupation for which training is provided.

Applications include detailed information such as: program title, program description (occupation), program accreditation, costs, duration of training, entry criteria, financial aid, and performance criteria for each training program that the provider wants included on the Eligible Provider List (EPL). *A separate application must be submitted for each training program.* The provider must also furnish the most recent catalog/brochure that includes information regarding tuition, fees, location of training facility, etc.

In addition, the Southeast Georgia WIB adheres to the following:

- ❑ EPL's from Georgia and other states will be recognized and applications are not necessary;
- ❑ Organization has submitted an application for the training program to be on the EPL in the area in which it is located and was disapproved;
- ❑ Only training programs for demand occupations that are not otherwise available in Southeast Georgia will be reviewed;
- ❑ Only complete applications will be considered. Instructions for completing the application at the Department of Labor's website state, "Please complete each item as requested, leaving an item blank if it does not apply." However, applications submitted in Area 19 should indicate "n/a" in items that do not apply and a complete explanation should be furnished for this response.
- ❑ Organizations must furnish a 6-months history of past performance that meets or exceeds the following criteria. Performance is defined in Area 19 in stricter terms than those posted as the state's minimum criteria and are as follows:  
*Completion Rate - 75%*  
*Students Obtaining Employment - 75%,*  
*Weekly Earnings After Placement - \$300.00*

Southern Georgia Regional Commission staff will verify the performance, cost information, and any other required information. Staff will present the application to the WIB for approval or disapproval at the next scheduled meeting.

The WIA Director will notify applicants of the WIB's decision. Staff will submit the approved application to the Georgia Department of Labor for inclusion on the "statewide" eligible provider/program (EPL) list. Once approved on the statewide EPL, an approved program is available to all Georgia WIBs and cooperative states.

### **Maintaining/Subsequent Eligibility**

The Workforce Investment Act requires a redetermination of ITA program eligibility through a "subsequent eligibility" process every twelve months. For a program to remain eligible to receive ITA funds for new enrollments after April 30<sup>th</sup> of each year, the State is required to compare program-level performance outcomes against established minimum standards. Applications for subsequent eligibility are administered through the Georgia Department of Labor.

### **Losing Program Eligibility**

The Georgia Department of Labor will be responsible for the development, operation and maintenance of the statewide internet-based eligible

training provider list and certified programs. Providers may be removed under the following conditions:

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

Unemployment insurance wage file data will be used for performance verification.

### **Training Provider Liability**

A training provider may be held liable if a customer or WIB can substantiate the training received was inadequate based on the course description and/or the performance data was overstated. The remedy could include additional training, refund to the fiscal agent of amounts paid, or debarment from the EPL. Aggrieved providers will have access to local and state appeals processes in such instances.

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

Southern Georgia Regional Commission staff monitor and ensure that applicants, registrants, service providers, individuals or agencies receiving request for proposal packages, WIA personnel, and other persons interested in Workforce Investment Act activities and programs are notified of their rights and the complaint procedures and are provided with appropriate contact information. In accordance with Section 188 of the Workforce Investment Act of 1998 and 29 CFR Part 37, the Southeast Georgia Workforce Investment Board established and maintains specific procedures for the following types of complaints: complaints involving terms and conditions of employment, complaints from unsuccessful bidders, complaints alleging labor standards violations, complaints relating

to public schools, career center complaints, discrimination complaints, and others.

Once a complaint is filed, the Workforce Development Director, or his/her designee, will begin an investigation within 48 hours and inform the WIB chair immediately. Attempts will be made to reach an informal resolution and mediation will be offered. If an agreement cannot be reached, the Equal Opportunity Officer will schedule a hearing, and the WIB chair will select an impartial person to be the hearing officer. If the complainant does not receive written Notice of Final Action within 60 days of filing the complaint or is not satisfied with a decision, the complainant has the right to request a review of the complaint by the governor. The Workforce Development Director, or his/her designee, will maintain a log of all complaints received. Also, the Equal Opportunity Officer will report all complaints received to the Georgia Department of Labor.

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

On a regular basis, staff collaborates with the training providers to determine modifications of training programs or the addition or elimination of training programs by eligible providers in the area.

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

While no official agreement has been made with the South Georgia portion of Region 11 or with any other neighboring area, the WIB considered policies established by neighboring areas when making the initial ITA (and related) policy decisions outlined in Item 7.d. of this plan. Also, WIB staff members meet and communicate regularly with staff of neighboring areas including the South Georgia portion of Region 11, Region 8, Region 9, and Region 10. This communication serves as groundwork for “best practices” in serving WIA customers.

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

The eligible provider list is available online at the Georgia Department of Labor website. It is easily accessible to customers. Service providers agree to make this information available to customers.

The case managers of the service provider determine which customers receive ITAs by using information acquired during customer intake. A comprehensive assessment of the customer’s skill levels, aptitude and ability assists the case manager in this determination. A customer must be

accepted into training for a demand occupation through an eligible provider to receive an ITA.

- g. process to track and manage all ITA activity

Southern Georgia Regional Commission, through a competitive procurement process, secured the services of a contractor to provide service coordination for adults, dislocated workers, and youth. This provider created a system for use with training providers for verification of WIA-covered expenses. Further, a spreadsheet was created by the service provider to track obligations and expenditures for these training activities. A report of this information is provided to WIA staff monthly along with the provider's monthly invoice. This report is reviewed and cross-referenced with the online Georgia Workforce System (GWS) database for accuracy.

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

The Southeast Georgia Workforce Investment Board reviewed and approved the following training policy on June 10, 2009: WIA funds, in the form of Individual Training Accounts (ITAs), will be used for costs incurred during the pursuit of occupationally specific programs of study that lead to a diploma or certificate for WIA eligible adults, dislocated workers and youth. Selected majors must prepare customers for demand occupations, with anticipated salaries greater than minimum wage.

In addition to the WIA eligibility requirements, youth must be: a) 19 years old and no older than 21; b) not be actively pursuing a secondary school diploma or its equivalent on the date of participation.

Services will be reserved for adult and youth customers who reside in the Southeast Georgia area. However, in the case of dislocated workers, services will be provided to those individuals who reside in the Southeast Georgia area or have been terminated or laid off, or received a notice of layoff of employment, from an employer located in the Southeast Georgia area.

WIA funds will be utilized in the form of a voucher for Individual Training Accounts (ITAs). ITAs will be used to purchase tuition, essential books/supplies that are instructor-required purchases for *all* students taking any given course, and for graduation and training-related purchases including, but not limited to, medical exams, vaccinations, uniforms,

graduation fees, testing fees, etc. The maximum amount of an ITA voucher is \$5,000 per customer.

WIA funds will be used to pay support payments for customers who are physically attending training classes as verified by the instructor's signature on a timesheet. There is no minimum duration of attendance required to earn support payments. These payments may be used for childcare, transportation, meals, and any other supportive service the participant chooses. A support payment of \$15 per day, based on attendance, will be paid. An additional \$6 per day will be paid for a maximum of two children under the age of thirteen who are in the customer's legal and physical custody. The total weekly payment must not exceed \$135. Support payments are NOT included in the ITA voucher amount of \$5,000.

WIA funds will be used only when HOPE and Pell funds are inadequate to cover expenses. (A customer's total tuition and class-related expenses less his/her HOPE and Pell funds equals allowable WIA training expenditure.)

ITAs have a 2.5-year time limit, regardless of the length of the customer's training program. Hence, customers must select programs that will be completed in 2.5 years or less.

Customers may not change majors and continue to receive WIA assistance. However, WIA staff may approve "minor" changes in a major (program of study) if customers stay within the same field and do not extend the total period of attendance beyond the 2.5-year training time limit.

WIA funds will not be utilized for educational expenses of students who are ineligible for other types of student financial assistance because they are in "default status."

WIA funds will not be utilized for a customer who fails to make satisfactory academic progress. Specifically, funds will not be extended during a period of academic probation. However, upon a customer's removal from academic probation status and recovery of standard admission status, WIA funds may be accessed again if the 2.5-year time limit has not expired.

SGRC staff may approve WIA assistance during the acquisition of an additional diploma/certificate if doing so increases the customer marketability and does not violate the 2.5-year and \$5,000 limit.

Training services will be reserved for customers who reside in the Southeast Georgia area. However, in the case of dislocated workers, staff will make exceptions for those whose place of employment is/was within the Southeast Georgia service area.

The Workforce Investment Board's Executive Committee will make decisions regarding exceptions to the local training policies on a case-by-case basis. When an exception is requested, the WIA customer's case manager may attend the committee meeting to elaborate about the circumstances necessitating the exception. Also, the customer may attend and/or provide a brief essay (one page) justifying the appropriateness of the exception.

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

***WIA funds will be used only when HOPE and Pell funds are inadequate to cover expenses for training (a customer's total tuition and class-related expenses less his/her HOPE and Pell funds equal allowable WIA training costs). Every effort is made to investigate and exhaust any other fund sources as the payment of choice before WIA.***

***Recent changes to the HOPE grant will result in an increase in the cost per participant in Southeast Georgia area 19 for PY2011. These changes will force the local system to serve fewer individuals at a greater cost.***

***The Southeast Georgia area regularly exchanges information within our region and with other areas in the state; however, there are no formal agreements regarding training.***

10. Discuss the role of faith- and community-based providers within the local system. Discuss board policies regarding training contracts with community-based organizations or other training providers with proven expertise in serving special populations with multiple barriers to employment. If the board has established any such contracts, list which populations are served through these contracts and list the criteria by which the area determines the proven effectiveness of such programs. See ETA's National Strategic Directions (TEGL 13-06) encouraging effective utilization of faith-based and community based organizations and incorporate as appropriate.

***Southeast Georgia Area 19's workforce investment board includes representatives from community based organizations as well as organizations who service special populations. Members include representatives from Experience Works (Older Workers), Division of Rehabilitative Services (Disabilities), Lee Street Resource Center (CBO) and Bacon County Family Connections (CBO).***

***Many of the above listed organizations are members of the local area's one-stop career centers. One-stop staff works closely with partner and other organizations to ensure that customers are given access to all services available to them. Internet connections and teleconferencing access allow one stop staff to facilitate service to special populations, who often live in outlying rural areas, or who have no transportation.***

***There are currently no formal agreements with faith and community based providers in Southeast Georgia Area 19. In past years the area did have a contract with a community-based organization for the provision of services to out-of-school youth. Services are always openly and competitively procured and faith and community based providers are notified of RFP opportunities via the area's bidders list.***

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

Competitive procurement in the form of a Request for Proposal (RFP) is the primary method used to procure contracts for adult and dislocated worker services, other than for Individual Training Accounts (ITAs) and on-the-job training (OJT). The RFP specifies deliverables, the basis for payment, and information and requirements for the service. The RFP is publicized and distributed to any agency, organization, or individual that requests a copy. Maintenance of a bidder's list ensures maximum fair and open competition.

Staff and WIB members review proposals received in response to an RFP. The WIB selects contractors and authorizes staff to negotiate and finalize a contract. In some cases noncompetitive procurement may be necessary when competition is not feasible or practical. Noncompetitive procurement may be used if a competitive procurement process was conducted and no responsive and competitive proposal was received for the service being solicited, a noncompetitive procurement is acceptable.

The SGRC maintains applicable and appropriate records for procurement.

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

WIA 19 uses a variety of strategies to identify and meet the needs of youth in the area. The common goal is to create a comprehensive and seamless system for youth services delivery without duplication of services.

One important strategy for serving youth is participation in local groups in multiple counties that facilitate collaboration between individuals and agencies that are involved with youth, such as local collaborative, school systems, county extension offices, housing authorities, and Family Connection.

As the administrative entity for the Southeast Georgia Workforce Investment Board, the SGRC will continue to use competitive procurement to solicit new and innovative approaches to serve youth. These approaches will attempt to pinpoint gaps in service and to address those needs. The wisdom and insightful input of the Southeast Georgia Youth Council will continue to be a valuable resource and advisory tool. Contracts will focus on assisting youth in obtaining education and training, increasing basic skills, teaching work readiness and occupational skills, striving to assist youth in overcoming barriers to achieving self-sufficiency, and providing or partnering to provide all of the ten WIA youth program elements.

Southeast Georgia's workforce system contains many partners and separate initiatives that addresses the ten WIA youth program elements, either directly or indirectly, in serving youth. Also, these organizations deliver services that address one, several, or all, of the WIA youth program elements.

Local boards of education, WIA funded programs, faith-based organizations and churches, and other community based programs provide tutoring, encourage or require parental involvement, emphasize the value of a high school diploma, and counsel students to prevent them from dropping out of high school. In addition, local groups have repeatedly identified poor school attendance as a correlating, if not contributing, factor to the decision to drop out of high school. Some high

schools in the area now have Graduation Coaches to assist at-risk students to successfully complete high school.

In January 2005, the Berrien County Collaborative opened the new Youth Empowerment Services (YES) Center in Nashville, GA. Direct services include after school programs, summer youth programs, mentoring, tutoring, family literacy & parent education, workforce development for youth, abstinence education, family case management, juvenile delinquency early intervention, character education, teen parent programs, and school health.

Adult Literacy Programs, Job Corps, and WIA youth programs in several counties provide avenues and support to youth seeking alternative education.

***Beginning in PY2009 Southeast Georgia contracted with two local boards of education in order to serve high school seniors who were at risk of not graduating. The WIA contracts include services the schools cannot provide, and the schools provide free access to facilities, utilities, equipment, etc. which reduces the program costs and allows the area to serve more youth at each high school. The in-school youth receive tutoring, basic skills and work readiness training.***

***In the summer of 2009 Area 19 utilized the statewide summer initiative for funding work experience to disadvantaged youth. Through the American Recovery and Reinvestment Act, 153 youth participated in work experience and work readiness. Contracts were competitively procured and three service providers coordinated this effort with oversight provided by SGRC staff.***

***In the summer of 2010 the area served 196 disadvantaged youth using funds provided through Department of Human Services. This program was operated in-house to conserve time and costs so that more youth could be served.***

***One service provider, Waycross Housing Authority, served youth in the summer of 2009 and 2010 that were residents of the housing authority. Staff of Waycross Housing Authority provided this service at no charge for operational costs. Youth performed tasks such as maintenance, beautification, screening doors, etc., which cultivated a sense of pride and ownership in these homes.***

Other occupations in which youth were trained during the summer included the following: customer service representative, library assistants,

office and administrative assistants, forestry and conservation, personal care assistants, child care, teacher assistants, etc.

Employers were an important part of the success of the summer youth work experience project. Worksite supervisors assumed the role of “mentor” which afforded these youth the opportunity to gain valuable work readiness skills.

Paid work experience is also available through the Okefenokee Regional Educational Services Agency (RESA) Youth Apprenticeship program. This program provides opportunities for junior and seniors in high school to start learning and gaining experience in a career while still in high school and is available in eight of the nine counties in the area.

Occupational skills training is available from several sources in WIA 19, which include, but are not limited to, the following: local technical colleges (a wide variety of programs); WIA programs (Individualized Training Account Program), which provides support for individuals over eighteen years of age in post-secondary school); and Regional Education Service Agencies (RESAs), (Tech Prep Programs).

Supportive services are delivered by many area organizations and are generally targeted toward a specific population. These organizations include, but are not limited to, the following: The Children’s Initiative, Department of Family and Children Services, Georgia Department of Labor, Satilla Community Services, the Migrant and Seasonal Farm Worker Program, the Extension en Espanola Program, Family Connection Programs, WIA service providers, Department of Transportation, Lee Street Resource Center, faith-based organizations, recreation departments, local housing authorities, and other community-based organizations.

Mentoring is available to youth registered in WIA youth programs. The 4-H program provides youth with mentoring services. Also, local churches have male (Boys2Men) and female (SWANS) mentoring program, and one county’s Family Connection Program has a mentoring component for girls.

Guidance and counseling is included in most all of the area’s youth programs. Referrals are made to the appropriate agency or individual for clients that exhibit a need for professional counseling, i. e., substance abuse counseling.

Follow-up services, in respect to WIA, are required by all contracts for the provision of WIA youth services. Partner agencies might be involved by providing WIA staff with current information regarding a former participant.

Leadership development opportunities are rather limited in WIA 19. However, youth contractors are expected to make a conscious effort to involve registrants in community service projects, encourage their involvement in school projects and clubs with civic responsibility, and seek out additional leadership development opportunities.

In conclusion, WIA 19 has a number of programs, partners, and initiatives that serve youth. The elements required by WIA are provided in the community.

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

ITAs for youth have been utilized in Area 19 since July 1, 2006. Criteria used for determining appropriateness and how youth will be assisted in choosing appropriate service providers/programs will be the same as the process in place for adults and dislocated workers as described in Section 8(h) of this document. The recruitment of these youth has been a challenge; however, it is felt that progress is being made and that it is a viable strategy to serve youth. Therefore, it is ***imperative*** to the area that the existing waiver remains in effect.

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

In Area 19, staff members in the One-Stop coordinate with the state-level Rapid Response Unit and state/local Trade Act provisions (when applicable). The local WIA Director and service provider staff serves on a statewide workgroup for Trade Act activities. One-Stop partner staff (whose salaries may or may not be funded with WIA dislocated worker funds) attends business closures as part of the Rapid Response effort. Front line staff, including staff members who attend business closures, are familiar with available options for dislocated employees and the WIA registration process. In the work-first environment, core and intensive services are offered prior to the provision of training services.

Southern Georgia Regional Commission (SGRC) contracts with a service provider for service coordination for adults and dislocated workers. Staff

of this service provider serves on the local Rapid Response team. As such, staff attends employer meetings to obtain information about the reason for the layoff, potential of layoff aversion, impact of imports or shifts in production to Canada or Mexico, number to be laid off, hourly/salaried layoffs, layoff schedule/timetable, demographic characteristics of workforce (including average age, years of service, education level, primary occupations and any other special characteristics), other employers in the general area that might be impacted by the layoff (secondary firms), involvement of a private out-placement firm, company sponsored education/training grants/tuition assistance programs, and availability of severance or other types of separation pay.

Reemployment activities and services available to employees include on-site workshops, such as: job search, money management, stress management, resume preparation, interviewing skills, and salary negotiations. Other customized workshops, e.g., starting your own business, unemployment insurance claims filing, job fair and training fair are also offered. Additionally, GDOL acts as a clearinghouse for other employers in the community interested in hiring laid off workers. WIA staff participates in meetings with the employees to provide information and answer questions concerning the variety of reemployment services and assistance available to expedite a return to work. Every effort is made to schedule these meetings at times convenient for the employer, employees and the partners.

WIA service provider staff provides intake, assessment and case management duties associated with the Trade Act program (Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance) services. For those trade-eligible individuals interested in retraining, WIA staff conducts a standard dislocated worker intake and assessment. The customer and WIA case manager agree on a reemployment plan, and the customer applies to the training provider of choice. The customer then returns to WIA with his/her letter of acceptance and a financial aid award letter from the training provider. WIA staff then completes the DOL-2417 Trade Act Application for Training form and forwards it to the state Trade Act Coordinator. WIA staff is in contact with State Trade staff as necessary to coordinate services and process applicable forms for those individuals who are co-enrolled in WIA and Trade and for those who are Trade-eligible only.

The Southeast Georgia Area works closely with both Rapid Response and the local DOL Career Centers to recruit UI claimants and ensure they have information, and expedited access to WIA services. The area strives to coordinate WIA training concurrently with UI benefits.

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

Services are available at the one stop system for all populations, including veterans, migrant and seasonal farm workers, individuals with disabilities, older workers, public assistance recipients, offenders and customers with limited English proficiency. Staff of Experience Works, who provides employment services to older workers, is located full-time at the One Stop Center. Staff of the local Area Agency on Aging (AAA) refers individuals to providers of WIA services.

Word of mouth and referrals from partner agencies are the main recruitment methods.

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

***Employer services include provisions of labor market information, job postings, training program information, etc. The WIA partners coordinate with economic development organizations, including local industrial authorities, chambers of commerce, private sector WIB members, and organized labor (also represented on the WIB), the local DOL Career Centers and their Employer Committees.***

Employer services will continue to be provided in, or through, the designated One Stop and the satellite one stop and include pre-screening of potential employees, interview rooms for employers, testing, specialized recruitment (for unique hiring situations), assistance with filing unemployment insurance claims (on-site upon request), and job fairs.

In August 2006, Governor Perdue announced the Georgia Certified Work Ready Community initiative. Staff of the Southeast Georgia Workforce Investment Board is working with team leaders from Ware County in this initiative and a like initiative in Coffee County. This initiative includes

representatives from city and county government, technical and community colleges, secondary education, and private business. This initiative provides Work Keys assessments to prospective employees at no charge to employers. In addition, Work Ready Job Profiling is designed to help Georgia employers build the right workforce for their needs. The profiling program allows businesses to profile required job tasks and skill levels to more easily match candidates to job opportunities. By comparing job profiles with individuals' certification levels, companies can make reliable decisions about hiring, training and program development. Normally a \$2,000 value, profiling is conducted at no cost at the technical colleges for those employers that meet minimum hiring criteria.

Conceived by Commissioner Michael L. Thurmond during the economic downturn in 2003, Georgia Works is an intensive job search and training strategy that substantially increases employment opportunities for Unemployment Insurance (UI) claimants.

Georgia Works, a proven GDOL initiative, reduces employer costs associated with recruitment, training and hiring of new employees. Georgia businesses willing to provide job-specific training to UI claimants are encouraged to participate. The strategy provides a number of competitive advantages to employers, including pre-screened qualified individuals, up to six weeks of pre-employment training, trainee stipends covered by GDOL, and workers' compensation provided by GDOL. Employers have the discretion to hire the trainees at the end of the training period.

The strategy is available to all UI claimants, including federal and state extension beneficiaries, who desire to participate. Georgia Works provides a number of competitive advantages for job seekers, including an opportunity to "get a foot in the door".

***Business services available to area employers also include:***

- ***Employer Recruitment***
- ***Job Analysis/Job Description Assistance***
- ***Work Experience for Youth and Older Workers***
- ***Quick Start***
- ***Lay-off Assistance***
- ***Tax Credit and Incentives***
- ***Federal Bonding Program***
- ***Labor Market Information***
- ***Labor Laws Information and Referral***
- ***Disabled Accessibility Assessments***
- ***Disability Job Accommodation Consultations***

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

WIA 19 (Region 11 East) and WIA 18 (Region 11 West) have adopted similar residency requirements for WIA participation. To accommodate dislocated workers, both areas serve dislocated workers whose residence or place of employment is/was within the region. The areas have similar ITA policies (regarding length and duration) that differ slightly, but are comparable.

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

The WIB and the local area are still in the process of developing truly integrated service strategies for adult customers. In the meantime, local partners, as they have during the last several years, continue to work toward the common goal of providing the most effective service delivery possible to the area's adult population.

Adult services continue to be provided in, or through, the Waycross Career Center (One-Stop) and include, but are not limited to, the following: job search and job placement assistance, testing, filing of UI claims, Rapid Response activities, WIA funded Individualized Training Accounts and service coordination, career guidance and counseling, referrals to partner agencies, various workshops (i. e., resume training, financial planning, and others), federal bonding, and Work Opportunity Tax Credits.

In addition to the above-listed services, low-income (SNAP) adults and TANF customers might qualify for additional programs or services, such as: Section 8 Rental Assistance Program, childcare, transportation, public housing, SOAR and WINGS substance abuse programs, and other supportive services. The Georgia Fatherhood Program is not available in the area.

19. An important feature of the customer-focused system under WIA is increased options for accessing workforce services. Discuss steps your area is taking to address increased options, such as: alternative access points, self-directed and electronic services, development of resource areas, orientation to services, enhanced reception/greeter functions, or

service referral mechanisms for various customer groups at various sites within your system. ***What steps has your area taken to ensure the high volume of customers seeking WIA services receive timely services and/or referrals?*** Review and incorporate ETA's National Strategic Directions (TEGL 13-06) – "System Reform and an Increased Focus on Workforce Education and Training" as appropriate.

***Increasing access to workforce services is a particularly important goal for the Southeast Georgia area, which is a multi-county area with no public transportation, great rural distances, and many communities too small to have major agencies and facilities.***

Alternative access points are essential to the success of the workforce development system in Southeast Georgia. This effort has benefited a great deal from the emergence of high-speed internet access in the area. Most of the area is able to access this service through a system of delivery that is fast and up-to-date. Customers are able to access this information easily from home, at local libraries or by visiting the One Stop Center resource rooms. The development of the website of the Georgia Department of Labor makes this an easy, self-directed job search system.

McKinney Community Health Center in Waycross has a resource room for patients/clients. This resource room contains computers with internet access that can be utilized for job search. Local career centers in Waycross and Douglas continue the process of developing and implementing career center conversion plans. The conversion plans outline physical and service delivery changes directed toward providing expedient, quality customer service. Changes include use of an integrated log system, an express line, resource rooms staffed by resource technicians, cross-training of staff, extended hours, play areas for children, solicitation of customer comments, and co-location of partner agencies.

***Local WIA staff is housed in the DOL Waycross Career Center. Customers have complete access to the services provided. Local staff also travels to the DOL Douglas Department of Labor to work with customers served by that center. Staff also has offices/areas of service at the local technical colleges. These as well as their ability to meet customers at other areas such as libraries, family connections centers, etc ensure that customers receive WIA service and/or referrals in a timely manner.***

20. If the local area has chosen to contract with institutions of higher education and other training providers, please describe plans to increase the availability of training in high-demand occupations to workforce system customers, ***including the process to be used in selecting service***

*providers under a contract for services, as required per 20 CFR 663.43). What training institutions and industries will be targeted? What steps will be taken to ensure customer choice will not be limited? (TEGL 23-10)*

***Local staff procured services for class size training to serve dislocated workers and low-income, under-skilled adults. Class size training began in January of 2009 at Okefenokee Technical College for certified nursing assistant (CNA) and programmable logistics controllers (PLC). In addition, classes began at Wiregrass Georgia Technical College (formerly East Central Technical College) in the field of commercial truck driving (CTD). Both programs ran from January 2009 through June 30, 2011. Other training is available through Individual Training Accounts to ensure customer choice.***

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

***The local area will encourage training in green jobs and has and will coordinate with schools, agencies, employers, et. to provide training in both energy efficiency and renewable energy industries. Southeast Georgia's Workforce Investment Board has asked local "green" industries to present their business and discuss their employment related needs at board meetings. At the June 2011 WIB meeting Georgia BioMass presented an overview of their business process and discussed the occupational skills necessary for the industry. The board will continue to seek out those employers and coordinate training efforts.***

22. *If the area has chosen to allow up to 20% of local WIA Dislocated Worker formula funds for Incumbent Worker Training for purposes of layoff aversion [per the state waiver under WIA Section 189(i)(4)(B)], please describe. If the area does not offer Incumbent Worker Training services, please explain.*

***The Southeast Georgia area does not currently have a demand for incumbent worker training; however, should the need arise funds can and will be used for this type of training.***

23. *Discuss the local area's efforts to promote On-the-Job Training (OJT) and Customized Training (CT) in the business community. Has the area chosen to adjust OJT reimbursement or the employer contribution requirement for CT using a sliding scale based on the size of the employer [per the state waiver under WIA Section 189(i)(4)(B)]? If the area does not offer OJT services, please explain.*

***There has been no demand for OJT or customized services in our area. Should funds and OJT demand increase, the board will consider offering these services.***

## **VI. Performance Accountability**

1. ***NOTE: Instructions for estimating performance levels for PY 2011 will be transmitted to local areas in a separate memo.***

***See Attached – Attachment C***

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

Customer comment cards are utilized at the One-Stop as a method of tracking customer feedback. These cards are available at the reception area and in the resource room. A receptacle is in place for the collection of these cards.

The Career Center Manager and Supervisor review comments weekly. The manager or supervisor contacts customers who have comments that express concerns about services in an effort to assess the situation and, if appropriate, effect changes. Customer feedback is discussed weekly in meetings with staff. At this time, if a customer's comments about an individual staff member have been positive, the staff member is recognized. At the same time, staff is informed of any strategies for improvement of services.

***WIA Area 19 also relies on the state-level system for assessing customer and employer satisfaction. A report for PY09 indicates the area is doing well in this respect, with an actual performance customer satisfaction of 84% and employer satisfaction of 82%.***

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

Regularly scheduled monitoring of service providers includes interviews with supervisors, case managers and participants. These interviews reveal the "positives" and "negatives" of services and immediate action is implemented if and when a flaw in the system is exposed.

WIA staff coordinates and participates in meetings with One-Stop partners on a quarterly basis in an effort to strengthen coordination of services between partners.

Evaluation of the system is a constant and ongoing procedure. WIA staff provides reports of service provider activities and performance at every meeting of the WIB. The Georgia Department of Labor's "Annual Report" is provided and evaluated. Current and past participants are often guests at meetings of the WIB and provide personal insight concerning services received through the system. In actuality, every meeting of the WIB could be considered a "strategic planning session" in that the entire membership participates freely in discussions concerning the provision of services that meet the needs of jobseekers and employers in the area.

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

Transparency and accountability has been demonstrated by news releases and public notices in local newspapers and announcements of the Workforce Investment board meetings with board members and Local Chief Elected Officials in attendance, as well as providing information to members of the Youth Council.

Two Requests for Proposals were issued: one for class size training for adults and dislocated workers and one for youth services. These RFP's were posted on the website of the Southern Georgia Regional Commission at [www.sgrc.us](http://www.sgrc.us). The region's newsletter publishes announcements regarding the RFP on a continual basis. A letter of availability was mailed to every organization and individual on the area's current bidders list.

Staff will continue to monitor services by utilizing the current monitoring procedures of the Southern Georgia Regional Commission, administrative entity for the Southeast Georgia Workforce area.

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

***Adults and Dislocated Worker programs are already designed to meet common measures. The Southeast Georgia area's existing youth programs currently meet all required common measures with the exception of Literacy and Numeracy. Our ITA provider is working with the area to revise the current process in order to include training designed to meet the third youth measure. Assessment and training will be revised to incorporate pre and post testing that will reflect gains in literacy and numeracy.***

## VII. Equal Access and Opportunity

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

***Pat Houseal is the designated Equal Opportunity Officer for Region 11, Workforce Area 19.*** Southern Georgia Regional Commission (SGRC) staff monitors and ensures that applicants, registrants, service providers, individuals or agencies receiving request for proposal packages, WIA personnel, and other persons interested in Workforce Investment Act programs and activities are notified of their rights and the complaint procedures and are provided with appropriate contact information. In accordance with Section 188 of the Workforce Investment Act of 1998 and 29 CFR Part 37, the Southeast Georgia Workforce Investment Board established and maintains specific procedures for following types of complaints: complaints involving terms and conditions of employment, complaints from unsuccessful bidders, complaints alleging labor standards violations, complaints relating to public schools, career center complaints, discrimination complaints, and others.

Once a complaint is filed, the Workforce Development Director, or his/her designee, will begin an investigation within 48 hours and inform the WIB chair immediately. Attempts will be made to reach an informal resolution and mediation will be offered. If an agreement cannot be reached, the Equal Opportunity Officer will schedule a hearing, and the WIB chair will select an impartial person to be the hearing officer. If the complainant does not receive written Notice of Final Action within 60 days of filing the complaint or is not satisfied with a decision, the complainant has the right to request a review of the complaint by the governor. The Workforce Development Director, or his/her designee, will maintain a log of complaints received. Also, the Equal Opportunity Officer will report complaints received to the Georgia Department of Labor.

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

Disability specialists at both career centers ensure that any disabled job applicant receives prompt, appropriate assistance and referrals. The Waycross Career Center and the satellite career center in Douglas are equipped with wheelchair access at the front door and designated parking easily accessible to the front door. Special equipment is available for customers with auditory or visual impairments. For customers with mobility impairments, there are adjustable workstations with wheelchair

access, and computers with key guards or alternative keyboards, and a large trackball mouse that replaces the traditional mouse.

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

Priority of service is given to veterans on job orders taken by career center staff of the one-stop. Veterans are triaged according to the following levels: Level 1 – self-sufficient/prepared to re-enter the labor force with little or no assistance. Level 2 – minimal services/capable of re-entering labor force with some assistance. Level 3 – intensive services/individual is not prepared for re-entry into labor force (maximum assistance is necessary). Screening and service to veterans will normally be delivered by a veteran representative but may be delivered by other staff. The Career Center has dedicated veteran staff that provides service coordination to ensure all resources are utilized for veterans. Veteran customers are eligible for all services provided at the One-Stop.

To identify and serve veterans, the following has been initiated:

- ❑ Signs are displayed in the One-Stop that state, "If you have served in any branch of the U. S. Armed Forces, please tell us."
  - ❑ WIA intake forms are "flagged" to identify veterans.
  - ❑ WIA intake staff asks each individual if he/she is a veteran.
  - ❑ Coordination between LVER and WIA staff include periodic meetings/in-service to discuss relevant veterans' issues.
4. Describe the area's efforts to address the needs of customers with Limited English Proficiency (LEP). Key elements include staff, technology and availability of materials in languages prevalent in the area.

A Community Resource Directory is available to One-Stop staff which lists certified interpreters and translators who provide assistance and support. The Career Center is staffed with a bilingual representative to assist the limited English speaking in Spanish. Information in the form of brochures, workshops, and interpreters is available in Spanish at the One-Stop. The Adult Literacy Center provides English classes free of charge for those individuals who wish to learn English.

5. Where applicable, describe how *outreach and recruitment* services to Migrant and Seasonal Farmworkers (MSFWs) are integrated into the local workforce system. *Additionally, discuss any specific local or regional service strategies for working collaboratively with business and industry and the education community to develop strategies to overcome*

*barriers to skill achievement and employment experienced by migrant and seasonal farmworkers, and to ensure they are being identified as a critical pipeline of workers (TEGL 17-10).*

To meet the needs of migrant and seasonal farm workers (who are often Hispanic customers with limited English proficiency), Migrant and MSFW funds are used to employ a MSFW Outreach Specialist in both the Waycross and Douglas Career Centers. Case managers are bi-lingual. The ability to speak and write in Spanish is a valuable asset for these employees who provide outreach for this population. An Agricultural Specialist and the MSFW case managers are assigned to the Douglas Career Center and serve the counties of Atkinson, Bacon, Coffee, Brantley, Charlton, Clinch, Pierce and Ware. Case managers located within the Telamon office in Tifton and Moultrie Career Center serve Berrien County. The MSFW Marketing Specialist and case managers work with growers, employers and community partners to identify jobs for farm workers.

Migrant education provides English books and cassettes to farm workers under the age of twenty-one. Telamon Corporation provides assistance to MSFWs who wish to leave agricultural work and learn a new skill. Telamon also provides bus fare to MSFWs who find employment outside of the area.

Local strategies are to provide local limited English speaking and MSFWs with labor market information in Spanish during peak/non-peak seasons through an outreach package that includes emergency telephone numbers for the area, English as a second language information and contact names, and any upcoming events in the area and surrounding areas. An annual Latin American Awareness Fair provides information in Spanish from all agencies and free entertainment that teaches cultural diversity.

## VIII. Plan Attachments

Attachment A: Area Sites and Services  
Please complete and submit the matrix.

Attachment B: Memoranda of Understanding/Resource Sharing  
Agreements

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

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

Attachment C: Performance Worksheets

*NOTE:* Instructions for estimating performance levels for PY **2011** will be transmitted to local areas in a separate memo.

Attachment D: Local Area Assurances

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

## Attachment A

### Area Sites and Services

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

Comprehensive Service Sites	Lead Partner/One-Stop Operator, Other Partners	Major Services Provided by Each Partner
<b>Waycross Career Center</b> <b>600 Plant Avenue</b> <b>Waycross, GA 31501</b>	<b>Georgia Department of Labor</b>	<b>Initial Assessment</b> <b>Intake</b> <b>Referrals</b> <b>Job Search</b> <b>Job Placement</b> <b>UI</b> <b>Employment Services</b> <b>Orientation</b> <b>Information Services</b>

## Attachment A - Continued Area Sites and Services

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

Additional Service Sites	Lead Partner/One-Stop Operator, Other Partners	Major Services Provided by Each Partner
<b>Southern Georgia Regional Commission (WIA Entity)</b>		<ul style="list-style-type: none"> <li>• <b>Initial Assessment</b></li> <li>• <b>Intake</b></li> <li>• <b>Referrals</b></li> <li>• <b>Job Search/Job Placement</b></li> <li>• <b>Case Management/Service Coordination</b></li> <li>• <b>Follow-up Services for 12 months</b></li> <li>• <b>Orientation/Information Services</b></li> <li>• <b>Career Counseling</b></li> <li>• <b>Career Planning</b></li> </ul>
<b>Experience Works</b>		<ul style="list-style-type: none"> <li>• <b>Initial Assessment</b></li> <li>• <b>Intake</b></li> <li>• <b>Referrals</b></li> <li>• <b>Job Search/Job Placement</b></li> <li>• <b>Comprehensive Specialized Assessments</b></li> <li>• <b>Case Management</b></li> <li>• <b>Service Coordination</b></li> <li>• <b>Orientation/Information Services</b></li> <li>• <b>Follow-up Services for 12 months</b></li> <li>• <b>Career Counseling</b></li> <li>• <b>Career Planning</b></li> <li>• <b>Pre-Vocational Services (i.e., Adult Ed, Job Readiness, etc.)</b></li> </ul>

Additional Service Sites	Lead Partner/One-Stop Operator, Other Partners	Major Services Provided by Each Partner
<b>Telamon Corporation</b>		<ul style="list-style-type: none"> <li>• <b>Initial Assessment</b></li> <li>• <b>Intake</b></li> <li>• <b>Referrals</b></li> <li>• <b>Job Search/Job Placement</b></li> <li>• <b>Comprehensive Specialized Assessments</b></li> <li>• <b>Case Management</b></li> <li>• <b>Service Coordination</b></li> <li>• <b>Orientation/Information Services</b></li> <li>• <b>Follow-up Services for 12 months</b></li> <li>• <b>Career Counseling</b></li> <li>• <b>Career Planning</b></li> <li>• <b>Pre-Vocational Services (i.e., Adult Ed, Job Readiness, etc.)</b></li> </ul>
<b>Department of Family and Children Services</b>		<ul style="list-style-type: none"> <li>• <b>Orientation/Information Services</b></li> <li>• <b>Pre-Vocational Services</b></li> </ul>
<b>Division of Rehabilitation Services</b>		<ul style="list-style-type: none"> <li>• <b>Initial Assessment</b></li> <li>• <b>Intake Referrals</b></li> <li>• <b>Orientation/Information Services</b></li> </ul>

## **Attachment B**

### **Memoranda of Understanding and Resource Sharing Agreements**

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

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

## Attachment B – Sample Memorandum of Understanding

### MEMORANDUM OF UNDERSTANDING

#### For the Southeast Georgia Workforce Investment Area

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

1. **Parties:** The parties to this MOU are the following:
  1. Georgia Department of Labor – ES/UI
  2. Georgia Department of Labor - Vocational Rehabilitation Program
  3. Okefenokee Technical College
  4. Experience Works, Inc.
  5. Telamon Corporation
  6. Department of Housing and Urban Development
  7. Southern Georgia Regional Commission

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

2. **Purpose:** The purpose of this MOU is to describe the ways in which the parties will use their resources to better serve their customers through an integrated and coordinated service delivery system under the provisions of the Workforce Investment Act of 1998 (WIA). By signing this MOU, the parties agree to abide by the terms, conditions, goals, policies, principles and regulations of WIA. The parties enter into this MOU in a spirit of cooperation, with the understanding that the development and implementation of the coordinated service delivery system will require mutual trust and teamwork on the part of each party.
  - a. This MOU reflects a commitment by all of the parties to the following shared principles:
    - Support a common vision
    - Establish and support common goals
    - Be held accountable for upholding our role
    - Engage in continued mutual dialogue to enhance the partnership
    - Maintain free and open communication among members
    - Reach an understanding of each member's perspective and interface each agency's assets for the strengthening of the whole
    - See and establish mutual trust among all partners
    - Commit staff time and other resources, to the extent possible, to facilitate and manage the agency's participation in the partnership

- To the extent possible, accommodate itinerant staff from other agencies

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

- **Universal Eligibility** - Customers will have access to core services at each one-stop center, designed to provide information to aid in career and employment decisions. Core, intensive, training, and support services will be made available through on-site and off-site locations.
- **One-Stop Approach** - All customers may explore work preparation and career development services and have access to information on a wide range of employment, training, and educational opportunities. Services will be made available through one-stop centers throughout the state and through an electronic system convenient to the customer.
- **Individual Choice** - Customers will have access to career, skill, employment, and training information. Each customer may choose the services he/she needs to enhance his/her employment opportunities.
- **Greater State and Local Flexibility** - With the integration of services through a one-stop delivery system, state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system.
- **Greater Accountability** - State, localities, and training providers will be accountable for their performance. The design and management of the one-stop centers and the delivery of services must be responsive to meeting the needs of the customer. Customer satisfaction will be a key measure of accountability.

c. The parties further agree that difficulties arising from differences in organizational practices and philosophies between the parties must be addressed in good faith. Examples may include, but are not limited to, differences in:

- Business/office hours
- Legal holiday schedules
- Information or equipment sharing policies
- Supervisory responsibilities

3. **Duration:** This MOU shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998 or otherwise by action of law. Any party may withdraw from the MOU by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to the WIB and the WIB chair will be responsible for disseminating

such notice to all parties listed in Section I of this MOU, including any parties added through any information updates received pursuant to Section I.

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

4. **Modification and Assignment:** Any party may request in writing an amendment to this MOU through the Southeast Georgia WIB. This MOU may be modified at any time by written agreement of the parties. To be valid, any modification must be in writing, signed and dated by all parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties.
5. **One-Stop System Description:** The one-stop system description in the Southeast Georgia WIA Plan, including modifications thereto, is incorporated into this MOU by reference.
6. **Affiliate Sites and Access Points:** The one-stop system in the Southeast Georgia Workforce Investment area will include affiliate sites and access points, as well as a comprehensive one-stop center. The Workforce Investment Board will seek the full, active participation of all partners and strive to combine available resources to meet the needs of the one-stop customers, employers, job seekers and youth.
7. **Marketing:** The parties to this MOU agree to participate in a collaborative marketing program to inform customers and the community at large of the services available through the one-stop service delivery system. As feasible, this marketing program may include:
  - Web site development
  - Public information and education
  - Brochures and flyers
  - Paid television/radio commercials
  - Public-service television/radio commercials
  - Print media advertising
  - Press releases
  - Public relations events
8. **Resource Sharing Agreement:** The parties to this MOU shall arrive at individual or collective resource sharing plans and/or other agreements that represent the partners' fair share of resources. These plans or agreements may reference this MOU and be incorporated in this MOU by reference. However, resource sharing plans and other agreements are expected to have one-year or two-year terms, as appropriate, and may fluctuate as the parties' resources change. The revision,

modification, and/or expiration of any resource sharing plans or other agreements that reference this MOU shall not affect the validity of this MOU.

9. **Non-Discrimination:** All parties to this MOU certify that they are equal opportunity employers. All agree that they will not discriminate in their employment practices or in provision of services on the basis of gender, age, race, creed, religion, national origin, disability or veteran's status, or on the basis of any other classification protected under state or federal law.
10. **Confidentiality:** Parties to this MOU agree to comply with the provisions of WIA and applicable sections of the Rehabilitation Act and/or other appropriate statutes of requirement to assure the following:
  - a. All application and individual records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
  - b. No partner will publish, disclose or use, or permit or cause to be published, disclosed, or used, any confidential information pertaining to one-stop applicants, participants, or customers overall.
  - c. Additionally, each partner will agree to abide by the current confidentiality provisions of respective statutes and shall share information necessary for the administration of the program. Parties therefore agree to share client information necessary for provision of services under WIA, i.e., assessment, universal intake, program or training referrals, job development or placement activities, and other services as needed for employment or program support purposes.
11. **Methods of Referral:** Parties to the MOU agree to jointly develop and implement a process for intake and referral. Parties agree to cross-train staff on the services of each partner agency and the spectrum of related services available through respective agencies. As appropriate, site visits, field trips, and joint training shall be available to staff who are responsible for making referrals. A mutually acceptable referral process shall be adopted by all parties with the commitment to evaluate this process and modify it as needed.
12. **Data Collection/Reporting:** Customer data must be available in a compatible data format to ensure sharing among local system partners. Automated tools will be available from and implemented by the State to assist in data collection and sharing across partner services. Parties to the MOU agree to use this system, whenever feasible, to input customer information and performance data.
13. **Dispute Resolution:** The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve

disputes. Parties shall continue with their responsibilities under this MOU during any dispute. The local WIB may seek assistance from the appropriate state agencies, the Governor, or the State Workforce Investment Board in impasse situations.

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

13. **Severability:** If any part of the MOU is found to be null and void, or is otherwise stricken, the remainder of this MOU shall remain in force. If any attachments or appendices to this MOU expire, are cancelled, or are found to be null and void, the remainder of this MOU shall remain in force.
14. **Governing Law:** This MOU is governed by and shall be interpreted in accordance with the laws of the State of Georgia, State WIA enabling legislation, and WIA.
15. **Authority and Signature:** The individuals signing below have the authority to commit, and do commit, the party they represent to the terms of this MOU.
16. **Agreement:** It is understood that an individual partner representative may sign a separate copy of this agreement, and all such copies together constitute a single agreement.

## **Attachment B – Sample Resource Sharing Agreement**

### **RESOURCE SHARING AGREEMENT**

In accordance with the Workforce Investment Act of 1998 (hereinafter WIA), this Resource Sharing Agreement (hereinafter RSA) is entered into by and between the Southeast Georgia Workforce Investment Board (hereinafter WIB) and the partner agencies listed below.

1. **Partner Agencies:**
  - a. Southern Georgia Regional Commission (WIA Entity)
  - b. Georgia Department of Labor, Employment Services
  - c. Okefenokee Technical College
  - d. Experience Works, Inc. (Title V)
  - e. Telamon Corporation (MSFW)
  - f. Georgia Department of Labor, Division of Rehabilitation Services
  
2. **Purpose:** The WIA regulations provide that the responsibility for the provision of and financing for applicable core services and one-stop operations is to be proportionate to the use of services at the center by individuals attributable to the partners' programs. The purpose of this RSA is to provide a framework for each of the partners' commitments regarding the allocation and sharing of operational costs and resources in the one-stop system serving Brantley, Charlton, Clinch, Pierce and Ware Counties. The one-stop operator, all partners, has been designated by the WIB and will be responsible for the coordination of services and ensuring that partner agencies adhere to the terms of this Agreement. Details of the one-stop operator's responsibilities will be more specifically outlined in the Operational Plan that is developed by the partners to this Agreement.
  
3. **Duration:** This RSA shall remain in effect from July 1, 2010 until June 30, 2012.
  
4. **Modification:** The partners recognize that modifications to the RSA may be necessary. Any partner may make a written request for modification to the WIB through the one-stop operator. In order to be valid, any modification to the RSA must be in writing and signed by all of the partners. Assignment of any responsibilities under this RSA by any of the partners shall be effective upon written notice to the other partners.
  
5. **Termination:** Notwithstanding any other provision of this contract, in the event that any of the sources of partner funds for services under this contract no longer exist or in the event the sum of all obligations by the partner incurred under this and all other contracts entered into exceeds the balance of available funds, then the partner's obligations under this Agreement shall immediately terminate upon receipt of written notification to the WIB through the one-stop operator. The certification by the legal signatory of the partner that either of the events stated above has occurred shall be conclusive.

This Agreement and applicable attachments to this Agreement may be terminated for cause, in whole or in part, by the WIB at any time for failure to perform any of the provisions hereof. The termination shall be accomplished by notice in writing and mailed or delivered to the Southeast Georgia WIB at 1725 South Georgia Parkway, West, Waycross, GA 31503. The partner will be required to submit a final expenditure report to the one-stop operator and/or other applicable partners not later than 45 days after the effective date of written notice of termination. Upon termination of this Agreement or applicable attachments, the partner shall not incur any new obligations after the effective date of the termination and shall cancel as many outstanding obligations as possible. The above remedies are in addition to any other remedies provided by law or the terms of this contract.

This Agreement may be cancelled or terminated by any of the partners without cause; however, the partner seeking to terminate or cancel this Agreement must give notice in writing of its intent to do so to the other partners at least thirty (30) days prior to the effective date of cancellation or termination. The written notice must be mailed or delivered to the Southeast Georgia WIB at 1725 South Georgia Parkway, West, Waycross, GA 31503.

The WIB reserves the right to suspend this Agreement, in whole or in part, if the partner(s) fail to comply substantially with the terms of this Agreement, to provide the quality of service required, or to meet the specified completion schedule of its duties under this contract. The suspension shall be accomplished by notice in writing to the partner 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 address in the above paragraph.

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

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

7. **Memorandum of Understanding:** This RSA, including all attachments and modifications, is incorporated by reference to the Memorandum of Understanding executed between the partners to this Agreement, including all modifications thereto.

However, this RSA has a two-year term and may fluctuate as the partner's budgets change. Modifications and/or expiration of the RSA shall not affect the validity of the Memorandum of Understanding.

**Shared Services:** *(Only applicable services should be checked and described)* NOTE:  
The description of services is the same for all partners.

- a. The Southern Georgia Regional Commission agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment – Distribution of written information and oral communication
  - Initial Assessment/Intake/Referral – Completion of Customer Information and Request for Services
  - Orientation/Informational Services – Completion of Job Search Assistance/Career Information Services
  - Job Search/Job Placement – Review of job listings and job referrals
  - Follow-up Services for WIA – Monthly contact and case management for 12 months after exiting WIA
  - Comprehensive Assessments – Reviewing strengths and needs of individual and completion of Customer Service Plan or other individual employment plan
  - Career Counseling/Planning – Discussing assessment results and developing an employment plan
  - Case Management/Service Coordination – Arrangement of needed services and regular contact with individual
  - Prevocational Services – Job readiness workshops
  - Business Services – Job Fairs, Employer Seminars, Labor Market Information, GED Test Preparation
- b. The Georgia Department of Labor, ES/UI, agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment
  - Initial Assessment/Intake/Referral
  - Orientation/Informational Services
  - Job Search/Job Placement
  - Follow-up Services for WIA
  - Comprehensive Assessments
  - Career Counseling/Planning
  - Case Management/Service Coordination
  - Prevocational Services
  - Business Services – Job Fairs, Employer Seminars, Labor Market Information, GED Test Preparation
- c. Okefenokee Technical College agrees to contribute to the delivery of the following shared services in the local One-Stop Center:
- Outreach/Recruitment

- Initial Assessment/Intake/Referral
- Orientation/Informational Services
- Job Search/Job Placement
- Follow-up Services for WIA
- Comprehensive Assessments
- Career Counseling/Planning
- Case Management/Service Coordination
- Prevocational Services
- Business Services – Job Fairs, Employer Seminars, Labor Market Information, GED Test Preparation

d. The Georgia Department of Labor, Division of Rehabilitation Services agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

- Outreach/Recruitment
- Initial Assessment/Intake/Referral
- Orientation/Informational Services
- Job Search/Job Placement
- Follow-up Services for WIA
- Comprehensive Assessments
- Career Counseling/Planning
- Case Management/Service Coordination
- Prevocational Services
- Business Services – Job Fairs, Employer Seminars, Labor Market Information, GED Test Preparation

e. Experience Works, Inc. agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

- Outreach/Recruitment
- Initial Assessment/Intake/Referral
- Orientation/Informational Services
- Job Search/Job Placement
- Follow-up Services for WIA
- Comprehensive Assessments
- Career Counseling/Planning
- Case Management/Service Coordination
- Prevocational Services
- Business Services – Job Fairs, Employer Seminars, Labor Market Information, GED Test Preparation

f. The Telamon Corporation agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

- Outreach/Recruitment
- Initial Assessment/Intake/Referral
- Orientation/Informational Services
- Job Search/Job Placement

- Follow-up Services
- Comprehensive Assessments
- Career Counseling/Planning
- Case Management/Service Coordination
- Prevocational Services
- Business Services – Job Fairs, Employer Seminars, Labor Market Information, GED Test Preparation

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

- increased customer access to programs;
- cost-effective and efficient program delivery;
- improved program retention due to a wider array of support for customers;
- greater customer satisfaction;
- non-duplication of services; and
- strengthened relationships among partner agencies.

9. **Contributed Resources:** See attached Resource Sharing Worksheet

10. **Resource Allocation:** The partners agree that the contributed resources and benefits set out in this Resource Sharing Agreement are in proportion to each other as determined by a reasonable estimate of the distribution of services and contributed resources to be made by each of the partners over the course of this Agreement. Actual costs expended toward the provision of shared services and a measurement of actual benefit to each of the programs will be made available to the one-stop operator on a quarterly basis. To the extent that the resources contributed or benefits derived become disproportionate, the partners agree to revisit and revise this Agreement as necessary. Resource allocation methodologies used will be in compliance with cost principles outlined in applicable OMB Circulars.

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

## Attachment C

### Performance Worksheets

*NOTE: Instructions for estimating performance levels for PY 2011 will be transmitted to local areas in a separate memo.*

<b>Measure</b>	<b>PY11 Negotiated Rate</b>
Adult Entered Employment	83.5%
Adult Retention	82.5%
Adult Average Earnings	\$12,100
DW Entered Employment	85.5%
DW Retention	89.5%
DW Average Earnings	\$12,478
Youth Placement in Employment/Education	47.0%
Youth Attainment of Degree/Certificate	63.0%
Youth Literacy/Numeracy Gains	22.0%

## Attachment D

### Local Administrative Assurances PY 2011

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

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

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

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

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

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

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

5. No funds received under the WIA will be used to assist, promote, or deter union organizing. [WIA Sec.181 (b)(7)]
6. The local Workforce Investment Board assures that all awards of federal and state funds shall be accounted for using generally accepted accounting principles, and treated in accordance with federal cost principles that apply to the type of entity receiving funds, including OMB Circular A-87 for units of state or local government; A-21 for institutions of higher learning; A-122 for private, non-profit organizations; and 48 CFR, Part 31 for private, for-profit organizations.
7. The local Workforce Investment Board assures that audits of covered organizations shall conform to the federal Single Audit Act and OMB Circular A-133.
8. The area's financial management system will satisfactorily account for and document the receipt and disbursement of all WIA funds. Further, effective internal controls in place will safeguard assets and ensure their proper usage (including property location and usage). [WIA Sec. 184 (a)(1)]
9. The local area's financial system will permit the tracking of program income and potential stand-in costs. [WIA Sec. 185 (f)(1)&(2)]
10. The local area will prepare and submit required financial reports in a timely manner, and WIA operations funded wholly or in part with state and/or federal funds will maintain financial and program records with all supporting documents for at least three years from the date of submission of the closeout reports for each program. [WIA Sec. 185 (e)(1)]
11. Any information or records concerning an individual or employing unit obtained by the Georgia Department of Labor in the administration of the Employment Security Law or other federally funded programs for which the department has responsibility are, by law, private and confidential [O.C.G.A. 34-8-120 et seq.]. The area agrees to abide by all state and federal laws, rules, and regulations regarding the confidentiality of such records. There are criminal sanctions for unauthorized release of such information. The area further agrees not to divulge any private or confidential information concerning any individual or employing unit to any unauthorized person without the informed consent of both the individual employee and the related employing unit, or, when applicable, of a particular customer. The Georgia Open Records Act requires government agencies and their private contractors to allow inspection of "public records" by citizens who request such inspection [O.C.G.A. 50-18-70 et seq.]. Georgia Department of Labor information and records on individuals and employing units described above are exempt from the disclosure requirements of the Georgia

Open Records Act. The area agrees to fully comply with the Georgia Open Records Act, which may require a timely written response (within three days of the inspection request) denying inspection of such records and stating the applicable statutory authority for denying the request.

Local areas will comply with the security and privacy standards of Public Law 104-191 - the Health Insurance Portability and Accountability Act of 1996. Veterans and eligible spouses will be provided priority in USDOL-funded workforce services in accordance with the Jobs for Veterans Act (P.L. 107-288), (38 USC 4215) and Jobs for Veterans Act Final Rule (20 CFR part 1010) published at 73 Fed. Reg. 78132 (December 19, 2008).

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

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