

CSRA



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Strategic Elements, Governance and Structure:

1. IDENTIFICATION OF THE FISCAL AGENT & GOVERNANCE STRUCTURE:

Local Workforce Development Area (LWDA) 12 is a designated region in Georgia that comprises Richmond, Burke, Jenkins and Jefferson Counties. Jefferson County Board of Commission Chairman Mitchell McGraw is the Chief Local Elected Official, CSRA Regional Commission is the officially appointed fiscal agent and program administrator for Workforce Area 12, responsible for the disbursement of grant funds as described in WIOA § 107(d)(12)(B)(i)(III).

Local Workforce Development Board (attachment 1)

2. DESCRIPTION OF STRATEGIC PLANNING ELEMENTS

a. Analysis of Regional Economic Conditions

WorkSource CSRA uses a number of industry recognized resources to develop the region's High Demand Occupation List. Regional business data and economic studies were consulted to supplement the analysis of past workforce patterns and current employment trends. The team reviewed data sets from Economic Indicator Reports (ESRI), Georgia Department of Labor's Occupational and Industry profiles, Economic Modeling Specialists International (EMSI), US Census Data, the Bureau of Labor Statistics, and the Bureau of Economic Analysis to gain a comprehensive view of the region and its needs. Ultimately, this analysis highlights the past and present economic and workforce conditions as well as industry clusters and workforce occupations with the most significant potential, along with industries targeted for growth. Through attraction, retention strategies, and supporting local entrepreneurs, the region can grow and develop critical competencies to become highly competitive and innovative in these industries, fostering a dynamic environment that can propel the local economy.

b. Meeting the Needs of Regional Employers

A comprehensive labor market analysis is conducted to identify current and projected skill gaps, workforce needs, and industry trends. Understanding the labor market ensures that training programs and resources are aligned with the demands of the job market. Furthermore, collaboration and partnership among various stakeholders, such as employers and educational institutions, WorkSource CSRA fosters a unified approach towards addressing workforce challenges. Prioritizing innovative strategies, such as promoting apprenticeships and internships, leveraging technology for training delivery, and enhancing career pathways, is also a key aspect. Incorporating these elements into the strategic planning process is our objective as it will bolster workforce development and foster economic growth.

A review of these sources coupled with on-going discussions with industry leaders, led WorkSource CSRA to designate the following fields as the region's high demand occupations.

Business Services

Administrative Assistant/Office Manager
Audio and Video Equipment Technician
Bookkeeping, Accounting, and Auditing Clerk

Construction

Carpenter
Electrician
Heating, Air Conditioning, and Refrigeration Mechanic

Transportation, Distribution, & Logistics

Aircraft Mechanics and Service Technician

Automotive Service Technicians and Mechanics

Heavy and Tractor-Trailer Truck Driver

Health Sciences

Dental Hygienist

Medical Assistant

Nursing Assistant

Respiratory Therapist

Surgical Technologist

Nurse

Information Technology

Computer Network Support Specialist

PC Repair and Network Technician

Web Developer

Public Services & Professional Services

Correctional Officers and Jailers

Firefighter

Police and Sheriff's Patrol Officer

Teacher – STEM (Others on case-by-case basis)

**Full list of In-Demand Occupations is Attached.*

c. Regional Workforce Analysis

Focus groups and informal discussions with the region's HR Directors indicated that the most blatant gap in skills continues to be skills that are often considered soft skills, such as attendance, passing drug test and working well with others. Hiring managers insist that the labor skills can be taught to individuals that possess the soft skills and character skills needed to maintain employment.

d. Workforce Development Activities

LWDA 12 will work with employers, organized labor, community colleges, Vocational Rehabilitation, GDOL and industry leaders/groups, to continue building our in-demand sector strategies. Connecting with employers is a priority be it through the LWDA's Rapid Response Team, local job, and resource fairs, through participation in local and regional employer meetings, Chambers of Commerce, Regional Commission and involvement in the Augusta Regional Development Alliance (ARDA).

LWDA 12 must have at least one Comprehensive One-Stop Center, with information centers available throughout the four-county area to provide access to employers and job seekers. WorkSource CSRA will continue to respond to existing and future needs of businesses to produce a more skilled workforce.

Business services also offers: Recruitment of job applicants

- Screening of job applicants
- Job Postings
- Job order referral
- Job/Employee matching
- Skills Assessments
- Available space for employer interviews
- Labor Market Information
- Census Data
- Job Fairs
- On-The-Job Training
- Apprenticeship Program
- IWT (Incumbent Worker Training)
- CT (Customized Training)
- Rapid Response Workshops

Labor Market Analysis

Population

Burke County Summary	Census
Population	24,438
Households	8,913
Average Household Size	2.70
Owner Occupied Housing Units	72.6%
Renter Occupied Housing Units	26.9%
Median Age	38.1

Jefferson County Summary	Census
Population	15,183
Households	5,826
Average Household Size	2.59
Owner Occupied Housing Units	67.0%
Renter Occupied Housing Units	36.1%
Median Age	40.0

Jenkins County Summary	Census
Population	8,627
Households	3,297
Average Household Size	2.40
Owner Occupied Housing Units	82.8%
Renter Occupied Housing Units	24.6%
Median Age	41.9

Richmond County Summary	Census
Population	205,414
Households	74,028
Average Household Size	2.65
Owner Occupied Housing Units	51.4%
Renter Occupied Housing Units	48.4%
Median Age	34.4

**Source: US Census Bureau – Population Estimates Program, July 1, 2023*

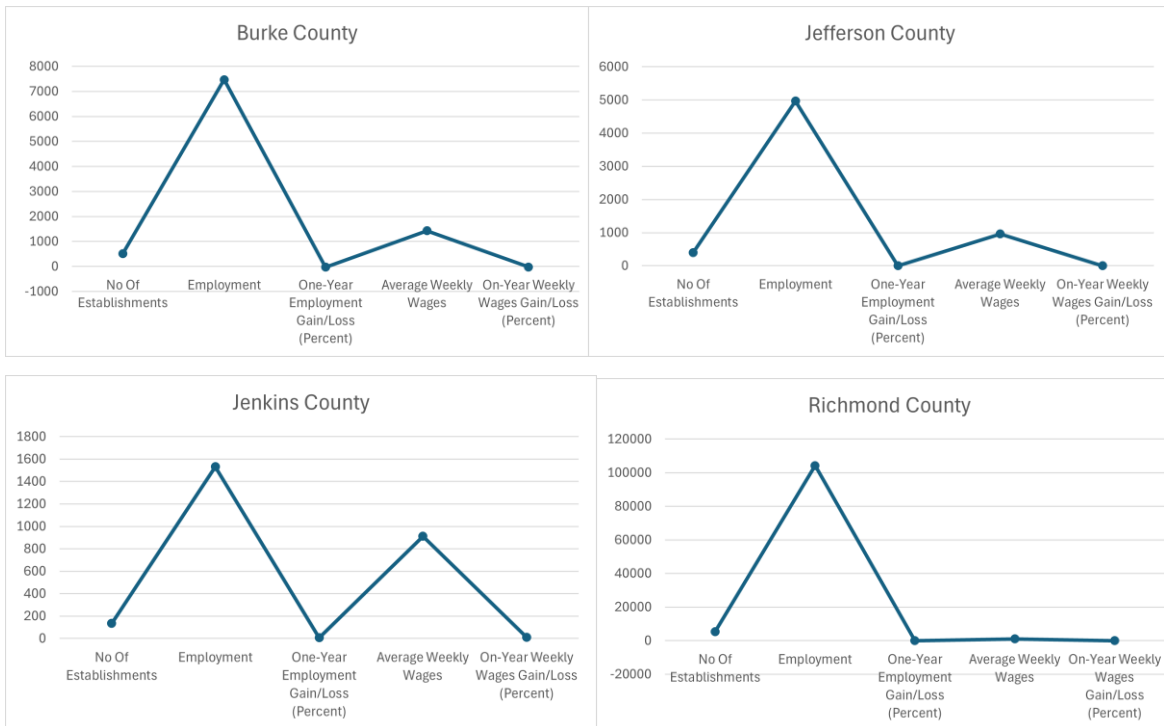
CSRA Business Summary

Total Businesses:	5,043
Total Employees:	111,750

Income

Median Household Income	
Richmond	\$50,605
Jefferson	\$46,865
Jenkins	\$31,463
Burke	\$50,321
Per Capita Income	
Richmond	\$28,480
Jefferson	\$25,820
Jenkins	\$19,360
Burke	\$29,735

Source: US Census



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages Period: Fourth Quarter(p)
 Industry Total, All Industries Area Name Year: 2023

Strengths

The strength of the LWDA 12 workforce program is rooted in the history and capacity of the CSRA Regional Commission. The commission has more than fifty years of history with member communities and their constituents. This history provides confidence in the RC's ability to address the needs of the community with capable and financially prudent staff.

The region is also home to Fort Eisenhower. This regional asset provides unique program opportunities for service members who are exiting the military. In addition to traditional programs and services, the Area partners with Georgia Tech to offer VET2 to interested exiting service members.

Area 12's staff are also a significant strength. The staff are diverse in their longevity and experience, ranging from 24 years to 2 years, but each of the staff is committed to excellence and service. Every team member works to ensure participants are given the opportunities and resources needed to succeed.

Weaknesses

The regional economy is ever shifting. Ft. Eisenhower is now home to the US Cyber Command Center. This relocation has spurred the relocation of numerous cyber security related businesses. It seems natural for the Workforce programs to align with these opportunities. However, the number of jobs in this sector coupled with the specialized skills and training required make it almost impossible for the Workforce Area to be of assistance. Most of the individuals reached by workforce programs, at least in the CSRA, lack the skills needed to be employed in the cyber industry.

This leads to a perception of weakness in our programs. The fact of the matter is that workforce programs are a better fit for other employment sectors. We are cognizant that the jobs that best fit many of our participants are not the high profile, news garnering positions.

Capacity

WorkSource CSRA has the capacity to serve more adults in programs, however, the funding is not available. Local organizations still seek in-school youth funding, even though that funding has been limited for many years. Staffing, program availability and interest are all at peak performance levels.

e. Board Strategic Vision and Goals

The CSRA Workforce Development Board plays a critical role in our community by leading and overseeing the workforce development system in our counties. With a clear focus on supporting a coordinated system of education, training, and employment, the board aims to create pathways for both residents and businesses to thrive and succeed. By providing resources, guidance, and strategic direction, the board helps residents gain the necessary skills and knowledge to secure meaningful employment opportunities. Simultaneously, they assist businesses in finding and retaining a skilled workforce that meets their needs. Through their dedicated efforts, the WorkSource CSRA Workforce Development Board contributes to the economic growth and prosperity of our region. In line with ethical standards, it is important to emphasize that our content does not involve any form of explicit or harmful material, ensuring a safe and inclusive environment for all.

Guiding Principles

- Ease of Access
- Self-Sufficiency Promotion
- Effectiveness and efficiency in service delivery
- Encourage quality innovation and creativity in service provision

Customers

The workforce development program plays a crucial role in addressing the needs of unemployed or underemployed individuals, offering them the necessary training and assistance to secure permanent employment to include youth and individuals who face barriers to employment. Providing them with opportunities, support, and guidance to help them overcome these obstacles. The WorkSource CSRA firmly believes in the potential of every individual, regardless of their background or circumstances, and strives to create a nurturing and inclusive environment for their growth and development. Through our various programs and initiatives, we offer vocational training, skill-building workshops, job placement assistance, and ongoing mentorship to equip these individuals with the necessary tools and resources to succeed in the workforce. All unique needs are prioritized, ensuring that everyone receives the necessary support to overcome any challenges they may face, and empowering them to achieve their personal and professional goals. This program not only caters to the residents, but also extends its services to businesses in the area. Whether it's aiding companies in expanding their workforce or providing assistance with workforce training, the workforce development system acts as a facilitating agent for local businesses. Moreover, this program serves the community at large by equipping residents with the skills and knowledge needed for employment while simultaneously helping businesses connect with qualified and suitable employees. It strives to bridge the gap between job seekers and employers, fostering economic growth and development.

Goals

The targeted areas of the CSRA's workforce development program include:

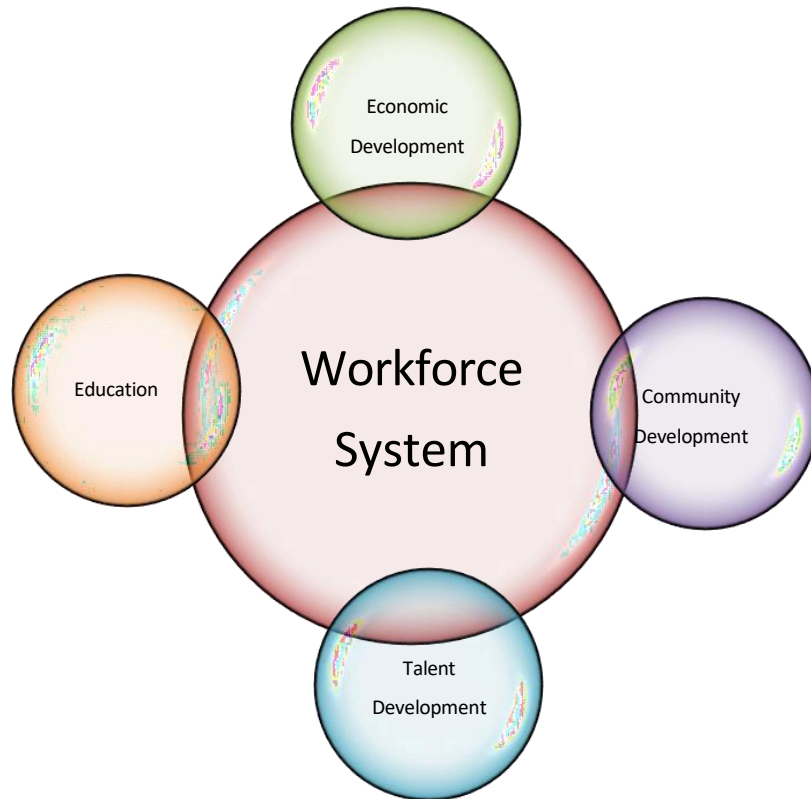
- **Business and Industry.** Meet the workforce needs of the regional economy and high demand industry sectors with the best potential for new jobs.
- **Adults.** Increase the number of residents who complete gain a marketable credential or degree.
- **Youth.** Increase the number of high school students who graduate ready for a career and/or post-secondary education
- **System Alignment.** Support system alignment, service integration and continuous improvement through shared data, common participant tracking and evidence-based policy making.

These priorities will be addressed through the **following approaches**

- Use market and education data and technology to drive workforce development decisions
- Increase Post-Secondary Enrollment and Completion
- Address growing skills gap between education and training outcomes with business/industry needs
- Design and actuate a more efficient and effective workforce development system
- Assist targeted populations such as military veterans, at-risk youth, ex-offenders and those seeking employment in high demand sectors to improve the quality of Georgia's workforce outcomes

Locally, the WDB has defined the workforce development system as the intersection of four community sectors (Figure 1), where the educational sector (i.e., institutions that provide educational opportunities), the economic development sector, the community development sector and the talent development sector overlap in a common mission to match supply and demand.

Figure 1: Core Sectors of Workforce System



f. Local Governance

The LWDB is responsible for developing strategies to engage employers, job seekers, government, education, organized labor and community-based organizations within the CSRA to strengthen and expand the workforce resources of the region for the benefit of all the participants and communities where we live, work and raise our families. WorkSource CSRA WDB is a four-county regional organization comprised of Burke, Jefferson, Jenkins and Richmond County leaders from business, education & training, and workforce organizations, with the majority of its board members representing the private business sector.

The WDB seeks to meet the needs of employers and jobseekers, specifically to address the following:

- In order to help more CSRA residents compete for quality jobs that provide a living wage and opportunities for career advancement, it is crucial to address the existing gaps and barriers that hinder this progress. By focusing on key areas such as education and skills development, access to networking and mentorship opportunities, and the promotion of inclusive hiring practices, we can create a more conducive environment for individuals to thrive and excel in their chosen professions. Furthermore, investing in targeted initiatives that support underrepresented communities, such as providing affordable childcare and transportation options, can help level the playing field and ensure equal access to employment opportunities. By prioritizing these efforts, we can empower CSRA

residents to achieve economic stability, enhance their quality of life, and contribute meaningfully to our local economy while ensuring the content shared does not violate any guidelines.

- The goal of helping CSRA employers is to find the talent they need to succeed, and grow is paramount in driving economic prosperity in the region. By connecting employers with the right individuals, WorkSource CSRA can foster a thriving business environment and create opportunities for both employers and job seekers. Through various initiatives, such as job fairs, skills development programs, and recruitment platforms, LWDA 12 effectively bridge the gap between employers and talented individuals. It is important, however, to maintain a responsible and ethical approach in this process. Therefore, it is crucial to adhere to strict guidelines and avoid any content that could be deemed inappropriate or harmful. By refraining from the creation or sharing of offensive and potentially dangerous content, CSRA can maintain a safe and inclusive environment, ensuring the betterment of the community.
- Effective and efficient job training is paramount in preparing individuals for high-demand occupations and meeting the needs of employers. By aligning training programs with the specific requirements of the job market, individuals gain the necessary skills and knowledge to thrive in their chosen fields. Moreover, this targeted approach ensures that their credentials hold value in the workplace, increasing their employability and potential for advancement. Training programs designed to meet employer needs bridge the gap between education and industry demands. Through comprehensive instruction, hands-on experience, and practical application, individuals acquire the competencies needed to excel in their chosen professions. By providing relevant and workplace-focused training, individuals are equipped with the tools to succeed and secure valuable credentials that are recognized and respected by employers.

3. DESCRIPTION OF STRATEGIES AND SERVICES

a. Employer Engagement

WorkSource CSRA Workforce Development Board collaborates with local technical colleges, chambers of commerce, economic development partners, and GDOL's business services unit to engage high-demand employers in conversations regarding their training and hiring requirements. The LWDA Business Services Team, in conjunction with economic development partners, connects with employers to evaluate industry needs for training opportunities. Emphasizing the significance of the One Stop System, WorkSource CSRA aims to positively influence local and regional economic growth. The team's approach involves conducting personal visits to all businesses within in-demand industries and areas, irrespective of their size.

Businesses play a crucial role in ensuring the growth and development of the workforce. To support this objective, we educate the businesses on reimbursement programs that have been designed to assist in their training efforts. Programs like our On-the-Job Training (OJT), allowing employers to receive financial support for training new employees. Additionally, Incumbent Workers Training (IWT) provides financial assistance for businesses to train and upskill their existing workforce. Customized Training (CT) programs offer tailored training solutions to meet specific business needs. Classroom training programs enable businesses to invest in formal education and skill enhancement for their employees. Furthermore, customized job fairs and access to labor market information help businesses in identifying and connecting with potential talent. These programs collectively foster a skilled workforce, driving economic growth and sustainability.

b. Sector Strategy Development (meeting the needs of Businesses)

Sector-based work academies help prepare those receiving unemployment benefits to apply for jobs in a different areas of work. Placements are designed to help meet your immediate and future recruitment needs as well as to recruit a workforce with the right skills to sustain and grow your business.

The Business Services team works with local and state economic developers, TCSG Business Services Unit as well as Chambers of Commerce to ensure that the needs of the region/local area are met. All partnerships

reflect a new direction and emphasis on employer-driven service delivery, and access to market driven information with staff dedicated to fulfilling the needs of local/regional employers. This realignment is focused on a commitment to the business community and to provide a venue for a more proactive and employer friendly partnership.

WorkSource CSRA's Local Workforce Development Board plays a crucial role in developing strategies to serve the workforce needs of businesses in a region. Through collaboration with business and organized labor representatives, the LWDB identifies skill gaps and develops strategies to address them, such as training programs, apprenticeships, and job placement services. The board's business representatives provide input on the types of skills and qualifications that are in demand by their industries, while labor representatives ensure that the strategies also address the needs of workers and promote equitable opportunities for all. By working together, the LWDB is able to develop effective strategies that benefit both businesses and the workforce, ultimately contributing to a more competitive and prosperous regional economy.

Coordinate Workforce and Economic Development

The partnership between WorkSource CSRA and economic development remains highly successful, benefiting both new and established employers, as we collectively evaluate the overall economic landscape of the region. Economic Development Board members and their peers are in continual communication with WIOA staff and partners as we assist employers with staffing needs and the continued notification of new businesses moving into the area.

c. One-Stop Services

WorkSource CSRA has established a collaborative effort involving local government, educational institutions, and private sector organizations to enhance the coordination of workforce development programs and economic development. Our integrated strategy for workforce development is aligned with the organization's economic development objectives, while also offering training programs that target the skills gap and meeting the needs of local businesses. Additionally, WorkSource CSRA leverage resources to support initiatives that drive economic growth and job creation. By working together, stakeholders can ensure that the LWDA 12 is equipped with the skills needed to support local businesses and drive economic success.

In addition to the Comprehensive One-Stop, the Area has access points in each county: Burke, Jefferson and Jenkins County. Each location is designed to provide direct assistance and/or referrals to any potential participant. Each One-Stop is managed by a different provider, but the purpose of each center is the same. Participants can use computers to search for and apply for jobs, develop resumes, and enhance skills. The One-Stops also host classes related to job skills, resume building, and interview skills. For most adult participants, the One-Stop is the point of entry for WIOA services. Specifically, the following core services are provided by One-Stop Partners in accordance with 20 CFR 662.240. These services may include service provision via appropriate technology, co-location of personnel, cross-training of staff, or other agreements:

- Eligibility Documents
- Outreach, intake and orientation to the One-Stop system
- Initial assessment of skill levels, aptitudes, abilities, and support services
- Job search and placement assistance
- Employment statistics information
- Provision of program performance information and cost information
- Information on local performance
- Information about the availability of supportive services, including childcare; transportation and referral services
- Information on unemployment compensation claims
- Information on financial aid assistance for training/education opportunities in the area not funded via WIOA
- Follow up services

-
- Information, to include remote access, which notifies customers or priority of services to ensure veterans and eligible spouses receive benefits
 - In accordance with TEGL-5-03, veterans and spouses who are eligible are given priority of service.

Additionally, the One-Stop delivery system provides services and activities pertaining to the following per 20 CFR 662.200:

- Title I(WIOA) adults and dislocated workers
- Title I(WIOA) youth
- Title I(WIOA) Job Corp, and migrant and seasonal farm-worker programs if these national programs are present in the area
- Veterans' workforce programs under Title I(WIOA)
- Wagner-Peyser Act Programs
- Title II (WIOA) adult education and literacy activities
- Programs funded under Title I of the Rehabilitation Act
- Programs funded under Title V of the Older Americans Act
- Postsecondary vocational education activities funded under Carl D. Perkins Vocational Act and Applied Technology Education Act
- Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities
- Local veterans' employment representatives and disabled veterans outreach programs; 12. Employment and training activities under Community Services Block Grant and the
- Department of Housing and Urban Development if these programs are present in the local area
- Programs authorized under State employment compensation laws.

Additionally, establishing a seamless referral process for individuals moving from unemployment insurance to employment services and vice versa can facilitate a smoother transition and improve the overall effectiveness of the two programs.

LWDA 12 integrates job quality principles into the delivery of local services on a daily basis. To accomplish this goal, WorkSource CSRA focuses on offering training and education that result in wages and benefits that can support families, along with opportunities for career advancement that allow individuals to progress economically. This involves advocating for local hiring practices, aiding in entrepreneurship and the growth of small businesses, and cultivating workplaces that are inclusive and diverse. Local workforce development boards give priority to programs and services that cater to industries and occupations in high demand, offering competitive wages, strong job growth prospects, and chances for progression. Moreover, LWDA 12 stresses the significance of work-based learning experiences like apprenticeships and internships, which provide hands-on skills and exposure to quality job prospects for trainees. Additionally, WIOA encourages the utilization of labor market data and industry partnerships to shape training programs and services, ensuring they meet employer requirements and align with sought-after skills. By incorporating these job quality principles, local workforce development areas can help ensure that workers are equipped for in-demand jobs with favorable wages and benefits, ultimately contributing to a more skilled and competitive workforce. LWDA 12 programs also strive to offer accessible employment

opportunities by addressing obstacles to employment, such as transportation and childcare needs, and establishing supportive work environments that enhance employee well-being and engagement.

Leverage of historic infrastructure investments – Clean Energy Augusta

Solvay and the U.S. Department of Energy’s Office of Manufacturing and Energy Supply Chains also finalized their agreement for a \$178 million grant to Solvay to help build this facility at its site in Augusta, GA, the facility is expected to be operational in 2026. The grant was awarded to Solvay as part of the **U.S. Infrastructure Investment and Jobs Act (IIJA)** to expand U.S. domestic manufacturing of batteries for electric vehicles and the electrical grid - as the project will fill a significant supply gap, building upon favorable regulatory conditions that promote regional production and material security.

BIL

Augusta Transit received a BIL award for electric buses (\$6.7 million in FY2022) and they received another \$300,000 in FY23 for a micro-transit service study.

Augusta Airport received \$3 million in FY2023 for rehabilitating the commercial passenger terminal building and they received \$510,000 in FY23 for improvements at the terminal building.

City of Millen received \$12 million for rail crossing improvements in the city in FY2023. Burke County received \$750,000 in FY24 for a portion of the new general aviation terminal building.

PARTNER ROLES AND RESPONSIBILITY

Each partner is actively involved in the planning and sharing of resources to enable co-enrollment to assist customers to upgrade skills and/or achieve the high school or GED credentials.

The LWDB one-stop delivery system includes all the required WIOA core program partners:

WIOA Title I Adult, Dislocated Worker & Youth Services	WIOA Title II Adult Education and Literacy Programs
Job Corps	Carl D. Perkins Program
Youth Build	Trade Adjustment Assistance Programs
Wagner-Peyser Act Program	Jobs for Veterans State Grant Programs
Senior Community Service Employment Program	Community Service Block Employment & Training Programs
Vocational Rehabilitation	State Unemployment Programs

a. One-Stop Operator

The CSRA Regional Commission contracts with local providers for the operation of the designated One- Stop locations. The operator performs the following tasks associated with the success of the One-Stop:



One Stop Access

During a crisis such as COVID-19 WorkSource CSRA is serving our customers virtually. The use of the WorkSource Georgia Online Participant Portal (VOS) system customers can access the one stop from their home, all documents can be uploaded into the secure VOS portal. Services are available to customers in both a self-serve option and/or a staff-assisted option. Access to some of these services may require determination of customer eligibility, which is provided at our local WorkSource One-Stop (centers) and youth provider locations.

WorkSource CSRA has computer access in four different (satellite) locations in the more remote areas; this allows both jobseeker and employer, to access the same services available in the resource room of the Comprehensive One Stop Center. Partners who will not be physically located in the Comprehensive One Stop are accessible via internet and telephone. All technology is staffed all hours that the One Stop Center is open to the public.

WorkSource CSRA is able to recruit and promote an array of programs through social media platforms, it is used to communicate, attract and provide a service to the younger and tech savvy generation.

b. Required One-Stop Partners

Programs offered by One-Stop partners are open to participants throughout the region unless otherwise specified in that agency's rules and regulations. One-Stop programs and activities include:

- programs authorized under the WIOA

-
- programs authorized under the Wagner-Peyser Act (29 U.S.C.49 et seq.)
 - adult education and literacy activities authorized under Title II of WIOA
 - programs authorized under title I of the Rehabilitation Act of 1973 {29 U.S.C. 720 et seq.)
 - programs authorized under section 403{a}(5) of the Social Security Act (42 U.S.C. 603 (a)(5)) (as added by section 5001of the Balanced Budget Act of 1997)
 - activities authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)
 - postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act {20 U.S.C. 2301 et seq.)
 - activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)
 - activities authorized under chapter 41 of title 38, United States Code
 - employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.)
 - employment and training activities carried out by the Department of Housing and Urban Development programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)

c. Awarding Sub-grants and Contracts

A copy of the Regional Commissions' procurement process is included in the appendix.

d. EEO and Grievance Procedures

Complaints and grievances from all interested parties affected by the local workforce system may file a complaint or grievance. This inclusive approach ensures that individuals' voices are heard and that any concerns or issues are addressed promptly and effectively. In order to ensure fair and equal treatment, WorkSource CSRA has an assigned trained EO Officer who is dedicated to training and continuously updating staff on the rights and responsibilities under the nondiscrimination and equal opportunity provisions of WIOA. This ensures that everyone involved in the workforce system is aware of their rights and obligations. It is important to note that when generating or sharing content, it must adhere to certain guidelines and restrictions.

In summary, any entity within the Georgia WorkSource System have a right to enter into the complaint process to resolve disputes.

4.0 Local Boards and Plan Development

4.1 Local Boards

Workforce Board Member nominations are solicited from each county and required category. Nominations are forwarded to the chief elected official. The CLEO then appoints the board members. After appointment, the workforce director and WDB chairman host an orientation for new members. Local board members are kept engaged and informed primarily through email notices and engagement. Additionally, the board is engaged through conference calls and meetings.

The local board receives communications through routine mail and email. LWD Board meetings are held quarterly, and LEO Board meetings are held biannual; additional call meetings are scheduled when needed. Members receive printed copies of all policy recommendations, finance reports and other relevant documents.

Regional collaborative groups meet regularly to keep each other abreast of program updates, changes and current activities. The RC staff are actively involved in economic collaborations such as the Augusta Regional Development Alliance and the CSRA Unified Development Authority. They are also involved in the local Society for Human Resource Management, the quarterly City/County Administrators Roundtable and a number of other collaborative groups.

4.2 Local Board Committees

The local board does not have any committees.

Plan Development

This plan serves as a guidance document for all of the workforce development programs in Area 12. The plan is a living document that is updated and approved by the WDB annually. The Regional Commission updates the plan and its components based on partner meetings, surveys, economic development planning processes, and changes to state and federal law.

The Plan is provided to the Workforce Development Board for review and input. Additionally, various sections of the plan are discussed in detail at the quarterly Workforce Development Board meeting.

5.0 Service and Delivery Training

5.1 Veterans

Due to the presence of Fort Eisenhower, the CSRA has a disproportionately high number of veterans living in the area. The Fort is home to the Army Signal Corps, U.S. Army Cyber Center of Excellence, Dwight D. Eisenhower Army Medical Center (supporting seven states and Puerto Rico), Southeast Regional Dental and Veterinary Command Headquarters, and the National Security Agency/Central Security System, GA. About 800-1200 service members separate from the military at Fort Eisenhower each year. These are primarily highly skilled information technology or medical professionals. Surveys show about half plan to or would like to remain in the Augusta area if there were jobs available. The WORKSOURCE CSRA is committed to working with the Fort to ensure that veterans are connected with the assistance needed to launch private sector careers. The area's Veteran Priority of Service Policy is attached.

5.2 TANF Recipients

Services to TANF recipients occur through One-Stops, which coordinate training services and resources with other TANF population service providers and partners. For the past several years, service to TANF populations has been very low (2%) due to TANF requirements. One-Stop computer labs are often used as resources for the TANF population.

5.3 Older Workers

The Legacy Link Experience Works program is an integral presence in the One-Stop system. Legacy Link participants serve as greeters, assistants, and coaches through the Older Worker subsidized employment program. Particular effort is also given to assist older workers interested in entering the workforce or returning after a period of retirement. Tips for writing resumes, outlining skills and marketing their special set of skills and expertise for the workplace are available through books, computer programs and videos.

Resources for training opportunities and skills upgrades, many of which are free, are available at the One-Stops, including tuition free attendance at state universities and technical colleges.

5.4 Persons with Disabilities

Persons with disabilities receive services through the ITA system and through youth service contracts. Each One-Stop has accessible workstation and additional supportive tools to assist individuals with disabilities to utilize resources. Additionally, the CSRA RC is the region's Aging and Disability Resource Connection (ADRC). Through the ADRC, participants may access a number of services and resources.

Limited English Proficiency

To address the needs of customers with limited English proficiency, staff assistance is available in many one stops. In One-Stop locations where no one speaks the needed language, the staff use automated translation software. Basic English Skills Test (BEST) for English as a Second Language customers are available at each location.

Resources are available at the reception desk in each Career Resource Center to assist staff with addressing language barriers resulting from increasingly diverse populations seeking services. Language translation cards and a free translation telephone line are available along with a list of bilingual GDOL and WIOA staff with contact information for quick telephone translation.

Programs

6.0 Adult Program

At the One-Stop, many participants identify areas or skills that they would like to improve. If an individual qualifies for adult services, they may utilize this funding source to enroll in training programs or college programs that will prepare them for a career in one of the area's identified "High Demand" occupations. The Adult Funds may be used for books and materials in addition to the actual course fees. Supportive Services are also available as needed. Upon completion of a program of study, case managers may assist the participant in finding a job or, if needed, may assist with the development of soft skills needed to acquire a job.

6.1 Dislocated Worker Program and Services

Dislocated workers are eligible for the same services offered through the adult program. However, dislocated workers are most likely to enroll in training programs through the area's ITA process as well as technology courses and/or resume building. The local focus of this program is to provide skills upgrades and to assist reentry into the workplace in an efficient and effective manner.

6.2 Rapid Response

The WorkSource CSRA's staff along with the Office of Workforce Development Rapid Response Coordinator coordinate Rapid Response employer and employee layoff meetings and participate in the strategic planning of activities. In cases of mass layoffs, WorkSource CSRA staff, one-stop staff or a combination of agencies join the Rapid Response team in on-site visits to employers/employees. In cases where employer/employee meetings are not conducted, information will be mailed to the employer, if appropriate, or directly to the employees, if their addresses are available.

Special services are generally provided for layoffs that involve 50 or more employees. Specific training programs also may be designed to meet the needs of a mass layoff or closing. One-stop staff are available to

provide core and intensive services both for satellite access points and for larger layoffs. Teams, involving one-stop staff, GDOL Career Center staff, and Rapid Response staff, may be assembled to assist with large layoffs to provide on-site services either at layoff sites or at another local setting. Training providers also may assist with large layoffs in order to quickly process appropriate candidates for training. Dislocated Worker funding is utilized for core, intensive and training services, with the majority of training services accomplished through the individual training account system.

Participants then take the first step and complete their application with all necessary backup documentation. Participants who already have a career plan in mind may be expedited into training. Phone and email hot lines are available for answering specific concerns by potential customers with response within 24 hours.

6.3 On-the-Job Training (OJT)

OJT is training that is provided by an employer in the public, private non-profit, or private sector to a WIOA participant. The training allows employers to teach new employees the skills necessary to perform the job adequately, while reimbursing them for the loss of productivity during the training period. During the training period, an employer can be reimbursed for up to 50% of the wages of the participant for up to the first six months of employment. The participant must be hired by the employer at the start of the training period.

6.4 Incumbent Worker

IWT is designed to improve the skills of employees and the competitiveness of an employer by offering support with the costs associated with upskilling the employer's workforce. It is intended to retain skilled employees or avert a potential layoff. In a training scenario not related to layoff aversion, the IWT program will create the opportunity for an employee to receive an increase in pay and skill. In this scenario, it is strongly recommended that the employer will also create the opportunity to backfill the trainee's position with a new or existing employee. To participate in an IWT program under WIOA, an employee must have an established employment history with the employer of at least six months at the time of training. Workers employed less than six months can participate in the training if the majority of the IWT cohort meets the requirement.

6.5 Work Experience (WEX)

A Work Experience is a planned, structured learning experience that takes place in a workplace for a set period. The intention of a Work Experience is to enable participants to explore career options and gain exposure to the working world and its requirements. A Work Experience shall be designed to enhance the employability of individuals through the development of good work habits and basic work skills. Although the majority of Work Experience activities occur with youth participants, adults and dislocated worker participants may also take advantage of these services. Work Experience may be full-time or part-time depending upon the needs of the participant. It may be paid or unpaid, as appropriate. The purpose of a Work Experience is not to benefit the employer, although the employer may, to a limited extent, benefit from the activities performed by the participant. For example, individuals placed in a Work Experience are generally considered trainees and should not take on roles in which the employer depends on the trainee's productivity to maintain or advance the profit margin or performance of the company or agency.

6.6 Apprenticeship

Apprenticeships are offered by the LWDA through the local unions as well as the local Technical College. Individuals in these programs are engaged in paid working activities while attending training to learn a specific trade skill or skills. WIOA funding is paid to the provider of the apprenticeship training and can be used to pay for tuition, fees and tools required for the training. Manufacturing leaders use registered apprenticeships programs to build their pipeline, programs are outlined by local technical colleges.

6.7 Registered Apprenticeship (RA)

RA allows employers to develop and apply industry standards to training programs. It is a proven model of training that combines paid on-the-job training (OJT) with related classroom instruction to progressively increase a

worker's skill level and wages. WIOA offers an opportunity to expand and emphasize RA as a talent development strategy because of their alignment with employer-driven, work-based training.

6.8 Business Services and Strategies

The RC's established expertise in economic development is vital to customizing a workforce strategy to meet the needs of new and expanding businesses. Specifically, Area 12 is targeting the On-the Job Training program as a key tool for bolstering the local economy.

The WorkSource CSRA is developing a set of core business services and referrals that will include:

General information for businesses including orientation to the one-stop system for businesses; labor market information; performance information; regulatory information; ADA compliance and accommodation information; unemployment information; tax credit information, application and processing

- Small business development materials offered through the Small Business Development Center
- Employee recruitment services including job fairs; interview space and application processing
- Downsizing/lay-off services: rapid response; outplacement assistance
- One-stop system training services: one-stop access to partner and WIOA training; pre-and post-employment skills training; workplace training combined with related skills instruction; workplace literacy; pre and post-hire job readiness training; pre-employment vocational training; on-the-job training; customized training; apprenticeships and incumbent worker training.

WorkSource CSRA receives written permission via mail or electronic mail for employer contract approval.

6.9 Youth Program

- Providers/Sub-recipients are required to narrate in their program design that the following activities-14 Program Elements are either administered to youth participants or referred to partner agencies as appropriate:
 - Tutoring, study skills training
 - Alternative secondary school services, or dropout recovery services
 - Paid and Unpaid Work Experience
 - Occupational Skill Training
 - Education offered concurrently with and in the same context's workforce preparation activities and training
 - Leadership development opportunities
 - Supportive services
 - Adult Mentoring
 - Follow-up Services
 - Comprehensive guidance and counseling
 - Financial Literacy education
 - Entrepreneurial skills training
 - Services that provide labor market and employment information
 - Activities that help youth prepare for and transition to post-secondary education and training

7.0 Coordination with Core Partners

7.1 WIOA and Wagner-Peyser in One-Stop Centers

WIOA and Wagner-Peyser partners in the local area continue to work toward the common goal of providing the most effective service delivery possible to the area's population. The Area's comprehensive One-Stop is co-located with the Georgia Department of Labor. At this center, individuals are connected with

the program(s) that are likely to meet their needs such as job search and job placement assistance, testing, filing of UI claims, Rapid Response activities, WIOA 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. This includes programs and services available through all of the One-Stop partners, including the Georgia Department of Labor. Additionally, the Georgia Department of Labor provides a wide range of services to job seekers and employers at the location as the One-Stop. These include administration of Georgia's unemployment insurance, employment service, provision of workforce information to the public and private sectors, and oversight of child labor issues.

Since local WIOA staff schedule all customer appointments to take place at one of the region's One- Stop locations, customers have complete access to the WIOA and Wagner-Peyser services in one location. The co-provision of these services increases and enhances staff ability to continually work on integration of WIOA and Wagner-Peyser services. Local staff members travel to other locations in the region to work with customers at locations convenient to the customer.

In practice, the Georgia Department of Labor provides space and computers for the One-Stop. The DOL also assists with job searches. All other core and intensive services are provided by WIOA- funded staff.

8.0 Performance, ETPL and Use of Technology

8.1 Description of Performance Measures

WIOA mandates six performance measures for its core programs. Performance measures are calculated using the following methodology:

Entered Employment Quarter 2- Measures the percentage of participants who are in unsubsidized employment during the second quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the second quarter after exit.

Entered Employment Quarter 4- Measures the percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program. For youth, the measure also includes the percentage who were in education or training activities during the fourth quarter after exit.

Median Earnings Quarter 2- Measures the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

Credential Attainment Rate- Measures the percentage of participants who obtained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year of exit from the program.

Measurable Skill Gains- Measures the percentage of participants who, during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains, which are defined as documented academic, technical, occupational, or other forms of progress toward such a credential or employment.

A spreadsheet of the Area's performance measures is included in the appendix.

8.2 One-Stop System Performance and Assessment

The CSRA Regional Commission staff monitor the One-Stop locations on a continuous basis. Tools such as the state's One-Stop certification guide and local monitoring tools are utilized to develop reports that are presented to the board. Additionally, this allows the RC to provide feedback to one-stop providers on a regular basis.

8.3 ETPL System

Participants may be deemed qualified for training assistance through an interview, evaluation, assessment, or case management process. The State list of approved eligible training providers (ETPL) is available to all individuals seeking training information. The ETPL includes eligible program descriptions and information identifying training providers. Performance and cost information relating to providers is also available. Training Services may include:

- occupational skills training, including training for nontraditional employment
- on-the-job training
- training programs operated by the private sector
- skill upgrading and retraining
- entrepreneurial training
- job readiness training (an intensive service)
- adult education and literacy activities provided in combination with services described above,

Training services shall be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services. Each applicant is encouraged to conduct program research on a minimum of three training providers, assessing the type of training, method of training, length of training, location, etc. An informed decision can be made based on all these factors so that the customer will have more likelihood of training success.

Training services shall be provided to eligible adults and dislocated workers through the use of Individual Training Accounts (ITAs), through which a participant chooses among qualified training providers with the exception of on-the-job training, customized training or where the WORKSOURCE CSRA determines there is an insufficient number of eligible providers of training services in the local area involved to accomplish the purposes of a system of individual training accounts, or the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment . A copy of the area's ITA Policies is attached.

Participants who are deemed eligible for WIOA training services may select a provider from the State-approved Eligible Training Provider Listing (ETPL) either during the application process or through consultation with a WIOA career advisor. Access to the ETPL is provided through the one-stop system, through the WorkSource Georgia Portal and through CSRA RC's website. For participants needing more assistance, orientations to services are provided at each center.

9.0 Providers

Providers may reach our staff through the agency's website. Upon request, vendors are given an application for the ETPL. Upon completion of the application the WDB reviews the application and sets up a meeting with the vendor. Typically, the WDB issues a six-month probationary period for new vendors. If the vendor performs well during that period, the WDB will then submit the required paperwork to have the vendor placed on the state's ETPL. If the vendor does not perform well or has other significant issues the WDB reserves the right to stop referrals and funding after six months.

10.0 Grievance

The Workforce program follows the CSRA Regional Commission's grievance policy for vendors in any situation where funding related decisions are involved.

Contract Grievances:

The CSRA RC Executive Director shall decide any dispute concerning a question of fact arising under this contract. Such questions must be submitted to the CSRA RC's Executive Director in writing via certified mail, return-receipt requested. The CSRA RC's Executive Director shall promptly reduce such decision concerning the question to writing and mail or otherwise furnish a copy thereof to the VENDOR within ten (10) business days after receipt of the question. The VENDOR agrees that the decision of CSRA RC's Executive Director shall be final and conclusive unless, within ten days of receipt of such copy, the VENDOR mails or otherwise furnishes a written request for appeal concerning the question of fact to CSRA RC's Board of Directors, who shall arrange a formal hearing within thirty (30) business days after receipt of the appeal request. Such requests must be mailed via certified mail, return-receipt requested to the attention of the CSRA RC's Board of Directors at 3626 Walton Way Ext., Suite 300, Augusta, GA 30909. Both the VENDOR and CSRA RC's Executive Director shall have the right to present witnesses and give evidence concerning the question of fact at such time. Within thirty-two (32) days after the hearing, the CSRA RC's Board of Directors shall make its decision concerning the question of fact in writing to the VENDOR and to CSRA RC's Executive Director.

11.0 State Initiatives and Vision:

11.1 State Branding

The CSRA has posted signs at each location that prominently feature the state branding logo and tagline. Additionally, the state branding is used on all promotional material and printed handouts.

11.2 Priority of Service

LWD Board ensures compliance of priority of service policy requirements under Section 680.600 of the Workforce Innovation and Opportunity Act (WIOA) Final Rules and Regulations and Technical College System of Georgia Workforce Implementation Guidance (WIG) Letter #PS-15- 004 require that statutory priority for Individualized Career and Training Services under the WIOA Adult Funding Stream be given to otherwise eligible individuals who are also Recipients of Public Assistance, Low Income and/or Basic Skills Deficient (the WIOA Priority Groups). Under WIOA, this priority applies to the Adult Funding Stream, only, and is afforded automatically to the group of individuals. For this Policy, "Basic Skills Deficient" is defined as an individual who is unable to compute or solve problems, or read, write or speak English, at a level necessary to function on the job, in the individual's family, or in society, as stipulated under Section 3(5)(B) of WIOA. Public Assistance and Low Income are defined under WIOA Sections 3(50) and 3(36), respectively, and in WIG #PS-15-004. WIOA services may be provided to other individuals who are not members of the Priority Group after priority has been provided, if such services have been determined appropriate for the individuals by WorkSource CSRA Staff.

A "Veteran" defined under WIOA Section 3(63)(A) and 38 Jobs for Veteran Act 38 U.S.C. 4215 as an individual who served in the active military, naval or air service and who was discharged or released wherefrom under conditions other than dishonorable, and who also meets the statutory Adult Funding Stream Priority Group requirements, is to receive First Priority for services. In addition, a Spouse of any Veteran who died of a service connected disability; of any Veteran who has a total disability resulting from a service connected

disability; of any Veteran who died while a disability so evaluated was in existence; or, any member of the armed forces serving on active duty who, at the time of application for assistance, has been listed for a total of ninety (90) or more days as either missing in action, captured in the line of duty by a hostile force or forcibly detained or interned in the line of duty by a foreign government or power, is to be considered as an Eligible Spouse, and if such individual meets the above Adult Funding Stream Priority Group requirements, is also to receive First Priority.

Interested participants must then provide the required documentation, reside in the service area and possess a barrier to employment. Barriers to employment include:

- Lacks a high school diploma or GED
- Offender (felony)
- Basic skills deficient (reading or math below 6th grade level)
- Food stamp recipient (currently or in the last 6 months prior to application)
- TANF recipient (currently or in the last 6 months prior to application)
- Underemployed- An individual, who is currently employed, and whose employment has one or more of the following characteristics:
 - Is temporary, seasonal, or interim in nature;
 - Is in an occupation/industry that is subject to or has a history of repeat layoffs;
 - Is with a company that offers no health insurance benefits;
 - Is with a company that offers little or no career advancement opportunities;
 - Is working part-time but desires full-time, or;
 - Is working in employment not commensurate with the individual's demonstrated level of education
 - Lacks self-sufficiency
 - Limited English proficiency (as determined through written and oral communications)
 - Single parent

Note: The above eligibility criteria are based on customer information at the time of application except public assistance.

11.3 Alignment with State Goals

Sector partnerships bring together multiple employers within an industry to collaborate with colleges, schools, labor, workforce agencies, community organizations, and other community stakeholders to align training with the skills needed for that industry to grow and compete. Sector partnerships can facilitate career advancement for all workers by creating an opportunity engine that will sustain a public-private partnership with business, education, and community-based partners. The utilization of the High Demand Career Initiative is the catalyst that bring multiple employers with our designated sectors together to collaborate with colleges, schools, labor and community stakeholders. Advanced Manufacturing, Healthcare and Information Technology are the sector for LWDA 12. Career pathways are instrumental in building the future workforce.

The CSRA works with Area 13 to promote sector partnerships throughout both service areas. Sector partnerships shape the high demand occupation list as well as the on-the-job trainings offered.

Further Develop Regional Integration

The CSRA RC works with a wide variety of partners to reduce the duplication of services and enhance the opportunities that area available for participants. The RC is particularly aware of the need to streamline access with business and therefore with coordinate efforts with the state economic developer and local development authorities. LWDA 12 will continue to improve and enhance resources to accomplish seamless service delivery

throughout the region. COVID19 pandemic gave WorkSource CSRA the opportunity to meet and serve customers virtually.

Utilize the Workforce System to Increase Statewide Prosperity for Rural and Urban Areas

The CSRA serves an area that is comprised of both rural and urban areas. The local system does not favor either type of area rather the system focuses on connecting individuals with training and employment that best meets their individual needs.

Align the Workforce System with Education Systems at All Levels

Through collaborations the workforce system, secondary education, postsecondary institutions, and employers the focus will be on creating a career focused alignment from cradle to career for individual in the local area. The creation of career pathways is essential when identifying critical current and future occupations. Reaching the underserved communities is a priority while meeting their employment, training and education needs to assist in building a ladder to success. The WorkSource CSRA works closely with the Boards of Education in each county to ensure connection to the workplace. This is especially true in Richmond County where the WIOA program hosts a Credit Recovery program where high school dropouts work toward a high school diploma and financial independence.

All WIOA core partners are committed to further aligning training services provided through the workforce system with education partners to best serve companies and individuals looking to play key roles in the economy of today and tomorrow.

Address a Tightened Labor Market

Georgia's workforce system is the ideal place to train and prepare working age civilian population for inclusion in the labor market. In order to identify and serve individuals who are not considered active in the workforce system, the core WIOA partners continue to work to promote resources and opportunities among strategic populations. These populations include, but are not limited to, transitioning veterans, opportunity youth, returning citizens, English language learners, individuals who are basic skills deficient, and individuals with disabilities. The barriers to employment can be assessed and the needs can be met through LWDA and our partners. The empowerment of individuals to realize their full potential through meaningful education, training, and work is the workforce systems goal. The local area strategic population will continue to have the resources and opportunities for advancement within the workforce system. The Board is always exploring new and innovative avenues to reach any citizen in need of the services provided through the one stop system.

Attachments

Attachment 1: Local Workforce Development Board Members

Member Name	Title	Entity	Board Category
Stich, Lisa	Project Manager/ HR	Motion Metalworks	Board Chair
Baker, Jerry	Veterans Employment Representative	Office of Workforce Development	Board Member
Dutterer, Keith	Plant Manager	Ingevity	Board Member
Fiorre, Nick	Plant Vogtle Site Coordinator	Building & Construction Trades/AFL-CIO	Board Member
Forshee, Matt	Community & Economic Development Manager	Georgia Power	Board Member
Hink, Kenneth	Servicing Director/Business Representative	Painter's Union	Board Member
Hodges, Matthew	HR Manager	Battle Lumber	Board Member
Howell, Amber	HR Manager	Fulghum Industries	Board Member
Jones, Daphne	Manager	Express Pros	Board Member
Lauger, Nate	Operations Manager	Manpower GA	Board Member
Lawhead, Nicholas	President	Outro Steel Structures	Board Member
Lewis, Michael	Director of Testing Services	Jefferson County BOE	Board Member
McClain, La'Rona	Supervisor Vocational Rehab	Georgia Vocational Rehabilitation Agency	Board Member
Moseley, Angela	Adult Education	Augusta Technical College	Board Member
Pennington, Carl	Operations Manager	Whitestone Transportation	Board Member
Shaw, John	WP Employment Services	Office of Workforce Development	Board Member
Underwood, Mandy	Executive Director	Jenkins County Development Authority	Board Member
Whirl, Dr. Jermaine	President	Augusta Technical College	Board Member
Wimberly, Barrett	Testing Manager	Alstom Grid	Board Member
Walden, Susan	Director of Human Resources	Jefferson Energy	Board Member

Attachment 2: Local Negotiated Performance (to be updated)

WIOA Performance Measure	PY22 Goal	PY23 Goal
Adult Q2 Entered Employment	82%	83%
Adult Q4 Entered Employment	74%	75%
Adult Median Earnings	\$6,430	\$6,430
Adult Credential Rate	58%	60.6%
Adult In-Program Skills Gain	25%	25%
DW Q2 Entered Employment	87%	88%
DW Q4 Entered Employment	65%	66%
DW Median Earnings	\$7,750	\$7,750
DW Credential Rate	52%	53%
DW In-Program Skills Gain	27%	27%
Youth Q2 Placement in Employment or Education	74%	75%
Youth Q4 Placement in Employment or Education	71%	71%
Youth Median Earnings	\$3,200	\$3,300
Youth Credential Rate	54%	54%
Youth In-Program Skills Gain	50%	50%

ADDENDUM (6)

Equal Opportunity Complaint & General Grievance For Applicants, Participants, Other Interested or Affected Parties

SECTION I:	Equal Opportunity Complaint Policy
SECTION II:	General Grievance Policy
SECTION III:	Complaints of Fraud, Abuse, or Other Alleged Criminal Activity
SECTION IV:	Complaints against Public Schools

I. EQUAL OPPORTUNITY COMPLAINT POLICY

WorkSource Central Savannah River Area RC/Area 12 (Recipient) adheres to the following United States law: "Equal Opportunity Is the Law". It is against the law for this recipient of Federal financial assistance to discriminate on the following basis: race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act (WIOA), on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

The recipient must not discriminate in any of the following areas: (1) Deciding who will be admitted, or have access, to any WIOA Title I-financially assisted program or activity; (2) providing opportunities in, or treating any person with regard to, such a program or activity; or (3) making employment decisions in the administration of, or in connection with, such a program or activity.

Recipients of federal financial assistance must take reasonable steps to ensure that communications with individuals with disabilities are as effective as communications with others. This means that, upon request and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

What To Do If You Believe You Have Experienced Discrimination

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

- The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or
- The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW. Room N-4123, Washington, DC 20210 or electronically as directed on the CRC Website at www.dol.gov/crc.
- If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center.
- If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you may file a complaint with CRC before receiving that Notice. However, you must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).
- If the recipient does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

A **complaint** is an allegation of discrimination on the grounds a person, or any specific class of individuals, has been or is being discriminated against on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69. An allegation of retaliation, intimidation or reprisal for taking action or participating in any action to secure rights protected under WIOA will be processed as a **complaint**.

Note: A complaint cannot be processed as both a program complaint and as a discrimination complaint.

FILING COMPLAINTS OF DISCRIMINATION (under Equal Opportunity Complaint Policy)

Who May File: Any person requesting aid, benefits, services or training through the WorkSource Central Savannah River Area RC workforce system; eligible applicants and/or registrants; participants; employees, applicants for employment; service providers, eligible training providers (as defined in the Workforce Innovation and Opportunity Act), and staff with the workforce system that believes he/she has been or is being subjected to discrimination prohibited under the Nondiscrimination and Equal Opportunity Provisions 29 CFR Part 38 and Section 188 of the Workforce Innovation and Opportunity Act (WIOA).

WorkSource Central Savannah River Area RC/CSRARCWDB is prohibited from discriminating against a person, or any specific class of individuals, on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, citizenship status, or participation in any WIOA Title I-financially assisted program or activity as prohibited by WIOA or part 29 CFR 38.69 in admission or access to, opportunity or treatment in, or employment in the administration of or in connection with, any WIOA funded program or activity. If you think that you have been subjected to discrimination under a WIOA funded program or activity, you may file a complaint within **180 days** from the date of the alleged violation with:

Tenika Harris, EO Officer
WORKSOURCE CENTRAL SAVANNAH RIVER AREA RC
3626 Walton Way Ext., Suite 1
Augusta, Georgia 30909
(706) 210-2000
tharris@csrarc.ga.gov

Each complaint must be filed in writing, either electronically or in hard copy, and must contain the following information:

- (A) The complainant's name, mailing address, and, if available, email address (or another means of contacting the complainant).
- (B) The identification of the respondent (the individual or entity that the complainant alleges is responsible for the discrimination).
- (C) A clear description of the allegations in sufficient detail including the date(s) and timeline that the alleged violation occurred to allow the recipient, as applicable, to decide whether: (1) what agency has jurisdiction over the complaint; (2) the complaint was filed in time; and (3) the complaint has apparent merit; in other words, whether the complainant's allegations, if true, would indicate noncompliance with any of the nondiscrimination and equal opportunity provisions of WIOA or part 29 CFR Part 38.
- (D) The written or electronic signature of the complainant or the written or electronic signature of the complainant's representative.

Complaint Processing Procedure

An initial written notice to the complainant will be provided within fifteen (15) days of receipt of the complaint. The notice will include the following information pursuant to part 29 CFR 38.72:

- (1) Acknowledgement of complaint received including date received; notice that the complainant has the right to be represented in the complaint process; notice of rights contained in §38.35; and notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in §§38.4(h) and (i), 38.34, and 38.36.
- (2) A written statement of issue(s) which includes a list of the issues raised in the complaint; for each issue, a statement of whether or not the issue is accepted for investigation or rejected and the reasons for each rejection after performing a period of fact-finding.
- (3) Notice that the complainant may resolve the issue through Alternative Dispute Resolution (ADR) any time after the complaint has been filed, but before a Notice of Final Action has been issued.

If the complaint does not fall within the Workforce Innovation and Opportunity Act jurisdiction for processing complaints alleging discrimination under Section 188 or Equal Opportunity and Nondiscrimination provisions at 29 CFR Part 38.74, the complainant will be notified in writing within five (5) business days of making such determination. The notification shall include the basis of the determination as well as a statement of the complainant's right to file with the Civil Rights Center (CRC) within thirty (30) days of the determination.

Upon determination that the complaint has merit and is within the Workforce Innovation and Opportunity Act jurisdiction and period of fact-finding or investigation of the circumstances underlying the complaint.

Complaint Processing Time Frame

A complaint will be processed and Notice of Final Action issued within ninety (90) days of receipt of the complaint pursuant to 29 CFR 38.72. Complainant may elect to file his or her equal opportunity complaint with the Technical College System of Georgia (TCSG) Office of Workforce Development (OWD). TCSG OWD's contact information is as follows: Compliance Director, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304, (404) 679-1371, wioacompliance@tcsge.edu.

If WorkSource Central Savannah River Area RC has not provided complainant with a written decision within ninety (90) days of the filing of the complaint, complainant need not wait for a decision to be issued. Complainant may file a complaint with TCSG or CRC within thirty (30) days of the expiration of the 90-day period. If complainant is dissatisfied with WorkSource Central Savannah River Area RC resolution of his or her equal opportunity complaint, complainant may file a complaint with TCSG. Such complaint must be filed within thirty (30) days of the date you received notice of WorkSource Central Savannah River Area RC proposed resolution.

OR

Complaints may be initially filed or appealed to the Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210 or electronically as directed on the CRC website at www.dol.gov/crc within thirty (30) days of complainant's receipt of either WorkSource Central Savannah Area River Area RC/Area 12 Notice of Final Action or TCSG Notice of Final Action. In other words, within one hundred twenty (120) days Complainant may file his or her appeal.

Resolution Process

Alternative Dispute Resolution: Complainant must be given a choice as to the manner in which they have their complaint resolved. After an investigation is conducted by the Equal Opportunity Officer, ADR may be chosen by the complainant to resolve the issues, as long as a Notice of Final Action has not been issued. Mediation is recommended ADR and will be conducted by an impartial mediator. Complainant must notify the Equal Opportunity Officer within ten (10) days of receiving the Notice of Issue Statement letter of whether ADR is selected to resolve the dispute. WorkSource Central Savannah Area

River Area RC/Area 12 will provide an impartial mediator and will provide interested parties information regarding the arrangements (date, time, and location).

Time Frame: The period for attempting to resolve the complaint through mediation will be thirty (30) days from the date the complainant chooses mediation; but must be performed within ninety (90) days of the initial filing date.

Successful Mediation: Upon completion of successful mediation, the complainant and respondent will both sign a conciliation agreement attesting that the complaint has been resolved. A copy of the conciliation agreement will be provided to Technical College Systems of Georgia, Office of Workforce Development within ten (10) days of the date the conciliation agreement was signed.

Unsuccessful Mediation: In the event mediation was not successful, WorkSource Central Savannah River Area RC/Area 12 shall proceed with issuing a Notice of Final Action within the ninety (90) day limit. **If the parties do not reach an agreement under ADR, the complainant may file a complaint with Central Savannah Area Regional Commission (CSRA RC) Executive Director as described in 29 CFR §38.69 through 29 CFR §38.71**

Complainant Responsibility: The complainant may amend the complaint at any point prior to the beginning of mediation or the issuance of the Notice of Final Action. The complainant may withdraw the complaint at any time by written notification.

Breach of Agreement: Any party to any agreement reached under ADR may file a complaint in the event the agreement is breached with Compliance Director, Technical College Systems of Georgia, Office of Workforce Development, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304 or Director, Civil Rights Center (CRC) U.S. Department of Labor, 200 Constitution Avenue, N.W. Room N-4123, Washington, DC 20210. The non-breaching party may file a complaint within thirty (30) days of the date that party learns of the alleged breach (29 CFR 38.72). **The Central Savannah River Area (CSRA RC) Executive Director must evaluate the circumstances to determine whether the agreement has been breached. If the CRC Director determines that the agreement has been breached, the complaint will be reinstated and processed in accordance with the recipient's procedures.**

II. GENERAL GRIEVANCE POLICY

Any person applying for or receiving services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by WorkSource Central Savannah River Area RC/Central Savannah River Area RC Workforce Development Board (CSRARCWDB) will be treated fairly. WorkSource Central Savannah Area River Area RC/Area 12 will make every effort to resolve all general, non-discriminatory complaints informally between those involved before a grievance is filed. Grievances may be filed in accordance with the written procedures established by WorkSource Central Savannah River Area RC/CSRARCWDB. **If you believe a violation of Title I of Workforce Innovation and Opportunity Act or regulations of the program has occurred, you have the right to file a grievance.**

A **grievance** is a complaint about customer service, working conditions, wages, work assignment, etc., arising in connection with WIOA Title I funded programs operated by WIOA recipients including service providers, eligible training providers, one-stop partners and other contractors.

FILING A GENERAL GRIEVANCE (violations of the act or regulations not alleging discrimination)

Who May File: Any person, including WIOA program participants, applicants, staff, employers, board members or any other interested parties who believes they have received unfair treatment in a WIOA Title I funded program.

Any person may attempt to resolve all issues of unfair treatment by working with the appropriate manager and/or supervisor and staff member, service provider, or one-stop partner involved informally prior to a written grievance being filed.

All complaints as described in the previous definition may be filed within one hundred twenty (120) days after the act in question by first completing and submitting the General Grievance Form to:

Tenika Harriss, EO Officer
WORKSOURCE CENTRAL SAVANNAH REGIONAL AREA RC
3626 Walton Way Ext., Suite 1
Augusta, Georgia 30909
(706) 210-2000
tharris@csrarc.ga.gov.

Grievance Processing Procedure

WorkSource Central Savannah River Area RC will issue a written resolution within sixty (60) days of the date the complaint was filed. Pursuant to Section 181 of the Workforce Innovation and Opportunity Act, WorkSource Central Savannah River Area RC/Area 12 shall provide the grievant with an opportunity for a hearing within sixty (60) days of the complaint's filing, if requested in writing by the grievant. In the event a hearing is not requested, WorkSource Central Savannah River Area RC/Area 12 shall issue a decision as to whether provisions of the Workforce Innovation and Opportunity Act were violated. In the event the grievant is dissatisfied with WorkSource Central Savannah River Area RC/CSRARCWDB's decision, he or she may appeal the decision to the Technical College System of Georgia, Office of Workforce Development (OWD) within sixty (60) days of the date of the decision. If such an appeal is made, the OWD shall issue a final determination within sixty (60) days of the receipt of the appeal.

In the event **WorkSource Central Savannah River Area RC/Area 12** does issue a written resolution within the sixty (60) days of the complaint's filing as required, the grievant has the automatic right to file his or her complaint with the Technical College System of Georgia, Office of Workforce Development.

Hearing Process

A hearing on any complaint filed shall be conducted as soon as reasonably possible, but within sixty (60) days of the complaint's filing. Within ten (10) business days of the receipt of the request for a hearing, WorkSource Central Savannah River Area RC/Area 12 shall: (1) respond in writing acknowledging the request to the grievant; and (2) notify the grievant and respondent of a hearing date. The notice shall include, but not limited to: (1) date of issuance; (2) name of grievant; (3) name of respondent against whom the complaint has been filed; (4) a statement reiterating that both parties may be represented by legal counsel at the hearing; (5) the date, time, place of the hearing, and the name of the hearing officer; (6) a statement of the alleged violation(s) of WIOA ; (7) copy of any policies and procedures for the hearing or identification of where such policies may be found; and (8) name, address, and telephone number of the contact person issuing the notice.

The hearing shall be conducted in compliance with federal regulations. The hearing shall have, at a minimum, the following components: (1) an impartial hearing officer selected by WorkSource Central Savannah River Area RC/CSRARCWDB; (2) an opportunity for both the grievant and respondent to present an opening statement, witnesses, and evidence; (3) an opportunity for each party to cross-examine the other party's witnesses; and (4) a record of the hearing which WorkSource Central Savannah River Area RC/Area 12 shall create and maintain.

The hearing officer, considering the evidence presented by the grievant and respondent, shall issue a written decision which shall serve as WorkSource Central Savannah River Area RC/CSRARCWDB's official resolution of the complaint. The decision shall include the following information: (1) the date, time, and place of hearing; (2) a recitation of the issues alleged in the complaint; (3) a summary of any evidence and witnesses presented by the grievant and respondent; (4) an analysis of the issues as related to the facts; and (5) a decision addressing each issue alleged in the complaint.

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

Appeal Process

An appeal may be requested by contacting the Technical College System of Georgia, Office of Workforce Development, Attention: Compliance Director, 1800 Century Place N.E., Suite 150, Atlanta, Georgia 30345-4304, (404) 679-1371, wioacompliance@tcsg.edu within sixty (60) days of the date of the decision.

III. COMPLAINTS OF FRAUD, ABUSE, OR OTHER ALLEGED CRIMINAL ACTIVITY

In cases of suspected fraud, abuse or other alleged criminal activity, you should direct your concerns to the Office of Inspector General, U.S. Department of Labor, at 1-866-435-7644 or inspector.general@oig.ga.gov.

IV. COMPLAINTS AGAINST PUBLIC SCHOOLS

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

I CERTIFY THAT I HAVE RECEIVED A COPY OF THIS POLICY AND PROCEDURE AND UNDERSTAND THE INFORMATION PROVIDED WITHIN THIS DOCUMENT.

Participant Signature

Date

Print Name

Last 4 SS#

Parent/Guardian Signature

Business Services

Administrative Assistant/Office Manager
Advertising Sales Agent
Audio and Video Equipment Technician
Bill and Account Collector
Bookkeeping, Accounting, and Auditing Clerk
Claims Adjuster, Examiner, and Investigator
Insurance Claims and Policy Processing Clerk
Insurance Sales Agent
Office Manager
Paralegals and Legal Assistant
Project Manager
Property and Real Estate Manager
Secretaries and Administrative Assistant
Tax Preparer
Telecommunications Equipment Installer

Construction

Carpenter
Electrician
Heating, Air Conditioning, and Refrigeration Mechanic
Industrial Machinery Mechanic

Transportation, Distribution, & Logistics

Aircraft Mechanics and Service Technician
Automotive Service Technicians and Mechanics
Business Operations Specialist (All Other)
Flight Attendant
Heavy and Tractor-Trailer Truck Driver
Maintenance and Repair Worker
Production, Planning, and Expediting Clerk

Health Sciences

Dental Assistant
Dental Hygienist
Emergency Medical Technicians and Paramedics
Licensed Practical and Licensed Vocational Nurse Medical and Clinical Laboratory Technician
Medical Assistant
Medical Records and Health Information Technician
Medical Secretary
Healthcare Assistant
Nursing Assistant
Pharmacy Technician
Radiologic Technologist
Respiratory Therapist
Surgical Technologist
Registered Nurse

Hospitality and Tourism

Retail Store Assistant Manager

Information Technology

Computer Network Support Specialist
Computer User Support Specialist
Graphic Designer
Help Desk Specialist
PC Repair and Network Technician
Web Developer

Public Services & Professional Services

Correctional Officers and Jailers
Firefighter
Police and Sheriff's Patrol Officer
Preschool Teacher
Teacher – STEM (Others on case-by-case basis)

This listing serves as a guide and is not meant to be all-inclusive. There may be additional occupations in which demand occurs based on the job market or specific opportunities within the broad spectrum of occupations. WorkSource CSRA may provide training for a job where demand is limited, but current openings exist. Bona fide job offers, letters of pre-hire and/or three current employment postings for the occupation maybe required for training in limited demand areas.

Training is not provided for careers or jobs with commissions and fees (this included real estate, cosmetology, massage therapy, nail technicians...). Additional sources of financial aid may be available through the school's Financial Aid Office.

Attachment 5: Public Comments on the Local Plan that Express Disagreement

Comment 1

Originating Entity:

Comment:

Comment 2

Originating Entity:

Comment:

Comment 3

Originating Entity:

Comment:

Comment 4

Originating Entity:

Comment:

Attachment 6: Signature Page

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

Name:

Title:

Entity Representing: CSRA Regional Commission

Signature: _____

Name:

Title:

Entity Representing:

Signature: _____

Name:

Title:

Entity Representing:

Signature: _____