

Region 6

2016-2018 Workforce Development Plan

September 29, 2016



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Attachments

Attachment 1: Local Workforce Development Board Member Listing

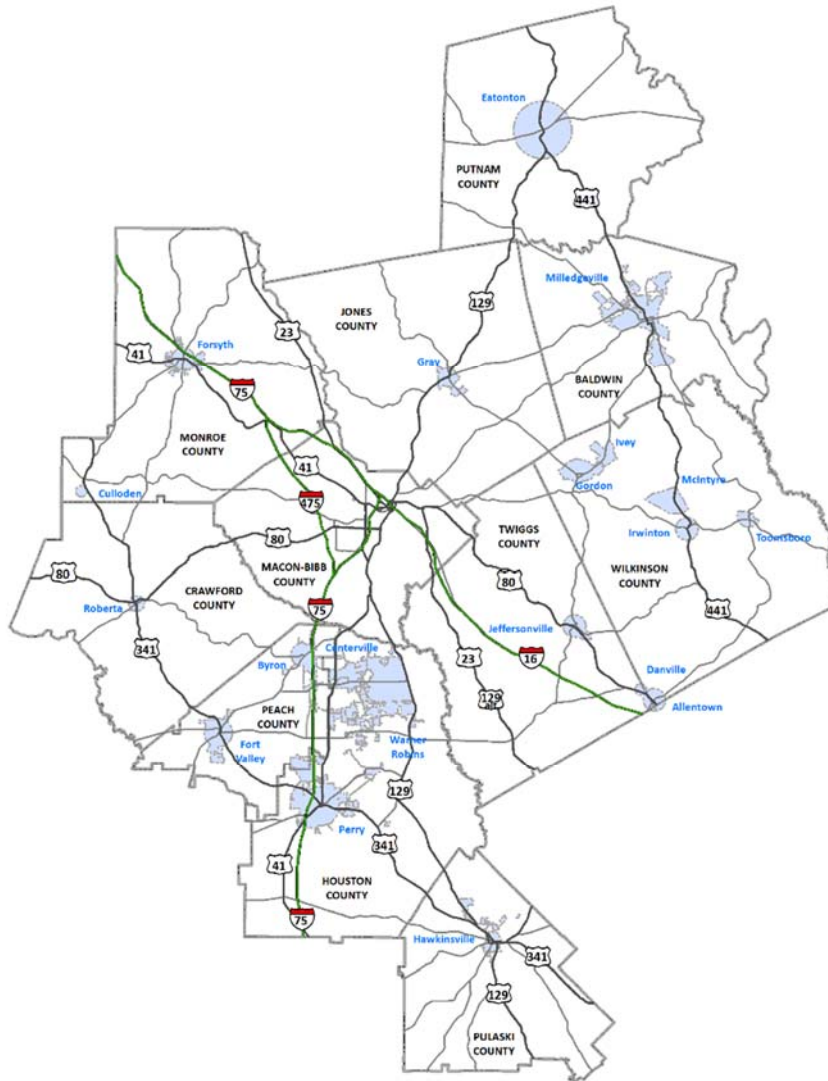
Attachment 2: Local Negotiated Performance

Attachment 3: Comments that Express Disagreement

Attachment 4: Signature Page

Introduction of Region 6

Service Delivery Region 6 consists of 11 counties in the heart of Georgia: Baldwin, Crawford, Houston, Jones, Macon-Bibb, Monroe, Peach, Pulaski, Putnam, Twiggs, and Wilkinson. Region 6 is served by two workforce development boards: Macon-Bibb and Middle Georgia Consortium. This Workforce Development Plan has been developed to be consistent with the Unified Plan of the State of Georgia and the Workforce Innovation and Opportunity Act (WIOA) of 2014.



STRATEGIC ELEMENTS, GOVERNANCE AND STRUCTURE

1. Identification of the Fiscal Agent

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

Workforce Development Area 10 is a single county workforce area consisting of Macon-Bibb County. There are no other local government jurisdictions in Macon-Bibb County. The Middle Georgia Regional Commission has been designated by Macon-Bibb County Mayor Robert Reichert as the fiscal agent responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III).

Middle Georgia Regional Commission
175 Emery Highway
Suite C
Macon, GA 31217
(478) 751-6160
(478) 751-6517 (fax)

Workforce Development Area 11 consists of 10 counties surrounding Macon-Bibb County: Baldwin, Crawford, Houston, Jones, Monroe, Peach, Pulaski, Putnam, Twiggs, and Wilkinson. Putnam County Commissioner Janie Reid is the Chief Local Elected Official and has designated Baldwin County Board of Commissioners as the fiscal agent responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III).

Sammy Hall, Chairman
Baldwin County Board of Commissioners
121 North Wilkinson Street
Suite 314
Milledgeville, Georgia 31061
(478) 445-4791
(478) 445-6320 (fax)

For the purposes of this plan, when referencing the 11-county economic development region of Middle Georgia, the term “Region 6” will be utilized. If the information is specific to one area, the workforce development area number will be utilized.

2. Description of Strategic Planning Elements

- a. Provide an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in those industry sectors and occupations. Include the listing of occupations in demand within the region and describe how the list was developed citing source data.

Overview by NAICS Code

The 11 counties of the Middle Georgia region, Workforce Development Areas 10 and 11, are part of a relatively well-defined economic region within the central part of the state. Macon-Bibb County serves as a major employment hub for the region, as over 45,000 individuals regularly commute into Macon-Bibb County to reach their primary jobs. Houston County and Baldwin County, home to the second and third largest cities of the region (Warner Robins and Milledgeville, respectively), also see a slight increase in their daytime population, although they both see a greater daily outflow of employees as opposed to inflow. Table 1 and Table 2 indicate some of these geographic trends in employment.

County	Resident Population	Estimated Daytime Population	Daytime Population Change	Percent Daytime Population Change
Baldwin	46,905	48,063	1,158	2.5%
Crawford	12,821	9,238	-3,583	-27.9%
Houston	134,880	136,760	1,880	1.4%
Jones	28,292	20,409	-7,883	-27.9%
Macon-Bibb	154,810	175,779	20,969	13.5%
Monroe	25,864	21,785	-4,079	-15.8%
Peach	26,883	25,735	-1,148	-4.3%
Pulaski	11,632	10,198	-1,434	-12.3%
Putnam	20,925	19,467	-1,458	-7.0%
Twiggs	9,385	7,910	-1,475	-15.7%
Wilkinson	9,685	9,393	-292	-3.0%
Region	482,082	484,737	2,655	0.6%

Source: U.S. Census Bureau, 2006-2010 ACS 5-Year Estimates

Table 2 -- Commuting Patterns			
County	Commute within County	Commute out of County	Commute into County
Baldwin	5,333 21%	12,118 48%	7,729 31%
Crawford	509 9%	4,417 76%	893 15%
Houston	20,754 34%	20,606 34%	19,754 32%
Jones	1,525 11%	10,663 74%	2,285 16%
Macon-Bibb	31,952 32%	20,985 21%	45,648 46%
Monroe	1,847 13%	7,066 49%	5,623 39%
Peach	1,863 11%	8,704 53%	5,922 36%
Pulaski	839 17%	2,451 49%	1,749 35%
Putnam	2,243 25%	3,770 42%	3,012 33%
Twiggs	376 6%	3,879 58%	2,455 37%
Wilkinson	765 16%	2,207 45%	1,880 39%

Source: U.S. Census Bureau, Center for Economic Studies, 2013

Across the region, total employment has shown a moderate increase since 2001. This included a peak employment in 2008, followed by a sharp decline during the ensuing recession. Today, employment has closed back in on its pre-recession peak. With this in mind, however, the region has experienced a number of changes related to employment. This has occurred both within the various types of employment type, as well as within the major industries of the region. While overall employment has continued to increase, certain sectors were hit harder during the recent recession than others. In some of these sectors, the economic recovery might not have occurred at all yet. This means that different parts of the economy will often require a different response with their workforce challenges. Data obtained from the Bureau of Economic Analysis tracks these changes and can be found in Table 3.

Table 3 -- Regional Employment by Type and Industry Sector (2001 - 2013)							
Description	2001	2003	2005	2007	2009	2011	2013
Total employment	237,892	244,269	256,450	265,552	259,993	259,285	263,828
By type							
Wage and salary employment	202,121	204,316	208,803	212,213	204,844	199,973	203,000
Proprietors employment	35,771	39,953	47,647	53,339	55,149	59,312	60,828
Farm proprietor's employment	2,204	1,898	1,837	1,743	1,711	1,699	1,640
Nonfarm proprietor's employment	33,567	38,055	45,810	51,596	53,438	57,613	59,188
By industry							
Farm employment	3,012	2,688	2,785	2,502	2,511	2,421	2,368
Nonfarm employment	234,880	241,581	253,665	263,050	257,482	256,864	261,460
Private nonfarm employment	181,708	186,366	197,648	205,364	199,836	200,078	207,295
Forestry, fishing, and related activities	354	354	335	303	384	289	114
Mining	1,237	1,048	1,003	1,137	1,020	1,165	1,185
Utilities	174	171	173	188	294	233	(D)
Construction	12,460	13,061	14,366	15,028	12,562	10,957	9,880
Manufacturing	24,185	21,299	20,142	19,059	16,549	15,008	15,096
Wholesale trade	5,209	1,500	1,709	5,536	5,187	4,669	3,979
Retail trade	27,676	28,318	28,723	29,403	27,984	29,661	30,008
Transportation and warehousing	1,248	5,658	2,652	2,672	3,265	3,472	3,555
Information	3,494	3,431	3,366	3,049	2,487	2,399	2,268
Finance and insurance	10,668	11,126	11,709	12,552	13,800	14,412	14,677
Real estate and rental and leasing	6,410	6,618	7,932	8,974	8,498	8,471	8,734
Professional, scientific, & technical services	8,554	9,495	10,652	11,274	11,488	10,414	10,884
Management of companies and enterprises	1,466	1,594	1,810	2,055	2,063	2,464	2,516
Admin. & waste management services	10,584	11,633	14,951	14,911	14,285	14,764	16,467
Educational services	4,054	4,516	4,646	4,550	4,592	4,643	4,774
Health care and social assistance	18,578	22,688	23,540	25,882	26,088	26,359	27,816
Arts, entertainment, and recreation	2,597	2,349	2,699	2,855	2,920	3,016	3,195
Accommodation and food services	14,591	16,290	17,004	17,862	17,575	17,861	18,861
Other services, except public admin.	12,835	14,143	14,247	15,139	15,759	17,648	18,359
Government and government enterprises	53,172	55,215	56,017	57,686	57,646	56,786	54,165
Federal, civilian	14,227	14,605	14,616	15,650	16,366	18,350	16,998
Military	6,448	7,194	7,006	6,364	5,467	5,349	5,168
State and local	32,497	33,416	34,395	35,672	35,813	33,087	31,983
State government	12,337	12,342	12,535	12,685	12,400	10,405	9,750
Local government	20,160	21,074	21,860	22,987	23,413	22,682	22,233

(D) Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.
Source: Bureau of Economic Analysis, 2015

One of the first notable and significant trends visible from this data is the change in types of employment seen thus far within the 21st Century. While economy as a whole has added jobs since 2001, traditional wage and salary employment has held relatively steady at the regional level. Nearly all new growth in employment has come from an increase in the number of proprietors. This represents a tremendous opportunity for small businesses to play an increasingly significant role in the marketplace. To effectively harness these opportunities, local and regional infrastructure to support investments in entrepreneurship will be required. This includes educational opportunities that focus on business development (within both the universities and technical colleges), as well as small business incubators and makerspaces where individuals can experiment with new technologies and ideas.

Turning the focus back to employment by industry, another sharp distinction can be seen between private sector and public sector employment. Among those who are employed within Middle Georgia, private-sector employment makes up approximately 79.5 percent of jobs in the region, while public-sector employment comprises the other 20.5 percent. As a whole, this makes the government one of the more significant employers within the region. Federal government employment makes up over two-fifths of this public sector employment, due in large part to Robins Air Force Base (RAFB)—the region’s largest employer and the largest single-site industrial complex in the state. Since 2001, public-sector employment has held mostly steady throughout the region, although the growth rate has varied by sector in recent years. State government employment has been falling steadily since 2001, as has military employment, since around 2004. Within the past five years, local government and federal civilian employment have also begun to decline (7 percent since 2010), following steady growth in the years prior. This trend will require continued monitoring in the years ahead, and may require additional investment in growing the private-sector to offset job losses in the public-sector.

Among private sector employment, the construction and manufacturing sectors have shed the greatest number of jobs since 2001. The manufacturing sector has seen employment decline by 37.6 percent since 2001. While this trend was perpetuated in the recent recession, manufacturing job losses throughout the region preceded the recession by many years. Economic recovery has not reversed this trend, although job losses in manufacturing have at least slowed in recent years. Construction jobs were more stable through the early 2000s, but still have not recovered following the recession. These two sectors make up a majority of job losses since 2001. The information sector, which includes media and publishing, has also seen a decline, particularly in urban areas. In contrast, the farming, forestry, and mining sectors have been hard hit in the rural areas. These job losses present a need for reinvestment, as well as economic diversification in many communities throughout the region.

Much of this work that relates to assisting areas dependent on a single industry, or only on a few businesses, can be discussed under the concept of economic adjustment. Economic adjustment can be undertaken in any variety of areas, or for any type of industry. The goals of this process are long-term diversification of the local or regional economy and short-term response to stabilize local and regional economies that have been heavily impacted by job losses within a major economic sector. In Middle Georgia, one of these significant areas of employment is the

aerospace and defense sector. Nowhere is this more significant than Houston County, where one in five employed persons works directly at RAFB. When considering indirect jobs, over half the jobs in Houston County are tied to Robins Air Force Base. Regionally, this trend continues, with approximately 20 percent of all employed persons in Middle Georgia owing their employment to Robins Air Force Base, either directly or indirectly. The result is that as defense-sector employment in Middle Georgia goes, so goes the remainder of the region. Middle Georgia has responded to this challenge by working with the Department of Defense, Office of Economic Adjustment to identify and develop new opportunities for workers who have been displaced from defense-related industries due to federal spending reductions. This type of economic adjustment work remains vital within the region, especially in some of the rural communities that continue to struggle economically.

Indeed, many of the jobs lost within the region have been offset somewhere in some other sector of the economy. The healthcare and social assistance sector has added the greatest number of jobs since 2001, with over 9,000 new employees, which is likely in response to national trends of an aging populace. With two major hospitals, Navicent Health and Coliseum Medical Center, as well as several smaller hospitals around the region, Middle Georgia can even serve as a hub for those outside of the region's 11 counties. As trends of an aging population are expected to continue in the years ahead, this sector and related industries present more opportunities for sustained employment growth.

The region has also seen significant growth in a variety of professional business, finance, and management sectors. When combined, these sectors now form nearly 18 percent of private non-farm employment for the region. This presents challenges for traditional workforce development efforts, as many of these jobs require higher levels of skill, sometimes in very technical or mathematical aspects. To adequately meet the needs of employers in these businesses, the primary and secondary education systems must also be engaged to prepare students for advanced education and training so they can obtain jobs in these fields of employment.

Employment within Middle Georgia has also increased significantly in the various retail and service sectors of the economy, which have added approximately 18,500 jobs since 2001. Retail trade accounts for 14.5 percent of private non-farm employment, which is the largest share of any single sector by NAICS code. The accommodations sector accounts for 9.1 percent of the same. Meanwhile, the administrative and waste services sector grew by 56 percent from 2001 through 2013, and the other services sector grew by 43 percent over the same timeframe. In terms of workforce development, these positions typically require fewer skills outside of the soft skills many employers require. However, these positions also come with lower levels of pay than some of the jobs that have been lost in manufacturing or construction. This presents a multifaceted challenge for both workforce and economic development within the 11 counties of the region.

Overview of Economic Clusters

The US Cluster Mapping project, developed in coordination between Harvard Business School and the US Economic Development Administration gives additional information on employment, job creation, specialization, and wages by clusters and sub-clusters of the economy. This gives a greater degree of specificity than the NAICS codes listed above. Clusters are organized into two main groups—traded clusters and local clusters. Local clusters are found everywhere and serve the needs of the local community. Traded clusters primarily serve other markets throughout the country, and regions may have many or few traded clusters. Areas will often develop specialties surrounding particular industries. These can sometimes become influential industries that are likely to attract additional industry in the form of either suppliers, competitors, or downstream users of a manufactured product or raw material. Most employment across the country is in local clusters, but traded clusters account for an equally large share of income and nearly all of the patents issued to businesses.

Analysis of Traded Clusters

Table 4 identifies clusters by a number of different factors, most notably employment, and the changes that the county has seen in employment over the past 16 years. Some clusters are noted as a specialized industry within the region, meaning that they attract a large number of employees relative to other locations within the United States, and that a relatively high potential exists to coordinate production efforts between significant members of a particular industry sector or cluster. Because of this relativity, specialized industries are not solely those with the greatest number of employees, though that is a frequent occurrence. Note, given space considerations within this document, only clusters with high specialization or at least 300 employees within Macon-Bibb County are listed in Table 4.

Table 4 -- Middle Georgia Region Traded Clusters					
Cluster	2014 Employment	Actual Change in Employment (1998-2014)	Expected Change in Employment (1998-2014)	Over/Under Performance in Job Growth	Local Specialized Cluster
Business Services	8,376	2,467	3,306	(839)	YES
Insurance Services	7,962	3,626	(276)	3,902	YES
Distribution and Electronic Commerce	6,215	2,225	812	1,413	
Food Process & Manuf.	2,660	310	71	239	
Education and Knowledge Creation	2,406	10	1,429	(1,419)	YES
Hospitality & Tourism	2,082	(470)	359	(829)	
Paper and Packaging	1,860	5	(705)	710	YES
Automotive	1,820	(465)	(782)	317	
Transport & Logistics	1,514	462	57	405	
Financial Services	1,513	(887)	77	(964)	YES
Construction Products & Services	1,367	(128)	(32)	(96)	
Wood Products	1,145	(659)	(597)	(62)	YES
Vulcanized and Fired Materials	970	(1,500)	(1,014)	(486)	YES
Production Tech. & Heavy Machinery	850	(1,415)	(504)	(911)	
Power Generation & Transmission	830	700	(3)	703	YES
Nonmetal Mining	825	(470)	(270)	(200)	YES
Aerospace & Defense	820	(1,780)	(643)	(1,137)	YES
Recreational and Small Electric Goods	810	(12,058)	(978)	(11,080)	
Livestock Processing	770	345	(18)	363	
Marketing, Design, and Publishing	565	(417)	206	(623)	
Forestry	561	53	(170)	223	YES
Textile Manufacturing	528	(2,534)	(2,172)	(362)	YES
Plastics	465	(89)	(141)	52	
Communications Equip. & Services	440	270	(26)	296	YES
Upstream Chemical Products	430	280	(33)	313	YES
Furniture	341	(1,694)	(999)	(695)	YES
Downstream Chemical Products	285	(20)	(89)	69	YES
Leather & Related Prod	120	(115)	(113)	(2)	YES

Source: US Cluster Mapping Project, Harvard Business School and US Economic Development Administration

Each of the traded clusters within the region is an industry that is currently important to the county's economic vitality, or has held such importance in recent years. Among these clusters, the business services sector stands out as the largest employer within the region. Although it has somewhat underperformed the nation as a whole, job creation has remained strong on the regional level. Within the sub-clusters of business services, some areas like consulting, payroll services, and telemarketing have struggled; however, business services related to the STEM (science, technology, engineering, and mathematics) career fields have shown growth. Computer services, such as computer programming and data hosting and processing have far outpaced national averages, adding nearly 2,500 jobs since 1998. Most of these new jobs have located in Houston, Baldwin, and Macon-Bibb counties. Engineering services are also considered a subset of business services and have shown modest gains, near the national rate of job growth, adding just over 400 jobs in the same timeframe.

Overall, the STEM sector, especially within the business services cluster, exhibit regional growth potential, as evidenced by existing trends that generally surpass national averages; however, the region still risks falling behind in this regard, particularly outside of business services. For example, while the education and knowledge creation sector was exhibiting large growth nationally, Middle Georgia lagged behind, and saw a loss of jobs in biotech, physical and life sciences research organizations. Meanwhile, information technology and analytical instruments remains a relatively small sector of the economy despite some growth. As a result, the region may need to consider ways to invest more in the success of STEM fields, particularly as related to primary and secondary educational opportunities that can prepare a future workforce for these high-skill positions.

The insurance services cluster has actually seen the largest job growth in recent years, and has well over performed compared to recent national trends in job growth. Much of this is attributable to the GEICO regional office. As a significant employer in the region and a specialized cluster within the region, jobs in the insurance services sector may be likely to remain in demand for the near future. The financial services cluster (which is often grouped with insurance by NAICS code), has experienced the opposite trend with significant job losses. While financial services have turned back positive following the recent recession nationally, the banking sector continues to struggle in Middle Georgia, particularly with credit intermediation firms. Potentially, areas exist where the skills required overlap between the growing insurance and contracting financial sectors. If so, displaced employees could be well positioned to benefit without requiring as much assistance in retraining.

The distribution and electronic commerce and transportation and logistics clusters also represent a major component of the local employment pool. While neither of these are specialized industries within the region, they both represent meaningful employment, in sectors that have outperformed the rest of the nation. Currently, these two clusters employ over 7,500 workers in the 1; counties of Middle Georgia, of which more than one-third of these positions have added within the last 15 years. Although the logistics sector was expected to perform well nationwide, job growth in Middle Georgia has outperformed the nation by a rate more than triple other parts of the country. This is also particularly good for the region, as wages in these clusters are higher than average wages within the region. All these factors indicate room for significant growth within these industries—especially when local and state programs are considered, such as the Network Georgia initiative of the Georgia Ports Authority. This will likely create a demand for more workers with the skills necessary to fulfill various shipments and transport them to their appropriate destinations in a timely manner.

While the traditional agricultural activities of Middle Georgia have continued their gradual decline in recent years, the finished products side of food production has only continued to grow throughout the region. Today, nearly 3,500 people are employed in either food processing and manufacturing or livestock processing within Middle Georgia. These numbers have been on the rise regionally, despite remaining relatively constant at the national level. Two of the largest employers within this sector, both of which have contributed to regional growth in employment, are Frito Lay and Perdue Farms, both located in Houston County. Given the proximity of the region to both major agricultural areas as well as distribution networks, it should not be surprising that these clusters continue to do well. While not paying as well as some other sectors, food and meat processing still provide a number of quality jobs within the region, and will require additional workers with the skillsets to meet industry needs.

Forestry, and the related clusters of paper and packaging, wood products, and furniture also contribute significantly to the county's labor force, and all do so with a high degree of specialization within Middle Georgia. The region is home to some incredibly rich forested areas, particularly in the northern and eastern parts of the region. This geographic blessing allowed related industries to traditionally do very well around the region. In recent years, Middle Georgia has generally been able to outperform the rest of the nation in these industries; however, this still represented a decline in employment from previous years, which pales in comparison to the projected declines for the industry, given national trends. While Middle Georgia may have strategic advantages that help sustain this industry in the long-run, it does not appear to be a hotbed for new job growth within the region.

Related to forestry is the other main extractive industry of mining, specifically nonmetal mining. These two clusters are the two most specialized industries within the region. That is to say, Middle Georgia contributes a greater share of the national workforce for these two sectors, than in any other sector; however, in raw numbers, this only equals a little under 1,400 workers across the 11 counties, and this number continues to shrink regionally. The heart of Kaolin mining country has been particularly hard hit. In 1998, nearly 1,000 individuals were employed in Kaolin mining in just the rural counties of Twiggs and Wilkinson alone. Today, that number has been cut nearly in half, to only 550 people. While it is important to recognize the long-term importance of these industries to the region, it is also necessary for these rural communities to identify new ways to adapt and survive economically. Localized strategic planning for economic diversification can go a long way to benefit these communities, and special attention will be needed to assist these displaced workers in identifying new opportunities for work.

The aerospace industry has long been one of the few industries most commonly associated with the Middle Georgia region. This is undoubtedly due in part to the presence of Robins Air Force Base within the region, but also due to the location of major aerospace corporations such as Boeing and Bombardier. As of 2014, 820 people were employed in the aerospace vehicles and defense cluster within Middle Georgia. This represents a significant overrepresentation of this industry compared to other parts of the nation; however, this is also a cluster that has also lost nearly 1,800 jobs in Middle Georgia over the past 16 years. Nationally, the aerospace sector has also declined, but it has been an even more precipitous fall in Middle Georgia than elsewhere. This underscores the need for diversification within the region in response to some of these job losses. While commercial aerospace service can potentially alleviate job losses on the defense side, unless the volume of commercial business increases drastically, this will not be enough to compensate for job losses without new industries elsewhere.

A final interesting sector within the region is the vulcanized and fired materials cluster. Within this cluster are three unique sub-clusters: clay products, rubber products, and glass products. While glass product manufacturing is not a significant part of the regional economy, Middle Georgia is quite specialized for clay products. As mentioned as part of the nonmetal mining discussion earlier, this is possibly due to the region's geographic location and abundant presence of Kaolin; however, regional employment in this sector has plummeted in recent years. The potential opportunity for workforce investment regionally is on the other side of this cluster with rubber products. While available data does not yet indicate growth, the recent opening of a Kumho Tires manufacturing facility in Macon-Bibb County is poised to translate to large job growth in this sub-cluster. As clay products continue to trend downward, this presents a possible transition opportunity for those workers who previously engaged with fired materials in a different way. This also underscores the need in general for skills training to support work in the advanced manufacturing of tires. Potentially, if Kumho and neighboring West Georgia's Kia continue to succeed, the opportunity also opens up for more automotive manufacturing in Middle Georgia to build upon the success that Blue Bird has already had in Fort Valley.

Analysis of Local Clusters

Table 5 highlights various information pertaining to the local clusters within the Middle Georgia region. Unlike the traded clusters, however, there is little specialization that exists in these clusters, as all local economic areas require these services in some form or fashion.

Table 5 – Middle Georgia Region Local Clusters				
Cluster	2014 Employment	Actual Change in Employment (1998-2014)	Expected Change in Employment (1998-2014)	Over/Under Performance in Job Growth
Local Health Services	29,831	940	8,574	(7,634)
Local Hospitality Establishments	18,272	4,957	5,150	(193)
Local Commercial Services	10,404	818	1,216	(398)
Local Real Estate, Construction, and Development	9,195	(1,918)	(287)	(1,631)
Local Retailing of Clothing and General Merchandise	8,059	1,718	1,453	265
Local Motor Vehicle Products and Services	7,655	(323)	190	(513)
Local Community and Civic Organizations	5,777	1,171	1,661	(490)
Local Food and Beverage Processing and Distribution	5,426	(1,224)	(24)	(1,200)
Local Personal Service (Non-Medical)	3,812	327	1,146	(819)
Local Financial Services	3,572	(1)	579	(580)
Local Logistical Services	2,904	972	240	732
Local Entertainment and Media	2,743	(76)	(523)	447
Local Household Goods and Services	2,701	56	(30)	86
Local Education and Training	2,043	203	744	(541)
Local Utilities	1,681	(1,413)	(647)	(766)
Local Industrial Products and Services	754	-113	-73	-40

Source: US Cluster Mapping Project, Harvard Business School and US Economic Development Administration

As wage and salary employment in the traded clusters of Middle Georgia has generally declined since 1998, many of the local clusters have experienced job gains; however, this still represents underperformance compared to the rest of the nation in job growth. The health services cluster is the largest employer, by far, employing nearly 30,000 people across the region. Again, this is likely due to the region's multiple hospitals and the need to service an aging population; however, the sector's growth over the past 16 years is paltry compared to national trends. The cluster, as a whole, added just over 900 net jobs since 1998, whereas the expected job creation given national growth would have been over 8,500 jobs. This could be interpreted as part of the trend of overall sluggishness in the local economy, but it might also indicate possibilities for new employment in those fields to meet local demand from residents. It is also worth noting that a decent amount of the regional sluggishness may be due to the closure of Central State Hospital in Milledgeville; however, this would not account for the full difference, and may indicate an unmet need within the community.

The local logistical services cluster was the greatest over-performer in the region compared to the remainder of the country. This was especially pronounced within the local transportation services and local passenger transportation sub-clusters. While many of these do not compare to the scope of the traded logistics and transportation cluster in terms of long-distance and large-scale transit, it still does emphasize the potential that Middle Georgia holds as a statewide, and even national hub for transportation. As was stated earlier for the traded transportation and logistics cluster, this is another area with job training needs that the region can choose to pursue.

As indicated earlier in the context of NAICS codes, the service industry also performed well in terms of local cluster job growth. Local hospitality establishments recorded the largest increase in employment, adding nearly 5,000 employees since 1998. This was especially pronounced among restaurants. Local merchandise retailing also fared well over that same timeframe, particularly among discount retailers and warehouse clubs. Perhaps not surprisingly, given the effects of the most recent recession, the local real estate, construction, and development clusters have seen the biggest decrease in job creation, particularly among general and specialty contractors. This market may be yet to recover fully within the Middle Georgia region.

Occupational Projections

Table 6 -- Middle Georgia Occupation Projections

Occupation	2012 Estimated Employment	2022 Projected Employment	Total 2012-2022 Employment Change
Total All	198,650	219,930	21,280
Architecture and Engineering	4,400	4,560	160
Arts, Design, Entertainment, Sports, and Media	1,590	1,770	180
Building and Grounds Cleaning & Maintenance	6,920	8,420	1,500
Business and Financial Operations	11,550	12,240	690
Community and Social Services	2,750	2,950	200
Computer and Mathematical	3,160	3,830	670
Construction and Extraction	9,480	10,630	1,150
Education, Training, and Library	14,090	17,370	3,280
Farming, Fishing, and Forestry	1,550	1,300	(250)
Food Preparation and Serving Related	17,290	18,170	880
Healthcare Practitioners and Technical	13,010	15,470	2,460
Healthcare Support	5,970	7,500	1,530
Installation, Maintenance, and Repair	10,310	10,850	540
Legal	980	1,070	90
Life, Physical, and Social Science	680	730	50
Management	10,000	10,820	820
Office and Administrative Support	30,480	33,620	3,140
Personal Care and Service	5,320	6,620	1,300
Production	13,180	14,010	830
Protective Service	5,190	5,250	60
Sales and Related	21,020	21,930	910
Transportation and Material Moving	9,730	10,820	1,090

Source: Georgia Dept. of Labor, Workforce Statistics & Economic Research, Projection Unit

Table 6 supports many of the general conclusions of the sector analysis in an occupational analysis. Through 2022, major occupations expected to see growth (both by percentage and total number) include the healthcare practitioners and technical; healthcare support; personal care and service; transportation and material moving; and the education, training, and library occupations. These occupations refocus on Macon-Bibb County as a hub within the state for healthcare, education, and other similar services that can often not be found elsewhere. In addition, the county's strategic location for transportation affords the potential for additional job growth in those related occupations as well. A number of lower-skill service sector positions, such as office and administrative support, building and grounds cleaning and maintenance, and food preparation and serving are also expected to continue seeing job growth in next few years.

A major challenge for the region is that much of this job growth is in relatively lower-skilled jobs. As a result, Middle Georgia may see a degree of stagnation within wages. Among the skilled jobs where new growth is expected, it becomes vital to train potential employees in the necessary workplace skills. These occupations particularly include the medical, education, and logistics occupations listed above. The region also is expected to see very little growth in some of the advanced STEM careers like architecture and engineering or life, physical, and social science. This may be due in large part to the lack of a workforce that possesses these skills. Additional educational investment at the primary, secondary, and post-secondary levels may be necessary to help reverse this projected trend of sluggish growth.

Summary of Industry Trends

Taken as a whole, Workforce Investment Areas 10 and 11 are expected to continue seeing growth trends that shift employment away from the production sectors of the economy and further into the service sectors of the economy. This is not to say that opportunities are non-existent within manufacturing. In fact, certain industries like the food processing or the automotive industry may continue to see growth in future years in light of successful relocations to the region. In addition, the transportation and logistics sector is a prime area for growth due to the region's strategic geographic position within the transportation system of the state. Finally, with additional investment in STEM education activities, these industries can have definite room for growth, provided that a well-educated workforce can be recruited to, as well as trained and retained within, Middle Georgia.

It is worth noting that this new job growth may not take the expected form of years past. Wage and salary employment has been stagnant for a significant length of time—even declining in some parts of the region. There is a continued need for job training activities that respond to new occupational opportunities in the context of small business and the entrepreneurial spirit.

Finally, given continued trends in population toward an aging America that is ever more concentrated in the urban and suburban areas of the country, continued investment in job training opportunities for the health and medical services sector may also be necessary. This has the potential to be a strategic advantage for Middle Georgia compared to other more rural parts of the state. The growth of a highly-trained workforce for medical endeavors, as well as in support of the higher education sector that remains a significant contributor to the workforce will only pay long-term dividends for the people of the region.

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

Among the targeted industry sectors for Middle Georgia are the advanced manufacturing, shared services, logistics, medical, and education sectors. All of these sectors have shown some degree of recovery from the recent economic downturn, and present opportunities for new growth in employment. An analysis of occupations within these in-demand sectors highlights several occupations that can be expected to grow over the next 10 years. A breakdown of this information can be found in Table 7.

The largest share of growth in occupations is expected to occur in the medical sector—both among healthcare practitioners, as well as in healthcare support operations. As previously indicated, the presence of a strong medical sector throughout the region presents many opportunities. Given that job growth within the medical field in Middle Georgia has sometimes lagged behind other parts of the nation, a possible conclusion is that a skills gap exists between the needs of the community and the available labor pool. The need for healthcare workers, especially nurses represents a potential training priority for job seekers within the region.

Similar to nurses, the region is expected to need more teachers over the next 10 years; however, this presents a significant job training challenge considering the typical requirements for school teachers across the state. In this case, potential gaps must be addressed earlier, including within the K-12 education system to prepare students for future careers in education. This is a cycle, which if properly refocused, could produce long-term benefits for the region. This is also the method by which future demands for management positions, computer and mathematical occupations, and financial operations specialists will be met.

Within the advanced manufacturing sectors, employment has gradually begun to show positive movement again in the past couple years. Projections show that there will be some occupational needs going forward in the production sectors of the economy. Some of these needs include maintenance and repair workers, assemblers, packaging and filling machine operators, welders, cutters, solderers, and brazers. To effectively get manufactured products to market, there is also projected to be significant demand within the logistics sector, owing in large part to the region's strategic location. Laborers, truck drivers, packagers, and industrial tractor operators can all present opportunities for additional job growth.

Table 7 -- Occupation Growth Projections (by SOC Code) in Targeted Industries				
SOC	Description	2016 Jobs	Hourly Earnings (inc. benefits)	Projected Growth 2015-2025
29-1141	Registered Nurses	3,831	\$28.14	533
31-1014	Nursing Assistants	3,074	\$9.75	312
31-9092	Medical Assistants	1,309	\$14.00	283
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3,036	\$13.08	278
39-9021	Personal Care Aides	1,353	\$8.43	261
31-1011	Home Health Aides	714	\$10.01	250
13-2011	Accountants and Auditors	1,108	\$32.03	243
43-4171	Receptionists and Information Clerks	1,874	\$12.38	203
11-1021	General and Operations Managers	3,123	\$44.11	198
43-4051	Customer Service Representatives	3,365	\$15.74	181
43-1011	First-Line Supervisors of Office and Admin. Support Workers	1,917	\$23.58	175
29-2061	Licensed Practical and Licensed Vocational Nurses	1,781	\$17.39	175
43-5081	Stock Clerks and Order Fillers	2,549	\$11.22	166
25-2021	Elementary School Teachers, Except Special Education	2,176	\$25.67	165
25-9041	Teacher Assistants	1,853	\$8.69	151
49-9071	Maintenance and Repair Workers, General	2,380	\$16.28	140
51-2092	Team Assemblers	1,647	\$15.80	139
35-2021	Food Preparation Workers	1371	\$9.28	132
43-3021	Billing and Posting Clerks	907	\$15.24	128
43-6013	Medical Secretaries	494	\$12.44	128
43-6014	Secretaries & Admin. Assistants, Except Legal, Medical, Exec.	3,166	\$14.78	115
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,625	\$17.44	100
25-3098	Substitute Teachers	1,408	\$9.57	98
29-2041	Emergency Medical Technicians and Paramedics	450	\$15.43	92
29-1069	Physicians and Surgeons, All Other	450	\$114.80	91
29-1123	Physical Therapists	319	\$39.96	90
15-1121	Computer Systems Analysts	539	\$32.80	85
53-7064	Packers and Packagers, Hand	888	\$10.16	79
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	863	\$11.84	77
29-1171	Nurse Practitioners	228	\$50.37	73
51-4121	Welders, Cutters, Solderers, and Brazers	387	\$16.32	72
53-3022	Bus Drivers, School or Special Client	796	\$10.18	72
53-7051	Industrial Truck and Tractor Operators	838	\$15.46	69
29-2052	Pharmacy Technicians	665	\$12.11	69
51-9111	Packaging and Filling Machine Operators and Tenders	822	\$17.44	68
11-9111	Medical and Health Services Managers	452	\$44.14	65
39-9011	Childcare Workers	1,393	\$8.50	64
11-3031	Financial Managers	513	\$44.44	55

Source: EMSI Q2 2016 Data Set

In addition, the Middle Georgia Regional Commission engaged with Central Georgia Technical College in 2015, to complete a series of job profiles of positions throughout the 11 counties of Middle Georgia using their WorkKeys profiling system. For the 89 positions that were scored during this process, a numerical value was assigned for the skill level required to do the job both at entry level and effectively in terms of applied mathematics, locating information, and reading for information. These positions were evaluated on a number scale going up to seven, with higher numbers indicating greater levels of skill required. The summary of skill rankings, averaged among industry sectors, can be seen in Table 8, below.

Sector	Applied Mathematical		Locating Information		Reading for Information	
	Entry Level	Effective Performance	Entry Level	Effective Performance	Entry Level	Effective Performance
Advanced Manuf.	2.88	3.22	3.41	4.00	3.24	3.71
Aerospace	3.60	3.70	3.55	4.20	3.20	3.25
Logistics	1.50	1.50	3.00	3.50	3.00	3.00
Healthcare	3.25	3.75	4.00	4.50	3.25	3.50
Civil Engineering	6.25	6.25	4.75	5.63	5.13	5.38

Source: Middle Georgia Regional Commission; Central Georgia Technical College

The applied mathematical skills category has the greatest variation among required skills. The logistics sector rates very low, as several jobs that were profiled required no substantive mathematical skills. However, the math skills required for engineering positions were exceptionally great. Among the logistics, advanced manufacturing, and healthcare jobs that required low-level skills, employees will typically need to solve simple math problems with single operations and change the forms of numbers, especially in terms of measurement units. The aerospace and defense industry requires somewhat greater mathematical skills, with more jobs requiring the ability to solve problems with multiple operations, calculate averages and ratios, and perform operations with fractions, decimals, and mixed numbers. Some jobs within the engineering field require the highest levels of mathematical skills graded, which include statistical concepts and measures of central tendency, cost comparisons, conversions between systems of measurement, solving nonlinear functions, and identifying mistakes from within other problems. The locating information skill set contains a narrower range of possible values, as the highest possible score is only six, instead of seven. Within the sectors, we see that logistics and manufacturing jobs score lower, while healthcare and engineering jobs score higher. At the lower levels, employees are required to either locate or fill in a few pieces of information from a chart or graphic. These are generally relatively elementary forms. Employees at higher levels of skill in locating information can sort through irrelevant information on advanced graphics, and can compare information and trends within one graph, or between several graphs. The most highly skilled workers will be required to use this information in decision-making processes.

Reading for information tests the textual comprehension of an employee. Most sectors across the region require a similar, basic level of reading comprehension. This includes identifying main ideas from a text, understanding the correct meaning of common words, can follow basic directions, and choose the appropriate steps for such direction. In the engineering fields, workers will need to interpret the meanings of words, understand technical terms, imply details, and follow more complex instructions, including the application of those to directions to new situations or scenarios.

The basic skills described above will be required for many of the employees seeking jobs in skilled professions within the region. The difficulty that many businesses face in filling these positions can be partially alleviated by focusing on training individuals, particularly those who may not have completed their secondary education, to perform these skills successfully. Beyond this, there remains a need to build soft skills within the regional labor force. This is more difficult to quantify in a statistical method, but has been a major theme among regional employers. An emphasis on professionalism through both the K-12 education system, as well as in the technical colleges would be beneficial to many potential job seekers and employers.

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

General Population Trends

As of 2015, the 11 counties of Middle Georgia, had a population of just under 500,000 individuals. This represents ongoing trend of modest growth that is expected to continue through the first half of the 21st Century, adding a little over 100,000 people by 2050. Table 9 provides additional projections of county and regional population.

Table 9 -- Total Population Change (2010 - 2050)								
County	2010	2015	2020	2025	2030	2040	2050	Annual Prct. Change
Baldwin	45,690	46,160	47,620	49,060	50,450	52,650	54,110	0.46%
Crawford	12,590	12,540	13,400	14,300	15,240	17,060	18,810	1.24%
Houston	140,720	150,730	159,610	168,850	178,250	196,040	212,390	1.27%
Jones	28,660	29,220	31,570	34,080	40,530	41,320	42,320	1.19%
Macon-Bibb	155,630	154,180	156,080	157,840	159,300	160,110	158,530	0.05%
Monroe	26,470	27,420	29,460	31,610	33,850	38,320	42,720	1.53%
Peach	27,770	27,120	28,240	29,380	30,490	32,430	33,970	0.56%
Pulaski	11,920	11,510	11,700	11,870	12,020	12,170	12,140	0.05%
Putnam	21,210	21,350	22,230	23,110	23,950	25,320	26,280	0.60%
Twiggs	8,960	8,320	8,380	8,420	8,440	8,380	8,200	-0.21%
Wilkinson	9,520	9,340	9,420	9,490	9,540	9,520	9,360	-0.04%
Region	489,140	497,890	517,710	538,010	562,060	593,320	618,830	0.66%
Georgia	9,714,460	10,217,410	10,881,160	11,584,430	12,316,810	13,768,670	15,204,610	1.41%
Nation	309,347,060	321,545,080	336,690,430	352,566,430	368,838,290	399,638,130	428,419,800	0.96%

Source: Woods & Poole Economics, 2016

The region is also likely to find itself challenged by an increasingly aging workforce in each and every corner of Middle Georgia. Table 9 illustrates these trends. As the rapid aging of the regional workforce continues, more and more employees will begin to near the age of retirement, which will further drain the supply of qualified and skilled workers. In fact, the post-WWII generation of Baby Boomers, which had been the largest generation of Americans in number until 2015, is already at this point, with the youngest of the generation already over age 50. As these workers begin to retire, companies in Middle Georgia can expect the gap in skilled workers to only grow at an accelerating pace. This underscores the need for significant investment to continue in ensuring that the newer generation of workers can fill these positions that are opening with increasing frequency.

Although impending retirements are expected to cause additional job openings to be created, the younger generation of workers are not yet ready to fill these positions. Youth unemployment is particularly high throughout Middle Georgia, as individuals in the labor force under the age of 24 are considerably less likely to be employed than their older counterparts. For example, in Macon-Bibb and Houston counties, unemployment for the 20-24 age bracket is approximately 23 percent. This is likely due to a skills gap, not only among these individuals, but also among older workers who also lack the skills to advance beyond their own entry-level positions. If youth unemployment is left unaddressed, then the impending retirement boom will lead to positions that have to be filled with individuals who lack even entry-level work experience. The natural challenge that will follow this is keeping young adults from becoming increasingly disconnected from society. The longer their challenges persist, the greater difficulty they will face in obtaining employment and job skills later, which can lead to increased rates of crime, worse health, and greater need for welfare and social support.

Wages and Poverty

Table 10 -- Wages and Salaries by County (1970 - 2013)							
County	Description	1970	1980	1990	2000	2010	2013
Baldwin	Wage & salary emp.	11,733	15,696	19,455	19,976	16,838	16,389
	Avg. wage/job (non-adjusted)	\$4,869	\$10,942	\$17,750	\$24,130	\$31,058	\$32,987
Crawford	Wage & salary emp.	1,133	1,144	1,240	1,644	1,440	1,471
	Avg. wage/job (non-adjusted)	\$3,355	\$7,592	\$12,603	\$20,409	\$29,685	\$31,554
Houston	Wage & salary emp.	38,594	37,018	44,838	52,181	64,673	64,246
	Avg. wage/job (non-adjusted)	\$7,585	\$14,195	\$21,374	\$31,405	\$44,308	\$44,758
Jones	Wage & salary emp.	2,110	2,140	2,872	3,602	3,981	4,732
	Avg. wage/job (non-adjusted)	\$3,978	\$9,171	\$15,713	\$23,262	\$30,968	\$32,275
Macon-Bibb	Wage & salary emp.	60,006	67,868	84,055	96,641	85,667	86,858
	Avg. wage/job (non-adjusted)	\$5,481	\$11,907	\$21,035	\$29,721	\$38,152	\$40,582
Monroe	Wage & salary emp.	4,164	6,750	6,031	5,539	6,745	7,457
	Avg. wage/job (non-adjusted)	\$3,907	\$11,948	\$16,562	\$25,078	\$36,418	\$36,346
Peach	Wage & salary emp.	4,887	6,728	7,848	9,075	8,388	8,866
	Avg. wage/job (non-adjusted)	\$4,247	\$10,709	\$19,148	\$26,811	\$33,162	\$36,110
Pulaski	Wage & salary emp.	2,775	2,521	2,801	3,499	2,964	2,838
	Avg. wage/job (non-adjusted)	\$3,513	\$8,141	\$14,067	\$24,046	\$32,176	\$34,677
Putnam	Wage & salary emp.	3,030	4,172	4,932	6,926	6,633	5,765
	Avg. wage/job (non-adjusted)	\$4,003	\$11,243	\$17,531	\$25,465	\$30,059	\$33,087
Twiggs	Wage & salary emp.	2,042	2,224	2,163	1,913	1,232	1,271
	Avg. wage/job (non-adjusted)	\$5,842	\$14,315	\$26,633	\$35,278	\$33,284	\$33,581
Wilkinson	Wage & salary emp.	2,674	3,346	3,672	3,568	3,118	3,107
	Avg. wage/job (non-adjusted)	\$5,424	\$13,342	\$24,350	\$32,658	\$43,314	\$47,966
Regional	Wage & salary emp.	133,148	149,607	179,907	204,564	201,679	203,000
	Avg. wage/job (non-adjusted)	\$5,830	\$12,233	\$20,319	\$29,023	\$38,762	\$40,454
Georgia	Wage & salary emp.	1,849,605	2,377,591	3,182,256	4,132,965	4,032,804	4,200,830
	Avg. wage/job (non-adjusted)	\$5,890	\$12,497	\$21,900	\$34,316	\$44,922	\$47,823
United States	Wage & salary emp.	78,793,000	97,646,000	116,544,000	137,610,000	135,526,000	142,173,000
	Avg. wage/job (non-adjusted)	\$6,922	\$13,999	\$23,423	\$35,054	\$46,994	\$50,012

Source: Bureau of Economic Analysis, 2015

Over the past 40 years, wages throughout Middle Georgia have continued to grow at a similar rate to wages across the nation and rest of the state; however, Middle Georgia started behind these other locations in terms of average wages and has never actually caught up. Table 10 indicates this rate of growth. Today, average wages in throughout the region are nearly \$10,000 less than the national average. The urban counties of Houston and Macon-Bibb typically fare somewhat better in terms of average wages. The more rural counties like Crawford and Twiggs often see lower wage rates.

Not unrelated from the lower wage rates in the region, median household incomes are also considerably lower throughout Middle Georgia compared to the State of Georgia or the nation as a whole. Only two counties have income and poverty rates comparable to the national average, and more than one in five Middle Georgians are living below the federal poverty level. In Baldwin County, this number is as high as 32 percent. These data support the assertion that a strong focus on growing economic prosperity throughout the region is an important goal with the potential to benefit many Middle Georgians, and that a continued focus is necessary for the goal of alleviating poverty. This focus must include an understanding of the challenges faced by poverty, and a focus on obtaining employment for residents within sectors that require skilled labor and pay higher wages. Table 11 highlights these statistics.

Table 11 -- Poverty (last 12 months)			
County	Individuals Below Poverty Level	Households Receiving Food Stamps/SNAP	Median Household Income
Baldwin	32.1%	15.9%	\$31,758
Crawford	17.3%	17.1%	\$41,910
Houston	16.6%	13.3%	\$55,170
Jones	15.5%	15.9%	\$54,512
Macon-Bibb	26.7%	22.8%	\$36,614
Monroe	13.4%	16.4%	\$47,815
Peach	22.7%	24.6%	\$39,085
Pulaski	13.9%	22.2%	\$35,430
Putnam	14.2%	17.7%	\$44,058
Twiggs	29.7%	14.7%	\$31,285
Wilkinson	19.9%	13.8%	\$37,258
Georgia	18.5%	15.2%	\$49,342
United States	15.6%	13.0%	\$53,482

Source: U.S. Census Bureau, 2010-2014 ACS 5-Year Estimates

Labor Force Participation and Unemployment

As of the preliminary numbers from the Georgia Department of Labor for June 2016, there were a total of 216,846 individuals in the workforce who live in the 11 counties of Middle Georgia with a non-seasonally-adjusted unemployment rate of 6.1 percent. The five-year averages from the American Community Survey can be found in Table 12.

The labor force participation and unemployment rate both signal that the local economy of the Middle Georgia region is somewhat less favorable for potential employees locally than nationally, where a greater share of workers participate at a lower rate of unemployment. While some measures of labor force participation do not take retirements into account, the increasing pace of retirements is a national challenge, and would be reflected in the same national averages for workforce participation. As such, these data would seem to indicate that within the region either a lack of jobs and/or a lack of skills among the workforce to fill these jobs exists. While these factors represent both challenges in economic development and workforce development, the two are very closely linked. In many cases, the jobs may go unfilled because of a lack of skills. Certainly, the current availability of people and job growth in the service sectors indicate that a skills challenge does exist that inhibits employment.

County	Percent in Labor Force	Unemployment Rate
Baldwin	48.8%	9.4%
Crawford	56.9%	12.5%
Houston	64.3%	10.1%
Jones	59.6%	9.8%
Macon-Bibb	56.8%	12.7%
Monroe	56.2%	10.5%
Peach	60.3%	13.6%
Pulaski	47.1%	11.5%
Putnam	56.5%	7.5%
Twiggs	40.2%	9.8%
Wilkinson	45.5%	6.5%

Source: U.S. Census Bureau, 2010-2014 ACS 5-Year Estimates

Education and Skills

Participation in the labor force and unemployment rate also have a strong correlation with educational attainment, suggesting that those with a higher level of education are more likely to participate in the labor force and be actively employed, rather than just seeking employment. Many studies have also shown that these individuals will be likely to earn higher incomes throughout the course of their careers as well. With this in mind, an analysis of workforce skills and relative educational attainment is pertinent to understanding the workforce needs of the Middle Georgia region. Table 13 highlights educational attainment of individuals in Middle Georgia over the age of 25.

County	Less than 9th Grade	Some High School, No Diploma	High School Diploma (or equivalent)	Some College, No Degree	Associate's Degree	Bachelor's Degree	Graduate or Professional Degree
Baldwin	5.4%	12.0%	38.3%	19.3%	6.6%	9.8%	8.5%
Crawford	7.1%	13.8%	39.9%	23.7%	4.5%	8.0%	3.1%
Houston	3.0%	8.1%	30.1%	26.3%	9.3%	14.5%	8.7%
Jones	3.0%	9.4%	39.0%	22.5%	7.7%	11.9%	6.6%
Macon-Bibb	4.9%	12.4%	32.7%	20.8%	5.8%	14.5%	8.9%
Monroe	5.1%	14.6%	34.9%	20.2%	5.5%	11.3%	8.5%
Peach	6.1%	9.5%	32.6%	25.7%	6.5%	11.7%	7.8%
Pulaski	8.4%	14.9%	42.7%	14.6%	8.5%	5.9%	5.0%
Putnam	6.4%	8.9%	37.5%	20.3%	8.8%	12.9%	5.2%
Twiggs	10.6%	20.6%	41.5%	12.8%	4.9%	6.4%	3.2%
Wilkinson	6.8%	12.8%	50.1%	16.5%	5.6%	4.4%	3.8%
Middle Georgia	4.7%	11.0%	34.1%	22.2%	7.2%	12.8%	7.9%
State of Georgia	5.6%	9.4%	28.6%	21.1%	7.0%	17.9%	10.4%
United States	5.8%	7.8%	28.0%	21.2%	7.9%	18.3%	11.0%

Source: U.S. Census Bureau, 2010-2014 ACS 5-Year Estimates

As the data indicate, the region remains far behind the remainder of the state and nation in terms of educational attainment. For example, only 27.9 percent of Middle Georgia residents over the age of 25 have either a 2-year or 4-year degree; however, over 37 percent of Americans at large hold the same. Likewise, 15.7 percent of regional residents over the age of 25 lack a high school diploma, or equivalent, compared to only 12.6 percent of all Americans. Implications of this lagging educational attainment are, and will continue to be, a grave indicator for the regional workforce. As of 2003, when the last National Assessment of Adult Literacy was completed, more than 20 percent of the adult population in seven Middle Georgia counties lacked basic prose literacy skills, and only one county, Houston, outperformed the nation as a whole. This has negative impacts on the workforce and increases the difficulty of breaking the cycle of persistent intergenerational poverty.

In terms of current educational achievement of students, graduation rates of students across the region vary widely, but also frequently underperform the statewide average. As of the 2014 College and Career Ready Performance Index issued by the Georgia Department of Education, only three school systems graduated more students within four years than the statewide on-time graduation rate of 72.6 percent. Twiggs County High School had the lowest graduation rate of any traditional high school within the region at only 54 percent, though, even this rate is an increase from previous years. Table 14 provides more detailed information.

As alluded to earlier, the low graduation rates within the region not only lessen the educational attainment of the whole populace, but also leads to the challenge of large numbers of disconnected youth, that is, individuals aged 18-24 who are neither enrolled in school nor participating in the labor force. This presents greater challenges for the years ahead.

Table 14 -- 4-Year Graduation Rate by School and District		
System Name	School Name	Graduation Rate
Baldwin County	Baldwin High School	66.6%
Crawford County	Crawford County High School	56.4%
Houston County	Veterans High School	86.0%
	Houston County High School	92.1%
	Houston County Career Academy	28.6%
	Perry High School	83.4%
	Northside High School	72.7%
	Warner Robins High School	69.2%
	<i>All Houston County Schools</i>	<i>76.8%</i>
Jones County	Jones County High School	71.8%
Macon-Bibb County	Howard High School	71.0%
	Central High School	54.7%
	Westside High School	55.0%
	Rutland High School	59.3%
	Northeast High School	65.0%
	William S. Hutchings Career Center	54.7%
	Southwest High School	56.1%
	<i>All Macon-Bibb County Schools</i>	<i>58.9%</i>
Monroe County	Mary Persons High School	82.9%
Peach County	Peach County High School	68.6%
Pulaski County	Hawkinsville High School	72.3%
Putnam County	Putnam County High School	81.5%
Twiggs County	Twiggs County High School	54.0%
Wilkinson County	Wilkinson County High School	68.9%
Statewide	All Public Schools	72.6%

Source: Georgia Dept. of Education, 2014 College and Career Ready Performance Index (CCRPI)

Analysis of Employment Barriers

These challenges work together in ways that build significant barriers to employment, and increase the probability of young children and adults remaining trapped in poverty like their parents before them. A major barrier to employment for these residents is clearly obtaining education and job skills. Increasingly, the high school diploma is required for almost any job, and the bachelor's degree has become the standard for high-paying jobs. In many impoverished communities of the region, educational attainment is very low, leaving the individuals living there with few employment options. Targeted responses to help residents acquire a GED or equivalent certification can play a significant role in beginning the transition of residents from poverty into self-sustainment. With that said, this is often only the first step, and additional training programs and certificates that allow individuals to earn credit toward technical college certifications or an associate's degree are invaluable to many job seekers. The presence of Central Georgia Technical College, and Oconee Fall Line Technical College is a significant asset for adult education students throughout the region.

However, beyond the skills and education gap, many of residents who are out of work may also have barriers like finding reliable childcare or transportation. For these individuals to benefit from the resources of the job training programs offered throughout the region, they may also need to find or be provided connections to other social services that can help them overcome other obstacles between them and gainful employment. Taken together, a number of challenges remain for development of the region's human capital in the workforce. Most significantly, this includes addressing lagging educational attainment and a skills gap within the workforce while simultaneously identifying and overcoming obstacles that may prevent an individual from reaching his or her fullest potential.

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

Several different organizations undertake Workforce Development activities to address the needs of both jobseekers and employers. This section includes an analysis of the activities.

Workforce Innovation and Opportunity Act (WIOA)

Jobseekers and employers in Region 6 are served by two Workforce Development Areas for WIOA-funded services:

- Macon-Bibb County job seekers and employers are served by the Middle Georgia Regional Commission in Workforce Development Area 10.
- Baldwin, Crawford, Houston, Jones, Monroe, Peach, Pulaski, Putnam, Twiggs, and Wilkinson County job seekers and employers are served by the Middle Georgia Consortium, Inc. in Workforce Development Area 11.

Services include all services under the Workforce Innovation and Opportunity Act, which focuses on (1) comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, (2) individual employment plans to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participants to achieve employment goals, (3) group counseling, individual counseling, and career planning, (4) case management for participants seeking training services, (5) short-term prevocational services that include, development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training for those who lack occupational credential/certification and require short-term continuing education in order to acquire certification/credentialing required for success in growing industries.

Employment Services

The Georgia Department of Labor (DOL) provides essential employment services to jobseekers through the three career centers located in Region 6. Individuals receive career services through Unemployment Insurance and Wagner-Peyser funded activities, including skills assessment, job search and placement assistance. If an individual needs training services to gain employment, they are referred to the appropriate core partner.

The Veterans Education Career Transition Resource (VECTR) is a new resources available to Veterans in Georgia and is a partnership between the Technical College System of Georgia and the University System of Georgia. The center, opening in August 2016, will focus on the unique employment needs of Veterans, and the at-risk population in Georgia.

Vocational Rehabilitation

Education, employment, and training services provided by GVRA include a variety of individual services to persons with disabilities in preparation for employment in the competitive labor market and to employers seeking to retain valuable employees with disabilities or hire qualified individuals. Services provided to jobseekers include, counseling, assistive technology, job placement, vocational assessment, medical evaluations, work adjustments, and physical restoration services. Services focused on employer activities include, candidate identification, jobsite coaching, helping an employer identify the right solutions/accommodations for employee to be effective on the job through onsite job assessments, and providing technical support and training on those accommodations to ensure long-term success.

Adult Education

Adult education services in Region 6 are provided by Central Georgia Technical College (CGTC) in all counties except Wilkinson. Oconee Fall Line Technical College (OFLTC) serves Wilkinson County. Services include, basic skills remediation, GED preparation classes, GED Testing, TABE Testing, Volunteer tutoring, and English as a Second Language; Civics and Citizenship; Online; Hybrid; Fast Track; Family Literacy; Life Skills; Financial Literacy; Job Skills; and Work Ethics classes. In addition, CGTC and OFLTC partner with various organizations including, Certified Literate Community Programs, DFCS (TANF and SNAP), Head Start, Housing Authorities, Family Connections and Georgia Departments of Corrections and Labor.

Assessment of Services

Strengths of Services

- The utilization of common regional boundaries between Department of Labor, WIOA, and Vocational Rehabilitation, which also align with Georgia's Economic Development regions has enhanced the ability to coordinate services and to share information across complementary program areas.
- The integration of the WIOA-funded programs in the Georgia Department of Economic Development allows seamless service to prospective businesses who are considering Georgia as a location or expansion opportunity.
- The opening of the VECTR Center in Region 6 places appropriate resources and emphasis on the large veteran's population living in the region.

Weakness / Challenges of Services

- Separate data systems are operated by the core partners in Region 6. This condition makes coordination and information sharing unnecessarily challenging.
- The full implementation of WIOA will provide an expanded approach to workforce development with a shared understanding of customer service and performance.

Capacity of Services

The Workforce Development system of Region 6 not only has the capacity to achieve the vision outlined in this plan, it has the desire to thrive. While some items are out of the region's control e.g., separate data systems, the core partners are committed to collaborating and developing solutions for information sharing.

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

Vision

A thriving Middle Georgia where workforce development programs are aligned with economic development priorities, industry workforce needs and education, and training programs to support economic growth and self-sufficiency.

Goals

- Create and maintain a unified workforce system that connects services available through core partners to individuals and industry.
- Utilize regional labor market and education data and technology to inform and guide workforce development decisions.
- Increase the value of the working system as a tool for employers by providing relevant business services.
- Increase jobseekers access to literacy, basic education, and basic workplace skills necessary for educational, and career advancement and services to reduce or eliminate barriers.
- Serve as the convener of economic development stakeholders to connect individuals, educational systems, and employers.

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

To achieve the vision and goals outlined above, Region 6 will coordinate programs and align resources through the following strategies:

- Establishment of regular meetings of core partners to share information, address concerns, discuss best practices.
- Coordination of Workforce Development Board meetings to facilitate information sharing and to avoid scheduling conflicts which would limit ability of partners to participate.
- Participation in the Middle Georgia Economic Alliance to share information with the region's economic development organizations in a collaborative manner.

3. Description of Strategies and Services

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

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

Employers are the foundation of the workforce development programs in Region 6 – without employers there is no need for employees. However, without a qualified workforce, the region cannot attract employers. Therefore, employers must be fully engaged in the workforce development system and the avenues for their engagement must be accessible and relevant.

To accomplish this engagement, Region 6 will:

- Participate in business associations such as chambers of commerce and human resource groups.
- Establish partnerships with industry groups to identify effective programs that will address workforce challenges.
- Conduct workshops and information sessions to explain services available to employers in the region. These workshops may be in collaboration with the UGA Small Business Development Center and other resources.
- Launch a manufacturing sector partnership based on a needs assessment.
- Develop a Middle Georgia HDCI Sector Partnership program that utilizes the resources available to expand work-based learning programs, including incumbent worker training and on-the-job training.

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

In recognition that employers in Region 6 regularly communicate and that we have a high degree of daytime migration in the region, Workforce Development Area 10 and 11 have a coordinated suite of services available to businesses. Some services are provided directly with the workforce development staff; others are provided through partnerships (such as workplace fundamentals). Available services include:

- General information for businesses include: orientation to the one-stop system for businesses, labor market information, performance information, regulatory information, ADA compliance and accommodation information, unemployment information, and tax credit information.
- Employee recruitment services including: job fairs, interview space, application processing, screening.
- Downsizing/lay-off services: rapid response; out-placement assistance.
- Work-based learning programs including on-the-job training, incumbent worker training, customized training, and workplace fundamentals.

Businesses and organized labor representatives serve on both Workforce Development Boards, and contribute to the development of workforce services strategies by regularly attending workforce board meetings, actively participating in the discussions and votes on how these services are made available to the business community.

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

In Region 6, economic development partners are: Baldwin County Development Authority, Crawford County Development Authority, Houston County Development Authority, Jones County Development Authority, Macon Economic Development Commission, Monroe County Development Authority, Peach County Development Authority, Pulaski County Development Authority, Putnam County Development Authority, Twiggs County Development Authority, and Wilkinson County Development Authority.

As the economy grows and presents opportunities for business expansion and increases the need for additional skilled workers, economic development and WIOA partners are in constant communication discussing new businesses moving into the area, staffing needs and the general economic conditions of the region.

Workforce Development staff regularly attend Development Authority meetings and interact with the professional economic development staff. In addition, since 2012, the 11 counties of Region 6 have cooperated through the Middle Georgia Economic Alliance (MGEA). This group is focused on the marketing of the entire region as the location of choice for industrial prospects. During the regular MGEA meetings, workforce development issues are discussed and opportunities for engagement are explored. MGEA will be engaged in the development of the sector strategies that the region is launching.

During 2017, Region 6 will develop a new Comprehensive Economic Development Strategy (CEDS), as required by the US Department of Commerce Economic Development Administration. This planning effort will be led by the Middle Georgia Regional Commission and will incorporate workforce development strategies.

Workforce Development staff will continue to coordinate and collaborate with economic development by attending meetings where new and existing employer needs are identified and discussed, and formulate actions to support the workforce mission.

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

Workforce Development and GDOL staff together work closely, on a daily basis, to re-employ individuals as quickly as possible as it fits their career plan. Workforce Development staff regularly participates in information sessions at the Career Centers. As implementation of WIOA continues, Region 6 will conduct regular meetings of core partners to share information and develop strategies that maximize the resources of all programs. Region 6 will comply with the state and federal mandates and have fully integrated one-stop(s) offices by July 1, 2017.

4. Regional Service Delivery

- a. Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements.**

Although Region 6 does not have formal agreements on regional service delivery strategies, the two workforce areas coordinate daily on activities to support both employers and job seekers. For example, the OJT policy adopted by the Workforce Development Boards are the same, and a common OJT contract has been developed. Also, staff from both workforce areas participate in job fairs and recruitment events.

- b. Describe the plans for coordination of administrative cost arrangements including the pooling of funds for administrative costs.**

At this time, Region 6 does not have a plan for the coordination of administrative cost arrangement for the pooling of administrative costs.

5. Sector Strategy Development

Provide a description of the current regional sector strategy development for in-demand industry sectors.

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

Region 6, in partnership with the State of Georgia Department of Economic Development Workforce Division and Department of Labor, is the recipient of a Sector Partnership-National Emergency Grant (SP-NEG). The grant period began June 30, 2015 and continues until June 30, 2017. In addition to providing on-the-job training and career services to dislocated workers, SP-NEG includes the development of a sector strategy needs assessment. For Region 6, the manufacturing sector has been selected as the initial focus area.

Partners for the Needs Assessment include, but are not limited to:

- Middle Georgia Regional Commission
- Middle Georgia Consortium
- Georgia Department of Labor
- Georgia Department of Economic Development Workforce Division
- Georgia Department of Economic Development Global Commerce Division
- Carl Vinson Institute of Government (CVIOG)
- Industry Representatives
- Local Economic Development Professionals
- Central Georgia Technical College
- Middle Georgia State University
- K-12 Education

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

Through the SP-NEG grant award period, regular team meetings have been held. In October 2016, Region 6 in partnership with CVIOG will form a Stakeholder Committee consisting of representatives from the above agencies. The Stakeholder Committee will provide guidance as to the vision for a manufacturing sector strategy, identify businesses to participate in focus groups, and ultimately develop the action steps necessary for the implementation of a manufacturing strategy.

Building on the sector strategy needs assessment, Region 6 will pursue funding available through the Georgia Department of Economic Development Workforce Division to support sector strategy development.

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

Research information and data used to identify the sector that was chosen for the sectors strategies training was from Burning Glass (Labor Insight Job) and GDOL (Growth Occupations, High LQ Occupations, Largest Occupations, Growth Industries, High LQ Industries and Largest Industries).

- d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:**

- i. Participating employers: Anchor Glass, Bluebird, Kumho Tires, Mr. Chips
- ii. Target occupations: Manufacturing
- iii. Training programs: On-The-Job Training and Incumbent Worker Training
- iv. Target Populations: Adults, Dislocated Workers and Veterans

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

Plans for future industry sector strategy development include Healthcare and Logistics. Based on data analysis nursing and truck driving have the most occupations in the region.

6. Description of the One-Stop Delivery System

Provide a description of the one-stop delivery system in the local area that includes the items detailed below.

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

The One-Stop Partners Committee has been established to engage partners, along with community-based and faith-based organizations in providing a streamlined approach to the delivery of services to assist job seekers with overcoming barriers to employment. Monthly meetings are held for partners to share updated information on training and employment-related services, planned events/activities, and best practices or strategies to accomplish meeting customer's needs.

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

All customers will have access to a core set of services at each One-Stop Center designed to provide information to aid in career and employment decisions. Basic, individualized training, and support services will be made available on-site and through off-site locations.

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 a One-Stop Center(s) within local areas and through an electronic system convenient to the customer.

- c. Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

Through the use of the One-Stop Self-Assessment, the One-Stop Market Research Assessment – Location Analysis and the One-Stop Market Research Assessment-Provider Analysis tools provided by the Georgia Department of Economic Development Workforce Division, Region 6 will ensure physical and programmatic accessibility in compliance with the Americans with Disabilities Act of 1990. In addition, staff will be trained on the resources available to address the needs of individuals with disabilities.

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

Workforce Development Area 10

The Middle Georgia Regional Commission contributes to the following shared services in the local One-Stop Center:

Outreach/Recruitment: Career Development Facilitators talk with and educate the customer on the different types of services located at the GDOL Career Center. Make use of the Internet, flyers, brochures and other labor market information to assist the customer in making an informed decision in their job search. The Middle Georgia Regional Commission is required to ensure Customer Flow includes Veterans' Priority of Service. Customer Flow should include a protocol that ensures staff provides priority of service to veterans and eligible spouses, and to serving these customers first.

Initial Assessment/Intake/Referral: Collection of information and review of documents completed by customers to identify marketable, transferable skills, personal barriers, education, employment goals, needs and desires may include a series of aptitude, and interest tests to aid in establishing a Customer Service Plan.

Orientation/Informational Services: Conduct individual and group orientations to provide overview of materials and discuss available services and programs with potential clients through WIOA and other agencies.

Job Search/Job Placement: Refer all customers who have completed training and/or are looking for employment to GDOL, Job Connection and other agencies.

Follow-Up Services for WIOA: Provide follow-up services for one year on all customers who have completed training that will aid in employment retention and attaining self-sufficiency.

Comprehensive Assessments: Administer the TABE, O'Net Interest Profiler and the O'Net Work Importance Locator to customers eligible for WIOA services.

Career Counseling/Planning: Make use of the Georgia Workforce System (GWS), GCIS system and other web-based sites to assist with career planning. Work history is assessed and service plan developed to accomplish short/long-term goals.

Career Development Facilitator Assistance/Placement/Service Coordination: Conduct on-going monitoring, assessing and documentation of educational, financial and other needs of the customer. This may involve referral to other agencies. Continual assessment of employment needs and barriers in an effort to remove obstacles that prevent

customers from becoming self-sufficient and gainfully employed. All services provided will be documented in customer file and GWS.

Prevocational Services: Participants in need of life and employability skills training are referred to Mercer University Educational Opportunity Center (EOC) and the Macon Housing Authority's W.I.N.G.S. Program for assistance.

The Georgia Department of Labor contributes to the following shared services in the local One-Stop Center:

Outreach/Recruitment: An agency website (www.dol.state.ga.us) will be used for outreach and recruitment to customers by Internet. The website will inform the public about available services and of the location of the One-Stop Career Center. JobTV, a scrolling list of local job openings, is broadcast on Cox Cable Public Access channel in order to inform job seekers about bona-fide job opportunities in the area. GDOL will make a full array of self-help services available to customers in the career center resource area, which include, Internet access for job search, training availability research, financial assistance programs, and other employment and training programs. Also available through GDOL are software programs, such as the Job Information System (JIS), Self-Entry Unemployment Insurance Claims, WinWay Resume Maker Program, the Georgia Career Information System (GCIS), and the Mavis Beacon Typing Program. Brochures are available to inform customers of services available from all one-stop partners, as well as for guidance on various topics, such as helpful job search tips. The brochures are made available to the public in the career center resource area and at staff desks. GDOL will sponsor or participate in career fairs to inform the public about available services. Additional outreach will be accomplished by GDOL marketing staff who visit or contact businesses, local community and veterans' organizations. Special outreach and recruitment will be performed by veterans' program staff to inform military veterans, especially disabled veterans, about services available through the One-Stop Center.

Initial Assessment/Intake/Referral: Customers complete a basic assessment of their skills during the initial intake process. Staff provides basic assessment using the O-net Interest Inventory and assessment tools when appropriate or requested by the customer. Individual assessments are conducted to identify customer needs and a customized plan of action is developed. Customers that are not job ready are referred to job training programs or other supportive services when appropriate.

Orientation/Informational Services: GDOL will provide individual and group orientation of services to customers to inform them about available services. Customers will receive an overview of all services available through the One-Stop Center. GDOL will maintain information in the One-Stop Center resource area to inform customers about available services, as well as to inform customers about job vacancies, job fairs, community events, and training information. A list of partner services will also be maintained in the resource area to ensure that customers are informed about them. A link at the GDOL website will

provide customers with direct access to job and labor market information, economic data, training opportunities, eligible training provider's lists, and other employment and training information.

Job Search/Job Placement: Customers may access the Job Information System (JIS) to perform a self-directed job search using computers and other technology in the resource area of the One-Stop Career Center. GDOL will maintain JIS access on its website to enable customers to select jobs through the Internet on a 24-hour basis from any location. Customers may also complete the employment service registration online to receive referrals to jobs selected. GDOL will provide employment services and job referrals in the One-Stop Center for customers who prefer personal assistance.

Career Counseling/Planning: GDOL staff will provide career guidance to help clients with job choices and career planning. Staff will work with clients to help them identify job choices and whether training is needed to secure them. Interest and aptitude assessment tools will be used when appropriate to help clients identify suitable career goals. When appropriate, a customer service plan will be created to identify steps needed to secure employment in chosen fields of interests. The plan will be completed and maintained in a secured site online using the Georgia Workforce System (GWS), which will enable partner agencies to share access and benefit from the shared information.

Case Management/Service Coordination: Veterans employment program representatives will perform service coordination for veterans of the armed forces, including disabled and Vietnam-era veterans, when it is appropriate. The veterans program representatives will monitor, assess, and document employment needs and employment barriers in an effort to identify and remove obstacles that prevent veterans from becoming self-sufficient and gainfully employed. All services and coordination of services provided will be documented in the GWS by the veterans program representative and will be shared electronically with all partners who are providing appropriate services to address specific needs of the customer.

The Central Georgia Technical College, WIOA Satellite Office contributes to the following Shared services in the local One-Stop Center:

Outreach/Recruitment: Provide information to local communities and high schools. Be visible for career days. Work with school counselors.

Initial Assessment/Intake/Referral: Provide applications at all available locations; interview potential students

Orientation/Informational Services: Conduct a briefing for applicants on available services, requirements and procedures.

Job Search/Job Placement: Assist students with web-based search, resumes, and setting appointments based on employer needs and student qualifications.

Follow-Up Services for WIOA: Maintain contact with employer, inquiring about employment status; contact with individual about job satisfaction.

Comprehensive Assessments: Testing, assisting with Financial Aid Application and processing.

Career Counseling/Planning: Plan based on the results of testing; consult with individual on job market and best course of action per program of study.

Case Management/Service Coordination: Provide consultation, assist with student needs, and monitor academic standing and attendance.

Prevocational Services: See Career Counseling/Planning above

Adult Education/Literacy Services: Assist clients who need to remediate their academic skills or obtain a GED credential. Provide assessments, monitor academic progress, and advise Adult/Dislocated and Older Youth clients desiring to transition into post-secondary education. Serve as resource for academic and occupational learning opportunities for youth customers (16 and older).

The Georgia Department of Labor/Vocational Rehab Program agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

Outreach/Recruitment: Vocational Rehab is available as a resource for other GDOL and partner employees who need Vocational Rehab information or for clients they are seeing who have questions about Vocational Rehab. The Vocational Rehab brochure is provided at the One-Stop front counter.

Initial Assessment/Intake/Referral: Whenever a client is sent to Vocational Rehab by telephone or in person (after their initial contact with GDOL), the Vocational Rehab Counselor answers their questions, and makes a brief assessment of their needs and then helps them get with the appropriate counselor (if they do not qualify for one of the One-Stop Vocational Rehab caseloads). The Vocational Rehab Counselor gives the information to the Vocational Rehab Supervisor, and he/she makes the actual assignment. If the client is assigned to the visual impairment or mental health caseload, then the Vocational Rehab Counselor sets up an appointment to meet with them and complete the initial application and start the Vocational Rehab process.

Orientation/Information Services: Based on the brief screening the Vocational Rehab Counselor does when the initial contact is made, the Vocational Rehab Counselor can let them know that it would be appropriate to meet with them to discuss Vocational Rehab

services or they can be referred to other community resources which might better serve their needs.

Job Search/Job Placement: The Vocational Rehab Counselors, as well as the Rehabilitation Employment Specialist, fully utilize the services of GDOL to help in this area. The Vocational Rehab Counselors access the job listings, talk with GDOL representatives regarding specific jobs, and use the resources in the One-Stop lobby to help meet the needs of referred clients. The Vocational Rehab Counselors set up appointments with the One-Stop staff for typing and computer tests, and ask clients to come in to complete the registration process in person, and assist them with this as necessary.

Follow-Up Services for WIOA: Vocational Rehab provides 90 days (180 days in the supported employment cases) of follow-up whenever anyone is placed on a job. If the job is not secure at the end of that time, follow-up time is extended. Supported employment continues for the duration of a job.

Comprehensive Assessments: Vocational Rehab utilizes testing available at the One-Stop (typing speed, computer proficiency). The Vocational Rehab Counselors also set up a variety of assessments geared to client need. Some are set up at the One-Stop in reserved meeting rooms and some are off site. These include, but are not limited to, low vision evaluations, Assistive Technology evaluations, psychological evaluations, vocational evaluations, Work Evaluations, etc.

Career Counseling/Planning: This is incorporated into every meeting or phone call with a client. All Vocational Rehab services are geared toward helping someone obtain a job. Having access to the GDOL listings is a tremendous help in this area. There are also other employment and career resources at the One-Stop that have been helping in appropriate planning for the Work Plan document that the Vocational Rehab Counselor must complete.

Case management/Service Coordination: This is done each day. The Vocational Rehab Counselor accomplishes this by using computers for the GROW system to document case work, by internet to research (such as exploring job search sites), by telephone to talk with clients and community resources, by referring clients for services such as Goodwill Industries, etc.

Prevocational Services: Vocational Rehab does this in conjunction with the Rehabilitation Job Readiness Specialist. Together, Vocational Rehab utilizes resources available at the One-Stop (and occasionally reserves meeting rooms to carry this out) to help a client prepare for completing applications and interviews, or helping them to prepare a resume (if appropriate, given their job history). In supported employment cases, the Vocational Rehab Counselor is often with them at the time they interview or complete the application to provide additional assistance. This also includes instances where they may need to interview with a GDOL representative for screening purposes.

The Macon-Bibb County Economic Opportunity Council (EOC), Inc. agrees to contribute to the delivery of the following shared services in the local One-Stop Center (Provide brief description of service for each):

Initial Assessment/Intake/Referral: Assess client's eligibility for our programs, take the necessary information and refer, if necessary.

Orientation/Informational Services: Provide overview materials, and discuss services and programs available with potential clients.

Follow-Up Services for WIOA: Provide follow-up from our staff to assisted clients.

Case Management/Service Coordination: Case manage a portion of the assisted clients and coordinate other services to assist the families toward self-sufficiency.

The Macon Housing Authority agrees to contribute to the delivery of the following shared services in its two (2) local One-Stop Centers, Family Investment Center and Buck Melton Community Center:

Outreach/Recruitment: The Family Self-Sufficiency (FSS) employment program is only available to adults residing in public housing. Case managers work intensely to conduct outreach and recruitment for residents desiring to achieve economic self-sufficiency. Outreach and recruitment consists of referrals from Resident Service Coordinators in each public housing neighborhood, mass mailings of flyers and fact sheets, printing and distribution of flyers, brochures from various "pick up points," promotional meetings and orientations for new residents, newsletter articles, special events and incentives for current members, and more.

Initial Assessment/Intake/Referral: A Family Self-Sufficiency application and individual assessment makes up the initial entry into the program. The individual assessment helps to develop the Individual Training and Service Plan (ITSP) that will help broker the necessary supportive resources for a family member to work toward economic independence. The ITSP includes personal and family goals for education, employment, and welfare-free certification.

Orientation/Informational Services: Family Self-Sufficiency Case Managers provide regular orientations and informational services to aid in the recruitment and outreach to eligible families. These services are the same as outlined in the outreach and recruitment description above.

Job Search/Job Placement: Family Self-Sufficiency Case Managers find it imperative to call directly upon employers, as well as various employment-related services to assist in this area. Macon Housing Authority utilizes the expertise and resources of the Department of Labor, Vocational Rehabilitation Services, Mercer Education Opportunity Center, Goodwill Job Connection, and area employers to help connect residents with job search and placement services.

Case Management/Service Coordination: Macon Housing Authority strives to provide a joint case management approach to servicing all families, regardless of specific programs. We also strive to utilize interdepartmental functions and personnel to start the process internally as it relates to housing stability status. We also strive to provide and coordinate essential services throughout our housing developments, the Family Investment Center, and the Buck Melton Community Center, for the ease, convenience, and accessibility of families to case management services. Families participating in special programs are required to make regular contact with case managers who in turn maintain data in a comprehensive electronic tracking system that generates thorough progress and service needs reports to continue to broker resources to help the family moving forward.

The Dynamic Educational Systems (Job Corps) contributes to the following shared services in the local One-Stop Center:

Outreach/Recruitment: Hang posters, arrange appointments, and receive phone calls in response to Job Corps.

Initial Assessment/Intake/Referral: Discuss with potential participants their criminal background, need for GED or skills training, initiate the Job Corps application process or refer to another agency based on assessment results. Assist applicants in selecting a Job Corps center.

Orientation/Informational Services: Inform interested parties of the services provided by Job Corps and explain the occupational areas, and conduct seminars on Job Corps Services.

The Division of Family and Children Services - The goal of the Bibb County Division of Family and Children Services (DFCS) Projects is to promote self-sufficiency by providing neighborhood-based empowerment to families who are economically oppressed and/or in need of support services. The Bibb County DFCS's motto is to bring services to people and not isolate services within the walls of the Bibb County DFCS building. Bibb DFCS contributes the following shared services in the local One-Stop Center:

Outreach/Recruitment: Bibb County DFCS provides outreach to the community at-large. Color coded application (for tracking purposes) are placed at various public locations within the community. Applications are distributed while customers pick up commodities

from EOC. Applications are also received by case managers located at the Medical Center of Central Georgia, Navicent Health and River Edge Behavioral Center. DFCS Staff also volunteers their time to provide outreach at various local venues outside of work hours.

Job Search/Job Placement: Services are provided to customers that apply for or receive TANF (Temporary Assistance to Needy Families) benefits. Supportive services are also given to assist with job related expenses. TANF recipients who acquire a job and are no longer eligible are provided with Job Coaching services for one year after their case is closed.

Comprehensive Assessments: TANF applicants are assessed and evaluated in the areas of literacy level, parenting skills, and mental health. The K-Fast assessment scores the level of reading and math and determines their literacy level. It is also useful in identifying any learning disabilities and the customers' abilities to count money, pay bills, read for understanding and reason. The Adult-Adolescent Parenting Inventory (AAPI) is the instrument used to profile five basic constructs of parenting which include inappropriate/appropriate expectations, level of empathy, and belief in corporal punishment, appropriate family roles, values, power and independence. The mental health diagnosis is achieved through the scores from the Butcher Treatment Planning Inventory. The test scores in five areas, which include depression, anger-out, anger-in, anxiety, and psychosis with focus on personality, behavior, and learning readiness.

Case Management/Service Coordination: Case Managers are assigned to customers based on their need and the needs of their family. Bibb County DFCS provides case management/service coordination for benefits programs, i.e. TANF, Food Stamps, Medicaid, Childcare and Social Services programs, i.e. Foster Care, Child Protective Services, Adoptions, etc.

Workforce Development Area 11

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

Workforce Development Area 10

The Georgia Department of Labor Macon Career Center located at 3090 Mercer University Drive is the One-Stop for Area 10. The Middle Georgia Regional Commission completed the One-Stop Self-Assessment in April 2016 and conducted the required partners' meetings by June 30. These

actions were intended to (a) explain the requirements for a One-Stop Center, (b) discuss required and optional partners (c) identify potential proposers in the One-Stop procurement process. Macon-Bibb Workforce Development Board has identified the Georgia Department of Labor and Goodwill Industries as potential bidders to become the One-Stop Operator; therefore, a firewall will be utilized to separate any interested party from the development and evaluation of proposals. During fiscal year 2016, the Regional Commission will complete a cost-benefit analysis to determine whether to utilize or expand the existing location or select a brand new location. In conducting the cost-benefit analysis, the Board will consider such factors as cost, location, public accessibility, potential for expansion, the length of the lease, and any other applicable or relevant factors. Upon conclusion of the cost-benefit analysis, the Middle Georgia Regional Commission, on behalf of the Macon-Bibb Workforce Development Board, will implement the processes outlined in WIG-GA-16-001 on the procurement of the One-Stop Operator. Tools provided by the State of Georgia such as the One-Stop Location Cost Benefit Analysis Tool One-Stop Market Research Assessment – Location Analysis and One-Stop Market Research Assessment- Provider Analysis will be utilized throughout the process.

Workforce Development Area 11

The Georgia Department of Labor Houston County Career Center located at 96 Cohen Walker Drive Warner Robins, GA and the Milledgeville Career Center located at 156 Roberson Mill Road Milledgeville, GA are the One-Stop locations for Area 11. The Middle Georgia Consortium completed the One-Stop Self-Assessment in April 2016 and conducted the required partners' meetings by June 30. These actions were intended to (a) explain the requirements for a One-Stop Center, (b) discuss required and optional partners (c) identify potential proposers in the One-Stop procurement process. Middle Georgia Workforce Development Board has identified the Houston Career Center and Middle Georgia Consortium, Inc. as potential bidders to become the One-Stop Operator; therefore, a firewall will be utilized to separate any interested party from the development and evaluation of proposals. During fiscal year 2016, the Middle Georgia Consortium will complete a cost-benefit analysis to determine whether to utilize or expand the existing location or select a brand new location. In conducting the cost-benefit analysis, the Board will consider such factors as cost, location, public accessibility, potential for expansion, the length of the lease, and any other applicable or relevant factors. Upon conclusion of the cost-benefit analysis, the Middle Georgia Consortium, on behalf of the Middle Georgia Workforce Development Board, will implement the processes outlined in WIG-GA-16-001 on the procurement of the One-Stop Operator. Tools provided by the State of Georgia, such as the One-Stop Location Cost Benefit Analysis Tool, One-Stop Market Research Assessment – Location Analysis, and One-Stop Market Research Assessment- Provider Analysis will be utilized throughout the process.

The following is the current Resource Sharing Agreement for the Middle Georgia Area 11, which includes the Middle Georgia Consortium, Inc.; the Houston Career Center and the Milledgeville Career Center:

1. 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 Baldwin, Crawford, Houston, Jones, Monroe, Peach, Pulaski, Putnam, Twiggs, and Wilkinson Counties. The One-Stop Operator, **Middle Georgia Consortium, Inc.**, 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.
2. Duration: This RSA shall remain in effect from July 1, 2013 until June 30, 2014.
3. Modification: The Partners recognize that modifications to the RSA may be necessary during the period of performance. Any party may make a written request for modification to the WIB through the One-Stop Operator. In order to be valid, any modification to the RSA must be in writing and signed by all of the parties. Assignment of any responsibilities under this RSA by any of the parties shall be effective upon written notice to the other parties.
4. Termination: Notwithstanding any other provision of this contract, in the event that any of the sources of Partner funds for services under this contract no longer exist or in the event the sum of all obligations by the Partner incurred under this and all other contracts entered into exceeds the balance of available funds, then the Partner's obligations under this Agreement shall immediately terminate upon receipt of written notification to the WIB through the One-Stop Operator. The certification by the legal signatory of the Partner that occurrence of either of the events stated above shall be conclusive.

This Agreement and applicable attachments to this Agreement may be terminated for cause, in whole or in part, by the WIB at any time for failure to perform any of the provisions hereof. The termination shall be accomplished by notice in writing and mailed or delivered to the address of the Partner in this Agreement or the last known subsequent address. The Partner will be required to submit a final expenditure report to the One-Stop Operator and/or other applicable Partners not later than 45 days after the effective date of written notice of termination. Upon termination of this Agreement or applicable attachments, the Partner shall not incur any new obligations after the effective date of the termination and shall cancel as many outstanding obligations as possible. The above remedies are in addition to any other remedies provided by law or the terms of this contract.

This Agreement may be cancelled or terminated by any of the Parties without cause; however, the Party seeking to terminate or cancel this Agreement must give notice in writing of its intent to do so to the other Parties at least thirty (30) days prior to the effective date of cancellation or termination. The written notice must be mailed or delivered to the address shown above or to the last known subsequent address for the One-Stop Operator.

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

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

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

6. Memorandum of Understanding: This RSA including all attachments and modifications is incorporated by reference to the Memorandum of Understanding executed between the parties to this Agreement, including all modifications thereto. However, this RSA has a one-year term and may fluctuate as the parties' budgets change. Modifications and/or expiration of the RSA shall not affect the validity of the Memorandum of Understanding.
7. Shared Services:
 - a. The **Middle Georgia Consortium, Inc.** agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

Outreach/Recruitment - Recruitment for the Middle Georgia Consortium, Inc. will provide these services five days a week by the MGCI Career Facilitators. All partner services will be advertised at this one stop office. Recruitment may also be accomplished through newspaper advertisements in all counties targeting individuals who are most in need and who may benefit from training through the Workforce Development System. In addition, Public Service Announcements for Television and Radio Stations will be utilized. Flyers & Brochures will be printed and will be placed in conspicuous areas in agencies where the flow of the public is heavily generated such as the Department of Family & Children Services, Georgia Department of Labor and other Social Service Agencies, Community Based Organizations. *Recruitment for the Year Round Youth Program may be accomplished by the same methods.* However, High School Counselors are

contacted before school closes and made aware of programs and activities being planned for summer activities.

Initial Assessment/Intake/Referral - Initial assessment is done to examine the needs of the customer by collecting information to determine appropriate services. If services are not appropriate for interested customers proper referrals may be made to agencies who can better serve the customer.

Workshop/Informational Services - Interested WIA customers are invited to an appropriate workshop briefing explaining how the Workforce Investment System operates will include information on all partner services and referrals to any service requested. In addition, the one-stop center customers are allowed to take advantage of the self-service track in our career shop areas. Customers who desire to take the self-service track have an opportunity to conduct job search on the Internet - Do a Resume - or use the Computer equipment available in the Career Shop. Individuals who want to secure information on training opportunities will be supervised through an assessment process that may include a series of achievement, aptitude and interest tests by which the Career Facilitator determines whether the customer has marketable or transferable skills. A review of this information allows the Career Facilitator to assess if the customer needs further training to enhance skills or if a new occupation should be sought because of job opportunities in marketable or transferable skills. MGCI's goal is to accurately identify goals, which may be educational, employment or personal.

Job Search/Job Placement - Customers who participate with the Workforce Investment System are encouraged to apply to the Department of Labor for any type of job search assistance that may be needed. This includes customers who are no longer participating with the Workforce Investment System.

Follow-up Services for WIA - Customers who are registered as a part of the Workforce Investment System and enter employment will receive follow-up services after they are no longer participating. Contractors/Providers of youth services will be responsible for follow-up on their participants for 12 months following the completion of services. Follow up services for youth may include, but are not limited to, leadership development and supportive service activities; work-related peer support groups; adult mentoring; tracking the progress of youth in their educational setting after completion of the work experience component.

Comprehensive Assessments - Customers who are currently enrolled in General Equivalency Degree Program (GED), Vocational School or College will only be administered an Interest Inventory. Individuals who are not currently attending either Vocational School or College are administered the entire testing process which includes, the Test of Adult Basic Education, Career Scope Aptitude and Interest Inventory.

Career Counseling/Planning - Career Counseling and planning is a continuous process. MGCI has several computer generated software programs to assist

customers with career planning such as the Georgia Career Information System. Several other Interest Inventories are available via the Internet. Interest Inventories are completed to identify top interest areas and to assist customers with identifying possible jobs or training occupations. In addition, as a customer of the workforce investment system, a customer service plan is completed along with a Career Facilitator to outline the plans/steps necessary to accomplishing short term/long term goals (educational/employment).

Case Management/Service Coordination - Career Facilitators will provide ongoing monitoring, assessing and documenting the educational and financial needs of customers in an effort to identify unmet needs. Community resources will also be identified and referrals made to other agencies when needed. These types of services might avert unsuccessful completion of training and subsequent job placement.

Prevocational Services - Pre-vocational services will be provided by referring customers to job workshops to improve their employability skills. MGCI staff may facilitate this or referrals may be made to GDOL for Job Search assistance.

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

Outreach/Recruitment - Outreach will be accomplished by the Houston Career Center DOL Services Specialist out-stationed weekly at the Middle Georgia Consortium, Inc. One-Stop Center. Recruitment will be the responsibility of the Employment Marketing Representative, who will market One-Stop services through employer contacts, community groups, and government agencies.

Initial Assessment/Intake/Referral - A basic needs assessment will be conducted to determine the appropriate level of services. Customers that move beyond self-help may be asked to complete a Services Request form to collect additional data on services needed and/or preferred. Completion of additional Workforce Development System forms may be required to qualify customers for job referrals, training and other available services. This information is entered into the states GWS system.

Orientation/Informational Services - One-on-one and group workshops will be conducted so that the customer can receive an overview of all services available through the One-Stop Center.

Job Search/Job Placement - Customers will have access to the G-I, Georgia's One-Stop Career Center Network, to do a self-directed job search. One-on-one assistance will be provided to ensure that the customers' qualifications match the employers' requirements before referral is made. Customers choosing not to use the G-I network will be provided job search assistance by DOL staff.

Follow-up Services for WIA -N/A

Comprehensive Assessments - N/A
Career Counseling/Planning - N/A
Case Management/Service Coordination - N/A
Prevocational Services - N/A

- c. The **Central Georgia Technical College** agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

Outreach/Recruitment - The Institution will provide information to MGCI with Catalogs, Brochures and Financial Aid paperwork. Career Facilitators are crossed trained so that each is capable of delivering information regarding the Technical College. So that Career Facilitators are providing information from this agency, meetings will take place every six months to make sure all information is up to date.

Initial Assessment/Intake/Referral - Provide applications at all available locations and interview potential students at recommended site when needed.

Job Search/Job Placement - Assist students with Internet based search, resumes, and setting appointments based on employer needs and student qualifications.

Follow-up Services for WIA - Maintain contact with employer(s) inquiring about employment status and contact with individual about job satisfaction.

Comprehensive Assessments - All interested WIA customers must take the admissions test administered by the Vocational School. Customers must report to the Macon Campus or Milledgeville campus to complete this process.

Career Counseling/Planning - Based on the result of testing, a Career Facilitator may consult with the individual on the job market and the best course of action per program of study as outlined in the Institution's catalog.

Case Management/Service Coordination - Because of the cross training provided by the WIA coordinator, the MGCI Career Facilitators are able to provide consultation, assist with student needs, and monitor academic standing and attendance.

Prevocational Services - Refer to Career Counseling/Planning above.

The **Meals-On-Wheels** agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

Outreach/Recruitment - The Meals on Wheels will provide the Middle Georgia Consortium, with available brochures and other information regarding their services.

Initial Assessment/Intake/Referral - N/A
Orientation/Informational Services - N/A

Follow-up Services for WIA - N/A
Comprehensive Assessments - N/A
Career Counseling/Planning - N/A
Case Management/Service Coordination - N/A
Prevocational Services - N/A

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

Outreach/Recruitment - Cross training of MGCI staff and placing information about available services into the hands of potential customers by the Telamon Corporation. So that Career Facilitators are providing information from this agency, meetings will take place every six months to make sure all information is up to date.

Initial Assessment/Intake/Referral - As a core service, this will involve the measuring of skill levels, aptitude, and abilities. Supportive service needs are determined during the initial assessment process. The intake process involves the enrollment procedure and determining eligibility for services. We provide assistance in establishing eligibility for other assistance by way of providing information on eligibility and then referring them to the appropriate agency for determination of relevant services.

Orientation/Informational Services - Brief explanation of one-stop services available through Telamon and other partners as well as how to access the services in accordance with partner requirements and eligibility procedures. Provide customer with an explanation of the follow-up process to include why this process is so important.

Job Search/Job Placement - Our ultimate goal is to provide customers with the tools to reach their ultimate goal of employment that provides long-term stability with earnings that enable them to be self-sufficient. Customers will be assisted to enter employment at every stage: Core, Intensive and Training. The search for employment will involve surfing the Internet and using the G-I system along with traditional media canvassing and cold calls to employers with a ready resume.

Follow-up Services for WIA - N/A

Comprehensive Assessments - A thorough review of the skill assessment, the development of an objective assessment and the review of the aptitude and personal interest are performed as part of the comprehensive assessment. The customer's needs, barriers, and attributes are determined at this stage. The development of the Individual Employment Plan (IEP) begins and the information acquired from the aforementioned is used as part of its development.

Career Counseling/Planning - The Individual Employment Plan (IEP) is further developed and is an on-going document that maps the way to the customer's employment goal. Along with this process, customers will participate in job

readiness exercises and group orientation sessions to strengthen the job search success efforts. One-on-one counseling is effective and is scheduled as frequently as the need is reflected.

Case Management/Service Coordination - This is the process of confirming the relationship between the customer and the Career Facilitator. The interaction between the two increases and documentation regarding their meetings and communications are kept and maintained confidentially. Case notes are an important part of the case management process and will serve as a chronological log of each activity experienced by, and on behalf of, the customers in an effort to reach his/her employment goal. The case management process is flexible and customer-centered.

Prevocational Services - Includes the provision of English as a Second Language (ESL), acquisition of high school diploma and Job Search Assistance.

- e. The **Job Corps** agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

Outreach/Recruitment - Brochures and/or posters will be provided regarding the services of The Job Corps. Referrals will be made to the Job Corps center in Macon.

Initial Assessment/Intake/Referral - N/A

Orientation/Informational Services - N/A

Job Search/Job Placement - N/A

Follow-up Services for WIA - N/A

Comprehensive Assessments - N/A

Career Counseling/Planning - N/A

Prevocational Services - N/A

- f. The **Department of Family and Children Services (DFCS)** agrees to contribute to the delivery of the following shared services in the local One-Stop Center:

Outreach/Recruitment - Outreach and recruitment of target population for intensive services will be achieved by inclusion of partner agency staff in DFCS customer case staffing. DFCS offices will make One-Stop brochures available to customers in lobby areas. Internet access to One-Stop services is available at several DFCS offices. DFCS staff will meet quarterly with One-Stop staff to review DFCS services available.

Initial Assessment/Intake/Referral - DFCS staff will develop a PowerPoint presentation and cross-train One-Stop staff quarterly. Training will familiarize staff with general eligibility requirements for support services such as child care, transportation, Medicaid, food stamps, and financial assistance available to people who are looking for work. Applications for services will be made available on-site.

Orientation/Informational Services - Brochures and fliers summarizing DFCS support services available to people who are looking for work, the application process for DFCS services, general eligibility criteria, and contact information will be made available in the self-service area and through One-Stop staff.

Job Search/Job Placement - N/A

Follow-up Services for WIA - N/A

Comprehensive Assessments - N/A

Career Counseling/Planning - N/A

Case Management/Service Coordination - N/A

Prevocational Services - N/A

8. Benefits Received: The parties agree that the benefits to be derived from the above services will be: " increased customer access to programs;
- cost-effective and efficient program delivery;
 - improved program retention due to a wider array of support for customers;
 - greater customer satisfaction;
 - non-duplication of services; and
 - Strengthened relationships among partner agencies.

7. Awarding Sub-Grants and Contracts

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

Workforce Development Area 10

The Middle Georgia Regional Commission, on behalf of the Macon-Bibb Workforce Development Board:

- Utilizes a Request for Proposals (RFP) approach for the procurement of youth services. Assuming successful performance in each year of the contract, solicitation of proposals occurs every three years.
- Enters into an agreement with Central Georgia Technical College (CGTC) for a CGTC staff member to provide case management services, orientations, enrollment assistance, counseling and job placement for all students enrolled. These services are not competitively procured since CGTC is the state agency for adult and technical education in Workforce Development Area 10.
- Will utilize a Request for Proposals (RFP) approach for the procurement of One-Stop Center operators in accordance with state guidance.

Workforce Development Area 11

The Middle Georgia Consortium:

- Will utilize a Request for Proposals (RFP) approach for the procurement of youth services.
- Enters into an agreement with Central Georgia Technical College (CGTC) for a CGTC staff member to provide case management services, orientations, enrollment assistance, counseling and job placement for all students enrolled. These services are not competitively procured since CGTC is the primary state agency for adult and technical education in Workforce Development Area 11.
- Will utilize a Request for Proposals (RFP) approach for the procurement of One-Stop Center operators in accordance with state guidance.

8. EEO and Grievance Procedures

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

The name, title, and telephone number of the Equal Opportunity Officer for Title I-funded activities for Region 6, Area 10 is:

Laura Mathis, Executive Director
Middle Georgia Regional Commission
175 Emery Highway, Suite C
Macon, GA 31217
(478) 751-6160

The name, title, and telephone number of the Equal Opportunity Officer for Title I-funded activities for Region 6, Area 11 is:

MGCI EEO Officer: Amy Varnum
Middle Georgia Consortium, Inc.
124 Osigian Blvd., Suite A
Warner Robins, GA 31088
(478) 953-4771

Both workforce development areas have adopted EEO and Grievance Policies. The policies are designed to ensure that all contractors, employees as well as individuals applying for or receiving services through the Workforce Innovation and Opportunity Act are treated fairly. If any organization, employee, participant or individual lodges a complaint, the issue will be discussed informally between the parties involved before filing a formal complaint. If a formal complaint is filed, a hearing is conducted within 30 of its filing with and a written decision is rendered no later than 60 days after the filing. If a written decision is not rendered in 60 day of the filing or the complainant is not satisfied with the decision, then the grievance is forwarded to the next level.

LOCAL BOARDS AND PLAN DEVELOPMENT

1. Local Boards

Provide a description of the board that includes the components listed below.

- a. Describe how local board members are identified and appointed. Include a description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))**

Workforce Development Area 10 Nomination Process

The Bylaws of the Macon-Bibb Workforce Development Board outline a process by which board members are identified, nominated and appointed. A Nominating Committee is in place as a standing committee to make nominee recommendations to the Chair, who in turn makes recommendations to the CLEO. Once the Nominating Committee identify nominations, they are submitted to the Workforce Development Board Chair. The Chair, in consultation with the Nominating Committee, reviews nominations and confirms eligibility of the nominee(s). After confirming eligibility of all acceptable candidates, the Chair shall present the name(s) of a recommended nominee(s) for a position to the CLEO for review and appointment.

Workforce Development Area 11 Nomination Process

The Formal Agreement Among Chief Elected Executive Officials describes the process used to appoint the Middle Georgia Workforce Development Board. The Chief Elected Executive Officials receives a compiled list of nominations from the Executive Director, in consultation with local area businesses and chambers of commerce from the local area, to appoint members to the Workforce Development Board. The Executive Director presents the nominations to the CLEO for review and appointment.

Region 6 Workforce Development Board Categories

The Workforce Development Boards for both areas, consist of representatives from the following categories as outlined in WIOA:

Business Representatives

Representatives of business and industry are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers. They represent businesses, or organizations representing businesses, that provide employment opportunities, which include high-quality, work-relevant training and development in in-demand industry sectors or occupations.

Workforce Representatives

Representatives of labor organizations, are nominated by local labor federations and may be members of a labor organization, or a training director from a joint labor-management apprenticeship program, or representatives of an apprenticeship program. Representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans, or that provide or support competitive integrated employment for individuals with disabilities; or they have represent organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

Education and Training Representatives

Representatives may be eligible providers administering adult education and literacy activities under Title II; or institutions of higher education providing workforce activities (including technical colleges); or local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

Government and Economic Development Representatives

Representatives are from economic and community development entities; or a Georgia employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.); or programs carried out under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than Section 112 or Part C of that Title (29 U.S.C. 732, 741), or agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; or philanthropic organizations serving.

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

Workforce Development Area 10 Orientation Process

Workforce Development staff has developed a new board member handbook that includes the budget, summary of programs, a copy of the current workforce plan, and other reference material. Orientation is conducted in one-on-one sessions with the Workforce Development Director and the Chair of the Workforce Development Board. The board meetings are also used to help board members understand programs and initiatives.

Workforce Development Area 11 Orientation Process

Workforce Development staff has developed an Orientation Manual that includes Government Issues, Workforce Services to Adult, Dislocated Workers and Youth, Liabilities/Ethics, Board Resources and by-laws. Orientation is conducted by the Executive Director.

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

Both Workforce Boards include representatives from the economic development organizations which provide an opportunity for coordination. In addition, Workforce Development staff will regularly engage with economic development partners to develop new programs or initiatives that will meet the changing needs of employers.

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

In Workforce Development Area 10, the Board meets every other month in a regular meeting. The meeting agenda includes reports on WIOA activities and performance. In the “off months” between Board meetings, Committee meetings are held.

In Workforce Development Area 11, there are six regularly scheduled meetings per year. The board meets every other month on Tuesdays, with the first meeting beginning in August of the new program year. Reports on WIOA activities and performance are provided at each Board meeting.

2. Local Board Committees

Provide a description of board committees and their functions.

Workforce Development Area 10 Committees

The Bylaws adopted January 12, 2016, establish committees necessary and appropriate to ensure maximum policy and oversight of Workforce Innovation and Opportunity Act services and activities.

- **Executive Committee** consists of the chairpersons designated for each standing committee and the officers of the Board. The function of the Executive Committee is to ensure that the leadership of the Workforce Board is well-informed on WIOA operations.
- **Budget and Finance Committee** develops the proposed annual budget and monitors financial activity to ensure adequate funding to cover all expenditures.
- **Employer Partnerships Committee** facilitates relationships with employers in order to ensure that workforce development services align with current business needs.
- **Quality Assurance Committee** focuses on the one-stop delivery system, rapid response, and operating policies.
- **Public Relations Committee** develops and publishes success stories and marketing of workforce development services.
- **Youth Committee** is charged with ensuring that Macon-Bibb County youth have access to resources which enable them to develop the academic and technical skills necessary for obtaining a high school diploma, career-oriented employment, and/or post-secondary education, and provide oversight of the policies and procedures for diversifying funding, support resources, and unmet needs of program participants. The Youth Committee recommends eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the Board to carry out the youth activities.
- **Nominating Committee** recommends officers for the Board and makes recommendations to the CLEO on possible appointments to the Board.

Workforce Development Area 11 Committees

There are three standing committees; however, the Board reserves the right to establish ad hoc committees as necessary to support its mission. The following local board committees were established with the certification of the new Workforce Board effective July 1, 2016.

- **Youth Committee.** The function of the Youth Committee is to provide information and to assist in the planning, operational and other issues relating to the provisions of youth. The Committee identifies eligible providers of youth services and make recommendations to the local board to grant awards. In addition, the Committee ensures full and competitive procurement to secure youth services, WIOA youth service providers meet the referral requirements for all youth participants, each of the required 14 youth elements are available to youth participants, that 75 percent of state and local youth funding is for out-of-school youth and that at least 20 percent of youth funds are used for work experience, such as summer and year-round employment, pre-apprenticeship, OJT, or internship and job shadowing.
- **One-Stop Committee.** The function of the One-Stop Committee is to provide information and to assist in the planning, operational, and other issues relating to the provisions of One-Stop. The function of the One-Stop Committee is to provide information, and to assist in the planning, operational and other issues relating to the provisions of One-Stop. The current One-Stop Committee will serve as the One-Stop Implementation Team, which will ensure the continuing implementation of One-Stop system activities. The Committee will oversee the process of developing Memorandums of Understanding and Resource Sharing Agreements with the required One-Stop partners, be the source of regular information about the local One-Stop System and its operations to the Board and other committees. The Committee will further ensure that the system provides comprehensive services in a seamless, integrated, effective, and efficient manner; ensure that knowledgeable, skilled One-Stop staff delivers high quality services resulting in high levels of customer satisfaction; and ensure that the system meets or exceeds performance standard for placement, retention, earnings and job seeker and employer satisfaction.
- **Individuals with Disabilities Committee (IDC).** The function of the IDC Committee is to provide information and to assist with operational and other issues relating to the provisions of services to individuals with disabilities, including issues relating to compliance with Section 188 of the Americans with Disabilities Act. The committee will ensure full access to individuals receiving WIOA, including opportunities to seek employment and training in competitive, integrated settings, while providing services to the greater community, to the same degree of access as other individuals participating in WIOA.

3. Plan Development

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

For the development of the Region 6 Workforce Development Plan, several different approaches will be utilized:

- One-on-One Meetings with Core Partners during development and implementation.
- Distribution of the Region 6 Plan and direct solicitation of comments from the Workforce Development Board, Core Partners and other stakeholders.
- Publication of the Region 6 Plan on www.middlegeorgiarc.org and www.mgwib.com websites with email to receive all feedback.
- Promotion of the availability of the Region 6 Plan on Twitter and Facebook.
- Development of a presentation of plan highlights to be used for speaking engagements.
- Conduct of informational / listening sessions on regular basis with to board members, core partners, other stakeholders and general public.

SERVICE DELIVERY AND TRAINING

1. Expanding Service to Eligible Individuals

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

- Both Workforce Development Boards in Region 6 include representation from the core programs, which ensure that all partners are aware of programs and initiatives.
- Beginning in fiscal year 2017, a Region 6 Core Partners Group will meet regularly to explore mechanisms to expand access to employment, training, education, and supportive services and develop recommendations to the Workforce Development Boards.
- Specifically, the Core Partners group will seek opportunities to address barriers to employment in a manner that maximizes resources and eliminates duplication.
- Both Workforce Development Boards in Region 6 are committed to only provided services and programs that provide access to activities leading to a recognized postsecondary credential, academic or industry recognized, and employment.

2. Description of Service to Adults and Dislocated Workers

Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Region 6 Services

Career services for adults and dislocated workers in Workforce Development Area 10 and 11 includes three levels of services: Basic career services, Individualized career services, and Follow-up services.

Basic Career Services

Basic career services are available and, at a minimum, include the following services:

- Determination of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs
- Outreach, intake, and orientation to information and other services available through the one-stop system
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information regarding in-demand industry sectors and occupations;
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the one-stop system;
- Provision of referrals to, and coordination of activities with other programs and services, including programs and services within the one-stop system and, when appropriate, other workforce development programs
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas, including:
 - job vacancy listings in labor market areas
 - information on job skills necessary to obtain the vacant jobs listed; and
 - information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement in those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type
- Provision of information on how the Workforce Development Area is performing on local performance measures;

- Provision of information on the availability of support services or assistance, and appropriate referrals to those services and assistance, including:
 - child care
 - child support
 - medical or child health assistance available through the state’s Medicaid program and Children’s Health Insurance Program
 - benefits under SNAP
 - assistance through the earned income tax credit
 - housing counseling and assistance services sponsored through US HUD; and
 - assistance under a state program for TANF, and other support services and transportation provided through that program
- Provision of information and assistance regarding filing claims for unemployment compensation
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA, including HOPE and PELL.

Individualized Career Services

Individualized career services are available if determined to be appropriate in order for an individual to obtain or retain employment. In accordance with TEGL 3-15, individuals must be declared eligible to receive these services. These include the following services

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers, which may include:
 - diagnostic testing and use of other assessment tools; and
 - in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding the ETPL
- Group counseling
- Individual counseling and mentoring
- Career planning
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and work experience that are linked to careers
- Workforce preparation activities
- Financial literacy services
- Out-of-area job search and relocation assistance
- English language acquisition and integrated education and training programs.

Follow-Up Services

Follow-up services are available, as appropriate, and include counseling regarding the workplace for adult and dislocated worker participants who are placed in unsubsidized employment. These services must be provided at a minimum of 12 months from the first day of employment.

Training Services

Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment
- On-the-job training
- Incumbent worker training
- Workplace training and cooperative education programs
- Private sector training programs
- Skills upgrading and retraining
- Entrepreneurial training
- Apprenticeship
- Transitional jobs
- Job readiness training provided in combination with other training described above
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training
- Customized training.

Workforce Development Area 10 Strategy for Delivery of Adult/ Dislocated Worker Services

The Middle Georgia Regional Commission provides Adult/Dislocated Worker Services through Career Development Specialists:

- One Career Development Specialist located at the Georgia Department of Labor Career Center;
- One Career Development Specialist located at the Macon Campus of Central Georgia Technical College; and
- One Career Development Specialist based at the offices of Middle Georgia Regional Commission.

Outreach and Information Sessions are regularly conducted in Macon-Bibb County at the following locations:

1. WIOA Information Sessions:
Location: Department of Labor: Macon Career Center
3090 Mercer University Drive, Macon, GA 31204
When: Every Friday
Time: 10:30 a.m.
2. E3 Career Jumpstart Information Sessions
Location: First Tuesday (Washington Library)
Second Tuesday (Department of Labor)
Third Tuesday (Buck Melton Community Center)
Fourth Tuesday (Goodwill Helms Career Center)
Time: 10:30 a.m.

In addition to the Outreach and Information Sessions, referrals are received from Core Partners.

Workforce Development Area 11 Strategy for Delivery of Adult/Dislocated Worker Services

The Middle Georgia Consortium provides Adult/Dislocated Worker Services through Career Facilitators and Business Services Specialist.

A Career Facilitator is located at each of the following career centers in the region every Monday.

- Georgia Department of Labor Career Center in Houston County
- Georgia Department of Labor Career Center in Macon-Bibb County*
- Georgia Department of Labor Career Center in Baldwin County

*To provide Outreach and Recruitment to individuals who resides in Crawford and Monroe counties and are serviced by Career Center in Macon-Bibb County.

Business Services Specialist and Career Facilitators attend regularly scheduled Outreach and Information Sessions such as SWAT events, job fairs, fundraisers and employer and academic recruitment events.

In addition to Outreach and Information Sessions, referrals are received from Core and other partner agencies.

3. Description of Rapid Response Services

Provide a description of how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

In Region 6, rapid response activities are always coordinated with the state Rapid Response Team. Activities would include but are not limited to:

- a. Immediate and on-site contact with the employer, representatives of the affected workers, and the local community, which may include an assessment of the:
 1. Layoff plans and schedule of the employer;
 2. Potential for averting the layoff(s) in consultation with state or local economic development agencies, including private sector economic development entities;
 3. Background and probable assistance needs of the affected workers;
 4. Reemployment prospects for workers in the local community; and
 5. Available resources to meet the short and long-term assistance needs of the affected workers.
- b. The provision of information and access to unemployment compensation benefits, comprehensive One-Stop system services, and employment and training activities, including information on the Trade Adjustment Assistance (TAA) program and the NAFTA-TAA program (19 U.S.C. § 2271 et seq.);
- c. The provision of guidance and/or financial assistance in establishing a labor-management committee voluntarily agreed to by labor and management, or a workforce transition committee comprised of representatives of the employer, the affected workers and the local community. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers. The assistance to this committee may include:
 1. Providing training and technical assistance to members of the committee;
 2. Funding the operating cost of the committee to enable it to provide advice and assistance in carrying out rapid response activities and in the design and delivery of WIA-authorized services to affected workers. Typically, such support will last no longer than six months; and
 3. Providing a list of potential candidates to serve as a neutral chairperson of the committee.
- d. The provision of emergency assistance adapted to the particular closing, layoff or disaster.
- e. The provision of assistance to the local board and chief elected official(s) to develop a coordinated response to the dislocation event and, as needed, obtain access to state economic development assistance. Such coordinated response may include the development of an application for National Emergency Grant under 20 CFR part 671. (WIOA secs. 101(38) and 134(a)(2)(A).)

4. Description of Youth Services

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

Workforce Development Area 10

The Middle Georgia Regional Commission on behalf of the Macon-Bibb Workforce Development Board contracts with Paxen Learning Corporation to provide youth services. During spring 2016, a Request for Proposals was issued on youth services and Paxen was awarded the contract for the period beginning July 1, 2016 with the option to extend for two additional years based upon performance and cost.

Paxen will provide WIOA compliant youth services which encompasses a case management service strategy in Macon-Bibb County (LWDA 10). Paxen will provide recruitment and orientation to applicants, conduct intake and eligibility determination, provide assessments and determination of appropriate services for each individual and develop an individual service strategy (ISS) for each participant. Paxen will collaborate with the Macon-Bibb County Workforce Development Board and implement the policies adopted by the Board. No new enrollments will be made as of July 1, 2016 in the In-School Youth program in accordance with the Macon-Bibb County Workforce Development Board policy.

Youth services include a year-round program designed to meet the participant's individual needs. Program design will include continuation of services and follow-up services for youth customers currently enrolled in the area WIOA youth programs and new enrollees. Training will utilize a traditional classroom format mixed with group activities and individual tutoring.

In-School Youth (ISY) Services: Paxen's *Career Pathways* program model provides targeted junior and senior grade level youth with additional academic development to include options for post-secondary or advanced training, workforce readiness skills training and paid/unpaid work experience, and job shadowing related to the Demand Occupations that will increase their likelihood toward self-sufficiency. This integrated mix of year-round services targets short-term interventions which promotes enhanced academic achievement, enhances successful graduation, creates awareness of and readiness for postsecondary education, focuses on career preparation, and provides work readiness (to include life/soft skills development) and connections to employment.

Out of School Youth Services (OSY): Paxen's *Career Pathways* program is comprised of GED training, job readiness training and job placement. Work readiness training is provided utilizing scheduled workshops until performance outcomes are achieved. The accelerated GED program is offered six hours per day for 30 hours per week, Monday - Friday from 9:00 am - 3:30 pm, over a span of five weeks for a total of 150 contact hours with a student to instructor ratio of 15 to 1.

Participants receive work readiness training directly connected to job placement activities, Monday – Friday at various scheduled time. Upon completion of the GED training, participants take the GED exam. Currently, GED testing occurs in multiple locations, with various testing times and dates per month.

Workforce Development Area 11

Workforce Development Area 11 is committed to providing services to eligible youth participants through a network of youth service providers. The following required elements are: (1) Tutoring, Study Skills Training, Instruction and Evidence-based Drop-out Prevention and Recovery Strategies; (2) Alternative Secondary School Services or Drop-out Recovery Services; (3) Paid and Unpaid Work Experiences; (4) Occupational Skills Training; (5) Education Offered Concurrently with and in the same context as Workforce Preparation; (6) Leadership Development; (7) Supportive Services; (8) Adult Mentoring; (9) Comprehensive Guidance and Counseling; (10) Financial Literacy Education; (11) Entrepreneurial Skills Training; (12) Labor Market and Employment Information Services; (13) Activities that Prepare for Transition to Post-secondary Education and Training; and (14) Follow-up Services.

LWDA 11 will issue a Request for Proposal to conduct a full and open competition to secure youth service providers.

5. Implementation of Work-Based Learning Initiatives

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

Region 6 is currently building a robust on-the-job training program to continue the efforts initiated under the Sector Partnership NEG grant. Through the development of industry sector strategies to determine specific business needs, Region 6 is currently in the process of collaborating and coordinating with training institutions, Economic Development, Board of Education, Department of Labor, Vocational Rehabilitation, Adult Education, DFCS and the business community to develop relevant work-based learning activities such as incumbent worker training, career pathways and customized training activities to meet the needs of the business community.

Region 6 will continue to identify additional industry sectors and coordinate with WIOA partners and industry sector leaders to development additional sector strategies to support the business community. Future strategy development includes industrial maintenance, logistics and certain occupations in the medical field.

6. Provision of ITAs

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

Both Workforce Development Boards in Region 6 have adopted the use of Individual Training Accounts (ITAs). The policies are not in conflict with each other and will be updated to include provisions in the ITA Policy adopted by the State Workforce Development Board.

Workforce Development Area 10 Individual Training Accounts (ITAs)

Education and training for qualified WIOA customers will be administered by means of Individual Training Accounts (ITAs) in order to provide formal schooling or training designed to assist these individuals in obtaining or retaining self-sufficiency. Customers must demonstrate; a) a need for formal training and b) the customer has failed to obtain and retain employment that leads to self-sufficiency.

Workforce Development Area 11 Individual Training Accounts (ITAs)

Training services provided by academic training institutions or institutions providing occupation specific training or activities must be on the eligible provider list and requires a contract to provide services. Individuals attending these institutions must be assigned an ITA account and must comply with the Workforce Development Area 11 ITA policies.

All training must be linked to employment. During initial assessment, customer choice is identified, and training linked to employment and self-sufficiency is addressed. Any training not linked to employment will not be approved. Individuals already possessing marketable skills who merely desire training for the purposes of changing careers will not be approved. ITA approval to enhance current marketable skills may be approved on a case-by-case basis. ITA policies for LWDA 11 further address coordination of funds, termination of financial assistance, training cost limitations, training length and allowable ITA costs.

7. Entrepreneurial Skills Training and Microenterprise Services

Provide a description of how the area will coordinate and promote entrepreneurial skills training and microenterprise services.

Region 6 will partner with small business resources such as the UGA Small Business Development Center and Georgia Small Business Lender to host informational sessions on services available to support entrepreneurial development. In addition, the Mercer Innovation Center, FireStarter and SparkMacon are resources that participants will be referred to capitalize on innovation and entrepreneurship.

8. Coordination with Education Programs

Provide a description of how the local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.

As mentioned in other sections, Region 6 is actively engaged in developing work-based learning programs where training will be provided by secondary and post-secondary education programs. Work-based learning programs include To include customized training with postsecondary institutions to help with the talent pipeline i.e. degrees, licensing, (ITA's)

Workforce Development Area 10 Education Programs

The Workforce Development Board will continue coordinating education and workforce development activities in Macon-Bibb County to enhance services and avoid duplication of services. A pilot initiative with Bibb County Board of Education is to provide non-WIOA funds for the provision of essential equipment for students dual-enrolled in welding, CNA and Aerospace programs.

Workforce Development Area 11 Education Programs

Workforce Development Area 11 has contracts with secondary and postsecondary institutions that provides education programs and training activities. The Board and staff will continue to collaborate, coordinate strategies, and cooperate with these and any relevant institution providing training services or activities. LWDA will further coordinate to enhance services and avoid duplication of services.

9. Description of Supportive Services

Provide a description of how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable. Please include the region/local area Supportive Service Policies.

Transportation

Region 6 does not have a regional public transportation system, but there is a Mobility Manager program in place at the Middle Georgia Regional Commission to coordinate with human services transportation throughout the region. Workforce Development Area 10 is served by the Macon Transit Authority for public transportation and human services transportation is provided through a contracted provider (Macon-Bibb EOC). Workforce Development Area 11 does not have a public transportation system, but alternative transportation resources have been identified in eight (8) of the ten (10) counties located in Workforce Development Area 11. A Rural and Suburban Transit Directory has been identified. Both Workforce Development Areas plan to coordinate transportation resources when and where resources are available.

Supportive Services Policy

The board adopted policies are used to (1) establish and determine the need for supportive services, (2) establishes a process by which participants are determined eligible and in need of supportive services, (3) complies with federal law that supportive services costs should be necessary to enable an individual to participate in activities authorized under WIOA and (4) indicates who should conduct eligibility and determination and that eligibility and determination should be conducted on a case-by-case basis.

Workforce Development Area 10

Workforce Development Area 10 has a Supportive Services Policy. The range of Supportive Services available to workforce development customers includes childcare, transportation, workplace/training accessibility tools, work clothes, minor work tools, and other discretionary items determined by the workforce development staff. Supportive Services are available to customers while they are participating in and completing intensive or training activities.

Workforce Development Area 11

Workforce Development Area 11 has a Supportive Services Policy. The range of Supportive Services available to workforce development customers includes childcare, transportation, workplace/training accessibility tools, work clothes, minor work tools, and other discretionary items determined by the workforce development staff. Supportive Services are available to customers while they are participating in and completing intensive or training activities.

COORDINATION WITH CORE PARTNERS

1. Description of the Workforce System

Provide a description of the workforce development system in the local area that identifies all relevant programs and how the local board will work with the entities to carry out both core and other workforce development programs to deliver well aligned services in support of the strategies identified in the state plan. This should include programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).

As outlined in previous sections, the Workforce System in Region 6 consists of career services for youth, adults and dislocated workers. Services may be provided by the local Workforce Development Area, by a sub-recipient, or by a Core Partner. To ensure that the workforce system operates in the most effective manner, core partners are represented on the Workforce Development Boards and regular core partner meetings are conducted.

2. Coordination with Wagner-Peyser

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

Wagner-Peyser services are primarily provided by the Georgia Department of Labor (GDOL) with the first point of contact being the GDOL Career Centers. In Region 6, there are three Career Centers – one in Workforce Development Area 10 and two in Workforce Development Area 11. Services available in Region 6 include:

- Filing for Unemployment Compensation.
- Providing re-employment assistance to UI Claimants and other unemployed individuals.
- Coordination and provision of labor exchange services for UI Claimants.
- Business Services including customized recruitment, job expos, SWAT events.

Georgia Department of Labor is represented on both workforce development boards. This level of engagement, in addition to core partner meetings, ensures that Wagner-Peyser activities are coordinated and avoids duplication of services.

3. Coordination with Adult Education

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

Adult Education services in Region 6 are provided by Central Georgia Technical College. A representative of CGTC's adult education program serves on both workforce development boards. This level of engagement, in addition to core partner meetings, ensures that adult education and workforce development activities are coordinated.

The adult education division of CGTC serves individuals 16 years old and older, who are out-of-school and lacking a high school diploma or deficient in basic skills. CGTC offers GED preparation classes, basic skills remediation, English as a Second Language, civics and citizenship classes, family literacy, life skills, financial literacy, job skills, work ethics, GED testing, TABE testing, and volunteer tutoring. They partner with various organizations including, Certified Literate Community Programs, DFCS (TANF and SNAP), Head Start, Housing Authorities, Family Connections and Department of Corrections. CGTC partners with the Department of Labor to provide students with the Georgia BEST life skills certification and job placement. Vocational Rehabilitation is serving our students who have special needs. CGTC Economic Development Division is willing to provide workplace fundamentals and other variations of job skills training for our students.

4. Coordination with Vocational Rehabilitation

Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the provision of services to individuals with disabilities and to other individuals, cross-train staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.

The Georgia Vocational Rehabilitation Agency (GVRA) has a mutually supportive relationship with the workforce development partners to promote self-sufficiency and independence for Georgians with disabilities. There are staff members located at the Department of Labor offices throughout Region 6 to provide assistance to anyone that needs Vocational Rehabilitation services.

In Workforce Development Area 10, the Georgia Vocational Rehabilitation Agency/Vocational Rehabilitation Program is a One-Stop Partner.

In Workforce Development Area 11, there is a Memorandum of Understanding with Georgia Vocational Rehabilitation Agency/Vocational Rehabilitation Program. To further focus on the needs of individuals with disabilities, LWDA 11 has established an Individuals with Disabilities Committee (IDC) as one of its standing committees identified in the WIOA law. LWDA 11 has identified a chairperson of the committee, met with Vocational Rehabilitation and has secured the following description of cooperation, locations and services. Vocational Rehabilitation is a core partner who will be represented in the comprehensive One-Stop.

GVRA has counselors assigned to all the high schools in Region 6 and works with the Special Needs Coordinators at the local colleges and technical schools to provide vocational rehabilitation services. They have working relationships with Phoenix Behavioral Health Services, Family and Children Services and our local Community Rehabilitation Providers.

GVRA representatives serve on both Workforce Development Boards and are actively involved with various community organizations, such as the Middle Georgia's Employer's Committee and the Houston County Board of Education Interagency Council.

Memoranda of understandings have been developed between GVRA and the Department of Behavioral Health and Developmental Disabilities, Department of Education and various pilot programs with the Department of Juvenile Justice. Other MOU's and innovative projects are being developed to expand and better coordinate services to youth and out-of-school youth to prepare them for various careers in high demand occupations within our local economies.

GVRA will continue to offer and seek cross training of staff with all Workforce Development partners. They will assist in the planning of and participation in training offered by local partners and are available to share information at community events, resource fairs, symposiums and career fairs. These efforts will increase as new processes and procedures to maximize collaboration among partners are implemented.

GVRA is increasing its communication and services to employers by reorganizing and expanding the Employment Management Department to optimize industry-specific training and employment opportunities for job seekers with disabilities. GVRA will work to prepare job seekers with disabilities to enter employment by offering career pathway training with an emphasis on soft skills and career specific knowledge and skills. This will be done in collaboration with our local school systems, colleges, community rehabilitation programs, workforce development staff and area businesses. This continuum of services will better prepare Georgians with disabilities for success on the job.

PERFORMANCE, ETPL AND USE OF TECHNOLOGY

1. *Description of Performance Measures*

Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to WIOA § 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area.

Workforce Development Areas 10 and 11 will have new performance standards under WIOA. Performance Measure negotiation is complete for both areas and are included in Attachment 2.

In establishing performance measurement levels, the following variables will be taken into consideration:

- Expected economic conditions of the local area; AND
- Expected characteristics of participants to be served by the local area; AND
- Program implementation- What programs or policies does the area have in place to guide services? Does these policies impact outcomes in any way?

Adults and Dislocated Workers WIOA Primary Indicators of Performance

- Percentage of Participants in Unsubsidized Employment During the 2nd Quarter After Exit
- Percentage of Participants in Unsubsidized Employment During the 4th Quarter After Exit
- Median Earnings of Program Participants in Unsubsidized Employment During the 2nd Quarter After Exit
- Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit
- Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment
- Effectiveness in Serving Employers

Youth WIOA Primary Indicators of Performance

- Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 2nd Quarter After Exit
- Percentage of Participants in Unsubsidized Education or Training Activities, or in Unsubsidized Employment During the 4th Quarter After Exit
- Median Earnings of Program Participants in Unsubsidized Employment During the 2nd Quarter After Exit
- Percentage of Participants Obtaining a Postsecondary Credential or Secondary School Diploma During Participation or Within One Year After Exit
- Percentage of Participants in an Education or Training Program Achieving Measurable Skills Gains Toward the Credential or Employment
- Effectiveness in Serving Employers

The following measures will be tracked and reported, but will not be included in performance negotiations for PY16 or PY17.

- Adult and Dislocated Workers: In-Program Skills Gains and Employer Engagement
- Youth: Q2 Median Earnings, In-Program Skills Gains and Employer Engagement

2. One-Stop System Performance and Assessment

Provide a listing of locally/regionally developed one-stop performance standards and describe the criteria used to develop the performance standards. Describe how the one-stop system and regional service delivery is assessed by the local board.

In Region 6, both Workforce Development Boards will develop One-Stop performance standards as the One-Stop procurement process is implemented. The performance standards will support the negotiated performance measures of each local area. Potential criteria used to develop the performance standards include but are not limited to:

- Financial and Administrative Capacity
- Services provided
- Accessibility of services

3. ETPL System

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

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

In Region 6, both Workforce Development Areas will utilize their websites as a mechanism for notifying prospective providers.

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

Pre-Award Review – This review is intended to collect further information on the provider and its programs. The information collected will be used in the evaluation of the training provider’s application and in making recommendations to workforce development boards on whether or not to approve training programs. For evaluation purposes, it should be considered a part of the training provider’s application. The review includes additional questions to be answered by the training provider, an on-site review of the training provider’s facilities, and required documents, and reference checks of the provider’s former students, accrediting institutions and business customers. The on-site review will also include interviews with the provider’s instructors, placement and counseling staff, and current students. If available, Pre-Award Review information collected by other local workforce boards will be used to avoid duplication.

Application Evaluation – Using the application and pre-award information available, Workforce Development staff will numerically evaluate each provider’s application for use in recommending training programs and providers for inclusion. Evaluation factors will be divided into Training Provider “organization” factors and “program” factors; program factors are used to evaluate each training program submitted, while organization factors are used to evaluate the provider’s organization. The resulting ratings will be a composite of the two types of factors – an organization score, which will be the same for all programs submitted by a provider, and a program score, which may be different for each training program.

Competitiveness Determination – The application for each training program must receive a minimum score to be considered competitive. Applications not receiving this minimum score will be considered noncompetitive and will receive no further consideration for approval. Providers who have submitted a noncompetitive application will be notified of this determination and the rating score their application received.

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

Within three working days following receipt of the determination made regarding its application, the applicant must advise the designated persons of intent to appeal. This notification may be oral. Within five working days following receipt of the determination made regarding its application, the applicant must provide Workforce Development Area with a written appeal. Within one working day following receipt of the written appeal, the staff will submit the appeal to the Workforce Development Board Chair. Within five working days following receipt of the appeal by the Board Chair, the staff will notify the applicant, in writing, of the results of the appeal. If the applicant is still aggrieved following the Board's action on the appeal, the applicant may appeal utilizing the local Workforce Development Area's grievance procedure.

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

During the subsequent year after annual approval, any substantial changes to a program which was first approved by the Workforce Development Area must be submitted to the Workforce Development Area. Substantial changes may include, program objectives, geographic locations, curriculum or mode of delivery, program duration, cost, entry requisites, contact information, etc. After WDB consideration and approval, information will be electronically transmitted to the state for approval consideration and EPL updating, which will occur, at a minimum, quarterly.

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

At this time, there are no regional policies or agreements.

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

Workforce Development Area 10

Middle Georgia Regional Commission uses the Georgia On-line Workforce Participant portal to monitor all ITA activity.

Workforce Development Area 11

Middle Georgia uses its own ITA financial tracking system. The system features tracking by individual ITA, training institution, funding year, and funding source. Amounts in the system are obligations set aside for ITAs by funding source and are adjusted for trainees who leave training prior to their scheduled ending date, or who require an extension to their training period.

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

Middle Georgia ITA policies are as follows:

1. Training for Eligible Individuals - Only as determined by the Consortium.
2. Previous WIOA Trainees - Individuals who have previously received financial assistance under WIOA are not eligible for further training assistance, unless,
 - They completed their program of study and are unable to perform the work associated with the skills previously obtained as described below, or
 - They did not complete their program of study and they had a justifiable reason accepted by the Career Facilitator prior to dropping out of training, and they cooperated with the Career Facilitator in pursuing job search or other prescribed activities.
 - In no case will drop-outs be accepted for reentry into WIOA financed training if contact was not made with the Career Facilitator prior to dropping out, regardless of their ability to use the skills acquired through training, or financial assistance was terminated as described below. Individuals who complete training and are unable to secure employment must also contact their Career Facilitator in order to qualify for reentry into training.
3. Trainees Must Seek Training-Related Employment – Applicants for training assistance must plan to seek training-related employment after training is completed. Those who do not have this objective will not be accepted for training assistance, and will be ineligible for further WIOA assistance; this includes trainees who, instead of seeking employment, pursue further training not approved by the Career Facilitator.
4. Applicants for Training with a Self-Employment Objective - The training will not be approved unless the applicant also has a wage and salary employment objective as well; the training to be provided must stand on its own as adequate preparation for the wage and salary employment objective, though it may assist the trainee with the self-employment objective. No funds will be provided to assist in the financing of a self-employment business in any way, e.g., tools, uniforms, etc. This policy is intended to assure that the trainee has an alternative path to employment in the event the self-employment venture fails, which is likely, given the generally low success rate of new business ventures.

5. Middle Georgia may serve individuals who do not reside in the Middle Georgia area as long as funds are available and priority is given to Middle Georgia residents. We will continue to serve individuals who resided in our area when training services were initially provided and who subsequently moved to another service area.
6. Coordination of Funds - WIOA funds will only be applied to a participant's training expenses if other funding is not available in accordance with the coordination provisions of 20 CFR 680.230. HOPE grants or scholarships, PELL, GI Bill and other federal grants will be applied first to the participant's training expenses to the extent they are available and WIOA ITA funds will supplement the cost of training. Each applicant seeking training assistance must apply for the PELL, HOPE and other federal grant programs. WIOA monies will be applied after these federal grant monies are exhausted.
7. Training Linked to Employment – Occupation training services and assistance may only be provided for training that is directly linked to employment opportunities in the Middle Georgia area, or to areas in which the trainee is willing to relocate (20 CFR 680.210(b)). The Middle Georgia Consortium will establish this linkage for each prospective trainee by reference to the following sources of information:
 - Georgia Department of Labor's occupation and industry employment projections using such factors as total growth, percentage growth, and annual openings.
 - Georgia Career Information System, O'NET, or other appropriate and available career data.
 - News articles and analyses reflecting rapidly changing labor force conditions favorable or unfavorable to specific occupational or industrial areas.
 - Consortium or training applicant surveys or interviews with knowledgeable representatives of training institutes, employers or employees in the industry or occupation in question.

Information on job quality (wages, benefits, advancement potential, etc.), to the extent available, will also be used to select employment opportunities. Priority for training occupations will be given to training for teachers and for the healthcare industry due to skill shortages in these areas in the Middle Georgia area.

8. Training Resulting in a Self-Sufficient Wage - Training must provide the long-term prospect of an employment wage resulting in self-sufficiency without the aid of public assistance; self-sufficiency is defined as 150 percent of the U.S. Department of Labor's Lower Living Standard Income Level (LLSIL) as determined by the Career Facilitator. In addition, the expected entry level wage for the training occupation must be at least \$8.00 per hour as determined by the Career Facilitator.

Alternately, for dislocated workers, self-sufficiency may be defined as work of substantially equal or higher skill level than the individual's past adversely affected employment, or work for which the individual is currently qualified to do, and wages for such work at not less than 80 percent of the individual's average weekly wage. The training should also improve the trainees' chances of obtaining employment with wages and benefits superior to those they could obtain without training.

Applicants who already have a self-sufficient job or job offer are not eligible for training assistance under these policies.

9. Training Within the Commuting Area - In general, the location of training must be within a reasonable commute of the Middle Georgia area. Training sites outside of the Middle Georgia service area will be approved on a case-by-case basis, depending upon the commuting distance for the trainee, and the availability of the training in the commuting area.
10. Length of Training - Programs of study are limited to those that the prospective trainee can reasonably be expected to complete within 104 weeks, or two years. Extensions of the planned completion date beyond two years may be made on a case-by-case basis, appropriately documented by the Career Facilitator.
11. Full-Time Training - Training must be full-time as determined by the training institution's policy; exceptions may be approved on a case-by-case basis, appropriately documented by the Career Facilitator.
12. Training to Improve Marketability – The training must result in the acquisition of skills which the individual can apply to the related occupational objective, resulting in an improvement in their employment prospects in terms of job acquisition and/or job quality. Marketable skills qualify a person for a self-sufficient job. Training that appears not to improve employment prospects or qualify an individual for a self-sufficient job will not be approved.
13. Individuals Already Possessing Marketable Skills - Individuals with marketable skills who want training merely for the purpose of changing careers will not be approved for training. Individuals with marketable skills or credentials may qualify for training if they are unable to perform the work associated with the skills previously obtained, in cases such as disability, lack of demand for the skill, or a personal history disqualifying them from employment in the occupation related to the skills they possess (e.g., a Nurse with an illegal drug use conviction).
14. Skill Enhancement Occupations - On a limited basis, the Consortium approves training in certain occupations for individuals to enhance their marketable skills. These are limited to the education and healthcare fields (see item #15, below). To qualify under this provision, an applicant must be seeking training that is directly related to previous training and/or experience and represents a progression in occupational competence.

15. Baccalaureate and Post-Baccalaureate Training - WIOA funding will be provided for this training only if;

- a. The trainee is accepted into a degree or diploma program, and the course of study is occupation-specific (e.g., radiologic technician, accounting, teacher certification). No funds will be provided for general academic programs (e.g. General Studies, Bachelors of Business Administration, Bachelors of Art, etc.).
- b. Total course of study is no longer than the period specified in item #10., above,
- c. The trainee demonstrates that he/she has the financial resources to attend long-term training, and

Funding for Post Baccalaureate training may only be provided if;

- i. the trainee's Baccalaureate degree is not occupation-specific; some degrees are considered occupation-specific at the master's level, but not at the bachelor's level, as determined by the Career Facilitator's conclusions regarding the minimum requirements in the labor market for specific degrees for specific occupations (e.g., psychology);
- ii. the trainee is unable to perform the work associated with the skills previously obtained, or
- iii. the training is in the educational or healthcare field and would improve the trainee's employability and/or quality of employment.

16. Continuing Education and Certificate Training - Training of this nature will only be approved if;

- a. The trainee has a work history or educational background that relates to the occupational goal, and
- b. The trainee presents evidence establishing that the proposed training will increase his/her employment marketability, through applicant job market research or other appropriate means, or
- c. Training will be in an occupation where no previous experience or training is required for employability (e.g., truck driving).

17. Provisional Training Admissions - WIOA assistance will be provided on a case-by-case basis, related to the trainee's prospects for successful completion (20 CFR 680.210(a)(3)).

18. Approved Training –

- State Eligible Training Provider List (EPL) – ITAs can only be used to pay for training expenses incurred with approved training providers and training programs. Approved training providers and programs are listed on a statewide Eligible Training Provider List (EPL). To be listed on the EPL, a training provider’s program must be evaluated and approved by a local WIB. When applying for an ITA, an applicant is shown the Georgia EPL, (<https://www.workreadyga.org>), can select training from any provider and program on the list, and can receive an ITA from any program meeting the Consortium’s requirements. Applicants may also select programs from other states under certain circumstances.
- Consortium Training Provider Reviews and Training Applicant Labor Market Research – For programs on a State EPL selected by an applicant for which the Consortium has no experience, the Consortium may require that it conduct a review of the prospective provider before approving training to assure that there is a good likelihood of trainees obtaining training-related employment, and that the training is directly linked to the employment opportunities either in the Middle Georgia area, or in another area to which the individual is willing to relocate (20 CFR 680.210(b)). Training applicants may also be required to perform labor market research that supports the decision to approve training. Training will not be approved for programs or providers with which the Consortium has had unacceptable experience.
- Training Provider Agreement – Approved providers must also sign a basic agreement with the Consortium. The agreement will include provisions for student referrals and invoicing, program pricing, customer accessibility including all Americans with Disabilities Act reasonable accommodation requisites, student data collection, recordkeeping and monitoring by local, state and federal officials. The signed agreement does not guarantee that the Consortium will make any referrals to the training provider.
- Enrollment Limits for New Providers – New providers satisfying all other requirements may be limited initially to five trainees or less by the Consortium. Additional trainees will be approved once these trainees have completed training and demonstrates adequate employment results as determined by the Consortium.

19. Termination of Financial Assistance – Assistance may be terminated in whole or in part by the Career Facilitator for the following reasons:

- a. Funds are not available to continue assistance.
- b. The student is not making satisfactory academic progress.
- c. The student has failed to maintain contact with his or her Career Facilitator.
- d. The student has not provided information on his or her academic progress, contact information, program of study, employment or other needed information.
- e. The student has changed to a program of study not meeting Consortium requirements, or resulting in an extension of the student's completion date significantly beyond the 104 week guideline.
- f. The student has decided not to seek full-time, training-related employment after completion of approved training.
- g. The student has an unsatisfactory attendance record as determined by the Career Facilitator, causing a delay in planned training program completion.
- h. The student has abused his or her privileges regarding training related books and supplies.

20. Training Cost Limitations - ITA training costs for all training are limited to;

- a. Up to \$6,000 in training costs for all training except associate, baccalaureate and post baccalaureate training in healthcare and education occupations, excluding support, may be expended for each participant for the first year of training (four quarters or three semesters).
- b. For training that extends beyond one year, for all training except associate, baccalaureate and post baccalaureate training in healthcare and education occupations, total training costs may not exceed \$11,000, excluding support.
- c. Cost Limits for Associate, Baccalaureate and Post Baccalaureate Training in Health Care and Education Occupations - Up to \$7,000 in training costs, excluding support, may be expended for each participant for the first three semesters (or four quarters) of training, and no more than \$13,000 for training that extends beyond three semesters (or four quarters).

- d. These limitations apply regardless of any training length extensions that may be approved as described in item #10, above.

All training costs must be reasonable and comparable to other local agencies providing the same type of training. If the cost of training exceeds fund limitation guidelines, the Career Facilitator should assist in developing a financial plan to cover total costs of training. The participant will not be required to apply for or access student loans, or incur personal debt as a condition of participation.

21. Allowable ITA Costs

- Tuition and fee charges will be made in accordance with the Contractor's catalog or price list, including any HOPE, PELL or other funds available. Fees may include any necessary licensing or certification fees, physical exams or drug tests related to the trainee's course of study. Out-of-state tuition is not an allowable charge.
- Book charges will include materials required for the related course work; reference materials such as dictionaries and thesauruses will be considered support expenses. Materials such as magazines, newspapers and the like are not allowable unless supported by a signed instructor's statement that they are required for the course. Any HOPE book allowance available should be deducted from the charges. The maximum amount for books a semester is \$500.00 and prior approval, in writing, must be granted by the Career Facilitator if it surpasses this amount. The participant will be responsible for the excess if approval not granted.
- Course-related supplies include all supplies other than books required of all students taking a course. This may include nursing uniforms, lab smocks, tools, physical education clothing and the like. These items are limited but are fully reimbursable under the MGCI's Supportive Service policy. Any supply items which do not appear to be course-related must be supported by a signed statement from the instructor that the supplies are required for the course.
- Unallowable supply items are not reimbursable under this agreement and include, but are not limited to the following non-course-related items:
 - Umbrellas
 - Jewelry
 - Books Bags/Back Packs
 - Food and Beverages
 - Eating Utensils
 - Watches/Clocks
 - Clothing
 - Toilet articles
 - Leisure reading materials

- Late fees, fines and penalties are not allowable or reimbursable if they are due to trainee error or delay.
- Other costs which are reasonable and necessary for training purposes will be reimbursed. The training provider will be notified in the event an item is questioned by the Consortium due to its nature or quantity. If the cost of an item is disallowed, the training provider should require payment from the student. The Consortium will also notify the student of his or her responsibility for payment. Upon entry into the program, each participant will sign a statement agreeing to be responsible for the payment of all disallowed supply items.

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

Registered apprenticeships are added to the ETPL in accordance with the state policy.

4. Implementation of Technology

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

Workforce Development Area 10

The Middle Georgia Regional Commission website (www.middlegeorgiarc.org) provides important workforce development information to job seekers and employers. With the launch of the new WorkSource branding campaign, the website will be updated. Updates will include the addition of data to enhance planning and performance. Twitter and Facebook are also utilized to share the success of the workforce development programs.

Workforce Development Area 11

The Middle Georgia Consortium website (www.mgwib.com) provides important workforce development information to job seekers and employers. With the launch of the new WorkSource branding campaign, the website will be updated. Updates will include the addition of data to enhance planning and performance.

STATE INITIATIVES AND VISION

1. State Branding

Provide a description for how the area will adopt and utilize the state brand.

The brands for WorkSource Macon-Bibb and WorkSource Middle Georgia will be implemented in accordance with WIG PS-16-002. Implementation may include but is not limited to the development of:

- Letterhead and envelopes
- Business cards
- Signage, Pull-Up Banners and table cloths
- Website
- Power Point templates
- Brochures and pamphlets
- Video testimonials

2. State Initiatives

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

Region 6 will seek every opportunity to coordinate GDECD Workforce Development Division initiatives to provide workforce solutions to employers and leverage resources where necessary.

GoBuild Georgia

GoBuild Georgia is the state's skilled trade initiative, designed to educate students about career opportunities in manufacturing, telecommunications, film, construction, logistics and energy. This program connects students with resources to provide an overview of flexible, well-paying careers in some of Georgia's fastest-growing industries. Given the strong presence of manufacturing and logistics in Middle Georgia, coordination with GoBuild Georgia is essential to meet the needs of the region's employers. The Workforce Development Boards will identify opportunities to support GoBuild Initiatives in partnership with the local boards of education and the two GoBuild Georgia colleges; Central Georgia Technical College and Georgia College and State University.

Operation: Workforce

Launched in November 2012, *Operation: Workforce* serves as an online one-stop for veteran resources and services in Georgia. This web portal provides resources from various state agencies and private organizations. Veterans are able to utilize these resources to translate their military occupational classifications into civilian occupations that best align with their skillset and training. Through this site, veterans can also create a profile, upload a resume and search and apply for career opportunities posted by registered Georgia employers who have pledged to hire military heroes.

Coordination with *Operation: Workforce* in Region 6 will be greatly enhanced by Veterans Education Career Transition Resource Center, or VECTR, which is a 32,000 square foot facility and includes computer labs and an industrial lab. Opening in August 2016, discussions are underway to develop partnerships between the VECTR Center and both Workforce Development Areas.

Georgia WorkSmart

Georgia WorkSmart is a work-based learning initiative operated by the Georgia Department of Economic Development. The initiative promotes work-based learning programs (apprenticeship, internship, on-the-job training, etc.) as a workforce development tool and assists Georgia companies in developing and implementing customized programs to meet their specific hiring and training needs. Work-based learning is a priority of both Workforce Development Boards as evidenced through the on-the-job training program that has been established and the plans to establish apprenticeship programs in the near term. The resources of Georgia WorkSmart will be the foundation of these programs in Region 6.

High Demand Career Initiative

During the initial launch of the High Demand Career Initiative two years ago, Workforce Development staff attended many of the statewide public meetings, which included more than 120 employers in key industries. Through this process a range of in-demand and difficult-to-fill positions were identified, along with essential workforce skills that are difficult to find in potential employees. As a follow-on to that process, the Workforce Division has launched a HDCI Sector Partnership Grant to support and implement sector strategies.

Region 6 will host, in partnership with the Workforce Division, a HDCI Sector Partnerships Workshop this fall to formally announce the Sector Partnership Grant and region's intent to embrace the sector strategy approach. Region 6 is committed to a successful workshop and a sustainable sector partnership program. This will build upon the work of the Sector Partnership – National Emergency Grant that the region has collaborated with the State of Georgia on since 2015.

The Workforce Development Boards and staff of Region 6 will identify partners, coordinate meetings, assist with development of programs and projects, and engage in other activities to support the High Demand Career Initiative.

3. Special Populations

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

Ex-Offenders

The transition of ex-offenders into the workforce is challenging on two fronts: the individual skill gap and the employer. To address the individual skill gap, Region 6 is collaborating with the transition centers and Central Georgia Technical College to offer the Workplace Fundamentals program to suitable candidates. During this three-week program, participants earn four industry recognized credentials and soft skills training. For ex-offenders, this program has proven successful. On the employer front, Region 6 is in the process of identifying Second Chance Employers who are willing to work with ex-offenders. These employers will be offered business services through Workforce Development and On-The-Job training for eligible individuals.

Veterans

Both Workforce Development Areas have adopted Priority of Services policies for Veterans. With the presence of Robins Air Force Base in the region and the concentration of veterans, it is essential that veterans receive services. The Veterans Education Career Transition Resource Center, or VECTR opened in Warner Robins, Georgia, August 2016. Services available include:

- Career coaching/counseling
- Evaluation of military/civilian transcripts to maximize prior learning credit
- Resume/Interviewing Skills
- Community referrals
- Navigating state/federal financial aid process

Discussions are underway to determine how WIOA funds may be available to support veterans at the VECTR center, including locating staff at the center.

At-Risk Youth

Region 6 will collaborate and coordinate with the other institutions and community agencies to provide support to help minimize and/or eliminate youth at-risk factors, such as emotional and behavioral problems, truancy, low academic performance, showing a lack of interest in academics within the community.

Long-Term Unemployed

Region 6 collaborated with the Workforce Division and the Georgia Department of Labor for a NEG Sector Partnership grant. The services provided through this grant are focused on the work-based learning opportunities for long-term unemployment. In addition, participants receive supportive services if applicable.

Adult Learners

Region 6 will continue its partnership with CGTC to determine how resources may be leveraged to assist Adult Learners. Presently, both Workforce Development Areas provide funding for staff who are housed on CGTC campuses to facilitate the delivery of WIOA-funded services. The Core Partners Group that is being developed, as well as the Sector Strategy work will enhance these efforts. In addition, discussions are underway with other educational resources (Middle Georgia State University) to determine how WIOA funded programs and services can support more adult learners.

Individuals with Disabilities

Vocational Rehabilitation is the core partner focused on addressing the needs of individuals with disabilities. Both Workforce Development Boards have representation from Vocational Rehabilitation. In Workforce Development Area 11, the Board recently established an Individuals with Disabilities committee to ensure the needs of this special population are addressed.

4. Priority of Service

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

The Workforce Development Areas of Region 6 have adopted Priority of Service policies in accordance with the State of Georgia. The intake and screening process is designed to quickly identify the participants who may qualify for priority service.

Priority for adult services is given to recipients of public assistance or other low-income individuals, with added priority for individuals who are basic skills deficient. Individualized career services and training services are given on a priority basis, regardless of funding levels, to:

- Public assistance recipients and other low-income adults; and
- Individuals who are basic skills deficient.

Veterans under WIOA § 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4215 (2)). Veterans and eligible spouses of veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services.

- First, to veterans and eligible spouses who are also recipients of public assistance, are low-income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members.
- Second, to individuals who are not veterans or eligible spouses who meet WIOA priority criteria.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Last, to individuals outside the groups given priority under WIOA.

While veterans receive priority through WIOA services, a referral process is in place for directing Veterans with Significant Barriers to Employment to the Disabled Veterans Outreach Program to ensure the most effective provision of services.

If the need arises for additional priorities of service, additional target populations will be added to the priority of services criteria after approval by the Workforce Development Boards.

Attachments

**Attachment 1: Local Workforce Development Board Member Listing
Workforce Development Area 10**

Member Name	Title	Entity	Board Category
Theresa Robinson	External Affairs Manager-Central Region	Georgia Power	Business, Chair
Jonathan Alderman	Attorney	Anderson, Walker and Reichert	Business
Robert Barthelemyn	National Sales Manager	LH Thomson	Business
Maria Creighton	Plant Manager	Mr. Chips	Business
Cathy Garafolo	General Manager	Homewood Suites	Business
Lamar Geddis	Insurance Agent	Spectrum Solutions	Business
Myrtle Habersham	Owner	M.S. Habersham Consulting Services	Business
Charles Howard	Owner	Other GA Enterprises	Business
Veronica McClendon	Attorney		Business
Jimmy Pitts	Owner	Pitts Electrical Company	Business
Steve Schwartz	Manager	Capital City Bank	Business
Randy Tidwell	Manager	Mid GA Electrical Services	Business
Shannon Gordon	CEO	RiverEdge	Business
Erin Keller	Vice President for Development	NewTown Macon	Business
Harry L Murray, Jr.	Director, Membership Development	International Brotherhood of Electrical Workers (IBEW) – Apprenticeship	Labor/Apprenticeship/CBO
Ralph Snowden	Manager	International Brotherhood of Electrical Workers (IBEW) – Apprenticeship	Labor/Apprenticeship/CBO
Jennifer Welch	Regional Employment Services Manager	Goodwill	Labor/Apprenticeship/CBO
Susan Long	Grant Director	Alzheimer Association	Labor/Apprenticeship/CBO
Sarita Hill	Executive Director	Macon-Bibb EOC	Labor/Apprenticeship/CBO
Brenda Brown	VP of Adult Education	CGTC	Education and Training Representative
Bob Burnham	Professor	Middle Georgia State University	Education and Training Representative
Robert Thompson	Career Center Manager	GDOL	Government/Economic Development Representative

Pat Topping	Senior Vice President	Macon Economic Development Commission	Government/Economic Development Representative
Rebecca Lee	Vice President of Economic Development	CGTC	Government/Economic Development Representative
Shelley Kraft	Vocational Rehabilitation Counselor	Georgia Vocational Rehab Office	Government/Economic Development Representative
June Parker	Executive Director	Macon Housing Authority	Public Housing Representative

Workforce Development Area 11

Member Name	Title	Entity	Board Category
Steve Rodgers	Owner	Stephen E. Rodgers, CPA	Business
Steve Williams	Reliable Global Systems	President/CEO	Business
Anita Coney	Certified Rehabilitation Counselor	Ga. Division of Vocational Rehabilitation	Rehabilitation Act
Jay Flesher	Flint Energies	Director of Ec. Dev.	Business
Al McGee	Hamlin Air Cond & Sheetmetal	Estimator	Business
Greg Mullis	Tri-County EMC	VP of Energy Services	Business
Warren Faircloth	Faircloth Realty	Owner	Business
Samuel Dorsey	DPIS Investigations	President	Business, Chair
Henry Gallimore	Ironworkers local Union	President	Labor
Ralph Snowden	Electrical Workers Local #1316	Business Manager	Labor/Apprenticeship Program
Angie Gheesling	Dev. Auth. Of Houston Co.	Director	Economic Development
Jeanie Jarrett	Jeanie's Flower Shop	Owner	Business
Carolyn Watson	Watson Cable Company	Owner	Business
Jeff Scruggs	CGTC	Executive VP	Adult Ed/Literacy & Post-Secondary
Aundrea Simmons	GDOL	Regional Coordinator Region 6	Wagner-Peyser
Ivan Allen	CGTC	President	Adult Ed/Literacy & Post-Secondary
Wanda Addeo	Overview, Inc.	Executive Director	Community Based Organization
Dollie Horton	Mid. GA Resources Dev Ctr	Owner	Business
Saleemah Sabree	Experience Works	State Director	Community Based Organization
Willie Billinglea	Budget Services & Supplies	Owner	Business
Patrick Manuel	B-Row, Inc.	Manager	Business
Matt Poyner	Dev. Auth of Baldwin Co.	Executive Director	Economic Development
Sherri Moody	S&W Contracting	VP & Dir of Operations	Business
Amy Kelly	Academy Sports – Twiggs Co Dist. Center	Regional HR Manager	Business
Daniel Brandon	Job Corp/CHP International, Inc.	Admission Counselor	Title I/Job Corp
Tyrone Evans	Tyrone Evans, CPA	Owner	Business
Anitra Douglas	Milledgeville Housing Auth	Executive Director	Public Housing Representative

Wiley Crosby	Red Dog Outfitters	President – Owner	Business
Burton W. Ayers	Allgood Pest Solutions	Sales Manager	Business
Dr. Romelda Simmons	Fort Valley State University	Director	Post-Secondary Education
Tishua Green	Georgia Department of Labor	Manager	Wagner-Peyser
Harry Murray	IBEW 1316 Joint Apprenticeship Training	Training Director	Labor/Apprenticeship Program
Clifford Holmes	CJ Holmes & Associates	Owner	Business
Dallori Simon-Thompson	Dept. Family & Children Services	OFI Administrator	Public Assistance

Attachment 2: Local Negotiated Performance

Workforce Development Area 10

Adult Program	Agreed Goals 16	Agreed Goals 17
Employment Rate 2nd Quarter After Exit	89	90
Employment Rate 4th Quarter After Exit	75	76
Median Earnings 2nd Quarter After Exit	7000	7400
Credential Attainment within 4 Quarters After Exit	87	88
Dislocated Worker	Agreed Goals 16	Agreed Goals 17
Employment Rate 2nd Quarter After Exit	88	90
Employment Rate 4th Quarter After Exit	82	85
Median Earnings 2nd Quarter After Exit	7000	7400
Credential Attainment within 4 Quarters After Exit	85	86
Youth	Agreed Goals 16	Agreed Goals 17
Employment Rate 2nd Quarter After Exit	90	91
Employment Rate 4th Quarter After Exit	80	82
Credential Attainment within 4 Quarters After Exit	80	82

Workforce Development Area 11

Adult Program	Agreed Goals 16	Agreed Goals 17
Employment Rate 2nd Quarter After Exit	75	77
Employment Rate 4th Quarter After Exit	78	80
Median Earnings 2nd Quarter After Exit	5600	5900
Credential Attainment within 4 Quarters After Exit	84	86
Dislocated Worker	Agreed Goals 16	Agreed Goals 17
Employment Rate 2nd Quarter After Exit	77	79
Employment Rate 4th Quarter After Exit	90	92
Median Earnings 2nd Quarter After Exit	6500	6800
Credential Attainment within 4 Quarters After Exit	72.5	74.5
Youth	Agreed Goals 16	Agreed Goals 17
Employment Rate 2nd Quarter After Exit	69	71
Employment Rate 4th Quarter After Exit	74	76
Credential Attainment within 4 Quarters After Exit	82.5	84.5

Attachment 3: Comments that Express Disagreement

No comments expressing disagreement were received between August 25, 2016 and September 29, 2016.

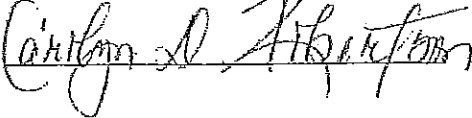
Attachment 4: Signature Page (Area 11)

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 to under the Workforce Innovation and Opportunity Act.

Name: Carolyn Robertson

Title: Local Workforce Area Director (Area 11)

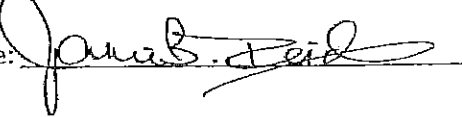
Entity Representing: Middle Georgia Consortium

Signature: 

Name: Janie Reid

Title: Chief Local Elected Official

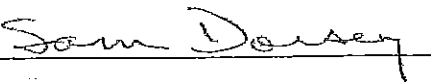
Entity Representing: Putnam County (Area 11)

Signature: 

Name: Sam Dorsey

Title: Local Workforce Development Board Chair (Area 11)

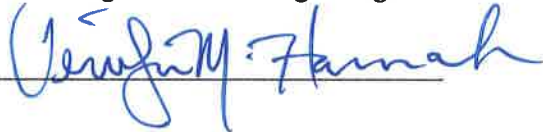
Entity Representing: DPIS Investigations, Middle Georgia Workforce Development Board

Signature: 

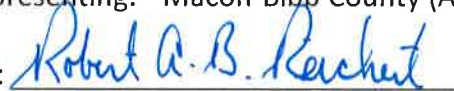
Attachment 4: Signature Page (Area 10)

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 to under the Workforce Innovation and Opportunity Act.

Name: Terrilyn Hannah
Title: Local Workforce Area Director (Area 10)
Entity Representing: Middle Georgia Regional Commission

Signature: 

Name: Robert A.B. Reichert
Title: Chief Local Elected Official
Entity Representing: Macon-Bibb County (Area 10)

Signature: 

Name: Theresa Robinson
Title: Local Workforce Development Board Chair (Area 10)
Entity Representing: Georgia Power, Macon-Bibb Workforce Development Board

Signature: 