



"TOGETHER, WE'RE BUILDING A WORKFORCE"

**CITY OF ATLANTA
WIA LOCAL PLAN UPDATE – PY 2011-2013**

Submitted by:

**ATLANTA WORKFORCE DEVELOPMENT BOARD, INC.
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www.atlantaworkforce.org



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Local WIA Workforce Development Plan Guidance Updated for PY 2011

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

Area Contacts

1. Name of Area

City of Atlanta

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

Mayor Kasim Reed
55 Trinity Avenue, SW
Atlanta, Georgia 30303
(404) 330-6100

3. Name of organization administering the grant

Atlanta Workforce Development Agency

Name, address, and phone number for Local Area Director

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(404) 546-3001

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

M. Alexis Scott
CEO
Atlanta Daily World
3485 North Desert Drive
Suite 2109
Atlanta, Georgia 30344
(404) 761-1114

Name, address, and organization of the Youth Council Chairperson

Mike Romesburg (Chair)
Manager, Workforce Development
CVS Pharmacy
1544 Piedmont Avenue
Atlanta, Georgia 30324
(404) 874-1248

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

Atlanta Workforce Development Agency
818 Pollard Boulevard, SW
Atlanta, Georgia 30315
(404) 546-3000

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

www.atlantaga.gov
www.atlantaworkforce.org

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

Tammy Lipsey
(404) 546-3002

Plan Signatures

Name of Area: City of Atlanta

Chief Local Elected Official

Name

Date

Local Area Director

Name

Date

Local Workforce Investment Board Chairperson

Name

Date

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

Local WIA Workforce Development Plan Guidance Updated for PY 2011

I. Vision and Goals

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

Mission:

The *mission* of the Atlanta Workforce Development Board (AWDB) is to promote a workforce development system that meets the needs of businesses, job seekers, and workers while ensuring that the City of Atlanta maintains a strong and vibrant economy. Additionally, our initiatives will be integrated with regional partners to leverage our impact with other metro workforce investment partners.

Vision:

The Atlanta Workforce Development Board's *vision* for the City of Atlanta's workforce development system is to increase individual economic self-sufficiency through common and shared interests, resulting in the strengthening of families while focusing on training our customers to enter or re-enter the workforce. We will accomplish this by capitalizing on successes of our regional partners.

Goals:

- To enable individuals to achieve their highest potential;
- To ensure that employers have the skilled workers needed to compete effectively in a global economy;
- To capitalize on the untapped potential of underemployed and discouraged workers, youth and other job seekers with special needs;
- To provide prompt, courteous and professional career guidance and counseling in training and placement services;
- To promote and provide workforce development services and benefits to businesses in the City of Atlanta;
- To improve and enhance delivery of services to businesses and job seekers;
- To enhance and increase services and developmental opportunities for youth;
- To monitor and measure performance to ensure compliance with WIA requirements; and
- Seek opportunities to collaborate across regional boundaries.

Local Governance

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

The AWDB governs the local workforce development system by ensuring that services provided by the Atlanta Workforce Development Agency (AWDA) are comprehensive, integrated and responsive. The Board is comprised of four committees and the Mayor's Youth Council to carry out the mission and vision of the workforce development system while addressing strategies for serving the neediest youth. A summary of the committees' functions follows:

- The Executive Committee's charge is to provide quality leadership and management of the Atlanta Workforce Development Board in the creation and implementation of local workforce policy and service delivery;
- The Economic Development & Public Relation's Committee's charge is to identify, develop, and secure funding that increases the viability and impact of the Atlanta Workforce Development Board on business, citizens, and the local One-Stop System;
- The Performance & Standards Committee - charge is to ensure, through standard evaluation and measurement, that the Atlanta One-Stop System effectively equips residents with the skills necessary to meet and exceed the growing demands and expectations of local area employers;
- The Finance Committee's charge is to oversee policies, procedures, plans and programs governing all financial matters of the Board.
- The Mayor's Youth Council Committee's charge is to ensure that Atlanta youth have access to resources which will 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 fundraising, support resources, and unmet need awards for program participants.

Integration of services is achieved through strong relationships with the center's One Stop WIA partners and other non-mandated partners. AWDA partners include the Georgia Department of Labor (GDOL) via an onsite career center staff member who assists customers with job search-job leads/referrals and information on additional services and programs that are available to job seekers and special populations at the local Career Centers, Department of Vocational Rehabilitation Services (DVRS), Atlanta Technical College (ATC), Atlanta Public Schools (APS), Department of Human Resources (DHR), Gate City Day Nursery Association, American Association of Retired People (AARP), Volunteer Income Tax Assistance (VITA), and Seedco - EarnBenefits. Quarterly meetings are held for partners to share updated information on training and employment related services, planned events/activities, and best practices or strategies for meeting the needs of our customers.

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

Executive Director

Atlanta Workforce Development Agency is operated under the direction of the executive director who is responsible for overall leadership and management of the One Stop Center. The director provides oversight and monitoring of program operations and service delivery strategies for service providers, ensures WIB activities are carried out in a professional, efficient and effective manner, while ensuring that the WIB and its agents are in compliance with the applicable regulations by monitoring all WIB programs. Additional functions of the executive director include:

- Makes recommendations to the WIB to facilitate a comprehensive workforce plan for the city of Atlanta. Implements, coordinates, and participates in a successful workforce plan within the local labor area designed to increase local citizen skills, training and per capita income within the area. Serves as a member and advisor to each of the WIB's councils and committees. Initiates and maintains quality and continuous improvement principles / techniques within the workforce development system, including customer satisfaction/feedback mechanisms and process mapping to eliminate repetitive and duplicative efforts.
- Assists in the development and implementation of an annual operational plan for the local workforce system, including budgeting, cost sharing negotiations and "capacity building" activities. Monitors information systems activity measurements related to the annual plan to meet budget guidelines and regulatory requirements. Eliminates unnecessary duplication of services in the labor market. Manage the local workforce development system.
- Provides oversight and monitoring of program operations and service delivery strategies for service providers. Ensure WIB activities are carried out in a professional, efficient and effective manner, ensuring that the WIB and its agents are in compliance with the applicable regulations by monitoring all WIB programs.
- Provides leadership in the financial development of the organization through grant-seeking, fundraising, and other resource and capacity building activities.
- Ensures the development, maintenance and appropriate revision of organizational policies and procedures to achieve organizational goals, create best practices, and ensures compliance.
- Collaborates and communicates with public and community agencies, business

partners, and the general public promoting the local workforce system. Develops and maintains positive relationships with employers, job seekers and the community at large. Maintains a high degree of visibility in the community; representing the Agency's constituents in the public and private sectors.

- Assembles a WIB staff and integrated systems organizational leadership team and provides the staff and team with clear direction and performance expectations. Regularly evaluates the performance of the management team. Ensures that necessary policies and procedures are in place to allow for effective operation of the WIB. Ensures that the WIB meets the standards of accrediting or regulatory bodies in a manner which support the WIB's commitment to quality of service. Cultivates an environment which fosters goodwill, teamwork, and high morale within the integrated system.

Additional key staff include:

One Stop Manager

Finance Manager

Employment & Training Manager

Youth Manager

Performance Manager

IT Manager

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

The AWDB has ensured that WIA-mandated partners and private sector organizations are represented in the membership of the Mayor's Youth Council. The Mayor's Youth Council has fourteen members, of which four members also serve on the Board. These five members are representatives of the Atlanta Job Corps, GDOL, Colgate, and CVS/Pharmacy, and Bank of America. The Mayor's Youth Council membership consists of representatives from:

- WIB Members with Interest/Expertise
 - Bank of America
 - CVS/Pharmacy
 - Colgate Palmolive
 - Hyatt
 - Morris, Manning, & Martin, LLP
- Youth Service Agencies
 - Atlanta Public Schools
 - Atlanta Technical College
 - Atlanta Urban League
- Public Housing Authorities

- Atlanta Housing Authority
- Parents
 - Parent
- People and Individuals of Organizations that have Experience in Youth Activities
- Youth Participant
 - Representatives of the Job Corps
 - Atlanta Job Corps Center
 - Others
 - Georgia Department of Labor's South Metro Career Center
 - Department of Vocational Rehabilitation Services

The Board has vested the following responsibilities in the Youth Council:

- Overseeing program designs and implementation ensuring that adequate funding in carrying out the program design of youth activities is in place;
- Coordinating youth activities in the local area with priority given to the neediest youth;
- Monitoring effectiveness of programs and making recommendations necessary to implement changes;
- Developing portions of the local plan related to eligible youth;
- Recommending eligible youth occupational skills training providers in accordance with WIA Regulations (Section 123), and regional projections;
- Conducting oversight of eligible providers of youth activities in the local area;
- Carrying out other duties as authorized by the chairperson of the Local Board, such as establishing linkages with educational agencies and other youth entities.

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

AWDB meets with other metro area boards on a quarterly basis to coordinate activities and discuss matters that affect the region as a whole. Performance standards for the metro area boards are negotiated as regional units where possible. Employment and training opportunities are shared among the boards. When grant opportunities become available, discussions are held regarding the design of a collaborative response.

III. Plan Development and Implementation

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

AWDA's designated staff in partnership with business and community organizations continue to identify relevant issues regarding workforce change or new concepts to be considered for serving its customers. *As a result of the economic downturn, AWDB's focus on education, economic development and employment (job creation) is paramount in ensuring the city's economy remains strong and vibrant for its citizens.* All changes and concepts are researched, packaged, and presented to the appropriate committees for consideration. The committees review and discuss the merits of the proposals, and forwards recommendations to the AWDB for discussion. The Board determines the appropriateness of the recommendations and votes accordingly.

IV. Needs Assessment

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

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

The Atlanta Workforce Development Board is one of five local workforce areas within the metropolitan area of Atlanta. There are regional differences within these areas as well as differences within the City of Atlanta. The jobs and labor force interconnect throughout the metro area. What happens in Atlanta affects the rest of the metro area and vice versa.

According to the latest annual figures stated in *the 2010 Quarterly Census of Employment and Wages (QCEW) data series report, the average weekly wage for Fulton County is \$1,122 per week in comparison to \$823 for the state of Georgia. However, a more detailed report extracted utilizing the Census Local Employment Dynamics Mapping Tool for the year 2010, shows 19.2% of resident workers earned \$1,200 per month or less.*

The preliminary figures from the *Civilian Labor Force Estimates for April 2011*, published by the Georgia Department of Labor, Workforce Information & Analysis, report the City of Atlanta's unemployment rate as *10.6%, in comparison to Fulton County's 10.0%, and 9.6% for the state.*

The Atlanta Workforce Development Agency is deliberate in its plan to utilize *WIA funding to decrease the number of unemployed and long-term dislocated residents by assessing individuals current skill sets to determine the need for immediate short training, skills upgrade, or re-training that is necessary to*

secure job placement or to ensure job retention/growth. The plan will: (1) target specific industries that are forecasted to grow and create jobs, (2) increase the economic vitality of underserved areas within the City, and (3) support several development projects that will increase the economic viability of the City.

Targeted industries are:

- Healthcare Services
(RNs, LPNs, CNAs, PCTs, pharmacy technicians, radiology)
- *Customer Service Representatives*
- *Transportation Construction Green Jobs*
- *Management Analysts*
- *Computer Software Engineers/Analysts*
- *Office and Administrative Support*
- *Food Service Industry*
- **Sales and Related Occupations**

Atlanta continues to be a transportation hub with three major interstate highways intersecting the City. In October 2010, the city of Atlanta, MARTA and the downtown improvement districts received millions in federal funding to develop a modern streetcar system in Atlanta. The streetcar project will produce an estimated 930 construction jobs. Over 20 years, the project is expected to create 5,600 jobs. Additionally, there is a concentration of rail systems, trucking companies, and warehouse/distribution centers located in the metro area. Atlanta's logistics infrastructure and capabilities are un-rivaled; the transportation and distribution industries are forecasted to produce high growth and will continue to be a major contributor to Atlanta's economy in the future.

AWDA has partnered with Atlanta Technical College to increase the education and training of healthcare professionals, and green job specialists (focusing on renewable energy, weatherization and efficiency installations). AWDA's commitment to this relationship includes outreach and recruitment, and follow-up.

The City designates Tax Allocation Districts (TAD) for which bonds can be issued to assist in making infrastructure improvements for the promotion of development. Several TAD projects are underway and are pending approval by City government. All of these projects mean improved living conditions for those who live in the designated areas along with increased job opportunities associated with the resulting construction and new businesses established.

V. Workforce Delivery System

1. Using the matrix in Attachment A, outline the structure of the area's One-Stop system, identifying partners at each comprehensive site and the major services provided at those locations. Provide the same basic information

about additional workforce service locations in the local area, i.e., locations that are not considered comprehensive One-Stops. Describe enhanced integration through the One-Stop system to improve service delivery and increase efficiency as discussed in ETA's National Strategic Directions (TEGL 13-06) as appropriate.

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

AWDA conducts quarterly WIA partner and non-mandated partner meetings to share best practices, new resources, and coordinate upcoming events and activities. *WIA funds and in-kind services are leveraged through partnerships with Seedco, The Atlanta Housing Authority, Mayor's Office of Weed & Seed, Atlanta Development Authority (ADA), and the Atlanta Prosperity Campaign (APC) to disseminate information on core and intensive and services that are available to Atlanta residents. Community and faith-based organizations and banking institutions provide financial literacy workshops periodically during the year to promote homeownership, and share resources and linkages to individuals seeking foreclosure assistance.*

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

N/A

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

AWDA's database consists of a listing of services offered by different partners (See Attachment A for listed sites and services). Coordination of services with other formal partners, such as AARP, AHA, and Atlanta Job Corps are also periodically conducted. GDOL representatives are located at the One-Stop providing full access to the State system. GDOL and AWDA staff members are cross-trained to deliver a full range of services as listed below:

- Online registration of customers;
- Assessment of customer needs;
- Integrity Assessment;
- Pre-screening of customers for potential employers;
- Customized job fairs for City of Atlanta employers;
- Assistance in layoff transitioning by coordinating with GDOL Rapid Response Team;

- Training services;
- Referrals to partner agencies;
- Taxi certification services;
- Youth programs;
- Re-entry programs;
- Career counseling services;
- Mobile Cyber Bus to service clients unable to reach AWDA;
- Basic computer literacy classes;
- Life skills workshops;
- Orientation of all services for each client;
- Interest Aptitude Assessment;
- Resume preparation assistance;
- Interview attire through the clothes closet;
- Computer-based occupational training;
- Quarterly “Lunch and Learn” sessions for corporate community;
- Drug screening and background checks for employers;
- Debit cards for all clients participating in qualified programs;
- Access to a healthcare insurance partner for all youth clients who qualify;
- Full wheelchair accessibility for disabled individuals to utilize the library resource center, which is equipped with a TYDD, a Braille printer, large screen monitor for those with visual impairments, and voice/TTY speech translator resources for the hearing impaired;
- Access to 100 computers in the One Stop Center and Cyber Bus;
- On-site child care services for clients;
- GED preparation;
- TABE testing;
- On-the-job training (OJT’s);
- The Mayor’s Youth Program;
- Volunteer Income Tax Assistance (VITA); and
- EarnBenefits

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

Partners providing core and intensive services for adults and dislocated workers are outlined in Table 1 below:

Table 1: Partners providing core and intensive services to adult, dislocated, and youth customers.

Partner Name	Core	Intensive
United Way	Initial Assessment	Financial Management Training Job Placement for Homeless
Atlanta Public Schools	Initial Assessment	GED
Atlanta Housing Authority	Referral	Counseling Training Retention/Follow-up
GA Department of Human Resources (DHS)	Referral	Food Stamps Healthcare through Medicaid
GA Department of Vocational Rehabilitation	Referral	Assistive Technology Computers Work Experience Career Training Job Placement
CHP International Job Corps	Referral	Career Counseling Career Training Job Placement Assistance Follow-up / Retention
Future Foundation	Referral	Expungement Services Educational Assistance Mentoring Job Placement Assistance Case Management Follow-Up Services

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

7. List the board-established policies regarding:
 - a. priority of service for adult intensive and training services, where adult funds are determined to be limited
 - b. service to individuals who do not reside in the area
 - c. target groups served in the area
 - d. supportive service policies, including needs-related payments, for adults, dislocated workers and youth,
 - e. demand occupations (please list)

The board-established policies regarding priority of services for intensive and training services where adult funds are determined to be limited are ones in which, (1) priority will be given to veterans, (2) adult clients receiving public assistance, and (3) individuals who are classified as low income in accordance with WIA definitions. A low-income individual is defined as an individual who:

- A. Receives, or is a member of a family that receives, cash payments under a federal, state, or local income-based public assistance program;
- B. Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, in relation to family size, does not exceed the higher of:
 1. The poverty line for an equivalent period, or
 2. One hundred percent (100%) of the lower living standard income level (LLSIL) for an equivalent period;
- C. Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.);
- D. Qualifies as a homeless individual as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);
- E. Is a foster child on behalf of who State or local government payments are made;

OR

In cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described above in subparagraphs (A) or (B), but who is a member of a family whose income does not meet such requirements. The Poverty Guidelines and the Lower Living Standard Income Level as published by the U.S. Department of Labor annually are to be used in determining low-income status. Adults may receive priority services under WIA if they meet one of the following barriers:

- Basic skills deficient (English reading, writing, or math skills at or below the 8th grade on a generally accepted standardized test)
- High school dropouts
- Criminal backgrounds (misdemeanors or felonies)
- Long-term unemployment (unemployed 15 of the last 26 weeks)
- Individuals who are underemployed
- Limited English-speaking skills

Priority services involve both intensive services and training. Customers in the designated target groups receive priority services based on individual needs of the customer and will be contingent upon the availability of funding. WIA funds will be leveraged with other resources to maximize the customers served and the level of services provided.

With limited WIA funding available, extensive efforts will be made to provide services to those most in need and to leverage additional non-WIA resources to meet the needs of the customers. Data relating to the identified target groups will be captured and recorded in appropriate customer file.

a. Service to individuals who do not reside in the area

Priority for intensive training and supportive services will be given to persons living in the City of Atlanta or the state of Georgia for a period of one year prior to the request for training. Services for dislocated workers will also be given to employees of companies whose place of employment is/was within the metropolitan Atlanta service area. Residents of other service areas will be referred to apply for services with the appropriate WIB offices.

b. Target groups served in the area

AWDB's policy for target groups served in the area requires that they be residents of the City of Atlanta and registered with AWDA. The targeted groups serviced are veterans, Atlanta Housing Authority residents, TANF recipients, disabled individuals, homeless individuals, ex-offenders and high school seniors. Assuming all eligibility factors are the same, veterans are given first preference or priority of service.

- c. Supportive service policies, *including needs-related payments*, for adults, dislocated workers and youth,

Supportive services are provided to customers enrolled in WIA activities who meet AWDB's eligibility requirements. The availability of these services will be coordinated with other providers to avoid duplication of funding. Maximum limits exist as stated in the policies below and do not necessarily restart if a customer terminates his/her activity and re-enrolls in a program.

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

The Atlanta Workforce Development Board has revised its ITA system allowing Atlanta Workforce Development Agency (AWDA) to utilize the Georgia's WIA Eligible Provider Listing (EPL) in conjunction with internal administrative practices to better manage provider's performance and operate the system in a more timely and effective manner.

- a. public notification to prospective providers

The Atlanta Workforce Development Agency posts public notification on our website to prospective providers in the city of Atlanta. Interested providers must submit the completed application and required documentation to AWDA for processing. Designated managers review the applications and supporting documentation, and conduct onsite monitoring to ensure providers are compliant with local, state, and federal guidelines, policies, and provisions. The process for review and final determination is subject to 45 days from the receipt of the initial application. The website describes eligibility requirements and other information that is pertinent to becoming an eligible provider with Atlanta Workforce Development Agency.

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

AWDA performs the initial evaluation to determine eligibility of service providers based on the training provider's accredited programs; capacity to provide quality training programs in demand industries by qualified instructors; and customer access to public transportation. Designated staff members conduct quarterly performance-based monitoring to ensure providers are: tracking customer performance, remaining compliant with the contractual agreements, and providing quality training programs with job placement assistance. Providers who fail to comply with the ITA agreement after due diligence is provided, will be notified in writing documented and reported to the Georgia Department of Labor within 30 business days of the findings.

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

Aggrieved ITA customers may appeal to AWDA, utilizing the grievance process outlined in Section VII Paragraph 1. Aggrieved providers may appeal to the Regional ITA Committee, which has representatives from each WIB and/or the Georgia Department of Labor.

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

Atlanta Regional Commission updates data on the eligible provider listing utilizing a website and ongoing application and performance reviews in order to notify regional partners and the state. This is conducted on a quarterly basis. AWDA monitors the work of service providers to ensure their training effectiveness and customer accessibility.

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

The Atlanta Workforce Development Board utilizes Individual Training Account Agreements with eligible state providers to conduct high demand training options for its customers.

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

Customers are provided a hard copy of the eligible providers list during AWDA's scheduled orientations. Customers are instructed during the orientation to utilize the Resource Library to obtain a list and review information on various providers and identify institutions they will visit for the required comparison of services. Customers currently in the second year of a four-year program who apply for ITA's for the remainder of their training program must demonstrate the following:

- A minimum of 2.5 cumulative GPA
- Good standing – i.e. be on track to graduate within two years

- g. process to track and manage all ITA activity

ITA activity is tracked and managed jointly through the use of the Georgia Workforce Development System, WebFocus reporting system, AWDA finance department, career advisors/Virtual database, and the monitoring/retention units. The career advisors are responsible for ITA follow-up. The finance department and manager of the One Stop review and process invoices.

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

AWDB's policy on the use of the statewide eligible provider list is to issue ITAs to appropriate customers in order to complete their selected training program on-site or online (if applicable), not to exceed 104 weeks, or two years. The ITA is issued in the amounts of \$3,000 for the first year, and/or up to \$2,000 for the second year if the training is scheduled to exceed one year and is based on the availability of funding. The amount of time and funding can be exceeded on a case-by-case basis.

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

It is AWDA's policy that all other funding and resources are exhausted prior to the expenditure of WIA funds. Other funds such as the Pell grant, HOPE grant or scholarship, Trade Adjustment Assistance (TAA), TANF or veteran benefits, etc., will be expended first. *AWDA anticipates the recent HOPE changes will adversely affect our customers goals for attaining postsecondary credentials due to rising tuition costs (HOPE funds only 90%), and the lack of HOPE funding for fees and book allowances. Customers enrolled in training will incur additional out-of-pocket expenses that could pose serious financial hardships on them and/or their families.*

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

AWDA coordinates with faith based and community based organizations to providing services to the job-seeking customer with multiple barriers to

employment through memorandum of understanding agreements (MOUs). Faith and community based organizations are critical to AWDA's operation because they add a dimension of holistic approaches to job placement and redirection in the lives of many customers who have serious barriers to employment. These barriers include transportation, homelessness, childcare, and educational and socio-economic barriers, including barriers for those who have been incarcerated. AWDA partnerships with community-based providers are described below:

EarnBenefits

Atlanta Workforce Development Agency in partnership with the Arthur Blank Foundation and Seedco's EarnBenefits program offers "free" screenings for low-income families to determine eligibility for a wide array of government and private benefits. Clients are offered assistance for multiple benefits, including Low-Income Medicaid, Peach Care for Kids, WIC, Food Stamps, Low Income Home Energy Assistance Program (LIHEAP), and federal tax credits. These benefits can supplement a family's income by \$3,000 or more annually.

City of Atlanta Mayor's Office of Weed & Seed

Weed and Seed is a community-based, multi-agency comprehensive strategy approach to law enforcement, crime prevention, and neighborhood revitalization. Through a partnership with Atlanta Workforce Development Agency (AWDA) residents residing in Weed and Seed communities participate in a variety of services such as the truancy and juvenile justice programs for school-aged youth, employment readiness workshops and occupational skills training.

Volunteer Income Tax Assistance (VITA)

Atlanta Workforce Development Agency in partnership with Atlanta Weed & Seed, the Center for Working Families (CWF), and the United States Justice Department offers "free" tax preparation and electronic filing by IRS certified tax preparers for individuals or married filers earning \$48,000 or less. Additional services include financial literacy and Earned Income Tax Credit (EITC) workshops, job fairs, and homeownership seminars.

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

AWDA uses City of Atlanta procurement and contracting procedures when contracting with service providers. In addition, AWDA has developed policy guidelines to be used for On the Job Training (OJT) Employers:

- Employer Eligibility: Interested employers must have a minimum 3-year business existence. It is not AWDA's policy to develop OJTs with startup or new businesses.

- Duration: OJT contracts cannot exceed 680 hours or 6 months. The length of a contract must be comparable to the position and the customer's previous work experience in the training title (if applicable).
 - Worksite Approval: AWDA staff will visit the company or business to verify existence and to assess the location for safety and disability accessibility, as well as MARTA accessibility.
 - Work Hours: Contracted employees must work a minimum of 30 hours per week. Exceptions for cases such as in-school youth or disabled individuals will be considered on a case-by-case basis.
 - Contract Development: AWDA staff will develop and write the contract, and forward it to the employer for review and approval signatures.
 - ***Verify Employment Eligibility (E-Verification): Effective July 1, 2007 "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA-13-10-90 et seq.), which requires public employers and their contractors and sub-contractors to verify newly hired employees' work eligibility through an electronic federal work authorization program known as E-Verify.***
1. Monitoring and Reporting: AWDA staff will conduct monthly monitoring of contract participants progress, invoice submission, and participate/employer satisfaction. Employer must submit monthly evaluations on employee performance.
 2. Wage Reimbursement: ***ETA has extended the waiver through June 30, 2012 to reimburse employers up to 90% (based on the size of the employer) for wages paid to the employee during On-the-Job (OJT) training.*** Employers must submit invoices and payroll checks or check registers to support wages paid to the employee for reimbursement. Timecards or timesheets must be maintained at the workplace for daily sign-in/sign-out and may be requested from AWDA for audit purposes. Employers will be reimbursed for hourly wages paid to eligible employees using a sliding scale that is based on the size of the business as indicated below:

➤ 1-50 Employees	Up to 90% Reimbursement
➤ 51-250 Employees	Up to 75% Reimbursement
➤ 251 or More Employees	Standard 50% Reimbursement

 Wage levels for reimbursement cannot exceed Georgia's average hourly wage and is capped at \$17.89 per hour. ***After June 30, 2012, employers will be eligible for up to 50% reimbursement for OJT wages regardless of the size of the business.***
 3. AWDA contract developer will contact the employer within 1 week to verify the customer reported to his/her place of employment for data management purposes and GWS registration.
 4. AWDA contract developers will maintain bi-weekly contact with the employer to monitor the customer(s) progress or need for additional training and/or other services.

- Grievance Process: The employee is entitled to utilize the Employer's grievance procedures in the event that he/she has a dispute with the Employer. If the Employer does not have formal grievance procedures, then he/she is entitled to the grievance procedures of Atlanta Workforce Development Agency.
- Appeal Process: The employee may appeal the decision of the Employer to Atlanta Workforce Development Agency and the Georgia Department of Labor (GDOL), Division of Employment and Training Services, Atlanta, Georgia. The U.S. Department of Labor, Office of Civil Rights will process complaints alleging discrimination.

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

The City of Atlanta has taken an innovative approach in serving its youth. This approach is built around the extensive resources of public/private partnerships under "The Mayor's Youth Program". The Mayor's Youth Program focuses on developing a combination of traditional year-round training activities with a summer youth employment opportunities component into a single year round program. The program provides services to eligible City of Atlanta youth ages 14 to 21 years, whose goal is to complete high school or gain their GED certification and basic skills training, or have received a high school diploma or GED but are unemployed or underemployed and have not pursued a post-secondary education or training. Services provided include job readiness training, academic enrichment, guidance, mentoring, work experience, and follow-up. *Out-of-school youth are served through a AWDA's comprehensive service strategy which has strong emphasis on job readiness development and work experience training.*

AWDA utilizes an innovative approach to providing youth services by partnering with City Departments that can deliver the requisite work experience, mentoring, leadership development and all the other required elements of the youth program. For example, the Police and Fire Departments provide occupational skills training through an academy that targets the neediest youth and at risk youth that find these careers of interest to them. The Parks and Recreation Department offers summer employment opportunities for camp counselors, providing leadership development and work experience in an engaging environment.

The Mayor's office and virtually all of the other City offices contribute to the youth program by offering adult mentoring, work experience, using city resources, instead of hiring contractors, allows more youth to be served because only the direct costs of providing services to youth are incurred. The administrative cost is minimal. In addition to City resources, the Atlanta Technical College contributes occupational skills training to youth students at little or no cost to the youth program. In particular, the Healthcare academy trains hundreds of youth each summer in occupations such as Certified Nursing Assistant, Patient Care Technician and Pharmacy Technician, supplying them with essential credentials to pursue immediate employment in this high demand area.

Out-of-school youth customers tend to require some of the same assistance required of younger in-school youth as well as the same services as adults. This assistance includes soft skills instruction, work experience and intense counseling. Because they are older and often have built defense mechanisms to cope, longer periods of time frequently are needed before they are ready for employment or training in specific occupational skills. The AWDA strategy is to first prepare the student mentally for obtaining employment by ensuring they have credentials, e.g., GED, skills training and/or licensing (valid driver's license, CDL, etc.). This involves exposure to the workplace, seminars regarding acceptable workforce behavior, and intense counseling. The student is then provided opportunities for occupational skills training or assistance in finding employment. *For at-risk youth, more intensive intervention is often required. AWDA sports a strong program to address the needs of this population. The program embraces the youth early and redirects their focus on productive learning with strong emphasis on job readiness development, educational skills upgrade/GED preparation, occupational skills training (construction certifications), work experience, and employment assistance.*

AWDA aggressively recruits previously enrolled and new youth to participate in the programs from previous summers. Giving these students first priority in job placement enables the Agency to meet its WIA requirements, by engaging them in meaningful summer and year-round activities. The desired result is to help develop an individual who can gain and retain employment. Table 3 below shows how each program design contributes to the ten required elements of youth programs.

The Mayor's Youth Program for High School Seniors: Provides every graduating senior in the Atlanta Public School system with a THE MAYOR'S YOUTH PROGRAM plan for their future, be it a post-secondary education or meaningful employment or workforce training or assistance with entering the military. Students receive financial assistance based on individual need. Unmet financial needs are defined as the gap between the student's ability to pay and/or scholarships, and may include room and board, transportation, laptop computers, assistance with completing applications and forms, fees waivers, arranging

interviews, technical training, life and job skill training, summer internships, full time employment, encouragement and advice on alternatives.

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

AWDA will utilize ITAs for older youth per the criteria established in USDOL, Waiver Approval of 20CFR 664.510. The local criteria are:

1. Confirm WIA Eligibility;
2. Complete career assessment (interest aptitude, basic skills test and relevant counseling) to determine alignment of needs and capabilities;
3. Complete ISS Form with counselor approved career strategy;
4. Select approved training providers/programs from the Eligible Provider List; and
5. Adhere to the guidelines outlined in this document for the use of ITAs

Table 3: Program Design, Youth Services, WIA Region 3

Program Design	Tutoring, Study Skills Training, & Instruction	Alternative Secondary School Offerings	Summer Employment Opportunities	Paid & Unpaid Work Experiences	Occupational Skill Training	Leadership Development Opportunities	Supportive Services	Adult Mentoring	Follow-up services	Comp. Guidance & Counseling
C.N.A. Program	X		X	X	X	X	X	X	X	X
Certified Lifeguard	X		X	X	X	X	X	X	X	X
Parks & Recreation and Public & Private Programs	X		X	X	X	X	X	X	X	X
Jr. Police Cadet Program	X		X	X	X	X	X	X	X	X
Fire Cadet Program	X		X	X	X	X	X	X	X	X
Occupational Training Program	X	X	X	X	X	X	X	X	X	X
The Mayor's Youth Program (HS Seniors)	X		X	X	X	X	X	X	X	X
Patient Care Technician	X	X	X	X	X	X	X	X	X	X
ARTSCOOL (Bureau of Cultural Affairs)	X		X	X	X	X	X	X	X	X
Plumbing App. Program	X	X	X	X	X	X	X	X	X	X
Pharmacy Technician	X		X	X	X	X	X	X	X	X
Automotive Technician	X		X	X	X	X	X	X	X	X
Customer Service	X		X	X	X	X	X	X	X	X
Financial Literacy Workshops	X					X		X	X	X
College Prep Writing Classes	X					X		X	X	X
Entrepreneurship			X	X	X	X	X	X	X	X
SAT / ACT Prep	X					X		X	X	X
Work Readiness			X	X		X		X	X	X

(For program performance, a book will be available on site for review of program design and performance measures)

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

AWDA, GDOL's Rapid Response Team and GDOL Employment Services coordinate information sessions for employees of businesses that are closing or planning a mass layoff. Strategic planning sessions are conducted with employers to strategize a methodology for meeting the needs of the employees. The information obtained is utilized to plan information sessions for the affected employees. The Rapid Response Team assumes the lead in coordinating all activities. AWDA also coordinates the delivery of services to dislocated workers with other metro WIA agencies.

AWDA continues to strengthen and expand its coordination of service strategy for apprenticeship programs through its ongoing partnership with local apprenticeship partners. Currently, AWDB has a representative from the Atlanta Labor Council serving on the Atlanta Workforce Investment Board and will continue to utilize this partner's resources in an effort to provide apprenticeship opportunities for our customers. Coordination of services is incorporated into weekly job fairs in partnership with GDOL and is central to AWDA's dislocated worker strategy, providing job seekers with constant access to employers and job readiness skills training. Customized job fairs are conducted when an employer plans to hire substantial numbers, and AWDA provides rigorous pre-screening based on customer profiles and skills.

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

AWDA's outreach and recruitment are conducted through a variety of media resources reaching City of Atlanta citizens by marketing through: AWDA's web site, churches, the 9,000 City of Atlanta employees, the City's Newsbytes (electronic newsletter), job fairs, advertising on the City channel, use of a Hispanic public relations firm, advertising through newspaper ads and television stations, advertising through the Mayor's weekly radio broadcast, and advertising through handouts and flyers. Outreach to serve veterans has been intensified by coordinating with veteran representatives of the GDOL and ensuring there is a dedicated contact person during large group programs.

Vocational Rehabilitation Services personnel are located at the One-Stop to address the needs of individuals with disabilities. These services are coordinated with the GDOL. AWDA has a multi-lingual phone system and staff to assist with outreach services to customers with limited English proficiency. The One-Stop Center has been upgraded to provide full accessibility to the disabled. Through an Access grant, computers were acquired with hardware and software accommodating the seeing and hearing impaired. Staff has been trained to service the disabled. AWDA has partnered with the Atlanta Housing Authority (AHA) to provide services for those eligible for public assistance. AWDA plans to provide training and employment services for 250 AHA residents this year.

Classes in English as a Second Language are sponsored or offered on an as needed basis. A useful tool for reaching out to older workers has been the sponsoring of basic computer courses in AWDA's satellite computer lab and the mobile Cyber Bus. These courses allow older workers to develop computer skills while exposing them to other services available through AWDA in the communities where they live. Partnerships with AARP have provided outreach and direct assistance to older workers.

To assist ex-offenders in finding employment, AWDA offers weekly orientations and biweekly job readiness workshops that are conducted at the One Stop Center by law enforcement personnel, employers, and the Federal Bonding programs available through GDOL.

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

Interaction with employers is vital towards developing and maintaining job opportunities for AWDA customers. Representatives of labor and business serve on the economic development committee and advise AWDA on current job trends. A quarterly "Lunch and Learn" for new and potential employers allow employers to tour the facility, gain a comprehensive vision of the multi-services the AWDA facility provides. Additionally, employers can interact and network with their peers. These sessions allow for the discussion of the needs of the local business community and means to meet those needs.

Services are also provided to businesses under the First Source Employment Program. AWDA implements the City of Atlanta's First Source Ordinance, which specifically requires any contractors providing services to the City of Atlanta to fill 50% of all entry-level positions, both skilled and unskilled, with AWDA job seeking customers. AWDA maintains a First Source Register of City of Atlanta residents who have completed skills training funded by the Workforce Investment Act, also those who are unemployed, and under-employed, the dislocated worker, veterans, persons with disabilities, older workers, high school dropouts, teenage parents, and youth. Services to employers include job development, recruitment and hiring.

AWDA also partners with GDOL in providing tax credit workshops and informational meetings with businesses, as they are needed.

The Atlanta Hyatt Hotel has consistently staffed hospitality positions with AWDA job seekers. Board member, CVS (also Youth Council chair) has hired significant numbers of job seekers at the weekly job fairs and graduates from the Pharmacy Tech program, which is provided in partnership with Atlanta Technical College and AWDA.

Following is a list of services available for businesses partnering with AWDA:

Business Partners

AWDA partners with the Atlanta Development Authority to promote employment opportunities for Atlanta residents with companies seeking to expand their business through relocation opportunities in the city of Atlanta. The partnership was instrumental in Porsche's decision to relocate its new U.S. headquarters to Atlanta. Our business relations services enable employers to save both time and money by keeping their labor force skilled and maintaining employee retention. We assist human resource executives with the recruiting process from start to finish, from performing drug screening and background checks to pre-screening, assessing and providing job fairs and interview sessions, On-the-Job Training (OJTs), and customized training services.

Recruitment

The Employment and Business Relations (EBR) staff serves as an employment agency within the AWDA. Job seekers visit the One-Stop Center daily searching for job leads and information on openings. Hundreds of resumes are received and maintained in an applicant database. The EBR staff duties are to manage the applicant database and to search for suitable "job seekers" to refer to employers for job vacancies.

Post Jobs

Employers can now post jobs on AWDA's website at www.atlantaworkforce.org by contacting a career advisor/job developer on the main telephone number *at*

(404) 546-3000.

Job Fairs

Job Fairs are hosted weekly and/or upon request at the Atlanta One-Stop Center, free of charge. The Employment and Benefits Relation staff (EBR) is equipped to provide industry, occupation, or company specific job fairs at no cost to the employer. Our facility has a large multi-purpose room that can accommodate 200 people, an auditorium that can accommodate 500, high tech training rooms and computer labs, and interviewing rooms, to name a few.

First Source Employment Program

As mandated by the City of Atlanta Code of Ordinance, all contract recipients must use the First Source Registry to fill 50% of their entry-level positions. The Atlanta Workforce Development Agency (AWDA) maintains a First Source Registry of local residents who are qualified for the entry level positions.

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

While the metro Workforce Investment Boards convene to ensure that uniformity exists in designating eligible training providers and uniformity in allowable training and supportive service amounts, the area has also actively supported initiatives that aggregate the collective efforts of multiple areas. For example, the recent award of the Healthcare Alliance grant to Atlanta Technical College will service participants (job seekers and employers) across the region. The area directors meet at least quarterly to discuss issues that pertains to the group.

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

AWDA has entered into a collaborative agreement with Atlanta Housing Authority (AHA) to provide intensive services to low income individuals who face multiple barriers to employment. Many of these individuals are vastly approaching their lifetime limits as TANF recipients, ***receiving SNAP assistance***, and are enrolled in various services that are designed to prepare them for entering or re-entering the workforce. AWDA's partners with Atlanta Technical College to serve individuals enrolled in their Fatherhood Program, many of whom are residents in AHA properties.

19. An important feature of the customer-focused system under WIA is increased options for accessing workforce services. Discuss steps your

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

It is the mission of AWDA to promote a paperless and technology-focused service center. There is a consistent collection of data for customer-focused improvements utilized, such as surveys, business focus group meetings and internal strategic planning sessions. AWDA offers the following initiatives to promote a seamless effort of accessibility for WIA funded services:

- Integrated an on-line application that retrieves data that is directly extracted and put into AWDA's in-house database. This enhancement increased accessibility among residents and decreased waiting time for services. Clients can now be tracked for various skill sets and career interests.
- Developed a unit of IT professionals to oversee the performance of AWDA's website. This unit focuses on the development and maintenance of the website to ensure that the public is well informed of AWDA services, hours of operation, employment opportunities and calendar of events. Job orders can be processed through the on-line system. On average, 400 individuals access AWDA's website daily.
- Implemented a user friendly on-line orientation that enables customers to learn of AWDA services at their own pace and also allows customers that have very little knowledge of computer skills to enhance navigation. This reduces the time that clients have to wait for a group orientation to be conducted.
- Provided a multi-lingual telephone communication system, enhancing the directional tool for customers that call in. Customers can learn about services through a designated extension. This system is in both English and Spanish and updated accordingly.
- Established policy that all clients must set up an email account. This allows staff to contact the customer for effective communication as it relates to employment opportunities and training activities. This sophisticated system also allows the agency to contact clients when a particular job matches their skills to set up an interview with an employer.
- Established procedure for partnering employers to directly refer candidates to AWDA to register for services. This saves time in the event any WIA activity, such as paid work-

experience or an OJT agreement, is entered into. Accessibility links are available through external partner's websites, which allows a broader presence of accessibility.

- AWDA maximizes every opportunity for informing the general public of available services. All custom programs begin with an orientation of full services that are available to youth, adult and dislocated workers, to encourage participants to return and complete a customized service plan.
- Youth counselors are assigned to specific schools and their frequent presence enables them to provide students with information about services that they are eligible for, as well as other members of the family.

20. If the local area has chosen to contract with institutions of higher education and other training providers, please describe plans to increase the availability of training in high-demand occupations to workforce system customers, ***including the process to be used in selecting service providers under a contract for services, as required per 20 CFR 663.43***. What training institutions and industries will be targeted? What steps will be taken to ensure customer choice will not be limited? (***TEGL 23-10***)

AWDA opted to utilize its current Individual Training Account Agreement with Atlanta Technical College to provide training in high demand occupations, in conjunction with ongoing plans to create additional short-term certification training programs in: customer service, green jobs, road and bridge construction, and energy and weatherization conservation. AWDA does not limit customer choice for training opportunities. Customers may choose any state-approved training provider per the Eligible Training Provider Listing (EPL).

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

AWDA will provide “green jobs” training by partnering with The Atlanta Beltline Inc., and Atlanta Technical College to offer customized parks, trails, and landscaping training program for eligible adult/dislocated participants with the expected outcome of unsubsidized employment through the First Source Jobs Program. Additional plans are being developed for energy, and health and human service training initiatives.

22. ***If the area has chosen to allow up to 20% of local WIA Dislocated Worker formula funds for Incumbent Worker Training for purposes of layoff aversion [per the state waiver under WIA Section 189(i)(4)(B)], please***

describe. If the area does not offer Incumbent Worker Training services, please explain.

AWDA is prepared to allow up to 20% of its WIA dislocated worker formula funds to be used for incumbent worker training to avert lay-offs with companies whose workforce are in need of training for new skills or re-training to attain stackable credentials.

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

On-The-Job Training (OJT)

AWDA placed a large number of unemployed individuals in employment through the aggressive use of the 2010 On-the-Job (OJT) waiver. The waiver allowed the AWDB to reimburse employers up to 90% of wages paid to employees (based on the size of the business). The recent extension of the waiver will be significant in AWDA's strategy for targeting small businesses to create employment opportunities for its job seekers who are many times deemed "hard to serve". In addition, On-the-Job training is also available for employers to avert layoffs of under-skilled employees due to overwhelming expenses incurred for re-training.

Customized Training

The Business Relations Unit (BRU) helps businesses retool, expand, or create their workforce through Customized Training Services (CTS). With WIA funds, AWDA can help an employer, or a group of employers, develop a training program customized to its own need, whether it's growth or expansion. The BRU staff works with businesses to develop a training program, oversight, evaluation, training, and follow-up. Customized Training Services, at its best is a partnership between industry, government, and the job seeker, or incumbent worker, where everybody wins.

VI. Performance Accountability

1. *NOTE: Instructions for estimating performance levels for PY 2011 will be transmitted to local areas in a separate memo.*
2. Describe local strategies for obtaining and using customer feedback *to ensure customer satisfaction.*

AWDA uses several strategies in obtaining and using customer feedback. Immediate customer feedback is obtained by encouraging customers to complete a satisfaction survey at the end of each encounter with AWDA. These surveys are used to identify and correct short-term issues needed to improve the delivery of

services. Additional feedback is obtained during 30, 60, and 90 day retention activities with the customers. Employer feedback is obtained through follow-up telephone calls and letters, Lunch and Learns, and special events. Suggestions are reviewed by staff to recognize opportunities for immediate improvement. Recommendations and/or the need for re-evaluating policy issues are submitted to the Executive Director for review and feedback.

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

AWDA staff persons conduct ongoing evaluations of operations on a continuous basis and makes recommendations to the Board of changes that should be made, at which time the Board decides which improvements will be made.

Board members are frequently involved in activities at AWDA, providing them with direct observation of the local system and implementation strategies. During each board meeting, a One Stop update allows for exchange of information and ideas that improve the overall ability to meet the needs of employers and individuals. Generally, each board member brings examples of how the system is functioning based on their day to day interactions.

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

AWDA documents transparency and accountability for its workforce funding by continuing its current standard operating procedures for determining eligibility, and maintaining electronic files with the required documentation and case management notes of core and intensive services provided such as: ITAs, OJTs, work experience, job search/job placement, and other training-related activities deemed necessary for job seekers.

Additional methods of documentation and transparency are accessible on Atlanta Workforce Development Agency and The Mayor's Youth Program websites. The websites allow adult, dislocated, and youth visitors to gain access and information on employment and training services, Atlanta Workforce Investment Board meeting notices and related minutes, customer centered events and activities, and linkages to other resources. The City of Atlanta's website posts links to both websites for individuals who may be unaware of these programs.

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

Youth

Common measures will have the most significant change in the delivery of services to youth customers. The new performance measures apply to youth ages 14-21; there is no longer a distinction between younger and older youth.

Youth will be served as in-school or out-of-school regardless of their age at the time of participation. Common measures dictate a need for revising the current Mayor's Youth Program design to ensure participants receive services that are necessary for successful outcomes in the (3) measures below:

Literacy/Numeracy Gains

Definition: Out-of-school youth who are basic skills deficient, must increase one or more educational functioning levels within one year of active participation.

Placement in Employment/Education

Definition: Youth enrolled in post-secondary education or occupational skills training, employment, or the military the first quarter after exit.

Attainment of Degree/Certificate

Definition: Of those enrolled in education at or during participation, the percentage attaining a diploma, GED, or certificate by the end of the 3rd quarter after exit.

Adults

Common Measures for adult and dislocated worker performance will remain the same with the exception of the adult and dislocated worker credential measure. However, AWDA will strongly encourage adult and dislocated workers to attain multiple credentials when enrolled in occupational skills training and other short-term trainings. Stacking credentials should be supported as a necessity for enhancing resumes to increase marketability.

VII. Equal Access and Opportunity

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

AWDA's procedure for addressing grievances and complaint resolutions is to address disputes at the staff level. If the dispute/issue is not resolved at the staff level, then it is brought to the level of the manager who informs the applicant of

their right to file a written complaint within 180 days of the alleged violation or allegation with AWDA's Equal Opportunity Officer or the Georgia Department of Labor at the addresses below:

**Atlanta Workforce Development Agency
Equal Opportunity Officer
818 Pollard Boulevard, SW
Atlanta, GA 30315**

**Georgia Department of Labor
Equal Opportunity Administrator
148 International Boulevard, NE
Atlanta, GA 30303**

If AWDA or GDOL has not provided a written decision within 90 days of the filing of the complaint, a complaint may be filed with the Director of the Civil Rights Center within 30 days of the expiration of the 90-day period.

If an individual is dissatisfied with the resolution of the complaint by AWDA or the GDOL, a complaint may be filed with the Director of the Civil Rights Center at the address below. Such complaint must be filed within 30 days of the date the notice of AWDA or GDOL's proposed resolution is received.

**Director, Civil Rights Center
U. S. Department of Labor
200 Constitution Ave, NW
Room N4123
Washington, DC 20210**

Prior to the 1996 Olympics, the 818 Pollard Blvd. building was analyzed and completely brought up to Universal Accessibility Standards including wheelchair access, door openings, aisles, food services and bathrooms. Equipment is set up with two state of the art workstations that address the computer access needs of all persons with disabilities. These two workstations are located in the Resource Center on the first floor and in the Georgia Department of Vocational Rehabilitation on the first floor.

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

AWDA's partners, Georgia Department of Labor (GDOL) and Department of Vocational Rehabilitation Services (DVRS) are located on-site and staffed with GDOL and DVRS professionals. AWDA makes referrals to DVRS through career counselors and in turn, DVRS has access to AWDA's career placement and job skills training for DVRS clients. AWDA has identified a staff representative to

meet with DVRS on a weekly basis to maintain communication and to process referrals. Staff members worked closely together in the research and design phase and continue to re-train resource and Cyber Center staff as changes occur. Training and marketing is ongoing.

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

AWDA's policy for ensuring veteran priority is to establish the following priorities for all Adult, Dislocated Workers, and Out-of-School youth programs. These priorities will not be relevant until such time as the availability of funds become limited. At that time, service to clients shall be prioritized according to the limited funds policy found in section V.7. of this Plan.

- An individual meeting both the veterans' and the limited funds criteria shall have the highest priority for service;
- Non-veterans meeting the limited funds criteria shall have priority over eligible veterans not meeting the limited funds criteria;
- Veterans not meeting the limited funds criteria shall have priority over non-veterans not meeting the limited funds criteria.

AWDA will focus on employment and training opportunities for veterans utilizing the services of GDOL's First Response. Veterans that require other needs, such as vocational rehabilitation, intense counseling, etc., shall be referred to veteran staff at the GDOL South Metro Career Center. This career center shall be responsible for coordinating veteran needs with resources from the Veterans Administration. DVOP staff will be assigned to the One-Stop and used as the focal point for outreach to veterans in the community.

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

AWDA's telephone directory is in both English and Spanish. AWDA has developed a general information flyer in Portuguese, Chinese, Vietnamese and Spanish and offers assistance in English as a Second Language (ESL).

AWDA has several full-time staff persons to conduct the ESL assistance. Materials from major educational publications have been chosen for each class level. ESL training opportunities will be expanded to include anyone in metro Atlanta. AWDA employs several bi-lingual staff members who can provide interpreter assistance as needed.

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

Migrant and seasonal farm workers are not native to this area in terms of service requests. Should AWDA need to service to service this population the need would be met in coordination with the Georgia Department of Labor.

VIII. Plan Attachments

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

Attachment B: Memoranda of Understanding/Resource Sharing Agreements
Please submit a sample Memorandum of Understanding/Resource Sharing Agreement from one comprehensive One-Stop here.
NOTE: Accurate, complete, and current agreements must be available for review upon request and during onsite program reviews.

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

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

ATTACHMENT A

Matrix below identifies AWDA's comprehensive sites and partners.

Lead Partner/ One-Stop Operator/ Other Partners	Comprehensive Service Sites	Major Services Provided by Partner
<p>AWDA <i>Deborah Lum</i> <i>Executive Director</i></p> <p><i>Jo Anne Paschall</i> <i>One-Stop/Employment Manager</i></p> <p><i>Loan Nguyen</i> <i>Senior Fiscal Analyst</i></p> <p><i>Sean Culmer</i> <i>Employment Manager</i></p> <p><i>Derek Saunders</i> <i>IT Manager/Performance</i></p> <p><i>Tammy Lipsey</i> <i>Mayor's Youth Program Manager</i></p>	<p>818 Pollard Boulevard Atlanta, GA 30315 404-658-9675</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Clothing Assistance <input type="checkbox"/> Computer Skills <input type="checkbox"/> Customer Service <input type="checkbox"/> Cyber Bus <input type="checkbox"/> Daily Employment Readiness Sessions <input type="checkbox"/> Interview Techniques <input type="checkbox"/> Introduction to Computer Classes <input type="checkbox"/> Job Search Skills <input type="checkbox"/> Job Training: <ul style="list-style-type: none"> <input type="checkbox"/> Basic Construction <input type="checkbox"/> Computerized Customer Services <input type="checkbox"/> Life Skills Classes <input type="checkbox"/> Mentoring <input type="checkbox"/> Occupational Skills Training (ITAs) <input type="checkbox"/> On the Job Training <input type="checkbox"/> Reach for Wellness <input type="checkbox"/> Resume' Writing Classes <input type="checkbox"/> Supportive Services <input type="checkbox"/> Weekly Job Fairs <input type="checkbox"/> Youth Services <ul style="list-style-type: none"> <input type="checkbox"/> Career Counseling <input type="checkbox"/> Financial Literacy <input type="checkbox"/> SAT Preparation <input type="checkbox"/> Tutoring <input type="checkbox"/> Occupational Training <input type="checkbox"/> Apprenticeships <input type="checkbox"/> Summer Internships <input type="checkbox"/> Work Experience <input type="checkbox"/> Postsecondary Planning/Assistance <input type="checkbox"/> Mentoring
<p>Atlanta Job Corps <i>Annie Matthews</i> <i>Director</i></p>	<p>239 W. Lake Avenue, Suite 300 Atlanta, GA 30314 (404) 794-8889</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Initial Assessment <input type="checkbox"/> Referral of Eligible Youth <input type="checkbox"/> Training. Occupation Specific <input type="checkbox"/> GED / High School Diploma
<p>Atlanta Public Schools/GED <i>Marva Richardson</i></p>	<p>818 Pollard Boulevard Atlanta, GA 30315 (404) 658 6201</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Comprehensive Assessment <input type="checkbox"/> GED Preparation Classes

ATTACHMENT A (Continues)

Lead Partner/ One-Stop Operator/ Other Partners	Comprehensive Service Sites	Major Services Provided by Partner
Gate City Child Care <i>Eric Rogers</i> <i>Director</i>	818 Pollard Boulevard Atlanta, GA 30315 (404) 589 3548	<input type="checkbox"/> Early Childhood Learning <input type="checkbox"/> Drop-in Childcare Services available
Georgia Department of Labor <i>Tabatha Burkes</i> <i>Manager</i>	2636 MLK Jr. Drive, Suite 14 Atlanta, GA 30311 (404) 699-6900	<input type="checkbox"/> Job Search Assistance <input type="checkbox"/> Access to Employment Opportunities Statewide <input type="checkbox"/> Referrals to ToppStep Program for Offenders
Georgia Department of Vocational Rehabilitation Services <i>Janice Withrow</i>	818 Pollard Boulevard Atlanta, GA 30315 (404) 657 8812	<input type="checkbox"/> Initial Assessment of Persons with Disabilities <input type="checkbox"/> Outreach <input type="checkbox"/> Job Search/Job Placement Assistance <input type="checkbox"/> Career Counseling
Atlanta Technical College <i>Dr. Alvetta Thomas</i> <i>President</i>	1560 Metropolitan Pkwy, SW Atlanta, GA 30310 (404) 756 5648	<input type="checkbox"/> Vocational Training <input type="checkbox"/> Assessment <input type="checkbox"/> Job Placements <input type="checkbox"/> Continuing Education <input type="checkbox"/> GED preparation <input type="checkbox"/> Childcare
AARP (Older Workers) <i>Crystal Wesley-Laskey</i> <i>Director</i>	818 Pollard Boulevard Room 109 Atlanta, GA 30315 (404) 230 1194	<input type="checkbox"/> Job Search <input type="checkbox"/> Job Placement Assistance
CHP International Job Corps <i>N'Jeri Nantambu-Bell</i> <i>Project Director</i>	818 Pollard Boulevard Room 111 Atlanta, GA 30315 (404) 588-3441	<input type="checkbox"/> Job Search <input type="checkbox"/> Job Placement Assistance

ATTACHMENT B

Memoranda of Understanding/Resource Sharing Agreements

**WORKFORCE INVESTMENT ACT (WIA)
RESOURCE SHARING AGREEMENT (RSA)**

Between



ATLANTA ONE-STOP CENTER

&

PARTNER AGENCIES

PY 2011- 2013

Amended January 3, 2012

ATLANTA ONE-STOP CENTER RESOURCE SHARING AGREEMENT

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

1. Partner Agencies:
 - a. Georgia Department of Labor, South Metro Career Center
 - b. Georgia Department of Vocational Rehabilitation
 - c. AARP, Senior Community Service Employment Program (SCSEP)
 - d. Atlanta Public Schools – Adult Basic and GED Education
 - e. CHP International Inc., Job Corps
 - f. Gate City Day Nursery Association, Elizabeth Burch Early Learning Center

2. Purpose: The WIA regulations provide that the responsibility for the provision of and financing for applicable core services and One Stop operations is to be proportionate to the use of services at the center by individuals attributable to the Partners' programs. The purpose of this RSA is to provide a framework for each of the Partners' commitments regarding the allocation and sharing of operational costs and resources in the One Stop system serving the City of Atlanta. The One Stop Operator, Atlanta Workforce Development Agency, has been designated by the AWDB and will be responsible for the coordination of services and ensuring that Partner Agencies adhere to the terms of this Agreement. Details of the One Stop Operator's responsibilities will be more specifically outlined in the Operational Plan that is developed by the parties to this Agreement.

3. Duration: This RSA shall become effective August 1, 2011 through July 31, 2013.

4. Modification: The Partners recognize that modifications to the RSA may be necessary during the period of performance. Any party may make a written request for modification to the AWDB through the One Stop Operator. Valid modification(s) to the RSA must be in writing and signed by all parties. Assignment of any responsibilities under this RSA by any of the parties shall be effective upon written notice to the other parties.

5. Termination: Notwithstanding any other provision of this contract, in the event that any of the sources of Partner funds for services under this contract no longer exist or in the event the sum of all obligations by the Partner incurred under this and all other contracts entered into exceeds the balance of available funds, then the Partner's obligations under this Agreement shall immediately terminate upon receipt of written notification to the AWDB 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.

6. This Agreement and applicable attachments to this Agreement may be terminated for cause, in whole or in part, by the AWDB 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 AWDB 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.

7. 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 AWDB shall determine whether protection of the invention or discovery shall be sought. The AWDB 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.
8. 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.
9. E-Verification: Effective July 1, 2007, "public employers" and contractors and subcontractors of public employers are subject to the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.) which requires public employers', their contractors and sub-contractors to verify work eligibility through an electronic federal work authorization program known as E-Verify.
10. Shared Services:
 - a. Georgia Department of Labor (GDOL), South Metro Career Center agrees to contribute to the delivery of the following shared services in the local One Stop

Center: Provide a staff person to enable clients to assess GDOL job search activities and/or conduct:

- **Outreach/Recruitment**

GDOL will conduct outreach and recruitment activities at the South Metro Career Centers in an effort to address the needs of the customers seeking employment and/or training related services through the One Stop Center.

- **Initial Assessment/Intake/Referral Job Search/Job Placement**

All customers are registered in the Georgia Workforce System (GWS) to receive employment services.

b. **Georgia Department of Vocational Rehabilitation** agrees to contribute to the delivery of the following shared services in the local One Stop Center: Provide a staff person to conduct:

- **Assessment**

At intake clients are scheduled for an assessment or information is obtained to confirm their disability status. Individuals must have a disability as defined by GDOL/VR program policy.

- **Work Plan Development**

Once determined eligible, the Vocational Rehabilitation counselor meets with the client to determine the services that are needed to get them back to work.

- **Job Placement Assistance**

The vocational rehabilitation counselor will assist work-ready clients in gaining entry level employment.

- **Follow-up/Retention**

Monthly follow-up is conducted on all clients enrolled in the program and for a period of up to 3 months after employment.

c. **AARP, Senior Community Service Employment Program (SCSEP)** agrees to contribute to the delivery of the following shared services in the local One Stop Center: Provide a staff person to conduct:

- **Orientation/Intake**

At orientation/intake clients are scheduled for an assessment or information is obtained to confirm their eligibility for AARP services. Individuals must be 55 years of age or older to enroll in AARP services.

- **Individual Employment Plan (IEP)**

Once determined eligible, the AARP representative meets with the client to identify barriers to employment and recommend assignments, training and services to overcome these barriers. Customers will be assisted with employment goals.

- **Follow-up Meetings**

Monthly follow-up meetings and workshops, evaluations and reviews will be conducted to determine progress and assistance with unsubsidized job search.

d. **Atlanta Public Schools –Adult Education** agrees to contribute to the delivery of the following shared services in the local One Stop Center: Provide staff persons to conduct:

- **Assessment**
APS staff will conduct basic skills assessments to determine the appropriate learning environment for quality Adult Basic Education and GED preparation classes.
- **Adult Basic and GED Preparation Classes**
APS will operate morning, afternoon, and evening Adult Basic Education and GED preparation classes based on the Atlanta Public Schools (APS) annual school calendar. Clients are placed in classes based on the results of their basic skills assessments and that are appropriate for their learning abilities.

e. **CHP International Inc., Job Corps** agrees to contribute to the delivery of the following shared services in the local One Stop Center: Provide staff persons to conduct:

- **Outreach/Recruitment**
Participate in joint marketing efforts, open houses, recruitment campaigns and any other efforts to service the community where appropriate.
- **Application/Admissions/Career Transition Services**
Co-enrollment/career transition placement services to eligible youth participants

f. **Gate City Day Nursery Association – Elizabeth Burch Early Learning Center** agrees to contribute to the delivery of the following shared services in the local One Stop Center: Provide a staffed facility for the following services to be conducted:

- **Outreach/Recruitment**
- **Application/Enrollment**
- **Childcare Services for Infants and Children (Birth to Pre-K)**
- **Certified Educational Activities**
- **Parent Workshops**

g. **Atlanta Workforce Development Agency** agrees to contribute to the delivery of the following shared services in the local One Stop Center: Provide a staffed facility for the following services to be conducted:

- **Outreach/Recruitment**
AWDA conducts massive outreach efforts through partnering agencies, AWDA's cyber bus, and citywide electronic messaging.
- **Initial Assessment/Intake/Referral**
Interviews are conducted by Career Advisors (CA) to provide preliminary information on the individual's educational level and job skills, work history, and barriers that are impeding them from gaining employment.

- **Orientation/Informational Services**

Customers seeking services at the One Stop Center must attend orientation Monday, Wednesday, or Thursday to complete an online application, and receive an overview of AWDA programs and services.

- **Basic Skills/Career Interest Assessments**

Assessments (Basic Skills and Career Interest/Aptitude) are administered to measure reading and math levels, and occupational interests for residents indicating a need for occupational training or GED preparation.

- **Career Counseling/Planning**

Career Advisors assist customers in developing an Individual Employment Plan (IEP) to identify the participants' employment goals of attaining entry level positions or and determine the need for intensive services through educational and/or occupational training, work experience, supportive services, or immediate job search assistance for individuals who are deemed work ready.

- **In-House Training (Short-Term)**

Computer Training: Atlanta Workforce Development Agency offers youth and adults access to a six-week basic computer training and skills builder classes, internet access for job search, and Microsoft Office for employment related activities as well as school related projects and assignments.

GED Preparation Classes: AWDA partners with Atlanta Public Schools to provide adult education services in the One Stop Center for individuals 16 years of age and older who are seeking assistance in attaining a GED.

Basic Construction: AWDA offers basic construction for customers seeking an introduction to carpentry, plumbing, masonry, electrical, and safety training. Program participants are eligible for entry level jobs after successfully completing the class, or may choose to enroll in the more intensive NCCER training.

National Center for Construction Education and Research (NCCER): AWDA offers on-site NCCER construction training, conducted by a certified NCCER instructor. The industry recognized training integrates a 75-hour core curriculum, assessments, and registration with the National Center for Construction Education and Research. Participants receive an official transcript from NCCER and are eligible for college credit upon training completion.

Instructional Systems Incorporated (ISI): AWDA offers occupation-specific interactive courses for employers and job seekers. Employers utilize the courses to upgrade the skills of their employees, or to assess the skills of potential new hires. Job seekers and underemployed individuals utilize the courses to prepare for entry-level employment opportunities, or to upgrade their current skills in expectation of increased wages. Self-paced courses include:

Academic/Remediation Series

- Developmental Math, Reading, and Writing

Occupational Skills Series

- Building Maintenance
- Childcare
- Customer Service
- Office Skills & Technology
- Healthcare

- Security Guard
- Personal Development Tools*
- “You Can Make It Happen”
- Life Skills

Employability Skills Series

- Workplace Math
- Workplace Reading
- Working With People

- **Pre-Employment Services**

Pre-Employment classes are provided for customers prior to interviewing with a perspective employer, enrollment in training or work experience. Classes provide soft skills training by engaging participants in resume preparation, developing and/or strengthening interviewing skills through role playing, proper work attire and work ethics, understanding employers’ expectations, effective communication, and worksite monitoring and support to safeguard retention.

- **Job Search/Job Placement**

The One-Stop Center offers customers daily access to hundreds of employers who are seeking qualified candidates for entry level to management positions.

- **Job Fairs**

AWDA hosts “free” weekly job fairs on Tuesdays, and “special” job fairs for employers (upon request) at the One Stop Center. Job seekers are pre-screened by AWDA staff to ascertain their required skills and qualifications per the employer’s job description.

- **Case Management/Follow-up (Paperless System)**

AWDA staff members conduct case management and follow-up on all customers seeking and/or enrolled in core and intensive services in the One Stop Center. Customer contact and services are entered in AWDA’s Virtual database as standard procedure.

- **Postsecondary Counseling/Mentoring**

The Mayor’s Youth Program provides every graduating senior in the Atlanta Public School system and/or child of City of Atlanta employee with an opportunity to plan for their future, be it post-secondary education or meaningful employment or workforce training. Students receive assistance based on individual need. Unmet financial needs have ranged from one hundred dollars up to \$3,000; other needs include transportation, fees waivers, arranging interviews, technical training, life and job skills training, summer internships and full-time employment. In return, the students agree to three rules of the program:

- Show up and stay engaged
- Stay off drugs; and
- Obey the law

- **Free Tax Preparation Services**

AWDA in partnership with the Mayor’s Office of Weed and Seed offers “free” tax preparation services year-round to Metropolitan Atlanta residents. The center prepares electronic tax returns and financial literacy programs for individuals or married couples earning \$49,000 or less without itemized deductions. Families

eligible for the Earned Income Tax Credit are strongly encouraged to participate in the services.

- **EarnBenefits Screenings for Income-Enhanced Benefits**

Atlanta Workforce Development Agency in partnership with Seedco's *EarnBenefits* program offers "free" screenings for low-income families to determine eligibility for a wide array of government and private benefits such as free tax credits, WIC, Food Stamps, Low-Income Medicaid, Peach Care, TANF, Individual Development Accounts (IDA's), Energy Assistance, Life Insurance, and more. Eligible customers receive computerized referrals to the designated service agencies in an effort to expedite the application process. A package of work supports and benefits can supplement a family's income by \$3,000 or more annually, helping to pull families out of poverty.

11. Benefits Received:

The parties agree that the benefits to be derived from the above services include:

- Increased customer access to programs;
- Non-duplication of services;
- Cost-effective and efficient program delivery;
- Improved program retention due to a wider array of support for customers;
- Greater customer satisfaction; and
- Strengthened relationships among community and partner agencies

12. Contributed Resources:

a. The Georgia Department of Labor- South Metro Career Center agrees to contribute the following staff and other resources to the local One Stop Center to perform the shared services described as: In-Kind

- Provide a professional staff person and computers

b. The Georgia Department of Vocational Rehabilitation agrees to contribute staff and other resources to the local One Stop Center to perform the shared services described as: In-Kind

- Provide a professional staff person, consumable and non-consumable office supplies

c. The AARP, Senior Community Service Employment Program (SCSEP) agrees to contribute staff and other resources to the local One Stop Center to perform the shared services described as: In-Kind

- Provide a professional staff person, consumable and non-consumable office supplies

- d. The Atlanta Public Schools –Adult Education Program agrees to contribute staff and other resources to the local One Stop Center to perform the shared services described as: In-Kind
 - Provide a professional staff person, consumable and non-consumable office supplies
- e. CHP International Inc., Job Corps agrees to contribute staff and other resources to the local One Stop Center to perform the shared services described as: In-Kind
 - Provide a professional staff person, consumable and non-consumable office supplies
- f. The Gate City Day Nursery Association (Elizabeth Burch Early Learning Center) agrees to contribute staff and other resources to the local One Stop Center to perform the shared services described above as: In-Kind
 - Provide a professional staff person, consumable and non-consumable office supplies
- g. The Atlanta Workforce Development Agency agrees to perform the shared services described above as: In-Kind/Other TBD
 - Provide professional staff, computers, printers, faxes, consumable and non-consumable supplies, and other pertinent equipment and items needed to facilitate the operation of a One-Stop Center and its partners.

13. Resource Allocation:

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

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

For Georgia Department of Labor, South Metro Career Center:

Signatures on August 2011 Agreement

Tabatha Burks, Manager

Date

For Georgia Department of Vocational Rehabilitation:

Signatures on August 2011 Agreement

Barbara Richards, Regional Director

Date

For AARP, Senior Community Service Employment Program (SCSEP):

Signatures on August 2011 Agreement

Crystal Wesley-Laskey, Director

Date

For Atlanta Public Schools:

Signatures on August 2011 Agreement

Jacquelyn Davenport, Program Administrator

Date

For Gate City Day Nursery, Elizabeth Burch Early Learning Center:

Signatures on August 2011 Agreement

Doris Dickens, Executive Director

Date

For Atlanta Workforce Development Agency:

Signatures on August 2011 Agreement

Deborah Lum, Executive Director

Date

For CHP International, Inc. Job Corps:

N'Jeri Nantambu-Bell, State Project Director

Date

ATTACHMENT C

PY 2011 Performance Worksheet

Area 3-City of Atlanta

Measure	PY 11 State Neg. Rate	PY 11 LWIA Neg. Rate	PY 11 LWIA Meet Level
Adult Entered Employment	70.5%	70.5%	64.4%
Adult Retention	80.0%	79.5%	63.6%
Adult Average Earnings	\$11,000	\$10,625	\$8,500
DW Entered Employment	73.0%	73.0%	58.4%
DW Retention	87.0%	86.5%	69.2%
DW Average Earnings	\$13,800	\$13,082	\$10,466
Youth Placement in Employment/Education	59.0%	71.0%	56.8%
Youth Attainment of Degree/Certificate	63.0%	63.0%	50.4%
Youth Literacy/Numeracy Gains	28.0%	22.0%	17.6%

ATTACHMENT D

Local Administrative Assurances PY 2011

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

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

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

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

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

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

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

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

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

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

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

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