



ATLANTA WORKFORCE DEVELOPMENT AGENCY
COMPREHENSIVE LOCAL PLAN
2013 TO 2018

Atlanta Workforce Development Agency | 818 Pollard Boulevard, SW, Atlanta, GA 30315
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City of Atlanta, Local Workforce Development Area 3

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Plan Signatures

Name of Area: City of Atlanta

Chief Local Elected Official

The Honorable Kasim Reed
Mayor, City of Atlanta

Date

Local Area Director

Michael T. Sterling
AWDA Executive Director

Date

Local Workforce Investment Board Chairperson

Michael E. Romesburg
AWDB Chairperson

Date

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Vision and Goals

Mission Statement

The Atlanta Workforce Development Agency (the “AWDA” or “Agency”) serves as the workforce system for the City of Atlanta. The Agency will provide job seekers with resources to attain sustainable employment and collaborate with business leaders for the recruitment and development of their labor needs.

Strategic Vision

Our approach to achieving a brighter future for residents of Atlanta and the Agency will be through Five Pillars:

- 1) To employ a disciplined, dynamic, dedicated and well-trained team of workforce professionals.
- 2) To achieve excellence in customer service.
- 3) To secure long-term financial success and fiscal integrity.
- 4) To maintain a data-driven and performance based system of service.
- 5) To create a network of collaboration between public, private, non-profit and education stakeholders.

Five Pillars

To employ a disciplined, dynamic, dedicated, and well-trained team of workforce professionals.

- Measurements
 - Showing up to work eager to serve every day on time.
 - Dressing professionally every day.
 - Participating in continuing education and training at least twice a calendar year.
 - Evaluating employee success based on meeting specific goals and targets.
 - Promoting teamwork and collaboration among staff.

To achieve excellence in customer service.

- Measurements
 - Serving every customer that walks through the door with courtesy and respect. Exhibiting professional behavior and recommending ineligible customers to other service providers accordingly.
 - Expanding services and improving outreach into hard-to-serve communities and neighborhoods.
 - Displaying courtesy at all times for all customers.
 - Providing accurate and usable information for customers and managing customer expectations appropriately.
 - Providing individual employment plans that help customers visualize how they will achieve their goals.
 - Holding customers accountable by following up regularly to ensure that customers have the support they need to achieve their education or employment plans.

To secure long-term financial success and fiscal integrity.

- Measurements
 - Developing an annual operating budget and submitting it in a timely manner for Workforce Investment Board and the Chief Local Elected Official’s (Mayor of the City of Atlanta) approval, with final submission to the Georgia Department of Economic Development, Workforce Division (“WFD”).
 - Establishing procurement and purchasing policies and procedures that are in compliance with federal, state and local guidelines.

- Effectively communicating directives within the agency.
- Holding staff at all levels accountable for adherence to the appropriate processes for acquisition of goods and services.
- Ensuring that expenditures for goods and services are in compliance with laws and regulations relative to the expenditure type.
- Considering whether purchases are necessary, reasonable and allocable to the specific funding source prior to expenditure approval.
- Developing an annual Cost Allocation Plan (CAP) and executing in conjunction with development of the annual operating budget.
- Developing the CAP in accordance with federal guidelines and completing it on-time, annually.
- Allocating costs on a “benefits received” basis.
- Prioritizing funding for programs that meet and exceed performance standards.

To maintain a data-driven and performance based system of service.

- Measurements
 - Focusing on real-time labor market, economic, occupational, and industry information across the metropolitan Atlanta region to influence strategies to develop targeted industries.
 - Using neighborhood data in the City of Atlanta to inform where and how the AWDA deploys its resources for outreach.
 - Holding AWDA employees accountable for performance and customer service through performance metrics.
 - Holding training providers, technical colleges, and other programs accountable via performance measures to ensure the successful training of AWDA customers.
 - Tracking Workforce Innovation and Opportunity Act (WIOA) performance measures and adapting operations that ensure a best-in-class workforce system.

To create a network of collaboration between public, private, non-profit and education stakeholders.

- Measurements
 - Partnering with the other five local workforce investment boards (LWIBs) in the Atlanta region to share strategies and develop a regional framework.
 - Outsourcing services to partners who are best-in-class in specified service areas.
 - Connecting with public education and private sector partners to build a talent pipeline development system.
 - Partnering with the U.S. Conference of Mayors Workforce Development Council and other urban workforce areas.
 - Developing career pathways that are linked to targeted industry sectors.

Local Governance

Board Recruitment and Structure

The Local Workforce Investment Board (LWIB) for the State of Georgia's Local Workforce Investment Area 3 (City of Atlanta) is the Atlanta Workforce Development Board (the "AWDB"). The AWDB was created under the federal Workforce Investment Act of 1998, which was reauthorized as the Workforce Innovation and Opportunity Act (WIOA) in 2014. AWDB governs the local workforce development system by ensuring that services provided by the AWDA are comprehensive, fiscally responsible, integrated, effective, responsive, and participant-focused. The Board is comprised of 29 individuals representing business, economic development, housing and urban development, senior community service, vocational rehabilitation, organized labor, and community-based organizations. In accordance with state law, the chief local elected official, the Mayor of Atlanta, appoints members of the Board to serve for two-year terms. AWDA is uniquely positioned within the State of Georgia as the only workforce area that consists of a singular municipal jurisdiction.

Per TEGL No. 27-14, WIOA requires that the business representatives be appointed from among individuals nominated by local business organizations and business trade associations and that the representatives from labor organizations be appointed from among individuals who have been nominated from local labor federations. The AWDB consists of a 51 percent majority of members who are business representatives. These business representatives are representatives of businesses that provide employment opportunities in the local area in in-demand industry sectors or occupations (as defined in WIOA section 3(23)). These representatives are uniquely suited to communicate the emerging workforce needs of employers in high-growth, in-demand sectors to the AWDB. The AWDB also consists of members who are representatives of a joint-labor management registered apprenticeship program, and a member of a labor organization. A diverse and integrated board ensures that the Agency will be governed fairly and that the Agency is strengthened with partner relationships to increase the access of residents to quality workforce services.

The AWDB holds quarterly meetings on the third Wednesday of the second month of each quarter. The Board's Annual Meeting occurs on the second Wednesday of May. These meetings consist of financial, operational, and performance reports from the AWDA senior staff for the Board to provide comment and guidance. This guidance helps ensure that the AWDA is fiscally responsible, effective, responsive, and participant focused.

Board Committees

The Board is comprised of four committees to carry out the mission and vision of the workforce development system while also addressing strategies for serving the neediest youth. Summaries of the committees' functions are as follows:

- The Executive Committee's charge is to provide quality leadership and management of the AWDB in the creation and implementation of local workforce policy and service delivery;
- The Business Relations & Economic Development Committee's charge is to identify, develop, and secure funding that increases the viability and impact of the AWDA on business, citizens, and the local One-Stop System;
- The Performance Standards Committee's 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 Agency.
- The Youth 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 to provide oversight of the policies and procedures for fundraising, support resources, and unmet need awards for program participants.

Administration

The AWDA administers WIOA Adult, Dislocated Worker, and Youth programs and services. The fiscal agent for WIOA programs and services is the City of Atlanta, Georgia. As the fiscal agent, the City of Atlanta is the official employer of the AWDA staff. The administrative structure of the Organization is outlined in (Attachment E).

AWDA administrative staff are designated to carry out the day-to-day administrative requirements associated with grant functions and serve as the liaison to carry out Board approved ideologies and plans.

A full collection of job descriptions is included herein as (Attachment F).

Table 1. Board Composition

	Name	Affiliation/ Title	Date of Appointment	Board Composition Requirement	Committee
1.	Kevin Amick	International Alliance of Theatrical Stage Employees (IATSE)/ Director of Education	June 18, 2015	Labor	Business Relations & Economic Development, Executive
2.	Yendelela N. Anderson Vice-Chair	Kilpatrick Townsend & Stockton LLP/ Partner	February 17, 2015	Business	Youth, Executive
3.	Shean L. Atkins	Atlanta Housing Authority/ VP, Governmental and External Affairs & Corporate Communications	August 18, 2014	One-Stop Partner	Finance, Youth
4.	Cassandra Lee Austin	Delta Airlines/ GM, Human Resources	August 18, 2014	Business	Finance
5.	Karen Bremer	Georgia Restaurant Association/ Executive Director	May 1, 2015	Business	Business Relations & Economic Development
6.	Melissa Helms Buckner	TBG Residential/ Vice-President	February 17, 2015	Business	Business Relations & Economic Development, Finance, Executive
7.	Tabatha Burks	Georgia Dept. of Labor/ Manager, South Metro Career Center	August 18, 2014	One-Stop Partner	Youth
8.	Linda Cannon	Austin & Cannon Productions/ Partner	February 17, 2015	Business	Business Relations & Economic Development, Youth
9.	Tamika Condé	AARP Foundation Senior Community Service Employment Program/ Director	August 18, 2014	One-Stop Partner	Business Relations & Economic Development
10.	Ryan Glover	Bounce TV/ President	February 17, 2015	Business	
11.	Blenda DeBerry	Jon' Ric International Luxury Medical & Wellness Spa/ President & COO	August 18, 2014	Business	Business Relations & Economic Development

12.	Ralph E. Herrera	Atlanta Fine Homes Sotheby's International Realty/ Global Real Estate Advisor	August 18, 2014	Business	Business Relations & Economic Development, Executive
13.	Lolita Browning Jackson	Georgia Power/ Region External Affairs Manager	June 19, 2015	Business	Business Relations & Economic Development
14.	Nancy A. Flake Johnson	Urban League of Greater Atlanta/ President & CEO	August 18, 2014	Community-Based Organization	Finance
15.	Thaddeus Keefe	1Kept/ Owner	June 18, 2015	Business	Business Relations & Economic Development
16.	Mona J. Kelly	Coca-Cola Company/ Director, Group HR & Global Supply Chain	August 18, 2014	Business	
17.	Katie Kirkpatrick	Metro Atlanta Chamber of Commerce/ Senior Vice-President	August 18, 2014	Economic Development	Business Relations & Economic Development
18.	Eloisa Klementich	Invest Atlanta/ Director, Business Development	August 18, 2014	Economic Development	Business Relations & Economic Development
19.	Alex McKenzie Treasurer	IFS Securities	February 17, 2015	Business	Finance, Executive
20.	Annie Matthews	Atlanta Job Corps/ Director	August 18, 2014	One-Stop Partner	Performance Standards, Youth
21.	Michael Maze	Atlanta Public Schools/ Director, Career, Technical & Agricultural Education	August 18, 2014	Education	Youth
22.	Terri Morton	Bank of America/ VP, Community Relations	June 10, 2015	Business	Youth
23.	Louis Partain	International Union of Painters and Allied Trades (IUPAT)/ Business Representative	June 18, 2015	Labor	Business Relations & Economic Development, Finance
24.	Theora Powell	Georgia Vocational Rehabilitation Agency/ Manager	August 18, 2014	One-Stop Partner	Youth

25.	Michel E. Romesburg <i>Chair</i>	CVS-Caremark/ Lead Manager, Workforce Development	August 18, 2014	Business	Performance Standards, Executive
26.	Scott Selig <i>Secretary</i>	Selig Enterprises/ VP, Acquisitions & Development	March 16, 2015	Business	Business Relations & Economic Development , Executive
27.	Elmer Stancil	Georgia Department of Economic Development/ Director, Government Relations & Policy	August 18, 2014	Economic Development	Business Relations & Economic Development
28.	Kelly Temple	United Way of Greater Atlanta/ Community Liaison	June 10, 2015	Community-Based Organization	Business Relations & Economic Development
29.	Alvetta P. Thomas	Atlanta Technical College/ President	August 18, 2014	Education	Performance Standards

Plan Development and Implementation

The AWDA Local Comprehensive Plan is considered a living document and is subject to revisions at any time by a majority vote of the AWDB. The current Plan was developed as a result of several meetings and the planning of AWDA Board members and staff.

Strategic Planning Process

On July 31, 2014, Maher & Maher presented the report, “Workforce Strategy Project: Final Report and Implementation Plan” to Invest Atlanta, City of Atlanta, and a constellation of stakeholders. Included in the recommendations was the following:

Recommendation 1 – Adopt a formal vision and strategic plan to drive implementation of the recommendations. As a first order of business for a reorganized WIB/AWDA, the WIB should finalize and adopt the vision. The WIB should resolve that everyone connected to or part of the developing system, from the Mayor’s Office to members of the WIB front-line staff serving customers, should not only understand the vision but also actively champion and advance it in their daily work. (Page 11)

From October 13, 2014 to November 4, 2014, senior staff members Lillie Madali and Phillip Olaleye met with the entire staff and external stakeholders to discover sentiments around the following questions:

- What is the purpose of AWDA?
- How does the AWDA improve people’s lives?
- What makes us unique?
- What does the AWDA value the most?
- What should the Agency value the most?
- How do you think the AWDA should interact with the community?
- How would you describe our relationship with community providers and local employers? If not good, why, and what can we do to improve this?

During the November 19, 2014 LWIA Board meeting, senior staff members Lillie Madali and Phillip Olaleye presented a plan to use the findings from the 2013 City of Atlanta Audit, the 2014 Maher & Maher Report, the 2014 State Audit, as well as the findings from the Agency interviews to compile a list of 23 projects to help create and achieve the vision for the Agency.

From November 24, 2014 to December 12, 2014, senior staff members Lillie Madali and Phillip Olaleye presented the findings from the interviews in a series of meetings with the entire staff.

From December 15, 2014 to January 23, 2015, the entire senior staff created the mission and vision statement for the Agency, in addition to the measures for each pillar.

On January 23, 2015, the Executive Director Michael T. Sterling presented to the Agency, "Our Approach to Achieving a Brighter Future," a presentation, which included the new mission statement, pillars of success, measurements, and motto.

On Wednesday, February 18, 2015, the Executive Director Michael T. Sterling presented “Our Approach to Achieving a Brighter Future,” to the Local Workforce Investment Board, Area 3 during the Board Meeting. The presentation also included the plan to execute 23 projects to help create and achieve the vision for the Agency.

On Wednesday, November 18, 2015, the AWDA staff compiled all policies, procedures, and processes developed from the project management process into a draft Local Plan and presented it to the AWDB for review, discussion, and approval. On that same day, the AWDA presented a draft of the Local Plan to the WFD, as requested by the WFD in relation to its Monitoring Report and Finding Resolution for the 2014 Program Year.

Subsequent to the November 18, 2015 Board Meeting, the AWDA made the draft Local Plan available for public comment for 30 days.

During the February 17, 2016 Board Meeting, the final version of the Local Plan will be voted on by the AWDB. The CLEO, the board chair, and the executive director, will sign the approved Local Plan.

Needs Assessment

As the workforce system for the City of Atlanta, the AWDA's programs and services aim to improve the quality of life and business climate for residents of the City. The AWDA collaborates with businesses, economic development entities and educational institutions to help the City's residents develop skills to attain sustainable employment, ensure that the City's workforce meets the needs of the business community, and find job creation opportunities for the unemployed residents of Atlanta. By 2020, the City of Atlanta is projected to grow by an additional 15,000¹ jobs based on long-term occupational projections. Our sector strategy approach includes seven high-demand industries, including: Business Services, Construction, Film & Entertainment, Health Sciences, Hospitality & Tourism, Information Technology, and Transportation, Distribution & Logistics.

The top ten occupations for the city of Atlanta by projected job growth are represented within our target clusters and support our sector strategy. The top ten occupations are: Combined Food Preparation and Serving Workers (including Fast Food); Waiters and Waitresses; Retail Salespersons; Customer Service Representatives; Registered Nurses; Laborers and Freight, Stock, and Material Movers, Hand; Cashiers; Accountants and Auditors; Office Clerks; and Postsecondary Teachers.² Based on analysis of the Typical Entry Level Education³ requirements of these occupations, there is a mix of low and high skilled jobs projected for the next five years. The volume of these projected positions will require an immediate response through short term and moderate length training for immediate needs and long term solutions via apprenticeships, work experience, vocational education, and on-the-job training to satisfy future projected growth.

To be responsive to the business needs of Atlanta, the AWDA partners with Invest Atlanta, the economic development agency for the City. AWDA services are available to residents who live within the City of Atlanta. According to the Bureau of Labor Statistics (BLS) the population within the City of Atlanta is 456,012⁴ people. As of September 2015, 230,648⁵ people comprised the labor force for the City, meaning they were working or looking for work. The number of unemployed people in September 2015 is 14,149 or 6.1 percent⁶ of the labor force. From the same month in 2014, the unemployment rate has decreased by 1.4 percent. The unemployment rate has been a topic of discussion since the 2008-2009 Recession. Through large job gains, the City has seen a large decrease in unemployment rates during the recovery. Similarly, the national unemployment rate (5.1 percent), the state unemployment rate (5.8 percent), and the Atlanta Metropolitan Statistical Area (MSA) unemployment rate (5.5 percent)⁷ have seen large recoveries, also. As the economy continues to improve, there are projected increases in employment opportunities for the City's residents.

In order to address the demand for a skilled workforce, the AWDA conducted a comprehensive data analysis of labor market information and job posting analytics to determine the in-demand occupations and which programs lead to training opportunities in high demand industries. The results included occupations in Business Services, Construction, Film & Entertainment, Health Sciences, Hospitality & Tourism, Information Technology, and Transportation, Distribution & Logistics.

Over the next five years, job opportunities will rise the highest in the Health Sciences industry. Business Services, Hospitality & Tourism, and Information Technology will see faster than average job growth.⁸

¹ Economic Modeling Specialists Intl. (EMSI) Analyst

² EMSI Analyst

³ O*NET Online

⁴ U.S. Census American Community Survey, 1-Year 2014 Estimates

⁵ Bureau of Labor Statistics (BLS), Local Area Unemployment Statistics (LAUS) Survey

⁶ BLS LAUS Survey

⁷ BLS LAUS Survey

⁸ EMSI Analyst

The Construction and Transportation, Distribution, & Logistics industries will see continued declined job growth, but still have great career paths for individuals seeking employment within the industries.

One of our services to businesses is recruiting qualified workers for entry-level and skilled occupations. The AWDA will actively recruit dislocated workers, veterans with transferable skills, and youth for opportunities within our target sectors. We will also collaborate with local non-profit organizations for nontraditional workers and local training institutions for college students.

Estimated Average Wage

The table below shows average and median wages for the City of Atlanta, the MSA, and Georgia in 2015.

Area Name	Total 2015 Jobs	Average Hourly Wage	Average Annual Wage*	Median Hourly Wage	Median Annual Wage*
City of Atlanta	848,062	\$26.13	\$54,350.40	\$24.16	\$50,252.80
Atlanta MSA	2,692,405	\$22.90	\$47,632.00	\$21.30	\$44,304.00
Georgia	4,676,331	\$20.86	\$43,388.80	\$19.42	\$40,393.60

* Assumes a 40-hour week worked the year round.

Source: EMSI Analyst

Area Labor Force, Employment and Unemployment Data

The table below shows estimated labor force, employment, and unemployment information for Atlanta, the MSA, and Georgia for August 2015. These figures are not seasonally adjusted.

Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
City of Atlanta	230,742	216,176	14,566	6.3%	Yes
Atlanta MSA	2,810,168	2,650,797	15,9371	5.7%	Yes
Georgia	4,726,761	4,454,027	272,734	5.8%	Yes

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics Survey

Income Totals

The table below shows the most recent income information for the Atlanta Metropolitan Statistical Area, 2013.

Income Description	Income Source	Year	Total
Per Capita Personal Income - BEA	BEA	2013	\$41,307
Total Personal Income - BEA	BEA	2013	\$228,134,733

Source: Bureau of Economic Analysis

Industry Employment Distribution

The table below shows the distribution of industries in the Atlanta Metropolitan Statistical Area, 2015.

Rank	Industry Sector	2015 Number of Jobs	2014 Number of Establishments
1	Government	344,678	2,976
2	Retail Trade	284,527	16,344
3	Health Care and Social Assistance	267,010	13,165
4	Accommodation and Food Services	241,291	10,916
5	Professional, Scientific, and Technical Services	214,318	23,829
6	Administrative and Support and Waste Management and Remediation Services	212,064	9,900
7	Manufacturing	157,313	4,625
8	Wholesale Trade	141,699	11,875
9	Construction	136,305	11,385
10	Transportation and Warehousing	134,988	3,743
11	Other Services (except Public Administration)	122,876	11,548
12	Finance and Insurance	118,972	8,755
13	Information	87,442	3,102
14	Educational Services	64,112	2,080
15	Real Estate and Rental and Leasing	50,306	7,122
16	Management of Companies and Enterprises	48,568	958
17	Arts, Entertainment, and Recreation	41,033	1,802
18	Utilities	9,766	186
19	Crop and Animal Production	3,119	312
20	Mining, Quarrying, and Oil and Gas Extraction	1,109	78

Source: EMSI Analyst

Occupations

The table below shows the distribution of occupations in the City of Atlanta for the 2015-2025 time period.

Rank	Occupation Group	2015 Estimated Jobs	2025 Projected Jobs
1	Office and Administrative Support Occupations	147,387	151,881
2	Sales and Related Occupations	82,667	83,138
3	Business and Financial Operations Occupations	69,783	74,931
4	Food Preparation and Serving Related Occupations	67,547	75,029
5	Transportation and Material Moving Occupations	59,223	59,083
6	Management Occupations	57,530	59,989
7	Healthcare Practitioners and Technical Occupations	43,815	52,573
8	Computer and Mathematical Occupations	39,990	43,946
9	Education, Training, and Library Occupations	39,845	46,254
10	Production Occupations	30,821	30,421
11	Installation, Maintenance, and Repair Occupations	29,530	30,262
12	Personal Care and Service Occupations	26,318	30,470
13	Protective Service Occupations	25,613	27,763
14	Building and Grounds Cleaning and Maintenance Occupations	25,208	26,941
15	Arts, Design, Entertainment, Sports, and Media Occupations	21,977	24,694
16	Construction and Extraction Occupations	17,666	17,298
17	Healthcare Support Occupations	17,073	20,707
18	Legal Occupations	14,529	15,953
19	Community and Social Service Occupations	11,441	12,817
20	Architecture and Engineering Occupations	11,242	11,224
21	Life, Physical, and Social Science Occupations	5,180	5,573
22	Farming, Fishing, and Forestry Occupations	547	563

Source: EMSI Analyst

Occupations by Employment Wage

The table below shows the occupations with the highest paying 2015 median annual wages in the City of Atlanta.

Rank	Occupation Group	2015 Median Annual Wage
1	Internists, General	\$265,576.68
2	Dentists, All Other Specialists	\$249,132.85
3	Family and General Practitioners	\$232,161.49
4	Psychiatrists	\$227,731.39
5	Anesthesiologists	\$224,953.68
6	Obstetricians and Gynecologists	\$222,910.72
7	Physicians and Surgeons, All Other	\$217,853.46
8	Orthodontists	\$216,087.12
9	Surgeons	\$212,521.91
10	Chief Executives	\$200,883.11

Source: EMSI Analyst

Occupations by Projected Growth

The table below shows the occupations with the highest estimated annual openings in the City of Atlanta for the 2015-2025 period.

Rank	Occupation Group	2015 Estimated Employment	2025 Projected Employment	2015-2025 Annual Percent Change	Estimated Annual Openings
1	Combined Food Preparation and Serving Workers, Including Fast Food	14,723	17,438	18%	895
2	Waiters and Waitresses	15,477	16,514	7%	880
3	Retail Salespersons	20,672	20,192	-2%	777
4	Customer Service Representatives	21,743	22,944	6%	760
5	Registered Nurses	15,399	18,896	23%	695
6	Laborers and Freight, Stock, and Material Movers, Hand	18,764	18,995	1%	692
7	Cashiers	11,682	11,795	1%	552
8	Accountants and Auditors	11,831	13,399	13%	548
9	Office Clerks, General	18,817	19,499	4%	501
10	Postsecondary Teachers	11,983	14,179	18%	423

Source: EMSI Analyst

Workforce Delivery System

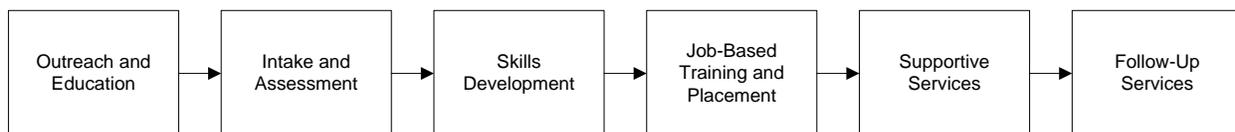
Overview of the Workforce Delivery System

The AWDA serves as the workforce system for the City of Atlanta. The Agency will provide job seekers with resources to attain sustainable employment and collaborate with business leaders for the recruitment and development of their labor needs. AWDA is the primary provider of Title I-B services of the Workforce Innovation and Opportunity Act. Title I-B includes core programs such as:

- 1) Youth Employment and Training
- 2) Adult Employment and Training
- 3) Dislocated Worker Employment and Training

To ensure that residents of Atlanta receive efficient, high quality employment and training resources, the AWDA will serve its customers by developing them through a continuum of service. This sequence of service covers outreach and education, intake and assessment, skills development, job placement, supportive services, and follow-up.

Diagram 1. AWDA Customer Service Continuum.



- **Outreach and education** includes all outreach and partnerships with external agencies, marketing to the public, and work readiness education.
- **Intake and assessment** includes the eligibility determination process for WIOA programs and services, and objective assessments for career readiness.
- **Skills development** includes career-planning, assessment of barriers, and distribution of individual training accounts (ITAs).
- **Job-based training and placement** includes the development of a demand-driven workforce-training plan, the use of labor market analysis to recruit businesses, and subsidies for wages through the On-the-Job Training program and Work Experience program.
- **Supportive services** include the dispersal of grant money to remove or reduce barriers to training and employment, and the referral of WIOA customers to external agencies for assistance.
- **Follow-up services** include the monthly outreach to customers while they are in training and employment, and the quarterly outreach to customers after they have exited their WIOA program.

Organizational Model

The customer service continuum at the AWDA is supported by a functional, integrated, service system (FISS). By reorganizing into functional teams, the AWDA is able to serve a high volume of customers more efficiently. Because of the functional team organization, the AWDA does not serve customers by program type but by function and activity. This allows the Agency to control quality and increase compliance. The Agency’s organizational chart is included in the Plan as Attachment E.

At peak volume periods, the AWDA has a procedure in place to ensure that customers are seen in a timely manner. This high volume procedure includes a process of queuing customers, realigning staff to increase the rate of customers processed. Customer service outreach activities inform management to implement high volume staffing for peak periods like orientation.

The AWDA is committed to providing services that are: accessible, compliant, responsive and flexible, and recognized.

- Accessible – Providing many service access points and methods, with services tailored to meet the needs of individual communities;
- Compliant – Policy, operations, and procedures support flexibility in local design of service delivery, use of staff, and utilization of facilities, all within the bounds of applicable laws and regulations;
- Responsive & flexible – Providing services and information to all customers based on their informed choice and need; customer feedback is being obtained and used; staff quality services in a timely and positive manner; and
- Recognized – Services and accomplishments are marketed through the use of a standard brand image (logo) and marketing plan; the system offers specialized services beyond those paid for by public funds but nevertheless needed by customers.

Our staff has conducted a comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable period in high demand industries such as Business Services, Construction, Hospitality & Tourism, Health Sciences, Information Technology, and Transportation, Distribution & Logistics. The AWDA hopes to allow for expanded customer choice with the offerings of these specialized programs.

Career and Training Services

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Career services, which include basic services, individualized services, and follow-up services, are for adults and dislocated workers. Training services are provided to equip individuals to enter the workforce and retain employment.

Basic Services

The AWDA's business relations team, customer service team and intake and assessment team provide the following basic career services:

- 1) Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- 2) Outreach, intake (including worker profiling), and orientation on information and other services available through the local workforce system;
- 3) Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- 4) Labor exchange services, including:
 - a) Job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - b) Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- 5) Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- 6) Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- 7) Provision of performance information and program cost information on eligible providers of training services by program and provider type;

- 8) Provision of information, in usable and understandable formats and languages, about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- 9) Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- 10) Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance; and
- 11) Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services

The AWDA provides individualized career services in the event that the intake and assessment team determines that it is appropriate for an individual to obtain or retain employment. These include the following services, which are provided by the skills development team and the business relations team:

- 1) Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers;
- 2) Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
- 3) Group counseling;
- 4) Individual counseling;
- 5) Career planning;
- 6) Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- 7) Internships and work experience that are linked to careers;
- 8) Workforce preparation activities;
- 9) Financial literacy services as described in WIOA §129(b)(2)(D); and
- 10) Referral to English language acquisition and integrated education and training programs.

Follow-up Services

Follow-up services are performed by the AWDA's skills development team and customer service team. These services include counseling regarding the workplace—for participants in adult or dislocated worker activities who are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

Training Services

WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services provided by the AWDA include:

- 1) Occupational skills training, including training for nontraditional employment;
- 2) On-the-job training (OJT), including registered apprenticeship;
- 3) Incumbent worker training in accordance with WIOA §134(d)(4);
- 4) Workplace training and cooperative education programs;
- 5) Private sector training programs;
- 6) Skills upgrading and retraining;
- 7) Entrepreneurial training;
- 8) Transitional jobs in accordance with WIOA §134(d)(5);

- 9) Job readiness training provided in combination with other training described above;
- 10) Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- 11) Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Regional Coordination

Every quarter, the leadership teams of the Atlanta Regional Commission, CobbWorks, Dekalb Workforce Development, Fulton County Workforce Preparation and Employment System, and the AWDA, meet to strengthen connections and promote information sharing among workforce development (WFD) stakeholders of metro Atlanta. Through regional collaboration, the AWDB and other metro Atlanta Workforce Investment Boards (WIBs) hope to improve the competitiveness of the metro Atlanta workforce, and sustain and grow a robust economy throughout the region. Because of these meetings, it is easy for all of these organizations to keep track of each other's offerings and needs, and to collaborate on shared priorities. At these meetings, WIBs share updated information on training and employment related services, planned events/activities, and best practices or strategies for meeting the needs of our customers.

While the WIBs convene to ensure that uniformity exists in designating eligible training providers and uniformity in allowable training and supportive service amounts, the Agency has also actively supported initiatives that aggregate the collective efforts of multiple areas. The area directors meet at least quarterly to discuss issues that pertain to the group.

Outreach and Education

As the workforce system for the City of Atlanta, we must ensure that we effectively and efficiently communicate with our residents, business partners, employees and the entire Atlanta community.

In support of the AWDA's programming services, the Agency is launching a citywide public outreach and education campaign that will include both representatives from the business community and past and present AWDA customers. These individuals will be ambassadors for the Agency, sharing stories and experiences of how the AWDA provides job seekers with resources to attain sustainable employment and collaborates with business leaders for the recruitment and development of their labor needs.

Using data from Neighborhood Nexus, the AWDA is targeting thirteen specific zip codes in areas of the city that have the highest unemployment rate and a high concentration of public assistance recipients. Within these areas, AWDA customer coverage includes MARTA train station two-sheet posters and bus shelter ads. Also, in order to expand the Agency's relationships with businesses throughout the City, we have decided to advertise in areas of the city that have a high business population. The business community coverage will include MARTA bus advertisements as well as Hartsfield Jackson International Airport ads.

A consistent and cohesive brand creates a consciousness, an image and an awareness of the AWDA. The citywide outreach campaign is one way that we will recruit individuals in need of workforce services.

Partnerships

The Agency relies on partnerships to reach individuals in special populations. Through our partnership with AARP, we are able to reach older individuals that need to re-enter the workforce. Through our partnership with the City of Atlanta Mayor's Office of Immigrant Affairs Welcoming Atlanta, we are able to reach customers with limited English proficiency. Through our partnership with the City of Atlanta Municipal Courts, we are able to reach ex-offenders. Through our partnership with Georgia Vocational Rehabilitation Agency and Ability WORKS, we are able to reach customers with disabilities. Through our partnership with U.S. Department of Labor Veterans' Employment and Training Service and Family Readiness Groups within the military, we are able to reach veterans and their families.

One-Stop Partnerships

Through the One-Stop system in WIOA, AWDA must establish relationships with required partners. The required partners are the entities responsible for administering the following programs and activities in the local area:

- 1) Programs authorized under WIOA, including:
 - i) Adults;
 - ii) Dislocated workers;
 - iii) Youth;
 - iv) Job Corps;
 - v) YouthBuild;
 - vi) Native American programs; and
 - vii) Migrant and seasonal farmworker programs;
- 2) Employment services authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);
- 3) Adult education and literacy activities authorized under title II of WIOA;
- 4) The Vocational Rehabilitation program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- 5) The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);
- 6) Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20U.S.C. 2301 et seq.);
- 7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
- 8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
- 9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);
- 10) Employment and training activities carried out by the Department of Housing and Urban Development;
- 11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
- 12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); and
- 13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 678.405(b).

See (Attachment A) for a preliminary listing of all WIOA partners and their prospective plan for seamlessly integrated service delivery.

The AWDA has included a current sample of the Memoranda of Understanding (MOU) and resource sharing agreements to complete the AWDA's role as a comprehensive One-Stop, as (Attachment B). Signatures are not included within this submittal; however, current agreements with signatures will be available for review upon request and during future annual onsite program reviews.

Currently, the AWDA is working to identify and make contact with all of the required partners under WIOA. Once the prospective One-Stop partners have been identified and contacted, the AWDA will create an MOU with each partner to outline the terms of the relationship and describe the integration of services.

The AWDA has committed to identifying all required WIOA one-stop partners by December 31, 2015. The AWDA will work to have all required WIOA one-stop partner memoranda of understanding ready for board approval by the AWDB meeting in February 2016.

Functions of One-Stop Operator

AWDA carries out the day-to-day administrative and operational duties of the City of Atlanta One-Stop System. These activities include the administrative functions and support of the Board as well as the operational duties described below:

- 1) Coordinate partner resources (WIOA and non-WIOA) and establish joint processes and procedures that will result in a comprehensive integrated and seamless array of education, human service training, employment and other workforce development services;
- 2) Encourage a partner's business process and consistent service delivery throughout the One-Stop System;
- 3) Ensure all job seekers, persons with disabilities, incumbent workers and future members of the workforce have access to a set of core services at the comprehensive One-Stop Center and affiliate sites and partner agencies' services through the utilization of the Partners Referral Form;
- 4) Promote the integration and coordination of WIOA and partners' services throughout the One-Stop System. This action will include frequent visits to satellite centers and partner locations to view activities, assess the progress of service integration, and assess the utilization of the Partners Referral Form;
- 5) Conduct quarterly meetings with the One-Stop and partner agency managers to discuss operational issues, customer flow, customer referral and service integration issues;
- 6) Submit monthly statistical and program operational reports, reflecting performance toward meeting the annual performance measures to AWDB;
- 7) Host quarterly partners meetings, with adjustments made as necessary;
- 8) Conduct work readiness classes;
- 9) Provide current job search and job placement information;
- 10) Administer and facilitate Georgia Work Ready Assessments;
- 11) Track and monitor data of participant activity;
- 12) Manage resource sharing within the One-Stop principals and guidelines established by the MOU and local resource sharing agreements;
- 13) Market the One-Stop to the community and local labor market;
- 14) Continually expand the resources and the offerings of the One-Stop; and
- 15) Report on services and activities of the One Stop to the Board and City Council.

Career Coach

The Agency also recently unveiled a new Career Coach, a state-of-the-art mobile career center created to help the AWDA access underserved populations in the City of Atlanta. The Career Coach is ADA accessible and features 12 new desktop computers, LED lighting, free Wi-Fi and satellite, an additional meeting room, and interior and exterior 40-inch LCD monitors.

The AWDA plans to utilize the Career Coach in its outreach plans by deploying daily to high unemployment areas where residents also lack access to transportation. It allows residents who do not have access to the City's workforce services the ability to receive basic career services like registration and eligibility determination for Workforce Innovation and Opportunity Act grants, job placement assistance, resume workshops, gain computer skills and interviewing skills classes, attend re-entry counseling, and testing for literacy and numeracy.

Rapid Response

The AWDA's Rapid Response Team, Georgia Department of Economic Development, Workforce Divisions' Rapid Response Coordinator, and the Georgia Department of Labor Employment Services staffs 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 during these meetings is utilized to plan

information sessions for the affected employees. The Rapid Response Team assumes the lead in coordinating all activities. The AWDA also coordinates the delivery of services for dislocated workers with other metro workforce agencies.

Education

Orientation

Prospective AWDA customers attend an orientation session to learn about the programs and services available at the Agency. The AWDA staff speaks at the orientation regarding programs and services on Mondays at 9:00 a.m. with plans for a video for orientation to be available online. Auxiliary aids and services are available upon request to individuals with disabilities.

Career Readiness

To better prepare AWDA customers for the workforce, the AWDA is currently planning to expand its offering of career readiness courses. The AWDA will launch these courses in January 2016.

- 1) *How to search for a job, personal branding (Question 5, job search and placement assistance)*
- 2) *Resume writing*
- 3) *Interview skills*
- 4) *Financial literacy*
- 5) *Communication and ethics in the workplace*
- 6) *Parenting*
- 7) *Computer literacy*
- 8) *Dress for success*

Eligibility Determination

AWDA staff work with prospective customers to determine whether the individual is eligible to receive assistance from the WIOA Adult, Dislocated Worker, or Youth Programs.

See Attachment I: Eligibility Determination Guide for WIOA Programs.

Target Population

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

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

Veterans and eligible spouses of veterans who otherwise meet the eligibility requirements for Adult programs receive the highest priority for services.

Priority is provided in the following order:

- Veterans and eligible spouses who are also recipients of public assistance, are low income individuals, or who are basic skills deficient.
- Individuals who are not veterans or eligible spouses who meet WIOA priority criteria.
- Veterans and eligible spouses who are not included in WIOA's priority groups.
- Individuals outside the groups given priority under WIOA.

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 City of Atlanta limits. Residents of other service areas will be referred to apply for services with the appropriate WIB offices.

The AWDA'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.

The 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 supplemental nutrition assistance program (SNAP) assistance, and are enrolled in various services that are designed to prepare them for entering or re-entering the workforce.

Business Development

Labor Market Analysis

The AWDA analyzed education, job postings, employment, and wages data to inform our service delivery. We used top-posted jobs over the past year in Burning Glass Labor/Insight from March 1, 2014 to February 28, 2015 and Analyst from Economic Modeling Specialist Intl. (EMSI) to conduct our analysis. The analysis led to the development of career pathway charts for our target industries, with several pathways within each industry. From Labor/Insight, we analyzed the top 200 posted jobs within the city and organized them into the following Industries: Business Services, Construction, Hospitality & Tourism, Health Sciences, Information Technology, and Transportation, Distribution & Logistics. Analyst provided wage data and typical entry-level education requirements for each occupation, so the jobs could be organized by education level. Lastly, we utilized 25th to 75th percentile wages (to describe entry-level wages and experienced level wages) and average monthly postings for each cluster of occupations in various education levels throughout the pathways. The AWDA also utilizes the career pathway charts to assist customers with their decisions in training and employment. AWDA also uses these charts to assist when recruiting businesses that have a need for those occupations.

Demand-Driven Business Development and Sector Strategy

Sector strategies build partnerships with employers, training providers, community organizations, and other key stakeholders around specific industries to address the workforce needs of employers and the training, employment, and career advancement needs of workers. The defining elements of state sector initiatives include a focus on customized solutions for a specific industry at a regional level, a central role for a workforce intermediary such as the AWDA in bringing the industry partnerships together, and promoting the competitiveness of industries in the region. The AWDA plans to have comprehensive sector strategy partnerships within the following industries: Business Services, Construction, Hospitality & Tourism, Health Sciences, Information Technology, and Transportation, Distribution & Logistics.

Using this sector strategy, the AWDA's Business Relations Team will reach out to businesses within these high demand industries. The AWDA will work with the employers to identify the talent needed from the businesses, so that the training strategy is driven by the demand of the employers.

Renewable Energy

The AWDA is working to help Southface gain approval to join the State's Eligible Training Provider List. Southface conducts green infrastructure and environmental training and is among the few Interstate Renewable Energy Council (IREC) Accredited Training Providers. Upon completing Southface's programs, graduates meeting pre-requisites are prepared for the nationally recognized Home Energy Professional Certification exams from the Building Performance Institute based on Standard Workforce

Specifications developed by the National Renewable Energy Laboratory (NREL) and the U.S. Department of Energy (DOE).

Business Recruitment

Business Services and Programs

The AWDA helps employers develop a talent pipeline to fill entry-level positions and assists in upskilling their current workforce to advance within the company.

Businesses and organized labor representatives on the AWDA's Workforce Investment Board contributed to the development of the AWDA's recruitment and talent development strategies through participation in the Business Relations and Economic Development Subcommittee. Many of the business and organized labor representatives are actively engaged in creating strategies to leverage the AWDA's recruitment and talent development support programs to address the pressing talent needs of their respective industries.

Recruitment Support: Creating a Talent Pipeline to Fill Entry Level Positions

The AWDA creates a talent pipeline to fill entry-level positions by:

- Providing access to qualified candidates;
- Credentialing candidates per business requirements and then referring them to the employer;
- Creating a job-based training program such as a work experience, on-the-job training or customized skills training program; and
- Credentialing candidates per business requirements and then referring them to the employer for participation in a job-based training program.

The AWDA's Skills Development and Placement Advisors screen candidates for job readiness and occupation specific skills using a series of Prove It exams before referral to an employer. Placement Advisors work with employers to facilitate the interview process and host the employer at the AWDA if requested. Placement Advisors will also organize employer specific job fairs/hiring events/workshops if requested by the employer and invited job seekers who have been screened for job readiness and occupation specific skills.

In addition, the AWDA absorbs costs for background checks and drug screenings upon employer request. The AWDA will absorb costs for equipment and materials required for participation in job based training programs on a case-by-case basis.

Talent Development Support: Creating a Career Pathway Culture

The AWDA will offer incumbent worker training to up-skill an employer's workforce and help employees advance within the company after creating internal incumbent worker training policies and procedures.

Work Experience Programs

On-The-Job Training (OJT)

The AWDA temporarily discontinued OJT services to develop controls, policies and procedures that address the findings detailed in the Governor's Office of Workforce Development PY 2012 Financial and Quality Assurance Programmatic Monitoring report.

The OJT program is a key part of the strategy to help Atlanta's businesses develop a talent pipeline and up-skill incumbent workers. The AWDA is actively marketing the program to the business community

and will fully launch the program upon completion and approval of the local area's OJT policies and procedures.

The AWDA will provide up to a 50 percent wage/salary reimbursement during the duration of training for up to six months.

The AWDA is currently building employer partnerships to use the OJT program in conjunction with the institutional training and customized skills training programs to build a talent pipeline for the construction and technology industries, respectively.

Work Experience Program

The AWDA can help reduce recruitment costs by identifying qualified candidates and subsidizing their wages while the employer determines whether they are able to perform the tasks outlined in the position's job description and fit the organization's culture successfully.

As a service to the business community, the AWDA will pre-screen interview candidates, convey expectations on day-to-day responsibilities and organizational culture to participants, and create metrics of proficiency via an Expectations Agreement that includes a Learning Plan developed with the employer that should be met within a specific length of time. The length of a program is determined by typical length of time for new employees to demonstrate proficiency. Upon successful completion by the customer, the AWDA expects that the employer hire participants who successfully meet expectations per the Expectations Agreement.

This program allows employers to build a talent pipeline by giving participants their first exposure to an industry of interest. It enables participants to explore career options, develop in-demand skills, and gain exposure to the City's top employers.

Customized Training (CT)

The AWDA will offer customized training to meet employers' unique training needs after creating internal customized training policies and procedures.

The AWDA is actively marketing the CT program to the business community. The AWDA is currently building a partnership with an employer in the technology industry who will leverage CT funding to build a program to train and employ quality assurance black box testers.

Incumbent Worker Training

The AWDA will offer incumbent worker training to up-skill an employer's workforce and help employees advance within the company after creating internal incumbent worker training policies and procedures.

Skills Development

Labor Market Education

The AWDA's list of high demand occupations includes those that require less than a bachelor's degree, have a 25th percentile wage of at least \$10 per hour, and have the highest projected number of annual openings in the next five years.

AWDA jobseekers are advised about the benefits of receiving training and entering employment in a high-demand industry.

Table. High-Demand Occupation List.

Business Services

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

Construction

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

Transportation, Distribution, & Logistics

Aircraft Mechanics and Service Technician
Automotive Service Technicians and Mechanic
Logistician
Flight Attendant
Heavy and Tractor-Trailer Truck Driver
Maintenance and Repair Workers, General
Production, Planning, and Expediting Clerk

Health Sciences

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

Hospitality and Tourism

Cook, Restaurant/Institution/Fast Food/Chef
Food Service Manager
Retail Store Assistant Manager

Information Technology

Computer Network Support Specialist
Computer User Support Specialist
Web Developer

Public Services

Correctional Officers and Jailer
Firefighter
Police and Sheriff's Patrol Officer
Preschool Teacher
Teacher – STEM subject matter only

Career Planning (IEP, ISS)

Assessment of Barriers to Employment

An AWDA Skills Development Advisor must assess each customer that is interested in individualized services like training and subsidized employment. For adults and dislocated workers, this assessment is called an Individual Employment Plan (IEP). For youth customers, this assessment is called an Individual Service Strategy (ISS).

The IEP identifies the customer's employment goals, selects appropriate achievement objectives, determines an appropriate combination of services for the participant to achieve the employment goals, which includes providing information on eligible providers of training services in a manner that maximizes consumer choice in the selection of an eligible provider and providing information on career pathways to attain career objectives. The IEP should be reviewed at least quarterly and updated as needed.

An Individual Service Strategy (ISS) is required for all WIOA Title IB youth participants. It is both a form and a continual process. The ISS must be developed in partnership with the participant. The ISS is a comprehensive service plan, based on the results of the objective assessment, that describes the

employability, academic, skill training (if applicable), and supportive service needs of the participant, as well as the service strategy developed to meet those needs and achieve the employment/education goal(s). The ISS shall reflect the employability, training, and supportive service needs indicated by the objective assessment as well as the expressed interests and desires of the participant. The ISS should be reviewed at least quarterly and updated as needed.

A signed copy of the ISS or IEP (signed by program staff and participant) must be provided to the participant and the original maintained in the participant's file or in the participant's GWROPP profile. The AWDA must ensure that decisions are participant-centered; that is, intended to enhance the employability of the participant.

The ISS document should be as current as possible. Providers should ensure that the employment/education goal(s), action steps, and appropriate services are kept current on the IEP/ISS. The participant must have a completed IEP/ISS that indicates, through interview, evaluation or assessment, the participant's employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals have been identified.

Individual Training Account Dispersal

Training Provider Application and Evaluation

Training provider applications are available on the City of Atlanta website at <http://www.atlantaga.gov/awda>. In addition, a generic application and instructions can be accessed at: <http://www.workreadyga.org>. This site lists all currently approved programs and identifies the Local Boards with whom providers may apply.

The following provider evaluation criteria is applied to all applications submitted to the Atlanta Workforce Investment Board.

List 1. Provider Evaluation Criteria

I. APPROPRIATENESS/OUTCOMES

a. Overall Project Design

- i. Is (Are) the proposed training program(s) in a growth occupation identified in the application, or has the provider submitted documentation of a need for proposed training?
- ii. Are Job Search and Job Placement Assistance included?
- iii. Do references of both participants and employers indicate that completers attain marketable job skills after training?
- iv. Will training lead to a certificate, diploma or degree?

II. PAST PERFORMANCE

a. Prior Experience (As Verified)

- i. Does the provider have previous successful completion rate, defined as meeting or exceeding WIB goals for the previous 12 months?
- ii. Does the provider have previous successful experience in placing individuals in training related occupations classified as unsubsidized employment defined as meeting or exceeding WIB goals for the previous 12 months?
- iii. Does the provider have previous successful unsubsidized employment in training related occupations experience, defined as meeting or exceeding WIB goals for the previous 12 months?
- iv. Does (Do) the training program(s) result in employment at an hourly wage that meets AWDA's PY 14 minimum performance rate of \$9.62 for Adult customers, and \$12.70 for Dislocated Worker (DW) customers?

- v. Has the provider submitted a signed debarment statement?
- III. CAPABILITY OF TRAINING ORGANIZATION
 - a. Has the curriculum been certified by an appropriate accrediting agency?
 - b. Has the organization's programs been certified by NPEC (if applicable)?
- IV. SITE VISIT CHECKLIST
 - a. Is the Site Visit Checklist completed and acceptable?
- V. PROVIDER GRADUATE CHECKLIST
 - a. Is the Provider Graduate Checklist completed and acceptable?

The AWDA requires that each provider's performance meet and/or exceed established performance measurement goals. If the goals are met, the training provider agreement continues. For providers that do not meet minimum performance, providers are given a 30 day pending "Hold" status, in order to submit verifiable information regarding job-seekers' performance.

For new providers a "limited slot" requirement is instituted. Under this restriction, a limited number of job-seekers are allowed to attend the provider's training; however, once the number has been reached, no other job-seekers may attend training until a review of performance is conducted. Depending on the results of the review, the limited slots requirement is lifted or continues until performance is met. If the review determines that the provider's status has changed, i.e., moved location, termination business, etc., an immediate notification is provided to the WFD.

Procedures for review and approval of additional programs and price changes for approved training providers are provided in the Training Provider Agreement. Submittal of program changes/additional programs/price increases are reviewed by the ITA Committee and if approved, transmitted to WFD. For requested programs not associated with demand occupations, training providers submit the items listed above and three statements from employers verifying they would employ an individual who completes training.

Jobseeker Eligibility

Individual Training Accounts (ITAs) are for individuals without substantial barriers to employment; the AWDA will offer ITAs for six (6) months, with the possibility for renewal (for up to two (2) years) if the individual is making progress toward employment. For individuals with substantial barriers to employment an extended length of time and amount of the ITA will be determined on a case-by-case basis. The AWDA shall have sole responsibility for determining whether to pay for training-related costs, including the related costs of books, fees, supplies, and other supportive services. Participants who are eligible to receive assistance from the AWDA to obtain an ITA include:

- Eligible Adults;
- Eligible Dislocated Workers, including those funded by other grant funds; and
- Older and Out-of-School Youths.

Occupational skills training provided through the ITA shall be restricted to customers who reside within the City of Atlanta workforce area only. Eligibility shall also be extended to eligible Dislocated Workers who have been laid off (or receive a notice of layoff) from an employer located within the City of Atlanta.

Initial Assessment

Before a participant is issued an ITA, an intensive assessment must be performed by the Skills Development Advisor. This assessment must include an Individual Employment Plan (IEP), as well as clear indication that the participant is highly probable in completing the training program. The IEP must identify the participant's goals, outcome objectives and the required services needed for the participant to achieve those goals.

An ITA may be used only to support the qualified training costs of the individual named on the account. ITA's shall not be transferable. ITA's shall not be established for training that is fully funded by other program funds.

Any participant that is eligible for an ITA, whether Adult, Dislocated Worker or Youth, the assessment must show that the individual is in need of training services and has the skills and qualifications to complete the selected training program successfully.

Exceptions

Exceptions are made on a case-by-case basis under the following circumstances:

- Individual Hardship – unanticipated life circumstances that have a negative effect on the ability of the participant to complete his/her training program within the established timeframe.
- Other Circumstances beyond the Control of the Participant – unanticipated costs or time extended by the ETP to complete the program due to natural disasters, long term illness, alcohol or drug issue, difficulty finding adequate housing or difficulty caused by criminal activity against the participant.

In the event of an individual hardship, an ITA may be modified to exceed the limits established. However, any exception must be approved, in writing, by the Executive Director and added to the participant's IEP. When an exception is approved, the amount of the participant's ITA may be increased an amount not to exceed 50 percent of the original value of the ITA (up to an additional \$5,000). The duration of the participant's ITA may be extended by a length of time not to exceed 50 percent of the original training plan (up to an additional 12 months).

If the cost or duration of the participant training exceeds the limits described in this policy, other sources of funds may be used to make up the difference. Those other sources may include:

- Pell Grants
- Scholarships
- Private Foundation Funds

Request for Approval

Skills Development Advisors will submit a Request for Approval form, with the accompanying IEP and participant's assessment documentation, to the Program Manager or Director of Operations for approval. The Request for Approval form will include the following information:

- 1) The Participant's name, address and telephone number;
- 2) Social Security Number;
- 3) The training provider's name, address and telephone number;
- 4) The training program; and
- 5) Total training cost.

The trainer must provide detail information of the total cost to include, but not limited to books, supplies, uniforms, tools, student housing, tuition, etc.

Documentation

Skills Development Advisors must maintain the following documentation in each participant's file:

- 1) A copy of the voucher, purchase order, invoice, receipts, etc., that will support ITA payments;
- 2) A tracking document (e.g. a spreadsheet) to ensure funding limits have not exceeded the established limits; and

- 3) A tracking document to ensure that training, training related and supportive services dollars do not exceed the established amounts AWDA agreed to pay the ETP.

The Skills Development Advisor will keep participants informed of his/her ITA financial status through regular meeting and correspondence.

Limits on ITAs

The AWDA, in conjunction with guidance provided by WIOA Title I have established the following overall limits within the two-year plan.

Each ITA shall have a time limit. The ITA may be used to pay for training that does not exceed 24 months (or 104 weeks) of training time, measured from the date of the first week of training to the date of the last week of training.

The amount of expenses paid through an ITA shall not exceed \$10,000 for any participant and it is expected that no more than \$5,000 in expenses will be paid in any 12-month period.

Individual Participant Limits

Within the maximum amounts and range limits established, the AWDA in cooperation with its ETPs, shall establish procedures for making necessary and reasonable payments to cover the needs of the participant as identified in the IEP.

Prior to the expenditure of WIA/WIOA funds, the AWDA ensures that all other funding and resources are exhausted. Other funds such as the Pell grant, HOPE grant or scholarship, Trade Adjustment Assistance (TAA), TANF or veteran benefits, etc., will be expended first.

ITAs for Older Youth

The AWDA provides youth ages 18 to 24 with Individual Training Accounts through the WIA/WIOA Adult fund, if the youth is eligible and the funds are available. As a result, the AWDA will have customers that are 18 to 24, not registered as youth but as adults. Additionally, there may be customers that are registered as an adult, but also receiving youth services.

Supportive Services

The AWDA offers supportive services to WIOA customers. These supportive services are defined as services such as transportation, childcare, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under WIOA Title IB. 29 U.S.C. § 2801(46). The provision of Supportive Services is determined on an individual basis through a Supportive Service Request issued by the AWDA Supportive Service Specialist on the behalf of the customer.

All supportive services are approved by the Director of Operations, Director of Finance and the Executive Director, prior to the participant receiving or obtaining the goods or services. The AWDA does not approve backdated requests for services. Supportive services may not exceed \$3,000 per participant per year (365 days after date of first service). Waivers to this policy will be issued by GDEcD-WFD on a case-by-case basis.

To be eligible for any WIOA financial assistance payments, a participant must have been determined WIOA eligible and:

- Participating in an individualized service. Limited supportive services may be provided to eligible applicants (e.g., paying for a birth certificate), before they are enrolled as participants, to permit participation in assessment activities;
- Unable to obtain supportive services through other programs providing such services; and
- Must have complied with program regulations and policies during the period of training and/or enrollment.

Allowable Supportive Services

Allowable supportive services provided during training include, but are not limited to:

- Transportation;
- Childcare;
- Meals during the training day;
- Emergency auto repair (must ensure repair is necessary for the participant to attend training and the most economical option for the participant's transportation needs); and
- Emergency healthcare and medical services (must ensure that these types of payments are only provided when necessary for the participants to participate in training).

Allowable supportive services provided after training in order to obtain employment include, but are not limited to:

- Tools, work clothing, and boots/shoes required for employment;
- Bonding and liability insurance for employment;
- Drug testing required by employer;
- Financial counseling and assistance; and
- Auxiliary aides and services necessary for persons with disabilities to obtain and retain employment.

Unallowable Supportive Services

Payments are not allowed for titled or deeded items or when recovery of the expense is anticipated. Such items include:

- Rent deposits or housing deposits;
- Mortgage payments;
- Car payments;
- Purchase of vehicles; and
- Fines.

Documentation of the Provision for Supportive Services

All supportive service information for participants must be recorded on a Supportive Services Request Form, with all supporting documentation, scanned and uploaded into GWROPP and Salesforce, and entered in GWROPP (type of supportive service, amount, date of service etc.).

All participant's supportive service information is required to be accurate in the GWROPP within 60 days of their exit. The amount, type, and timeframe in which the supportive service was given must be accurate and reconciled with the case file and all accounting records. If a participant receives a supportive services increase, whether that is the addition of a new service or the increase in the amount of an existing service, that information must be updated in the GWROPP in real time. No payment can be made to the participant until that amount has been updated in the GWROPP. Supporting documentation of the participants qualifying WIOA activity, for which the participant is receiving supportive services, should be included in the case file and/or scanned into the participant's GWROPP profile.

Examples of supporting documentation include, but are not limited to:

- In-training participant time sheets signed by instructor/supervisor;
- Documents proving participation in other types of intensive or training services;
- Proof of need (syllabus, course notes, etc.); and
- Proof of cost (invoices, etc.).

Follow up

Monthly and Post-Exit Policies

Follow-up Services are services that are provided to adult and dislocated worker participants who enter employment and all youth participants after exiting their WIOA enrollment. The AWDA keeps participant records for a minimum of three years.

Adult and Dislocated Worker Follow-up Services

The AWDA staff performs follow-up services to Adult and Dislocated Worker participants who exit to unsubsidized employment for a minimum of 12 months following the first day of exit. Customer Service Specialists contact the participant at least once a quarter to check in with participants who have obtained unsubsidized employment to see if they need assistance in job retention, wage gains, and career progress.

Appropriate follow-up services may vary among different participants, for example, participants with multiple employment barriers and limited work histories may need significant follow-up services to ensure long-term success in the labor market including program funded supportive services. Others may identify an area of weakness in WIOA training that may affect their ability to progress further in their occupation or to retain employment.

Follow-up services could include but are not limited to:

- 1) Additional career planning and counseling;
- 2) Contact with the participant's employer, including assistance with work related problems that may arise;
- 3) Peer support groups;
- 4) Information about additional educational opportunities;
- 5) Limited financial support; and
- 6) Referral to supportive services available in the community.

Financial assistance, such as needs-related payments, is not an allowable follow-up service at the AWDA.

Youth Follow-up Services

All WIOA Youth participants receive some form of follow-up services for a minimum duration of 12 months. Follow up means a quarterly contact with the Youth to ascertain their status and to determine if they need additional service or support.

The types of services provided and the duration of services must be determined based on the needs of the Youth. AWDA staff document the needs of the Youth in case notes and input this information on the follow-up tab.

Youth follow-up services may include:

- 1) The leadership development and supportive service activities listed in 29 C.F.R. §§ 664.420 and 664.440;
- 2) Regular contact with Youth participant's employer, including assistance in addressing work related problems that arise;

- 3) Assistance in securing better paying jobs, career development and further education;
- 4) Work-related peer support groups;
- 5) Adult mentoring; and
- 6) Tracking the progress of Youth in employment after training.

Follow-up services may be provided beyond 12 months, as appropriate.

Follow-up Activities Timeline

Follow-up activities are conducted to ensure positive outcomes and to give credit for outcomes. Obtaining supplemental data to determine if the individual is employed in the four calendar quarters following exit to unsubsidized employment is a follow-up activity. Follow-up must actually occur during the quarter being recorded.

Timelines for Quarterly Follow-Up

The first quarter follow-up should be done during the calendar quarter after the participant exits from WIOA programs.

Calendar quarters:

- January-March
- April-June
- July-September
- October-December

Example: If a participant exits September 30, 2015, follow-up would be done according to the following calendar quarters:

- 1st Quarter: July- September 2015
- 2nd Quarter: October – December 2015
- 3d Quarter: January – March 2016
- 4th Quarter: April – June 2016

Example: If a participant exits May 2, 2015, follow-up would be done according to the following calendar quarters:

- 1st Quarter: April - June 2015
- 2nd Quarter: July - September 2015
- 3rd Quarter: October - December 2015
- 4th Quarter: January - March 2016

Youth Service Strategy

The AWDA will issue a RFP for Youth Services through the City of Atlanta’s Department of Procurement. With additional assistance from the City of Atlanta’s Department of Law, the AWDA will meet WIOA regulations regarding an open and competitive procurement process. The RFP is currently in draft form and the AWDA anticipates the Departments of Procurement and Law will begin review of the solicitation package to begin before December 31, 2015. Selection of a Youth Services provider is anticipated to occur by April 30, 2016.

The AWDA strives to serve in-school youth and out-of-school youth by working to provide the 14 required WIOA youth program elements. The AWDA recognizes that there are program elements that are best delivered through the One Stop location. These include:

- Summer employment opportunities for academic/occupational learning;
- Paid and unpaid work experience;

- Occupational skills training;
- Supportive services; and
- Follow-up activities for no less than 12 months after completion of participation.

For those items that we currently do not cover, we have a plan to put forth a request for proposal for the other nine (9) program elements.

Disconnected youth will be recruited by enhancing existing referral partnerships and increasing our referral partnerships. Existing and planned partnerships include:

- Atlanta Public Schools Graduation Coaches and Office of the Registrar
- Atlanta Public Schools Adult Literacy Program (Ages 18 to 24)
- Fulton County Juvenile Justice
- Georgia Vocational Rehabilitation Agency
- Atlanta Police Department Gang Unit
- City of Atlanta Department of Corrections
- DHS Division of Family and Children Services
- Casey Family Foundation
- Welcoming Atlanta
- Job Corps
- DPR Centers of Hope
- Atlanta Housing Authority, Choice Neighborhood Initiative
- Families First
- Chris Kids
- East Atlanta Kids Club
- Boys and Girls Club
- Atlanta City Council
- Mayor's Office of Constituent Services
- Other Faith-Based Organizations

The AWDA recognizes that preparing the disconnected youth for the workplace will require additional work readiness activities. The AWDA has partnered with the Society for Human Resource Managers to offer an increased curriculum of work readiness courses.

The AWDA RFP for Youth Services envisions a program in which all youth in the City of Atlanta have universal access to a comprehensive and integrated set of education and training supports that increase the number of young adults who are productively engaged in the workforce; thereby, increasing their self-sufficiency and ability to greatly diminish poverty.

The AWDA seeks to be a leader in empowering out-of-school youth, ages 16-24, in re-engaging in alternative school services, leading to GED attainment, preparing for post-secondary education, and/or connecting them to industry-focused career education and training programs. Respondents should employ best practices and incorporate concepts and approaches of: (1) youth development that meet the psycho/social/emotional needs of young people; (2) education and workforce strategies; and (3) wrap-around services with particular focus on employment outcomes. Specifically, programs must:

- Employ proven recruitment strategies to effectively outreach, engage, enroll, and retain out of school youth.
- Demonstrate meaningful partnerships with accredited higher education institutions, employers in high growth industries and other relevant organizations and service providers that support job, internships and educational opportunities for youth.
- Provide a continuum of service that allows participants to progress along GED/High School diploma attainment, matriculation into post-secondary education/training and placement into employment with a career path.

- Employ career pathway models, with structured sequences of activities and multiple entry and exit points that provide adequate supportive services to meet the wide range of barriers of various youth populations.
- Demonstrate collaboration with broader youth initiatives and resources.
- Provide alternative education programs that allow participants to obtain high school diplomas/GED and offer college/career preparation for students who have been disconnected from secondary educational school settings.
- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction.
- Provide early introduction and exposure to post-secondary education and careers (such as dual enrollment strategies) while allowing youth to establish career goals and interests, and to experience improved educational and employment outcomes.
- Provide intensive case management and support services, including financial literacy education, to help youth overcome complex barriers and to successfully complete programs, and secure and retain employment.
- Incorporate trauma-informed approaches into intensive case management models.
- Use life and socio-emotional learning skills to better equip youth with non-cognitive abilities needed for successful employment.
- Demonstrate investment in long-term follow-up with participants upon program completion to ensure continued support and success in post-secondary education, training, or employment.
- Utilize partnerships and collaborations to ensure a seamless continuum of services.

While attainment of a GED or diploma is a top priority, service strategies must reach beyond the GED or diploma completion to support youth entry into post-secondary education/training, or into employment along a career path that will lead to economic security. Collaboration with employers and/or higher education institutions is strongly encouraged to emphasize career planning and access to post-secondary options for youth. Applicants must demonstrate clear transitional strategies into post-secondary education, occupational skills training, and/or employment for participating youth. Respondents are expected to include components of the post-secondary education/training, youth employment and/or sector-based training models in their program model.

The following requirements apply to all young adult service respondents funded under WIOA. Section 129 (c)(1) of the Workforce Innovation and Opportunity Act states that funds allocated to youth service providers shall be used for the following program design:

- Provide an objective assessment of the academic level, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and development needs of such participant.
- Develop service strategies for each participant that shall identify career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted.
- Provide:
 - ✓ Activities leading to the attainment of a secondary school diploma or its recognized equivalent or a recognized postsecondary credential;
 - ✓ Preparation of postsecondary educational and training opportunities;
 - ✓ Strong linkages between academic learning and occupational learning;
 - ✓ Preparation for unsubsidized employment opportunities; and
 - ✓ Effective connections to intermediaries with strong links to the job market and local, regional employers.

Individuals eligible for services must meet the following criteria:

- Meet the general WIOA eligibility criteria:
 - ✓ Authorized to work in the United States; and
 - ✓ Registered for the Selective Service, if applicable.

- Out-of-School Youth: An out-of-school youth shall be eligible to participate in these programs if such individual is:
 - ✓ Not attending any school (as defined under State law);
 - ✓ Not younger than age 16 or older than age 24 at time of eligibility determination; and
 - ✓ Meets one or more of the following conditions:
 - A school dropout;
 - A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter;
 - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is basic skills deficient⁹ or an English language learner;
 - An individual who is subject to the juvenile or adult justice system;
 - A homeless individual, a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under the Social Security Act, or in an out-of-home placement;
 - An individual who is pregnant or parenting;
 - A youth who is an individual with a disability; or
 - A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment (the term low-income, used with respect to an individual, also includes a youth living in a high-poverty area).

WIOA places a strong emphasis on Career Pathways, defined as “a combination of rigorous and high-quality education, training, and other services” that:

- Aligns with the skill needs of industries in the City, regional, or State economy;
- Prepares an individual to be successful in any of a full range of secondary or postsecondary education options;
- Includes counseling to support an individual in achieving the individual’s education and career goals;
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Organizes education, training and other services to meet particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- Enables an individual to attain secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

It is the intent of the AWDB Youth Committee’s solicitation to seek out-of-school youth programs and services with innovative approaches and proven results for individuals age 16-24. Respondents should

⁹ The definition of deficient in basic literacy skills is an individual who computes or solves problems, reads, writes, or speaks English at or below a grade level of 8.9.

exhibit best practices and incorporate concepts and approaches for successful outcomes that are re-engaging alternative school services leading to GED attainment, preparing individuals for post-secondary education, and/or connecting them to industry-focused career education and training programs.

The following is a list of nine (9) of the (14) required services local programs must, at a minimum, provide to youth per Section 129 (c) (2) of the Act. If a provider does not directly provide the services listed, it must demonstrate the ability to make seamless referrals to appropriate providers of such services. The grantee will have primary responsibility for ensuring that each participant receives the full continuum of services.

- Tutoring, study skills training, and evidence based dropout prevention strategies that lead to completion of a secondary school diploma or its recognized equivalent or for a recognized postsecondary credential;
- Alternative secondary school offerings;
- Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work, and other activities;
- Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation;
- Follow-up services for a minimum 12-month period;
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, mental health counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
- Financial literacy education;
- Entrepreneurial skills training; and
- Activities that help youth prepare for and transition to post-secondary education and training.

WIA and WIOA establish a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas. The Department of Labor announced that WIOA performance measures will go into effect on July 1, 2016. For the contract period of July 1, 2015 through June 30, 2016, the WIA performance measures will remain in effect. Program models and proposals, however, should be designed to achieve both sets of measures. Under WIOA, the literacy and numeracy measure was eliminated and additional measures of retention, median earnings, and skills gains were added.

It is important to note that once an individual is registered into WIOA, the participant will also be counted in the federal WIOA performance measures. Selected respondents will be required to meet performance measures based on the new WIOA rates that AWDA negotiates with the Georgia Department of Economic Development, Workforce Development.

WIOA Performance Measure	Definition	PY 2015 Goal
Placement in Employment or Education	The percentage of youth who are employed, in post-secondary education, the military or advanced training in the 1 st quarter after exit.	72.0%
Attainment of a Degree or Certificate	The percentage of youth who attain a diploma, GED, or certificate.	75.0%

WIOA Performance Measure	Definition	PY 2015 Goal
Literacy and Numeracy Gains	The percentage of basic skills deficient youth who increased to the next educational functioning level in math or reading.	35.0%
Placement in Employment/ Education	The percentage of youth who are in education/training activities or in unsubsidized employment in the 2 nd quarter after exit.	TBA
Youth Retention in Employment/ Education	The percentage of youth who are in education/training activities or in unsubsidized employment during the 4 th quarter after exit.	TBA
Median Earnings	The median average earnings of youth who are in unsubsidized employment in the 2 nd quarter after exit.	TBA
Credential Attainment	The percentage of youth who obtain a recognized post- secondary credential or a secondary school diploma/GED during participation or within 1 year after exit.	TBA
Skills Gain	The percentage of youth who are in an education/training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains.	TBA

In addition to the federal performance measures, selected respondents will set real time outcome goals with The Partnership on the following:

- Enrollments
- GED/High School Diplomas
- Credentials and Certificates earned
- Youth participating in work based learning experiences
- Placements into unsubsidized employment
- Placements into training related employment
- Placement into post-secondary education
- Placement into advanced training
- Persons exiting the program with a positive outcome

The AWDA reserves the right to make changes to youth programming based on further clarification in the federal regulations, State legislation, or other guidance provided by the state or federal government regarding the implementation of the WIOA of 2014. The WIOA federal regulations are pending final approval; however, the intent of the solicitation of this RFP is for Out-of-School Youth programming under WIOA.

The AWDA will monitor and evaluate selected respondents to determine if employer and job seeker clients are receiving the most comprehensive, streamlined set of services. The AWDA will also ensure program compliance and evaluate the quality and effectiveness of the service strategies.

Performance Accountability

Transparency and Accountability of All Local Funding

The AWDA fulfills all obligations related to the Georgia Open Records Act, O.C.G.A. § 50-18-70 et. seq. and any other applicable federal, state, or local law. The AWDA ensures financial transparency and accountability of all local funding by reporting to the AWDB on a quarterly basis. Minutes and all handouts are accessible to the public on the City's website.

In addition, the AWDA reports to the Atlanta City Council's Committee on Community Development and Human Resources. This presentation includes a financial update.

The AWDA is making plans to have more financial data available on the website.

Performance Management

The AWDA's Performance Management (PM) Department works to express the agency's bottom line(s) in a measureable way, using data analysis and strategic management to monitor and drive progress against those outcomes. The PM Team has four primary objectives:

- 1) Develop and direct all objective, data-driven initiatives for improving AWDA's service delivery;
- 2) Facilitate discussions and idea-generation through weekly data collection, data analysis, and planning;
- 3) Develop performance targets and feedback tools to help improve the overall operations of AWDA; and
- 4) Drive the implementation and progress toward performance targets

The Performance Management Team's outputs provide Management and the Local Board with immediate and objective feedback on progress toward and the extent of challenges against specific objectives to aid decision-making. Moreover, they create live and dynamic accountability measures that increase performance transparency on critical service activities to motivate Managers and Staff to make the necessary improvements. Performance levels for PY 2014 are included in Attachment C.

Customer Feedback Mechanisms

Currently, the AWDA has two types of customer satisfaction surveys that are distributed:

Post Orientation Survey. This survey is given to job seekers who participate in orientation, but do not have an opportunity to discuss next steps with an intake specialist. The survey inquires about current workforce status, program interests, and general feedback regarding their satisfaction with the information provided during orientation. (See Attachment G).

Customer Service Survey. This survey is given to job seekers and employers, at random, to solicit feedback on quality of service, timeliness of staff response and staff knowledge level exhibited. (See Attachment H).

Results and comments from both survey types are compiled by the Customer Service Team and submitted to the Performance Management Team for reporting.

Equal Access and Opportunity

Persons with Disabilities Accessibility to the Building and Services

The AWDA staff and all service providers are required to attend training on accommodating customers with disabilities via a web course provided by the ADA Technical Assistance Center. Staff and service providers are trained at the onset of their contract on equal opportunity laws and regulations. The Equal Opportunity Officer provides the training. The Equal Opportunity Officer maintains a schedule to track those attending training. The AWDA facility provides push-button door access into the facility, its restrooms, and ADA accessible workstations.

Moreover, the AWDA is working to partner with the Department of Vocational Rehabilitation Services (DVRS) to help eligible persons with disabilities prepare for, start and maintain competitive employment, thus becoming productive and independent citizens in their communities. The AWDA will make referrals to DVRS through career counselors and in turn, DVRS has access to the AWDA's career placement and job skills training for DVRS clients. The AWDA is working to identify a staff representative to meet with DVRS on a monthly to quarterly basis to maintain communication and to process referrals.

Customers with Limited English Proficiency

The AWDA is partnering with the Mayor's Office of Immigrant Affairs Welcoming Atlanta initiative to address the needs of customers with Limited English Proficiency (LEP). This partnership will also assist the Agency by identifying new hires with bi-lingual capability. The AWDA will also explore the citywide interpretation service, LanguageLine, an over-the-phone personal interpretation service.

Migrant and Seasonal Farm Workers

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

Veteran's Priority

The 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 the availability of funds become limited. At that time, service to clients shall be prioritized according to the limited funds policy.

- 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; and
- Veterans not meeting the limited funds criteria shall have priority over non-veterans not meeting the limited funds criteria.

The AWDA will focus on employment and training opportunities for veterans utilizing the services of GDOL's First Response. Veterans that have 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.

Grievance Policy

The following appeal procedures as required in Section 122 (g) of the Workforce Investment Act have been established by the AWDB to provide recourse to providers who think that they did not receive proper consideration for initial eligibility determination for a program of training services. The AWDA, acting on behalf of the AWDB, will provide notice to the applicant with the letter of rejection containing the reasons for rejection, as well as, the availability of the appeal process. Letters of rejection of initial applications must be sent to the applicant within thirty (30) calendar days of the rejection. An appeal by the provider for reconsideration of the initial application must be made in writing thirty (30) calendar days from the day of receipt of the rejection letter. Providers entering an appeal should be prepared to document specific factor (e.g. conflict of interest, nepotism), which put the aggrieved vendor at a competitive disadvantage. Providers should not appeal simply because they believe their program to be superior to the ones selected.

If any organization has a complaint against the AWDB, informal resolution should be attempted before filing a grievance. If there is not resolution of the complaint, the complainant(s) has/have a right to file a grievance by sending a written request for a hearing to:

Atlanta Workforce Development Board
c/o Atlanta Workforce Development Agency
818 Pollard Boulevard, SW
Atlanta, GA. 30315

After a written request for a formal hearing is received, the complainant(s) will be given written notice of the date, hour, place of the hearing, and of the manner in which the proceeding will be conducted and the issues to be decided upon, based on the complaint or grievance outlined in the written request. The AWDB will be responsible for conducting the hearing.

Prior to the hearing, the complainant(s) will be given the opportunity to:

- Withdraw the request for a hearing, in writing;
- Request a re-scheduling of the hearing for good cause;
- Bring witnesses and documentary evidence;
- Have records and documents produced; and
- Question any witness or party to the case.

Hearings on any grievance filed shall be conducted within thirty (30) days of such filing. Decisions shall be made not later than sixty (60) days after the filing of a complaint. Attempts at informal resolution may proceed during the 30-day period between the filing and hearing of the grievance and prior to the rendering of a decision on the grievance.

If the complainant(s) does not receive a decision from the AWDB within sixty (60) days of the filing of the grievance, complaint, or receives a decision unsatisfactory to the complainant(s), the complainant(s) has/have the right to request a review of the grievance by the Governor. The request for a review should be submitted to:

Deputy Commissioner
Georgia Department of Economic Development
Workforce Division
75 Fifth Street Suite 845
Atlanta, GA 30308

The Deputy Commissioner shall act as the Governor's authorized representative. The request for review shall be filed within ten (10) days of receipt of the adverse decision or ten (10) days from the date on

which the complainant(s) shall have received a decision. The Georgia Department of Economic Development, Workforce Division will conduct a review of the complaint and issue a decision within thirty (30) days from the date of receipt of the review request. The decision rendered by the Deputy Commissioner will be final.

Plan Attachments

Attachment A: Area Sites and Services

Attachment B: Memoranda of Understanding / Resource Sharing Agreements

Attachment C: Performance Worksheets

Attachment D: Local Area Assurances

Attachment E: Organizational Chart

Attachment F: Agency Job Descriptions

Attachment G: Post Orientation Survey

Attachment H: Customer Satisfaction Survey

Attachment I: Eligibility Determination Guide for WIOA Programs

Attachment A: Area Sites and Services

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

Comprehensive Service Sites	One-Stop Partners	Major Services Provided by Each Partner
Atlanta Workforce Development Agency 818 Pollard Blvd. Atlanta, GA 30315 (404) 546-3000	Atlanta Workforce Development Agency	Core, intensive, and training services to eligible individuals. Programs authorized under title I of WIA including services to: <ul style="list-style-type: none"> • Adults • Dislocated workers • Youth
	<i>Any organization receiving Title II grant funds from the Technical College System of Georgia. We are working to identify this partner. There will be an MOU pending.</i>	WIOA Title II Adult Education and Literacy
	Atlanta Public Schools MOU: Pending	Referrals Adult literacy education
	Atlanta Job Corps MOU: Pending	WIOA Title I-C Job Corps
	Georgia Department of Labor MOU: Pending	WIOA Title III Wagner-Peyser Employment Services Trade Adjustment Assistance reemployment services and benefits Unemployment insurance
	YouthBuild MOU: Pending	Out-of-school youth education and training
	Georgia Vocational Rehabilitation Agency MOU: Pending	WIOA Title IV Rehabilitation Services for Individuals with Disabilities
	AARP-SCSEP MOU: In Draft	Senior Community Services Employment Program

<p>Atlanta Technical College</p> <p>Or</p> <p>Atlanta Public Schools (CTE programs, for example Carver, Crim, Therrell)</p> <p>MOU: Pending</p>	<p>Career and technical education programs at the postsecondary level (Carl D. Perkins Career and Technical Education Act of 2006 – 20 U.S.C. 2301)</p>
<p>US DOL Veterans’ Employment and Training Service</p> <p>MOU: Pending</p>	<p>Veterans Employment and Training Services</p>
<p>Georgia Department of Community Affairs</p> <p>Or</p> <p>COA Office of Housing</p> <p>MOU: Pending</p>	<p>Employment and training activities carried out by the Department of Housing and Urban Development (<u>Community Development Block Grant</u>)</p>
<p>Division of Family and Children Services (DFCS)</p> <p>MOU: Pending</p>	<p>Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq)</p>
<p>City of Atlanta, Department of Corrections</p> <p>MOU: Pending</p>	<p>Programs authorized under Section 212 of the Second Chance Act of 2007 (Community Safety Through Recidivism Prevention – 42 U.S.C. 17532 et seq)</p>

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

Additional Service Sites	One-Stop Partners	Major Services Provided by Each Partner
Martin Luther King, Sr. Collaborative Resource Center	Atlanta Workforce Development Agency	Core, intensive, and training services to eligible individuals. Programs authorized under title I of WIA including services to: <ul style="list-style-type: none"> • Adults • Dislocated workers • Youth

Attachment B: Memoranda of Understanding and Resource Sharing Agreements

**ATLANTA WORKFORCE DEVELOPMENT AGENCY
ONE-STOP CENTER
MEMORANDUM OF UNDERSTANDING**

**PURSUANT TO THE
WORKFORCE INNOVATION AND OPPORTUNITY ACT**

PARTIES AND PURPOSE

This Memorandum of Understanding (“MOU”) is made and entered into by and between the Atlanta Workforce Development Agency (“AWDA”), located at 818 Pollard Blvd., SW Atlanta, GA 30315, and **Insert Name of Partner(s)** (“Parties”), and sets forth the Parties’ understanding and responsibilities with respect to the delivery of services pursuant to the Workforce Innovation and Opportunity Act (“WIOA”).

Whereas, on **Insert Date**, the City of Atlanta was designated by the Governor of the State of Georgia (“State”) as Local Workforce Development Area 3; and

Whereas, The City of Atlanta (“City”) is the sub-recipient of federal and state funding for workforce development programs which are implemented through the Atlanta Workforce Development Agency (“AWDA”); and

Whereas, WIOA Section 121(c)(1) requires that each Local Workforce Development Board (“LWDB”), with the agreement of the Chief Elected Official (“CEO”) of the designated Local Workforce Development Area (“LWDA”), develop and enter into a MOU with all entities that serve as partners in the One-Stop delivery system operating within the LWDA; and

Whereas, WIOA Section 121(c)(2)(A) states that the MOU shall contain provisions describing:

- Services to be provided through the one-stop delivery system;
- How costs of such services and the operating costs of such system will be funded;
- Methods of referral of individuals between the on-stop operator and the one-stop partners for appropriate services and activities;
- Methods to ensure the needs of workers of workers and youth, and individuals with barriers to employment are addressed in the provision of necessary and appropriate access to services, including access to technology and materials;
- The duration of the memorandum of understanding and procedures for amending the memorandum during the duration of the memorandum, and assurances that such memorandum shall be reviewed not less than once every three year period; and

Whereas, WIOA Section 121(b)(2)(A) states that should additional partners be approved by the LWDB, each partner shall enter into a MOU and abide by the terms prescribed therein and by all applicable federal, state, and local rules, plans, and policies as applicable and authorized under the partner's program and in keeping with federal guidelines; and,

Whereas, WIOA Section 121(b)(1)(A)(iv) indicates that the requirements set forth in each partner's authorizing federal or state legislation continue to apply under the One-Stop system and that participation in the One-Stop delivery system is in addition to other requirements applicable to each partner's program under each authorizing law.

SECTION I. TERM

The Parties' performance under this MOU shall commence on **Insert Date**, and shall terminate on **Insert Date**, unless previously terminated by one of the parties pursuant to the terms of this MOU as set forth in Section X.

SECTION II. SCOPE

This MOU is entered into by and between the Partie(s) for the operation of the AWDB One-Stop delivery system, including the coordination of service delivery and the sharing of infrastructure costs. The Parties to this MOU further agree to work collaboratively to carry out the provisions of this MOU.

SECTION III. PROVISIONS

Pursuant to the stipulations of WIOA related to the development of a One-Stop delivery system, the following programs will be active in delivering services through the system.

Access to Services

Each program will make its services accessible through the One-Stop delivery system by the following methods:

Service Delivery

Services shall include, but are not limited to, the following:

Describe the following for each of the partners:

- Services to be provided
- Coordination of services
- Delivery of services

Referrals

Describe the following for each of the partners:

- Methods of referrals between partners for appropriate services and activities
- Tracking referrals and related activities
- Coordination of referrals and follow through
- Shared data systems and documentation

Information Sharing

Describe the following for each of the partners:

How will client data be shared, by what means?

Co-location

The Parties to this MOU may choose to co-locate in at the Atlanta Workforce Development Agency at 818 Pollard Blvd., SW Atlanta, GA 30315. In that event, the co-locating Parties may enter into a separate co-location MOU with AWDA to address in greater detail the terms of such co-location.

Parties choosing to co-locate include:

Name

The Parties named above shall utilize the outlined space in the workforce center:

Name

Spaces, days, and uses

Funding

If needed, describe how ongoing operations will be funded, which can include:

Cash

- In-kind
- Philanthropy
- Private entities
- Alternative financing

If needed, describe how infrastructure will be funded

If needed, how will the cost sharing for off-site partners be considered and included?

Cost sharing methodology

If needed, description of cost sharing methodology.

SECTION IV. MONITORING AND REPORTING

Monitoring

The Parties shall be responsible for ensuring all staff are aware of the provisions of this MOU and that service delivery and referrals occur in compliance with these provisions. Annually, within thirty (30) days of January 1, the Parties shall monitor their success in complying with their responsibilities identified in the MOU.

In the event that one of the Parties has been unable to follow the guidelines in this MOU or has experienced constraints in meeting those guidelines that Party shall first make best efforts to implement an alternative solution which is in alignment with those guidelines. If such a solution is ineffective, the Party shall confer with the other Parties to this MOU to develop alternative strategies or solutions which are effective.

Reporting

The Parties shall prepare a Summary Report to be shared with all the Parties and shall describe the following:

1. General issues and concerns related to the Party's ability to fulfill its own responsibilities identified in this MOU;
2. Specific constraints or limitations impeding the Party's ability to meet the terms of this MOU;
3. A funding update and status of the Party's ability to maintain its infrastructure costs sharing obligations;
4. Any anticipated budget challenges that may affect the next program year's funding which would impact the infrastructure cost sharing agreement;
5. Any innovative business decisions, organizational restructuring, or program changes that might impact operations in the next program year;
6. Identification of any coordination issues between the Parties and recommendation of strategies and solutions to improve such coordination; and
7. Requested adjustments or modifications to the provisions of this MOU as a result of this annual monitoring.

Distribution of Reports

A copy of each Party's annual Summary Report shall be posted in the central location for WIOA Partner documents, e.g. the One-Stop Delivery System Standing Committee website, to be shared between the Parties and referred to for Local Area system improvements.

SECTION V. MOU REVIEW AND RENEWAL

MOU Monitoring Report Review

During the third quarter of the program year, the One-Stop Delivery System Standing Committee shall meet to review and discuss the results of the Parties' monitoring reports to assess whether any changes or adjustments are needed in the processes and procedures described, or if changes are needed in other provisions of this MOU. The Parties shall negotiate modifications to the provisions of the MOU and proceed to amend this MOU pursuant to Section X.

Renewal

Within ninety (90) days prior to the end date of this MOU, the Parties shall review the MOU and negotiate any needed changes to the provisions herein. The Parties shall collaboratively evaluate the effectiveness of operations pursuant to this MOU, make any necessary modifications, and renew the MOU for a term to be determined at the time of renewal.

The review of the MOU shall include:

1. An analysis of the successes and challenges in operations pursuant to these provisions;
2. Infrastructure cost sharing methodologies;
3. Any programmatic budgetary changes that may impact a Party's responsibilities; and
4. Consideration of any issues, findings and/or recommendations identified in the Parties' annual monitoring reports

Notice Procedure

For the purpose of this MOU, the persons named below are designated as the representatives of the Parties. All notices required or permitted under this MOU shall be in writing, including email, and shall be deemed given when personally served or three (3) days after deposit in the United States Mail, certified mail, return receipt requested, and addressed to the following Parties or to such other addressee(s) as may be designated by a notice complying with the foregoing requirements. If it becomes necessary for any Party to designate a new or substitute representative, that Party shall promptly notify all other Parties in writing.

SECTION VI. COMMUNICATION

One-Stop Delivery System Standing Committee

One point of contact shall be designated by each Party to serve on the One-Stop Delivery Standing Committee to oversee Local Area operations and for communication coordination among the Parties. Chair of the Standing Committee shall be a member of the Local Workforce development Board.

General Procedures

In the event that a Party experiences difficulty in complying with the provisions of this MOU, that Party shall notify the other Parties of the issue and request communications to strategize and problem solve the issue. Notice shall be provided via email to the contacts identified in Exhibit A and/or to the One-Stop Delivery System Standing Committee members to address the issues.

Information Sharing

1. Annual monitoring reports shall be posted on the Local Area Operator's website
2. Meetings for updates or to address issues
3. Addressing unforeseen issues that arises during the day to day operations of the workforce center
4. Use of email

SECTION VII. ASSURANCES

Describe the methods to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system.

ADA Communication Accessibility Policies

Language Assistance services policies

SECTION VIII. ADDITIONAL PROVISIONS

Entire Understanding

This Agreement is intended as the complete integration of all understandings among the Parties. No prior or contemporaneous addition, deletion, or other amendment shall have any force or affect whatsoever,

unless embodied herein in writing. No subsequent notation, renewal, addition, deletion, or other amendment shall have any force or effect unless embodied in a written amendment executed and approved by the Parties of this Agreement.

Relationship of Parties

The Parties shall perform their duties hereunder as an independent contractor and not as employees of the State of Georgia or the City of Atlanta. Neither the Parties, nor any employee, agent, subcontractor, service provider, or licensee of the Parties shall be or shall be deemed to be, an employee or agent of the State. The Parties shall be solely responsible for the acts or omissions of its employees, agents, subcontractors, service provider, and licensees. The Parties shall not have any authorization, express or implied, to bind the State to any agreements, liability, or understanding except as expressly set forth herein and shall be solely responsible for the acts or omissions of its own employees, agents, subcontractors, service provider, and licensees.

Confidentiality of Records

In the event that any Party obtains access to any records, files, or other information of the other Party(ies) in connection with, or during the performance of this MOU, then that Party shall keep all such records, files, or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files, or other information to the same extent as such laws and regulations; apply to the other Party. Such information shall not include information required to be disclosed pursuant to the Georgia Open Records Act, O.C.G.A., et seq.

Ownership of Materials and Information

Unless otherwise provided for in this MOU, the Parties agree that all material, information, data, computer software, documentation, studies, and evaluations produced by the State in the performance of this MOU are the sole property of the State.

SECTION IX. MODIFICATIONS AND AMENDMENTS

This MOU may be modified, revised, or amended by mutual written consent of all signatory Parties in accordance with the timeline below. A written request must be submitted to the named parties in Exhibit A.

The modification shall not be effective unless agreed to in writing by all Parties in an Amendment to this MOU, properly executed and approved in accordance with applicable federal, state, and local laws.

1. Primary MOU changes – would change cost sharing amounts, signatories to the agreement, different services etc. ANNUALLY
2. Adjustments to MOU responsibilities – does not modify the cost sharing or services arrangements but may be a change in the specific program or vendors. QUARTERLY

SECTION X. REMEDIES FOR DISPUTE

Termination

Any of the Parties shall have the right to terminate this MOU by giving thirty (30) days written notification (sent via USPS mail or electronic mail) to the Parties in Section VII, of its intention to terminate the MOU. If notice is given, the MOU will terminate at the end of the thirty (30) days, and the liabilities of the Parties hereunder for further performance of the terms of the MOU shall thereupon cease, but the Parties shall not be released from duty to perform up-to-the-date of termination. In the event of termination, the Parties shall renegotiate this MOU.

Notice of Pending Litigation

Unless otherwise provided for in this MOU, each Party shall notify the other Parties, within five (5) working days after being served with a summons, complaint, or other pleading in a case which involves services provided under this MOU and which has been filed in any Federal or State court or administrative agency. The Party upon whom service was originally made shall immediately deliver copies of such document to the other Parties.

Assignment

This MOU may be assignable by any of the Parties under the following circumstances:

Turnover in a program provider due to required competitive processes

In the event one of the Parties assigns the MOU to another Party, notification shall be provided in writing (via email) to all of the other Parties.

Severability

Provided this MOU can be executed and performance of the obligations of the Parties accomplished within its intent, the provisions hereof are severable and any provision that is declared invalid or becomes inoperable for any reason shall not affect the validity of any other provision hereof.

Compliance

At all times during the term of this MOU, the Parties shall comply with all applicable federal, state, and local laws, regulations, rules, or procedures, as these provisions currently exist or may hereafter be amended, all of which are incorporated herein by reference and made a part of the terms and conditions of this MOU.

Non-Discrimination

Partners shall abide by the provisions set forth in WIOA Section 188:

No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any such program or activity because of race, color, religion, sex, national origin, age, disability, political affiliation, or belief.

Participants shall not be employed under this title to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship.

No person may discriminate against an individual who is a participant in a program or activity that receives funds under WIOA, with respect to the terms and conditions affecting, or rights provided to, the individual, solely because of the status of the individual as a participant.

Participation in programs and activities or receiving funds under WIOA shall be available to citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and paroles, and other immigrants authorized by the Attorney General to work in the United States.

Americans with Disabilities Act

Each Partner shall comply with all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36.

Jurisdiction and Venue

This MOU and the rights and obligations of the Parties thereto, shall be governed by applicable federal law and the laws of the State of Georgia. suits, actions, or proceedings arising under this MOU shall be brought in a state or federal court of competent subject matter jurisdiction located in Fulton County, Georgia.

Signature in Counterparts

This MOU may be executed in multiple identical counterparts, all of which shall constitute one agreement.

Acceptance of Facsimile or Scanned Signatures

This MOU is considered signed when the signature of a party is delivered by facsimile transmission or delivered by scanned image (e.g., pdf, or tiff file extension name) as an attachment to electronic mail (email). Such facsimile or scanned signature shall be treated in all respects as having the same effect as an original signature.

Signature Page

EXHIBIT A

REQUIRED ONE-STOP PARTNERS WIOA Section 121 (b) (1) (B)

1. WIOA Title I-B Adult
2. WIOA Title I-B Dislocated Worker
3. WIOA Title I-B Youth
4. WIOA Title II Adult Education and Literacy
5. WIOA Title I-C Job Corps
6. WIOA Title I-D Native American
7. WIOA Title I-D YouthBuild
8. WIOA Title III Wagner-Peyser Employment Services (Wagner-Peyser Act – 29 U.S.C. 49 et seq)
9. WIOA Title I-D Migrant Seasonal Farmworkers
10. WIOA Title IV Rehabilitation Services for Individuals with Disabilities (Title I of the Rehabilitation Act of 1973 – 29 U.S.C. 720 et seq)
11. Senior Community Services Employment Program (Title V of the Older Americans Act of 1965 – 42 U.S.C. 3056 et seq)
12. Career and technical education programs at the postsecondary level (Carl D. Perkins Career and Technical Education Act of 2006 – 20 U.S.C. 2301)
13. Trade Adjustment Assistance (Chapter 2 of Title II of the Trade Act of 1974 – 19 U.S.C. 2271 et seq)
14. Veterans Employment and Training Services (Chapter 41 of Title 38 of U.S.C.)
15. Unemployment Insurance Services authorized under State unemployment compensation laws (in accordance with applicable Federal law)
16. Employment and training activities carried out by the Department of Housing and Urban Development
17. Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq)
18. Programs authorized under Section 212 of the Second Chance Act of 2007 (Community Safety Through Recidivism Prevention – 42 U.S.C. 17532 et seq)
19. Programs authorized under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq), subject to subparagraph (C)

Attachment C: Performance Worksheets

Table. PY14 Meet Exceed Report

Performance Measure	Performance Group	PY To Date		Negotiated Level	
		N	Rate	Rate	Status
Entered Employment Rate	Adults	91	77%	75%	Exceeding
	Dislocated Workers	44	70%	78.5%	Meeting
Retention Rate	Adults	188	83%	86%	Meeting
	Dislocated Workers	65	83%	93%	Meeting
Average Earnings	Adults	156	\$14,545	\$12,500	Exceeding
	Dislocated Workers	54	\$13,105	\$16,500	Not Meeting
Placement in Employment or Education	Youth (14-21)	85	62%	72%	Meeting
Attainment of Degree or Certificate	Youth (14-21)	78	45%	75%	Not Meeting
Literacy or Numeracy Gains	Youth (14-21)	21	38%	35%	Exceeding
Overall Status of Local Performance		Meeting			

Attachment D: Local Area Assurances

Local Administrative Assurances PY2014

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 2014:

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 (MOUs) 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)].

The MOUs will be considered part of the area's comprehensive WIA plan and will be available locally for review upon request.

4. Area staff, partners and subcontractors will comply fully with the non-discrimination and equal opportunity provisions of the following laws:
 - a. 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;
 - b. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color, and national origin;
 - c. 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;
 - d. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - e. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

5. No funds received under the WIA will be used to assist, promote, or deter union organizing. [WIA Sec.181 (b)(7)]
6. The local Workforce Investment Board assures that all awards of federal and state funds shall be accounted for using generally accepted accounting principles, and treated in accordance with federal cost principles that apply to the type of entity receiving funds, including OMB Circular A-87 for units of state or local government; A-21 for institutions of higher learning; A-122 for private, non-profit organizations; and 48 CFR, Part 31 for private, for-profit organizations.
7. The local Workforce Investment Board assures that audits of covered organizations shall conform to the federal Single Audit Act and OMB Circular A-133.
8. The area's financial management system will satisfactorily account for and document the receipt and disbursement of all WIA funds. Further, effective internal controls in place will safeguard assets and ensure their proper usage (including property location and usage). [WIA Sec. 184 (a)(1)]
9. The local area's financial system will permit the tracking of program income and potential stand-in costs. [WIA Sec. 185 (f)(1)&(2)]
10. The local area will prepare and submit required financial reports in a timely manner, and WIA operations funded wholly or in part with state and/or federal funds will maintain financial and program records with all supporting documents for at least three years from the date of submission of the closeout reports for each program. [WIA Sec. 185 (e)(1)]
11. Any information or records concerning an individual or employing unit obtained by the Georgia Department of Labor in the administration of the Employment Security Law or other federally funded programs for which the department has responsibility are, by law, private and confidential [O.C.G.A. 34-8-120 et seq.]. The area agrees to abide by all state and federal laws, rules, and regulations regarding the confidentiality of such records. There are criminal sanctions for unauthorized release of such information. The area further agrees not to divulge any private or confidential information concerning any individual or employing unit to any unauthorized person without the informed consent of both the individual employee and the related employing unit, or, when applicable, of a particular customer. The Georgia Open Records Act requires government agencies and their private contractors to allow inspection of "public records" by citizens who request such inspection [O.C.G.A. 50-18-70 et seq.]. Georgia Department of Labor information and records on individuals and employing units described above are exempt from the disclosure requirements of the Georgia Open Records Act. The area agrees to fully comply with the Georgia Open Records Act, which may require a timely written response (within three days of the inspection request) denying inspection of such records and stating the applicable statutory authority for denying the request.
12. Local areas will comply with the security and privacy standards of Public Law 104-191 - the Health Insurance Portability and Accountability Act of 1996.

13. 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).
14. 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]
15. 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.

Attachment E: Organizational Chart

Attachment F: Agency-Wide Job Descriptions



Agency-Wide Job Descriptions

The New Functional Integrated Service System

Revised October 28, 2015

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Goal and Objective of the Functional Integrated Service System

The goal of the team was to create the vision for an Functional Integrated Service System, with universal access to all system services for all individuals and employers who need them. This Plan will create a roadmap for both expanding and implementing that vision.

It is recognized that integration is not achieved because of a new organizational chart or a set of process maps; nor can it be achieved overnight. The process of creating such a system is lengthy, consultative, ongoing, and surely not without some amount of pain.

Integrating management functions and especially service delivery is an ongoing process that requires leadership and focus, real buy-in from all partners, attention to detail within a continuous improvement process/system and, above all, a never-ending focus on identifying and meeting the needs of employer, individual AND internal customers (Employees) of the system.

What does Functional Integrated Services System mean?

Teamwork throughout the agency providing customer-focused services coupled with collaborative management.

What is collaborative management?

- Term that is used to describe various management techniques that promote a sense of unity and teamwork among management and staff within the agency.
- The idea behind this type of management style is to allow managers to combine their strengths with the strengths of other members of the team, making it possible to collectively offset any weaknesses that may be found among the team members.
- This approach enhances the efficiency of all operations within the company and in turn have a positive influence on employee morale, vendor relations, and even consumer perceptions regarding the agency.

Why is it important for the AWDA to change?

To provide seamless results by responding to our customer needs quickly and effectively.

How will the AWDA accomplish this change?

We will strive to align staff and services around intake, training and employment functions, rather than providing services through silos and independent program funding streams.

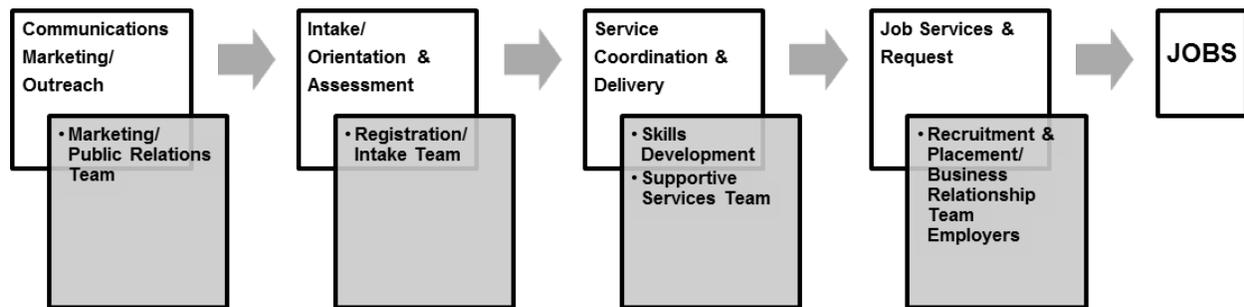
FUNCTIONAL: Connected with, or being a function of Performance Execution

INTEGRATED: To make into a whole by bringing all parts (teams) together

SERVICE: The action of helping others or doing work for someone

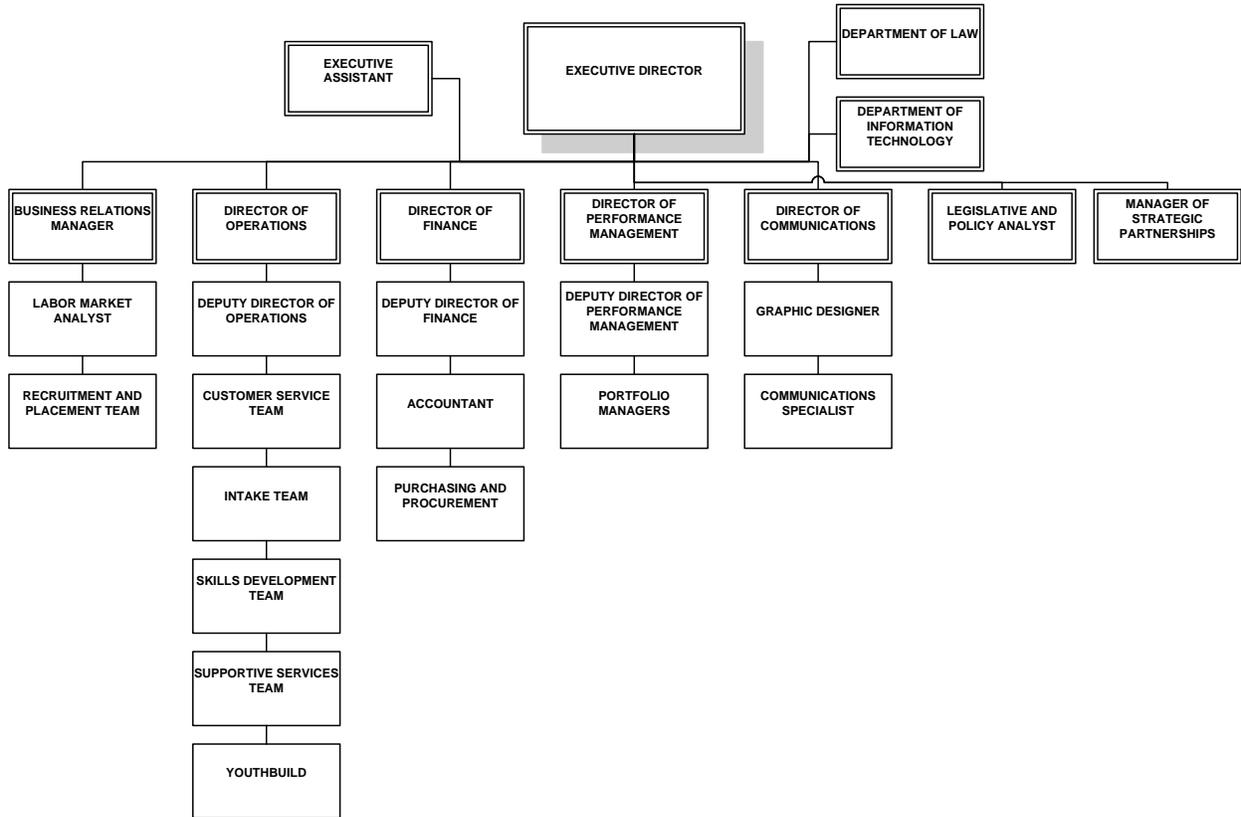
SYSTEM: A set of connected things or parts forming a whole

Managing Functional Integrated Service Delivery

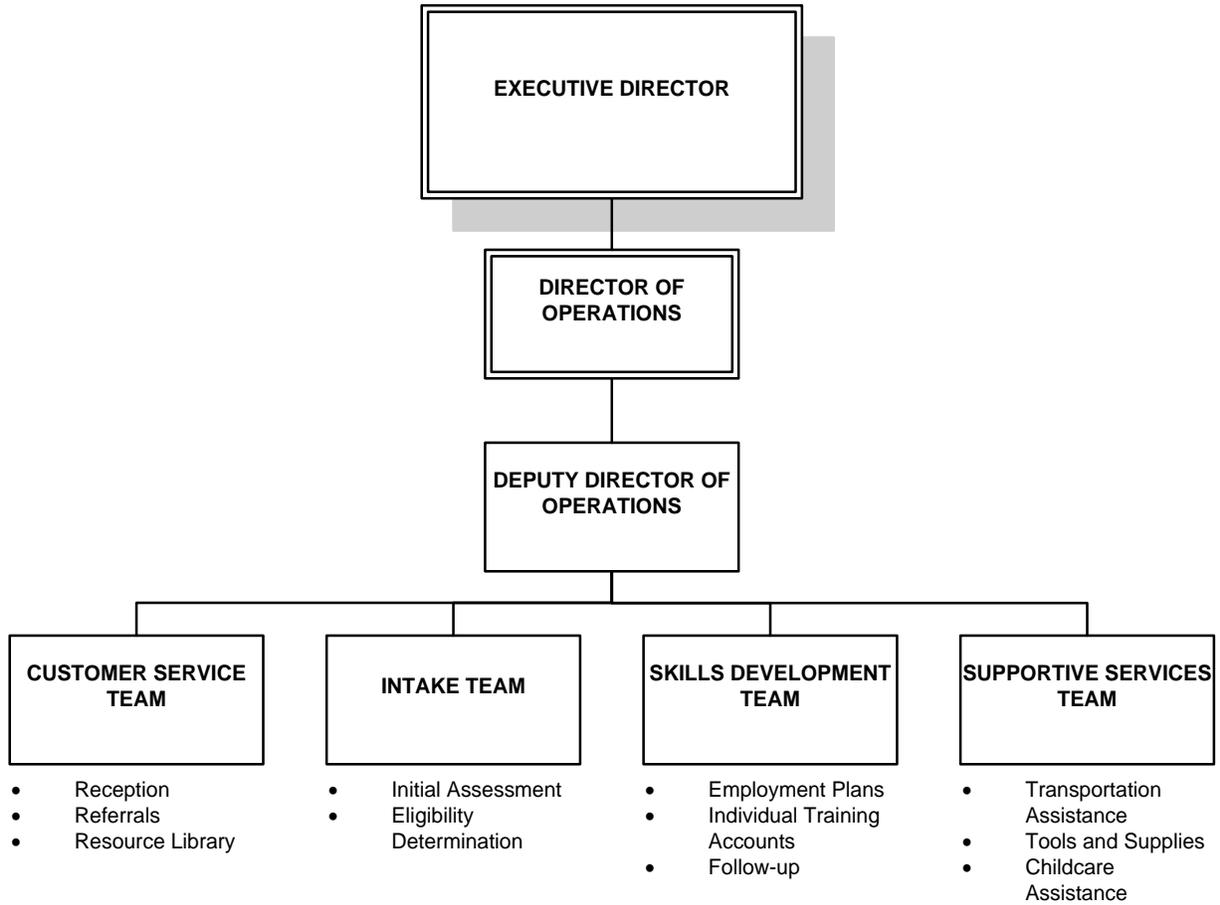


- There must be a clear and effective management structure.
- Clear expectations must be set for Leadership Team, Team Leaders and staff's roles within the agency.
- To the maximum extent possible, services should be integrated and duplication reduced.
- Agency must be organized and labeled by function, rather than by program.
- Intake/Registration, Skills Development and Recruitment & Placement will be delivered as common functions.
- Agency must adopt best practices in internal communication.
- Agency tracks customer activity, customer experience and customer outcomes for the purpose of improving service quality and utilizing resources effectively.

Functional Integrated Organizational Model



Operations Team



Executive Director

Description of Functional Responsibilities:

The responsibilities of the Executive Director reach across all of the agency's One Stop workforce development activities and operations. These activities and operations span across WIOA programs, other funding sources, and the Mayor's Youth Program. It is functionally aligned into an integrated service delivery framework that requires increased coordination with the Director of Operations, Director of Communication, Performance Management Team, and the Finance Department. The Executive Director works directly with the LWIB, the Georgia Department of Economic Development, Workforce Division, local leadership organizations and the leadership team, to plan workforce development strategy, improve and ensure successful integrated operations and form alliances and partnerships within the region's communities.

The Executive Director has a significant role in ensuring the success of customer service plans, goals, and the one-stop center operations. Working very closely with the local workforce boards, policy implementation, staff and resource allocation, and achieving performance measures all fall under the responsibilities of the Executive Director; these operational requirements are implemented through joint efforts among and between the agency's leadership team.

Primary Functional Tasks:

1. Work in collaboration with the Director of Operations to ensure all decisions are made in the best interest of the agency and in alignment with state, local and federal policies and guidelines.
2. Implement corrective action plans to solve organizational or departmental policies.
3. With input from the Director of Operations and the leadership team, develop a plan of service delivery that meets customer needs.
4. Lead the Director of Operations to ensure all agency programs and services are successfully implemented within the common framework of integrated service delivery.
5. In collaboration with the Director of Operations, oversee implementation of One Stop programs and policies, as they apply to the design and operations of the agency's goals and objectives.
6. Monitor progress on the implementation of One Stop policies, providing guidance and technical assistance to the Director of Operations as needed or requested.
7. In coordination with the Leadership Team, collect, analyze and summarize required information and submit federal, state, or regional reports as required/requested.
8. Collaborate with all One-Stop partners for optimum coordination of customer flow, access to all services, non-duplication of processes, sharing of information and attainment of performance measures.
9. Oversee and ensure that interagency agreements such as MOUs are developed, reviewed and updated as necessary.
10. In partnership with the Director of Operations and Director of Performance management, ensure all system and program performance measures are met or exceeded.
11. Gather ongoing feedback from Director of Operations related to improvements to the agency's tracking and reporting system and other IT functions and ensure IT is made aware of the feedback and resolution is sought.
12. Provide supervision and leadership of subordinate staff within the department and collaborates across the agency with staff, faculty and administrators.

One-Stop Center Staffing and Services:

1. Facilitate local Leadership Team to develop understanding of the vision for the agency and create strategic implementation plan for One Stop services within the agency.
2. Assist in creating work processes for the delivery of the functional integrated service system within the agency.

3. Maintain regular and frequent contact with the LWIB to provide updates and data on the progress of implementation of the integrated system and get necessary feedback for system and service development.
4. Attend local, regional, state or national meetings (along with other appropriate leadership and front-line staff) pertaining to One Stop system, serving as the head representative responsible for sharing information with management and staff.
5. Participation on local Leadership Team will foster teamwork through regular meetings to provide direction, discuss issues, collaborate on decisions, assess progress, communicate information, and get feedback on system implementation, site operations, and performance.
6. In conjunction with the Leadership Team, ensure that all functions of the agency are appropriately staffed and are fulfilling responsibilities.
7. Ensure that all One Stop staff possesses the appropriate technical and personal skills, and program knowledge to perform their functional responsibilities and meet performance outcomes of the system.
8. In partnership with the LWIB and Director of Operations, evaluate the effectiveness and quality of the agency's' products, services and work processes at the agency.
9. Together with the Director of Operations, provide direction and oversight for the identification and development of new or improved products and services offered through the One Stop system.
10. Together with the Director of Operations, identify and communicate priorities of the One Stop system and facilitate action planning processes to address the identified priorities.
11. Functionally supervise and facilitate teamwork with Director of Operations.
12. Together with the Director of Operations, oversee Center operations and functionally supervise staff at sites where additional leadership/supervisory staff is not required due to size of office.

Program Responsibilities:

1. Develop a thorough knowledge and understanding of all One Stop program laws, regulations and policies to ensure proper implementation within the One Stop system, including but not limited to: Workforce Innovation and Opportunity Act, Unemployment Insurance, OMNI Circular, RES, Veterans, Employer Services, Trade Act services and other related employment and training programs.
2. Share changes in One Stop programs laws, regulations and policies with Directors, functional supervisors, and/or frontline staff (depending on office structure).
3. Identify, arrange, and/or coordinate program specific training in order develop staff knowledge and skills.
4. Oversee the research and development of local, state, and federal grant proposals including youth initiatives, critical skills grants, faith and community based grants, and customized employer based grants.
5. Work with Director of Communications to generate publicity through multi-media press conferences, newspaper interviews, and the design and development of marketing tools.
6. Oversee the preparation and administration of an annual budget for the agency and work with the Director of Finance, WIB's Finance and Executive Committee to provide oversight of Workforce Innovation and Opportunity Act employment and training expenditures.

Director of Operations

The Director of Operations ensures the overall success of the agency, with responsibility for overseeing the day-to-day operations. The Director of Operations' responsibilities include implementing all state and local policies; creating and improving customer flow processes and service delivery standards; oversight and responsibility for the agency's human resources; and ensuring all performance outcomes are achieved. The role of the Director of Operations is conducted through collaboration and teamwork with other staff funded through various workforce resources, the Executive Director, and agency Team Leaders.

As a member of the Leadership Team, the Director of Operations specifically represents issues that relate to procedures that affect daily operation of the Center and provide recommendations on processes which best facilitate delivery of services to all customers and achieve outcomes.

Center and Team Coordination Responsibilities:

1. The Director of Operations' primary responsibility is to ensure that all integrated operations at the agency are meeting all system, agency and program goals.
2. Work in collaboration with the Executive Director to ensure all decisions are made in the best interest of the agency and in alignment with state, local and federal policies.
3. Develop a working knowledge of all One Stop program laws, regulations and policies to ensure proper implementation within the One Stop system, including but not limited to: Workforce Innovation and Opportunity Act, Unemployment Insurance, Omin Circular, RES, Veterans, Employer Services, Trade Act services and other related employment and training programs.
4. Follow and implement all directives, policies, and procedures of the One Stop system as communicated through the Executive Director and the LWIB.
5. Participate as Leadership Team member with the Executive Director in development of interagency agreements such as MOU and Resource Sharing agreements; reviewing and updating as necessary.
6. Provide input and support to the Executive Director in the development of the service delivery strategy that meets the needs of customers.
7. Assist in creating One Stop Center standard operating procedures that facilitate customer-focused work processes within each functional area, between functions and across.
8. Communicate all new (or changed) policies, procedures, and/or processes with relevant staff to ensure they have the most up-to-date and current information affecting their work.
9. Assess the change impact to business, including mitigation strategies, where required.
10. Ensure all functions are staffed appropriately and workload is organized to facilitate implementation of One Stop system goals.
11. Reassign staff and/or reallocate staff time assigned to functions to best meet the needs of customers, either on a temporary or permanent basis. (Permanent staff reassignment must be processed according to and adhere to the City's human resource policy and procedures relevant to the reassigned staff member).
12. Guide staff to understand their roles/responsibilities within a function and in relationship to other functions to achieve the goals.
13. Plan, direct and assign One Stop Center activities across all functions.
14. Coordinate work processes across functions ensuring that staff are accurately and appropriately documenting work activities in the agency's tracking and reporting system that information is being shared across functions to provide seamless service delivery, and that duplicative work activities are eliminated.
15. Identify needed staff development activities and provide and/or secure training.
16. Facilitate regularly scheduled One Stop Center staff meetings and call special meetings when necessary to foster teamwork, discuss Center operations, technical problems and the status of projects, etc.

17. In conjunction with the Executive Director, create continuous improvement plans to ensure that all products and services are being designed and delivered to the highest quality standards.
18. Continually develop the depth and breadth of product line and adjust as necessary in response to customer feedback.
19. Coordinate a master One Stop Center schedule to ensure that all functions are appropriately staffed at all times, that all work activities are being completed by the appropriate staff, and that workloads are appropriately distributed among staff.
20. Coordinate delivery and sequencing of all services within the One Stop Center including job seeker activity, training services, employer services, etc., ensuring that customers stay attached to agency services and the services are delivered within legislative, state, regional, and budgetary requirements.
21. In coordination with the LWIB and the Executive Director, participate in ongoing comprehensive public relations activities across all communities in the region so there is public awareness and optimum utilization of the One Stop system, centers, and services.
22. Based on the Leadership Team discussion and agreement, attend relevant state, regional or national meetings, serving as the agency representative and sharing information with management and staff.
23. The Director of Operations will participate in the day-to-day activities within the agency. The Director of Operations will not only know and understand the integrated functions, but will be able to demonstrate knowledge by consistently working within and across functions. Consistent engagement and activity is paramount, as it is the Director of Operations' role to be engaged in the oversight as well as the actual functions within the agency.

Functional Supervision Responsibilities:

1. Identify, assign, and follow-up on work activities of staff under direct functional supervision to ensure all One Stop functions are performed and that individuals are fulfilling their work responsibilities.
2. Create weekly schedules to ensure appropriate coverage of work activities and that all staff has time for breaks, lunches, etc.
3. Ensure that all staff understands what is expected of them, their roles, and their work's relationship to other functions.
4. Oversee daily work activities of those functionally supervised and ensure that staff are fulfilling all required work activities.
5. Coordinate individual work schedules and leave requests to ensure proper coverage of all functions within the agency in accordance with the agency's operational procedures. (Work schedules and leave requests must be processed according to and adhere to the City's human resource policy and procedures relevant to each staff member).
6. Approve leave for those who are directly supervised, in accordance with the relevant human resource policies.
7. Ensure all staff are knowledgeable about all One Stop Center products and services and teams' roles in delivery of these products and services.
8. Serve as a resource and content expert, providing staff with guidance and being available to answer questions to clarify the work activities.
9. Create opportunities for staff to provide input on procedures/processes and share their expertise with others.
10. Document individual performance including individual successes, positive and negative behavioral issues, and contributions to the overall agency operational success as a means to provide input to the staff member's performance evaluation. (Performance evaluation must be processed according to and adhere to the human resource policy and procedures relevant to each staff member).
11. Participate in the performance evaluation processes (adhering to the human resource policy and procedures relevant to each staff member).

12. Ensure that each person feels that his/her work is valued, appreciated, and meaningful to the success of the agency.
13. Actively participate as a “team member” with on-going regular workload and activities of the various functions, and temporarily taking on additional activities when workload is at capacity or special projects arise.
14. Plan and direct operations and improve productivity and efficiency.
15. Drive initiatives in the management team that contributes to long-term operational excellence.

Data Collection and Analysis Responsibilities:

1. Serve as a resource and content expert on the agency’s tracking and reporting system data entry, management and processing, and collect ongoing feedback from staff and customers on improvements to the agency’s tracking and reporting system.
2. Analyze operational and customer data to ensure teams are providing assigned services and meeting the expectations.
3. Collect qualitative and quantitative data (routinely and upon specific request) that accurately depicts current local operations.
4. Submit reports to the Executive Director (routinely and upon specific request).

Facilities Maintenance Responsibilities:

1. Oversee upkeep and maintenance of building including roof, electrical, heating, and cooling system, plumbing, etc.
2. Oversee physical agency maintenance such as phone system, building security and key control, painting, carpet, etc.
3. Oversee building upkeep including janitorial services, pest control, grounds keeping, etc.
4. When required and in conjunction with Executive Director and the City’s DIT, coordinate and participate in securing/renewing lease agreements; building remodeling; interior and exterior signage; relocation of equipment, work stations, janitorial, pest control, grounds keeping, snow removal, etc.; and if necessary relocation of agency operations to new facility.

Deputy Director of Operations

Under the direction of the Director of Operations, the Deputy Director is responsible for assisting in the day-to-day operations of integrated service delivery within the agency. The Deputy Director's role is two-fold: (1) to supervise the work activities of a specific team or teams directly, and (2) to participate as a member of the team, sharing in the workload of the team.

The Deputy Director is a member of the Leadership Team. Specifically the Deputy Director will represent issues that relate to procedures that affect daily operations of their team and provide recommendations on processes which best facilitate delivery of services to all customers.

Center Responsibilities:

1. Follow and implement all directives, policies, and procedures of the agency as communicated through the Director of Operations and Executive Director.
2. Assist in creating and maintaining the agency's standard operating procedures that facilitate customer-focused work processes within a team/function and across teams/functions as directed by the agency's Director of Operations.
3. Assist in overseeing and improving operations systems, processes, and policies in support of the agency's mission.
4. Relate all new (or changed) policies, procedures, and/or processes to team members to ensure that they have the most up-to-date and current information that affects their jobs.
5. Submit data to the Director of Operations/Director of Performance Management (routinely and upon specific request) to provide information that will assist them in compiling reports.
6. Collect qualitative and quantitative data (routinely and upon specific request) that accurately depicts current work activities and outcomes of your team.
7. Serve as a resource and content expert on the agency's tracking and reporting system, data entry, management and processing for team, and collect customer and staff feedback on improvements that will benefit customers, forwarding these to the Director of Operations and Director of Performance Management.

Functional Supervision Responsibilities

1. Actively participate as a team member by taking on as part of on-going and regular workload, activities of the team and temporarily take on additional team activities when team workload is at capacity or special projects arise.
2. Identify, assign, and follow-up on work activities of team members that are under functional supervision and in accordance with the agency's integrated staffing structure.
3. Create weekly team schedules to ensure appropriate coverage of work activities and that all team members have time for breaks, etc.
4. Ensure that all team members understand what is expected of them, their roles on the team, and their team's work in relationship to other teams work.
5. Oversee daily work activities of those whom are functionally supervised and ensure that team members are fulfilling all required work activities.
6. Coordinate individual team members work schedules and leave requests to ensure proper coverage within a team in accordance with the agency's operational procedures. (Work schedules and leave requests must be processed according to and adhere to the City's human resource policy and procedures relevant to each staff.
7. Ensure team members are knowledgeable about all of the agency's products and services and the team members' roles in delivery of these products and services.
8. Serve as a resource and content expert to team members, providing them with guidance and being available to answer questions to clarify the work activities.
9. Create opportunities for team members to provide input on procedures/processes and share their expertise with other team members.

10. Ensure that each team member feels that his/her work is valued, appreciated, and meaningful to the success of the agency.
11. Document individual team member's on-going performance including individual successes, positive and negative behavioral issues, and contributions to the overall agency operational success as a means to provide input to the team member's performance evaluation. (Performance evaluation must be processed according to and adhere to the city's human resource policy and procedures relevant to each staff member).
12. Participate in the performance evaluation process of team members in conjunction with the Director of Operations.
13. Foster a customer-focused working environment with clear responsibilities and expectations for team members.
14. Develop and implement a timeline team will use to reach its end goal.

Customer Service Team

Job title: Customer Service Specialist

Primary Functional Task:

1. Personally greet customers immediately upon entry into the agency utilizing greeting standards and scripts.
2. If purpose for customer visit is for partner agency, special event or appointment, direct customer appropriately.
3. Provide relevant information to customers regarding programs and services offered.
4. Provide problem resolution and technical agency services information to customers as required via telephone or in person and encourage registration.
5. Prepare, hand out, and explain AWDA's participant requirements, tip sheets, partner referral information, workshop schedules, and other related information for the registrant.
6. Establish with registered participants, that there are teams/staff of professionals (Registration/Intake, Skills Development and Recruitment and Placement) assisting them throughout service delivery, along with other partner services available at the agency.
7. Respond to customer inquiries by promoting available services as solutions to their employment and training needs, providing accurate information, and giving the participant options on how and when to access services.
8. Design outreach and promotional strategies to attract new customers to increase the general jobseeker applicant pool and/or to increase the applicant pool for a specific sector, industry or occupation.
9. Direct participants to workshops/services and other information (such as books, videos, career guidance) to help them build specific skills when facilitated assistance is not helping them reach the desired outcome (resume, interviewing, job search strategies, etc.).
10. Help participants access services on computers and provide general "how to" information for: inventories and assessments; resumes, searching for job listings; and applying for jobs.
11. Answer phones, receive mail, customer service duties, manage calendar, monitor voicemail.
12. Sign customers in on spreadsheet prior to orientation using numerical system.
13. Call customers who did not submit their documents to Intake on Orientation day.
14. Enter case notes that customers attended orientation.
15. Follow-up with customers on Post Exit list and enter case notes in Salesforce & GWROPP.
16. Assist Intake with ensuring customers meet with Intake Specialist.
17. Assist in Resource Library as needed.
18. Follow-up with customers on post exit list via phone call, email. Enter case notes in Salesforce and GWROPP.
19. Assist with relieving first floor receptionist as needed.
20. Ensure customers sign in to the log when receiving service in the Resource Library.
21. Call customers to inquire about their current employment/schooling status. If they are not employed or in school invite them to return to AWDA for assistance.
22. Using a Salesforce Report as a guide, check to ensure all registered customers are in GWROPP.
23. Continue to call customers on AHA list who have not yet attended AWDA's Orientation.
24. Assist with setting customers up on the objective assessment modules.
25. Assist customers in the Resource Library with registration, printing, job search, sending emails, etc.
26. Copy and prepare documents every Friday for Monday morning orientations.
27. Pass out survey forms to customers leaving right after orientation to capture the reason they are not going to Intake.
28. Assist customers with creating proper resumes.
29. Maintain a log for customers who receive services on the Career Coach.

Intake Team

Job title: Intake Specialist

Primary Functional Task:

1. Assist customers with completion of relevant registration and other application processes to enroll them into One Stop services.
2. Provide “benefits of services” when necessary to encourage customers to become WIOA participants.
3. Answers questions regarding services offered, and reviews all of the assessment information and assigns the case to an appropriate counselor.
4. Conduct initial verbal “service triage” to determine entry services and recommend services as appropriate to the participant needs.
5. Determine the appropriate program for the customer to participate in.
6. Gather all supporting documentation to prove eligibility.
7. Route customers to take objective assessments.
8. Enter relevant data (not entered by customer) in the state’s GWROPP and the agency’s participant system.
9. Personally introduce new registered participants to a Skills Development Team member/staff and share information collected through the membership application process for new members; or share information about the purpose for the visit for returning members.
10. Collect and analyze customer feedback during first and subsequent visits and make continuous improvement recommendations to the Leadership Team.
11. Monitor ongoing member services throughout participation with AWDA based on level of service and implement activities to ensure participant stay active with AWDA services.
12. As appropriate to job classification; any “clerical” staff assigned to the Registration/Intake function may provide temporary back-up support to the Skills Development or Recruitment and Placement teams for the following activities:
 - Assist jobseeker to outline their work history and enter relevant data into AWDA system.
 - Provide descriptions for all services listed on each service menu to help participants determine which services they are interested in; and explain how the participant accesses those services (i.e., schedule to attend workshops).
 - Schedule, administer and score performance and other tests. Communicate with customers to provide information about and to make referrals to other organizations in the community.
 - Provide labor market information to jobseeker including jobs in demand, wage rates, education requirements, etc., so that they can make informed and realistic choices for where to begin their job search.
 - Enter data into the agency’s tracking and reporting system that documents services received by members.

Skills Development Team

Job title: Skills Development Advisor

Primary Functional Task:

1. Personally introduce yourself and services available within the agency to the participants explaining how the services will assist them in their job search or help build personal or work skills to reach their goals.
2. Continue dialogue with jobseeker to collect additional information to ensure recommended services (employment, career development, career advancement) are appropriate.
3. Assist jobseeker to outline their work history and list their current skills level, and enter relevant data into the agency's tracking and reporting system.
4. Conduct appropriate assessment activities to identify current skill levels, determine needed skills-building services, and create a plan to build skills, and/or match skills to current job openings.
5. Deliver appropriate skill-development services to each customer including facilitation of self-help services, presentation of workshops and advising and consultation to ensure that each participant reaches his/her goals.
6. Maintain required data entry of service delivery and customer information, service notes, and other required information in GWROPP and agency's tracking and reporting system.
7. When appropriate to the individual's desires and needs, the following will be done by the Skills Development Team:
 - Assist jobseekers to create resumes to assist them in applying for jobs, match their skills to job vacancy requirements, and highlight skills for employers to match to vacancies in their company.
 - Assist jobseeker to create a job search plan, which utilizes a variety of strategies for identifying job leads and applying for job openings (online, newspaper, specific jobs for referral, etc.).
 - Recommend needed job search tools appropriate for the jobseeker's targeted jobs and assist him/her in building a personal job search toolkit (resume, interviewing, applications, childcare planning, transportation options, etc.).
 - Direct jobseeker to workshops/services to assist them in building specific skills when facilitated assistance is not helping them reach the desired outcome (resume, interviewing, job search strategies, etc.).
 - Assist jobseekers with identifying their personal job skills, the skills need for specific jobs of interest, and identify skills gaps between current transferable skills and skills needed for a particular job.
 - Review jobseeker's skills compared to those required a specific job vacancy to determine appropriateness for referral to the job vacancy.
 - Assist jobseekers with identifying their personal interests and explore skills/job options that match those interests.
 - Provide labor market information to jobseeker including jobs in demand, wage rates, education requirements, etc. so that they can make informed and realistic choices for where to begin their job search.
 - Explore training and skill-building opportunities in desired field, assist in creating training plan to build skills, and if warranted, recommend jobseeker for AWDA's training programs.
 - Be knowledgeable of area salary levels and direct jobseekers to jobs that provide that salary.
 - Assist job seeker in creating a list of employers to conduct a targeted job search.
 - Consult with jobseeker on career options and recommend careers/jobs that the jobseeker may not have considered.

- Maintain regular and frequent contact with participants (via phone, mail, email, face-to-face) to recommend additional services in order to assist members to build the needed skills, access outcomes of activities, and/or to keep the participant attached to services on an on-going basis.

Supportive Services Team

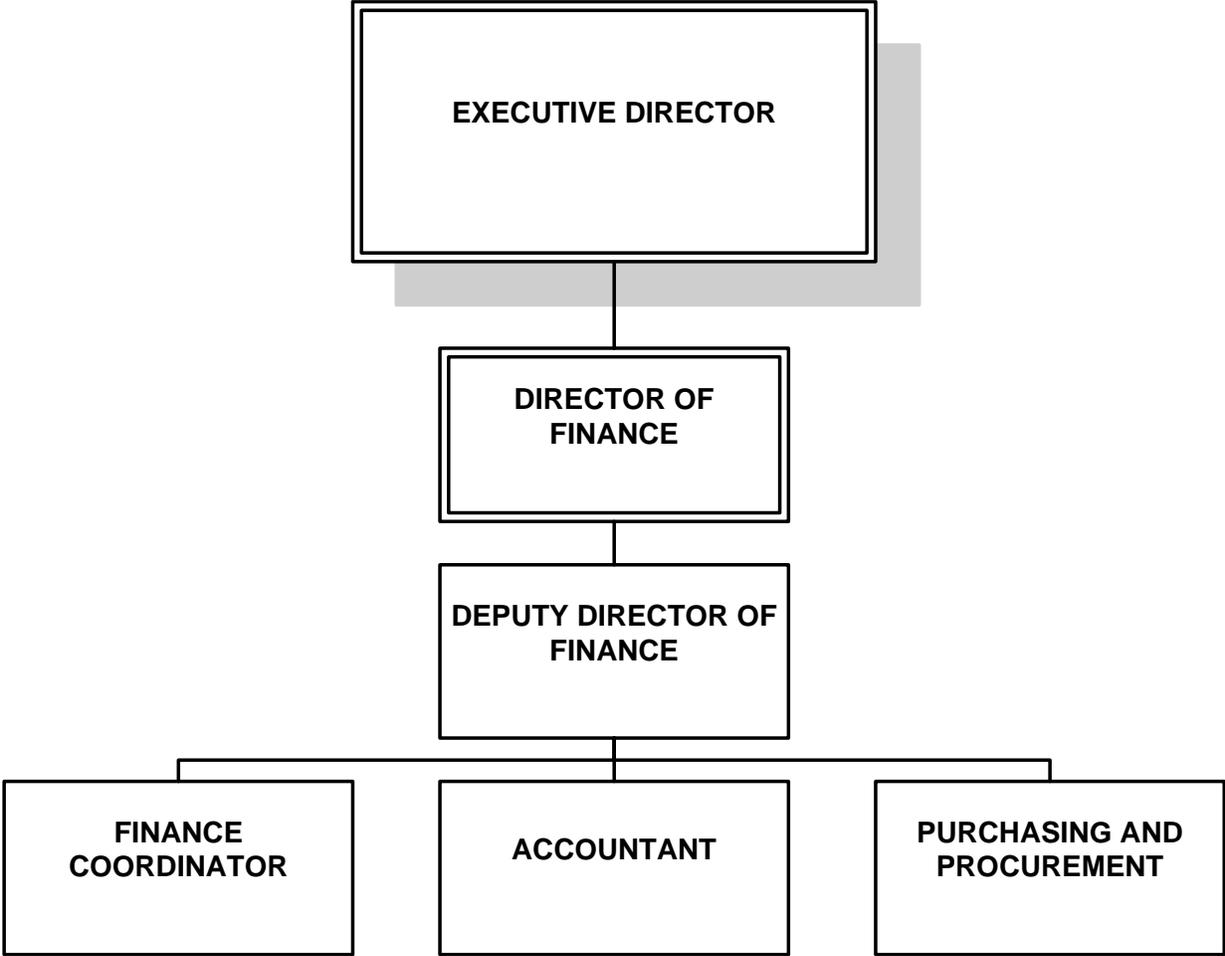
Job title: Supportive Service Specialist

General Description:

Provide a variety of individual services such as a job development, training, testing and counseling services, utilizing a case management model to enable individuals who are economically disadvantaged, dislocated, or have multiple employment barriers to find appropriate work.

1. Provide supportive services to facilitate job acquisition and economic mobility.
2. Determine customer eligibility for a variety of workforce development supportive services programs.
3. Refer customers to appropriate programs, agencies and/or resources.
4. Perform due diligence on all supportive service requests.
5. Help connect the customer to transportation assistance, housing, childcare, utilities, books and tools assistance, etc.
6. Monitor and record customer data.
7. Interact and coordinate supportive services with other local agencies and programs.
8. Ensure non-discrimination and equity in the delivery of services.
9. Assess customer needs; authorize and facilitate supportive services to assist in removing barriers that may prevent successful completion of the program.
10. Work with customers to develop a plan for financial resource management.
11. Maintain case files as directed to meet customer follow-up and program evaluation needs.

Finance Team



Director of Finance

Description of Functional Responsibilities:

The Director of Finance is responsible for supervising and maintaining an accounting system to accurately report expenditures and obligations for federal/state/private grants managed by AWDA and to make payments to vendors and participants in a timely manner. The key functional responsibilities are as follows:

- Develop budgets for individual grants and overall fund availability.
- Establish parameters to maintain separation of funds.
- Establish account codes to properly record transactions in Oracle.
- Maintain the City's Oracle fiscal system to accurately report obligations.
- Develop cost allocation plans to effectively utilize funds.
- Work with grants writer to establish budgets and funding requests.
- Adhere to WIOA and funding source policies and procedures for payment of expenses.
- Serve as designated WIOA and other funding programs approving authority for all expenditures.
- Coordinate accounts payable and receivable with agency staff and City of Atlanta Grant Accounting group.
- Coordinate closeout of grants, including accounting files, equipment, file storage/transfer, and reporting as required by Federal/State/Private grantor.
- Serve as liaison/grant manager for all Federal/State/Private grants.
- Work with agency functional team for fiscal/administrative related issues.
- Negotiate with suppliers and providers to draw up procurement contracts; administering, extending, terminating, and renegotiating contracts.
- Formulate and coordinate request for proposal and other procurement proposals.
- Develop, issue, and interpret policies and procedures in related area.
- Oversee preparation of and presenting reports to the Executive Director and Local Workforce Investment Board.
- Supervise and evaluate staff.
- Develop and conduct training for staff and subcontractors/vendors.
- Other duties as assigned by the Executive Director of the agency.

Deputy Director of Finance

The Deputy Director of Finance is responsible for maintaining an accounting system to accurately report expenditures and obligations for federal/state/private grants managed by AWDA and to make payments to vendors and participants in a timely manner. The key functional responsibilities are as follows:

Description of Functional Responsibilities:

Financial Management:

- Review and approve preparation and finalization of monthly and annual financial reporting materials and metrics for the agency and LWIB.
- Oversee budgeting, financial forecasting, and cash flow for administration, existing programs, and proposed new funding sources.
- Prepare and present reports to the Executive Director and Local Workforce Investment Board.
- Supervise and evaluate staff.
- Develop and conduct training for staff and subcontractors/vendors.
- Other duties as assigned by the Director of Finance.
- Coordinate all audit activities.
- Partner with the Director of Finance on all operational and strategic issues as they arise; provide strategic recommendations to the Director of Finance based on financial analysis and projections, cost identification and allocation, and revenue/expense analysis.
- Participate in the ongoing strategic planning process as an integral member of the senior management team.
- Oversee long-term budgetary planning and cost management in alignment with local and business plan.
- Engage the Director of Finance to align financial management with short- and long-term financial planning and projections.
- Engage the board finance committee around issues, trends, and changes in the operating model and operational delivery.

Administrative Leadership Management:

- Serve as a business partner to the Executive Director on the organization's financial, budgeting, and administrative processes—including HR, payroll, and benefits functions—with an eye to continuously developing and improving systems.
- Work with agency's technical staff to design an IT plan for the future, and implement it successfully to meet IT needs (hardware and software) as the organization grows.
- Manage the finance component of the organization's physical infrastructure, physical plant, and system maintenance (phone system, security, cleaning, supplies, etc.).

Purchasing & Procurement Officer

Under the direction of the Deputy Director of Finance, perform difficult and complex technical duties related to the purchasing of services, supplies, and equipment in accordance with established policies and regulations; may supervise the work of student assistants and short-term, non-continuing personnel; and perform related work as required.

Description of Functional Responsibilities:

The job of Purchasing & Procurement Officer was established for the purposes of providing support to department activities with specific responsibility for implementing purchasing activities in compliance with the City's procurement guidelines; overseeing daily activities; responding to a range of inquiries regarding processes or bid status; and achieving department objectives and goals within budget.

- Administer bidding process and contracts for vendor performance/compliance within established limits (e.g. prepare specifications, evaluate bids, recommend vendors, conduct bid meetings, etc.) for the purpose of securing items and/or services within budget and in compliance with regulatory requirements.
- Initiate bid/quote process for the agency for services, supplies and equipment; consult with users and outside consultants to develop specifications; prepare bid documents and oversee the bid process; perform bid analysis and make recommendations regarding purchases.
- Evaluate vendors for the purpose of determining their capability of performing to established specifications.
- Issue purchase orders, etc. for the purpose of completing purchasing processes in accordance with established procedures.
- Perform other related duties as assigned for the purpose of ensuring the efficient and effective functioning of the work unit.
- Compile data from a wide variety of sources (e.g. vendors, staff, public agencies, etc.) for the purpose of analyzing issues, ensuring compliance with the City's purchasing policies and procedures, and/or monitoring purchasing processes.
- Evaluate order and bid documentation (e.g. requisitions, change orders, bids, etc.) for the purpose of ensuring proper use of district funds in the acquisition of supplies, equipment and/or services.
- Maintain purchasing information, files and records (e.g. Requests for Proposal, purchase orders, vendor files, etc.) for the purpose of ensuring the availability of documentation and compliance with established policies and regulatory guidelines.
- Negotiate with vendors for the purpose of resolving purchasing issues and/or ensuring purchases are within state and district requirements/regulations.
- Oversee required processes (e.g. orders, work orders and requisitions for supplies, equipment, conference requests, bids for potential commodities, supplies equipment and services, etc.) for the purpose of acquiring necessary resources to support district operation.
- Participate in unit meetings, in-service training, workshops, etc. for the purpose of conveying and/or gathering information required to perform job functions.
- Prepare written materials and electronic financial information for the purpose of documenting activities, providing reference, conveying information, and complying with established financial, legal and/or administrative requirements.
- Present information on administrative procedures, services, regulations, etc. for the purpose of training and orienting other personnel and/or disseminating information to appropriate parties.
- Process purchasing-related information (e.g. bid documents, tabulations, requisitions, electronic procurement, product specifications, statements of work, performance terms, contracts, etc.) for the purpose of updating and distributing information, authorizing for action and/or complying with established accounting practices.

Accountant

General Description:

- Apply accepted accounting principles and procedures to analyze financial information; prepare accurate and timely financial reports, statements and ensure appropriate accounting control procedures.
- Compile and analyze financial information to prepare financial statements including monthly and annual reports.
- Ensure financial records are maintained in compliance with accepted policies and procedures.
- Assure that all financial reporting deadlines are met.
- Respond to financial inquiries by gathering, analyzing, summarizing and interpreting data.
- Establish and monitor the implementation and maintenance of accounting control procedures.
- Maintain general ledger by transferring subsidiary account; prepare a trial balance; and reconcile entries.
- Maintain and balance subsidiary accounts by verifying, allocating, posting reconciling transactions and resolving discrepancies.
- Assist with financial and tax audits.
- Prepare special reports by studying variances; prepare budgets; and develop forecasts.
- Secure financial information by completing database backups.
- Ensure compliance with relevant laws, regulations and integrity of financial data.

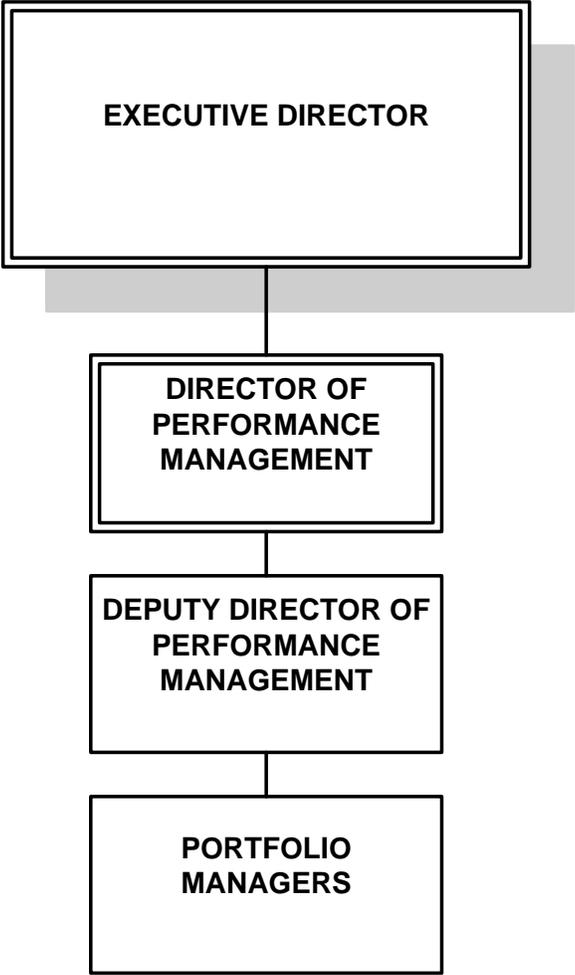
Finance & Operations Coordinator

Reporting directly to the Director of Finance and Director of Operations, the Finance and Operations Coordinator will coordinate the implementation of day-to-day finance, administration, IT, facilities, and human resources activities for the agency, supporting additional organization-wide finance and operations needs as requested.

Description of Functional Responsibilities:

- Coordinate and build effective relationships across the organization through excellent communication and project management skills with exceptional attention to detail.
- Ability to produce excellent work while operating with a high level of autonomy.
- Coordinate day-to-day administrative tasks for the agency, including scheduling meetings and travel, assisting with expense reports for senior management and staff, event logistics, ordering supplies and maintaining inventory.
- Manage project-related administrative tasks, such as preparing meeting materials and coordinating logistics related to meeting location, conference lines, and attendees.
- Assist with hiring and recruiting activities, including close collaboration with external hiring firms, scheduling interviews, preparing interview rubrics, maintaining the applicant tracking system, developing relationships with graduate schools, and onboarding new employees.
- Provide support for financial reporting and bookkeeping, including entering expenses into Oracle and assisting with the annual audit process.
- Support firm-wide initiatives, such as internal knowledge sharing and talent management.
- Assist with diagnosing and fixing minor IT issues for staff working from both offices and while traveling.

Performance Management Team



Director of Performance Management

Description of Functional Responsibilities:

Manage and coordinate organization-wide efforts to ensure that performance management (PM) and quality improvement (QI) programs are developed and managed using a data-driven focus that sets priorities for improvements aligned to ongoing strategic imperatives. Develop and communicate the strategic vision, scope and mission of the agency.

- Assure that the organization-wide PM and QI initiatives are focused and aligned on improving operational and program efficiencies and effectiveness.
- Participate in organizational strategic planning and provides leadership for PM and QI policy development.
- Provide leadership and coordination for improving the organization's core services and evaluating the impact of systems/functions improvements have on the functional integrated service delivery system and most importantly our customers.
- Build, direct, manage, and ensure implementation and effectiveness of the agency's performance management and quality improvement system.
- Supervise and direct Performance Management team and all work items and deliverables that it produces.
- Research and develop PM and QI training programs that focus on enabling the agency to improve on its services and customer service.
- Implement a performance management and quality improvement process that leads to a positive and measurable impact on the agency one-stop functional service delivery system.
- Maintain a safe and healthy work place environment. The Director ensures that all employees of the team receive appropriate training, counseling, and understand all of the applicable procedures so that they can safely do their assigned work.
- Coordinate PM and QI capacity building for all levels of management and employees.
- Train and certify in-house performance and quality improvement trainers for various performance and quality improvement training programs.
- Increase the performance management and quality improvement capacity of the organization in order to ensure that the agency goals are effectively and efficiently met.
- Increase the agency's capacity to evaluate and improve the effectiveness of their organizations, services, partnerships, programs, use of resources, and the impact the systems' improvements had on the local workforce.
- Establish a continuous performance and quality improvement effort and monitoring and reporting system.
- Regularly report the status of performance and quality improvement efforts and impacts.
- Collaborate on the design of the information technology infrastructure required to support an agency performance and quality improvement system. Ensure needed data is collected on a timely basis, regular reports on progress are distributed, and make recommendations for future improvements based on the data.
- Participate in a national network of workforce performance management professionals, sharing best practices, tools, and materials while participating in ongoing communication activities and capacity-building peer exchanges. Develop and communicate the strategic vision, scope, and mission of the agency.
- Assure that the organization-wide PMQI initiatives are focused and aligned on improving operational and program efficiencies and effectiveness.
- Collaborate on the design of the information technology infrastructure required to support an agency performance and quality improvement system. Ensure needed data is collected on a timely basis, regular reports on progress are distributed, and make recommendations for future improvements based on the data.
- Search out best performance and quality improvement practices, making the agency aware of them and suggesting areas where they could be implemented.

- Increase program interactions to address efficiency of use/leveraging of grant funds to review obligation and expenditure patterns, budget redirection processes, carry-forward balances, contractual relationships and the amount of state and local dollars that are dedicated to achieving complementary program goals.
- Develop and manage the budget for the PM and QI team through sound fiscal measures.
- Maintain a safe and healthy work place environment. The Director ensures that all employees of the team receive appropriate training, counseling, and understand all of the applicable procedures so that they can safely do their assigned work.
- Supervise and mentor subordinate team members including the hiring process, training, work assignments, performance evaluations, development of career goals, and disciplinary action.

Deputy Director of Performance Management

Description of Functional Responsibilities:

- Structure and lead portfolio manager team to deliver outstanding project management deliverables and tasks. The Deputy Director will partner closely with the Director to chart evidence-based, performance management responses to AWDA operational and programmatic challenges.
- Manage the collection and analysis of data for monthly, quarterly, and annual reports to Executive Director, staff, and external programs and customers.
- Coordinate and prepare a state, local and agency performance and quality improvement reports as needed.
- Assure that the organization-wide PM and QI initiatives are focused and aligned on improving operational and program efficiencies and effectiveness.
- Collaborate on the design of the information technology infrastructure required to support an agency performance and quality improvement system. Ensure needed data is collected on a timely basis, regular reports on progress are distributed, and make recommendations for future improvements based on the data.
- Search out best performance and quality improvement practices, making the agency aware of them and suggesting areas where they could be implemented.
- Increase program interactions to address efficiency of use/leveraging of grant funds to review obligation and expenditure patterns, budget redirection processes, carry-forward balances, contractual relationships and the amount of state and local dollars that are dedicated to achieving complementary program goals.
- Develop and manage the budget for the PM and QI team through sound fiscal measures.
- Supervise and mentor subordinate team members including the hiring process, training, work assignments, performance evaluations, development of career goals, and disciplinary action.

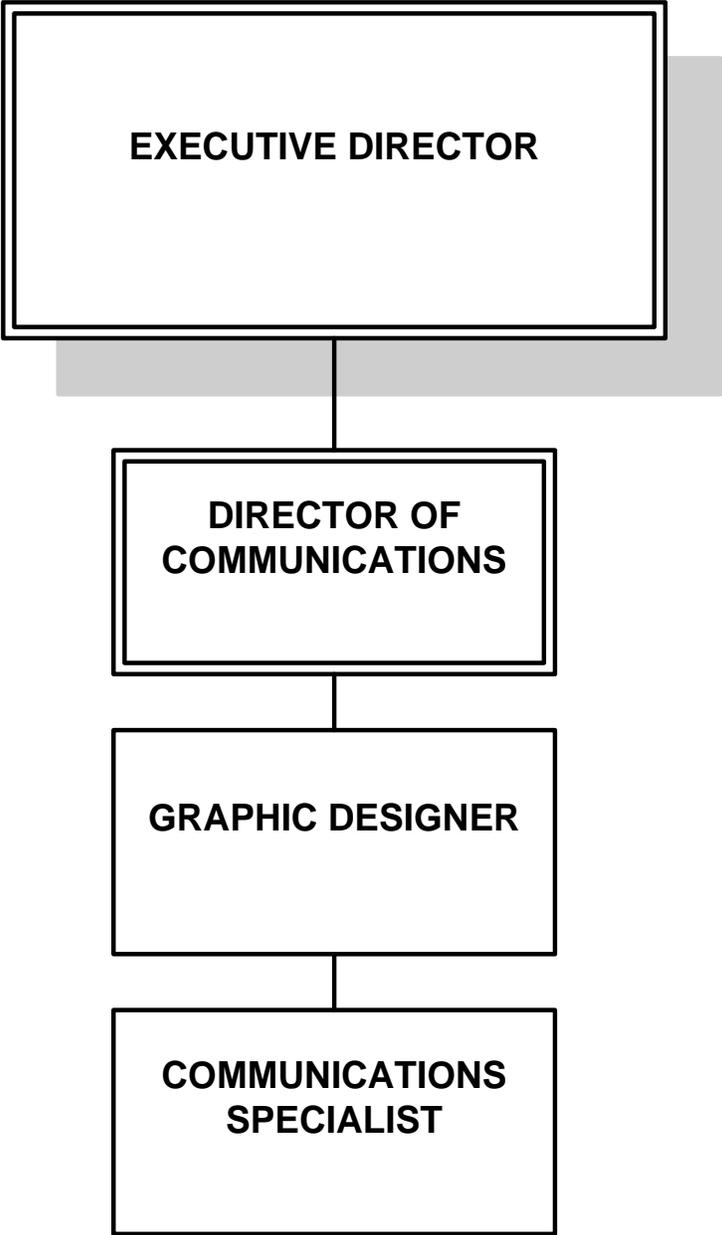
Portfolio Manager

General Description:

Responsible for tracking operational and programmatic performance of the agency, and collecting analysis of data to determine the effectiveness of the data.

- Assess and manage career advisors portfolio by analyzing and evaluating characteristics and changes within the portfolio.
- Set targets around performance indicators for the programs and career advisors.
- Monitor progress against targets and provides reports as required.
- Interpret analysis and pertinent data to set portfolio parameters, including program practices and guidelines.
- Make appropriate and timely recommendations to ensure decision and implementation steps are taken.
- Oversee activities directly related to providing services.
- Identify, maintain and escalate dependencies and risks within and across programs.
- Maintain familiarity with performance management and Agency standard practices and promotes best practices.
- Establish and implement departmental goals, objectives, and procedures, conferring with the operations team.
- Prepare and review operational reports and schedules to ensure accuracy and efficiency.
- Establish a continuous performance and quality improvement effort and monitoring and reporting system.
- Encourage and institutionalize knowledge-sharing information on portfolio progress and performance.
- Convey moderately complex data and program issues in a clear, concise and organized manner.
- Commit to high ethical standards, teamwork and continuous improvement.

Communications Team



Director of Communications

General Description:

The Director of Communications plays an integral role in promoting the AWDA. This individual will develop a strategic communications plan for the organization, and (s)he will lead and participate in the execution of that plan.

Description of Functional Responsibilities:

- Manage the branding, marketing, and communication efforts for the AWDA.
- Maintain a broad and generalist understanding of WIOA programs, training services and other workforce development programs in order to message brand effectively.
- Develop and implement an integrated, organization-wide strategic communications plan to broaden awareness of the agency's programs and strengthen the AWDA's brand identity across key stakeholder audiences.
- Oversee the creation of a brand/marketing/public relations strategy that will allow the AWDA's executive and board leadership to cultivate and enhance meaningful relationships with targeted, high level external audiences, including the media, public officials and the general public.
- Identify challenges and emerging issues faced by the agency. Work with the board and staff to recognize internal and external communications opportunities and solutions, and define and execute appropriate strategies to support them.

Communication Operations:

- Oversee the continued development and use of the AWDA brand.
- Oversee, or execute as needed, all copy intended for public consumption to ensure its alignment with the strategic communications plan.
- Oversee, or execute as needed, the development of all print and branded materials.
- Oversee, or execute as needed, the development of electronic communications, including the AWDA's website, electronic newsletter and other electronic communications.
- Curate content and increase audience engagement on the AWDA's social media channels.
- Exercise judgment to prioritize media opportunities, and prepare talking points, speeches, presentations and other supporting material as needed.
- Serve as lead point person on media interactions that help promote and/or impact the organization and actively cultivate and manage press relationships to ensure coverage.
- Plan, organize and coordinate department legislation for committee process.
- Analyze legislative review forms for completeness, ensuring that adequate information is captured.
- Compose and prepare amendments, letters and memoranda as needed.
- Proofread committee agenda and full council report and verify amendments to Charter, code and other City documents.
- Annotate and prepare comments related to legislation.
- Interact with internal and external individuals and agencies regarding particular issues.
- Draft ordinance language.
- Provide guidance and training as required to lower level, interns, temporary employees, etc.
- Serve as lead point person on media interactions that help promote and/or impact the organization and actively cultivate and manage press relationships to ensure coverage of issues of strategic importance to the agency and its programs, special events, public announcements and other projects.
- Manage relationships with any communications related vendors or consultants.

Team Development/Management:

- Recruit and manage a communications support team, including the Marketing & Communications Manager, to support the development and execution of the communications strategy.

- Promote a culture of high performance and continuous improvement that values learning and a commitment to quality.
- Mentor and develop staff using a supportive and collaborative approach on a consistent basis.

Graphic Design Specialist

Contribute to the production of marketing and print materials and other collateral by designing and producing graphic designs. Examples of pieces designed include program guides, annual reports, logos, posters, invitations, announcements, blog updates, brochures, print ads, billboards, and t-shirts. Related activities include the following:

- Meet with internal clients to understand design, budget, and time requirements.
- Create designs within established brand and other quality standards.
- Collaborate with internal clients to finalize the design and facilitate the production of finished products.
- Work with vendors to ensure timely and quality production of finished work. Addresses emerging concerns.

Photography

Serve as the Agency's photographer as well as photo editor, overseeing photography and photos. Attend AWDA events and takes photos. Help maintain library of AWDA photographs.

- Work closely with the Communications Director and other communications team members to ensure that the communications plan reflects the primary goals of the Agency.
- Manage the content of the department's webpage and social media accounts by designing platform templates and sending out targeted messages.
- Prepare news releases, media advisories, talking points and other presentation materials.
- Assist on all AWDA communications projects.
- Serve as liaison to internal department staff and AWDA partners.
- Develop and maintain relationships with the local and national press.
- Assist with gathering daily media clips of AWDA.
- Conceptualize and provide relevant and detailed public relations strategies, ideas and opportunities and communicate them effectively to the Director of Communications and Executive Director.

Communication Specialist

The Communications Specialist will work closely with the Communications Director in preparing news releases and advisories, statements and other written material, as needed; developing and maintaining relationships with the local and national press; organizing and assisting in coordinating departmental related projects, programs and media relations endeavors. The Communications Specialist will also find the most effective way to get the Agency's messages across in print and electronic working with the graphic designer and communications team.

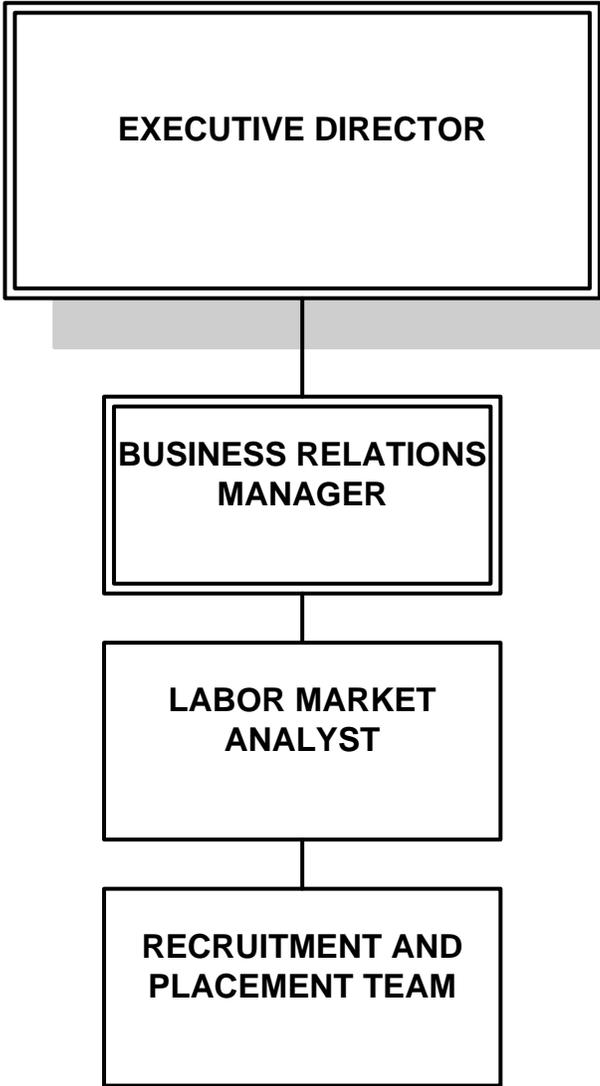
The Communications Specialist manages and implements the agency's Social Media Strategy; develops brand awareness and generates traffic to atlantaga.gov/AWDA and the agency's social networking sites; disseminates information to employees agency-wide; and ensures that the agency's social media plan is aligned with its policy initiatives, as well as the Mayor's Office of Communication's policies and guidelines.

This role coordinates with the Marketing & Special Projects Manager and Graphic Design Specialist to ensure consistency and completes other marketing and public relations projects in support of the Communications team's priorities.

Description of Functional Responsibilities:

- Work closely with the Communications Director and other communications team members to ensure that the communications plan reflects the primary goals of the Agency.
- Manage the content of the department's webpage and social media accounts by designing platform templates and sending out targeted messages.
- Prepare news releases, media advisories, talking points and other presentation materials.
- Assist on all AWDA communications projects.
- Serves as liaison to internal department staff and AWDA partners.
- Develop and maintain relationships with the local and national press.
- Assist with gathering daily media clips of AWDA.
- Conceptualize and provide relevant and detailed public relations strategies, ideas and opportunities and communicate them effectively. to the Director of Communications and Executive Director.

Business Relationship Team



Business Relationship Manager

Under the direction of the Executive Director, the Business Relationship Manager will work with the City of Atlanta employers, industry groups, economic development organizations, educational institutions, and other stakeholders in the workforce system to increase the number of career opportunities for the agency's participants.

Description of Functional Responsibilities:

- Serve as the liaison between the business community and the AWDA.
- Identify and establish relationships with potential new business customers.
- Increase the number of partnerships between the AWDA, Atlanta Public Schools, major business industries, labor unions, and public sectors.
- Develop and implement sector strategies and career pathways as the City's workforce development operating framework.
- Collaborate with stakeholders in the workforce system to develop the sector strategy approach to workforce development.
- Collaborate with Metro Atlanta WIBs to create regional approaches to developing and utilizing Industry Partnerships.
- Understand employers' strategic requirements and patterns of business activity to define job or training requirements.
- Recruit and engage employers to facilitate work-based learning opportunities.
- Ensure service providers continue to understand the needs of existing customers and that appropriate services are developed with internal and external customers to meet business requirements.
- Ensure services are 'participant focused' and manage opportunities through a Participant Portfolio via Customer Relationship Management (CRM) toolsets.
- Identify and resolve complex customer service issues.

New Business Relations:

- Identify potential new business customers and establish relationships with potential new business customers.
- Work with Marketing & PR Manager to establish relationship with new businesses.
- Coordinate with all strategy processes and the business customer to ensure strategic requirements and patterns of business activity are understood in order to define job or training requirements.

Internal Management:

- Plan, conduct, manage, and evaluate business/participant customer satisfaction surveys ensuring that they provide value and feedback for the agency.
- Ensure business customer and participant complaints and compliments are managed and evaluated to instigate and take responsibility for corrective action as required.
- Assist with ensuring Customer Relationship Management (CRM) toolsets fulfill the requirements of the agency, its business partners, and participants.

Business Relationship Analyst

Under the direction of the Business Relations Manager, the Business Relations Analyst will collaborate with the Operations and Performance Management Teams to present employers with candidates that meet their needs.

Description of Functional Responsibilities:

- Screen prospective employer and service provider partners for entity status, reputation and alignment with sector strategies.
- Liaise with Operations Team to assess whether AWDA customers have skills matching employer needs, convey feedback on customers from employers, and create strategy for customers' skills development.
- Work with employers to develop and collect periodic evaluations of WIA/WIOA participants to monitor participants' progress during work-based learning opportunities.
- Assist in creation of business development, job placement, and business retention processes and develop collateral to support processes.
- Liaise with economic development organizations to collect up to date regional labor market analysis.
- Identify high demand skillsets not reflected on the Eligible Training Providers List and liaise with Operations Team to find training providers to fill gaps.
- Develop collateral to support employer partnerships.

Recruitment & Placement Team

Primary Functional Tasks:

- Provide information and guidance to employers on how to enter job vacancies and use other information and resources in the agency's tracking and reporting system, or enter job vacancies into system for employer when appropriate.
- Conduct quality review of new job vacancies as directed by local procedures, ensuring all posted vacancies meet standards.
- Ensure Veteran's preference standards are met regarding job vacancy processing.
- Provide automated job matching on assigned job vacancies; for qualified job vacancies, when no matches are found, conduct additional recruitment activities (i.e., at schools, advertising for specific skill sets, agency promotions, etc.) and refer qualified applicants.
- Prior to making any staff referral, ensure applicant meets employer qualifications, is an appropriate referral for the specific job opening, and based on employer-specific knowledge, prepare the job seeker for employer hiring process (i.e., general tips on appearance, presentation skills, following up on the interview, etc.).
- Provide follow-up contact and services to referred job seekers and employers during the hiring process as needed. Follow-up with employers to assess quality of staff-referred applicants and referral processes, establish next steps to fill the vacancy, and determine (and ensure) customer satisfaction.
- Enter required activity and outcome data in the agency's tracking and reporting system.
- Provide assistance to job seekers (highly skilled, but not necessarily high demand jobs in area) to expand job search strategy and/or recommend they contact specific employers who may or may not be currently hiring. Contact employers to promote a jobseeker that may be of particular interest to them, even when a current job opening does not exist.
- Evaluate applicants by discussing job requirements and applicant qualifications, analyzing responses, verifying references, and comparing qualifications to job requirements.
- Participate in development and implementation of customized recruitment strategies (i.e., on-site interviewing, application collections, job fairs, etc.) to assist businesses in filling their hiring needs.
- Identify sources for potential new employer customers (i.e.: new employer list from chamber of commerce, newly registered employers in the agency's tracking and reporting system who have not yet listed job orders, and weekly classified advertising); contact employers to provide an overview of hiring services available; and, solicit job vacancies for any current open jobs.
- As directed, assist in the development of draft informational and promotional materials and tools, to be submitted for approval; distribute and use materials appropriately.
- As directed by the Deputy Director of Operations, participate in employer meetings, seminars, conferences or associations.
- Collect and catalog other business resources and service information in order to make appropriate referrals; provide relevant referrals to other services as requested by employers.

Legislative Research & Policy Analyst

General Description:

Under the direction of the Executive Director, this individual will research and review legislative issues for the AWDA and disseminate research findings orally and in writing. This is a fully seasoned skilled level capable of independently carrying out most assignments typical of the discipline.

- Research and review legislative issues for City Council and disseminates research findings orally and in writing.
- Research specific legislative issues for City Council.
- Plan, organize, and coordinate department legislation for committee process.
- Analyze legislative review forms for completeness, ensuring that adequate information is captured.
- Compose and prepare amendments, letters, and memoranda as needed.
- Proofread committee agenda and full council report and verifies amendments to Charter, code and other City documents.
- Annotate and prepares comments related to legislation.
- Interact with internal and external individuals and agencies regarding particular issues.
- Draft ordinance language.
- Provide guidance and training as required to lower level, interns, temporary employees, etc.

IT Technician

Network Environment:

Under the direction of the Executive Director and working with the City's Department of Information Technology, this individual will:

- Receive trouble calls on equipment and diagnoses problems.
- Monitor system-processing activities by observing computer console, peripherals, input, and output to ensure maximum throughput of data.
- Perform local and remote testing on equipment, including running computer programs to diagnose faults.
- Perform equipment repair, build cables, replace boards and components to identify or remedy failures.
- Perform all functions required to prepare and install computers and related equipment, including connections to the data communications network.
- Assist in preparation and installation of software and peripheral devices.
- Assist in the diagnosis and resolution of software problems.
- Prepare and coordinate sending equipment out for repair.
- Order and inventory spare parts, including stripping surplus equipment for usable parts.
- Evaluate requests for computer services, develop alternate proposals, and recommend new applications.
- Develop system specifications, write and test programs, and compile support.
- Provide for ongoing maintenance and enhancements.
- Train users in the basic operation and maintenance of computers and related components.
- Assist in the development of proposals for the procurement of information systems and services.

Attachment G: Post Orientation Survey



POST ORIENTATION SURVEY

Date Received _____

ATLANTA WORKFORCE DEVELOPMENT AGENCY
818 POLLARD BLVD. S.W., ATLANTA, GA 30315 · TEL: (404) 546-3000

Name _____ Contact Phone Number _____

What is your current workforce status?

- Employed
- Not in the labor force
- Unemployed
- Dislocated Worker (terminated by no fault of your own or laid off)

Which of the following programs were you interested in?

- Resume Writing
- Reentry Program
- Computer Literacy
- Job-based training
- Job placement
- Other:

Was the information in the Orientation presentation beneficial/helpful? Yes No

If not, please tell us why you have decided not to take advantage of our programs and services.

Please provide any comment, suggestions, or concerns you may have.

Attachment H: Customer Satisfaction Survey



CUSTOMER SERVICE SURVEY

ATLANTA WORKFORCE DEVELOPMENT AGENCY
818 POLLARD BLVD. S.W., ATLANTA, GA 30315 · TEL: (404) 546-3000

How would you rate the overall quality of your service?

Unsatisfactory 1 2 3 4 5 Excellent

If you rated our service less than a 4, how could we improve our service?

How would you rate the timeliness of our response?

Unsatisfactory 1 2 3 4 5 Excellent

If you rated our timeliness less than a 4, how could we improve our service?

How would you rate the level of knowledge demonstrated by the representative?

Unsatisfactory 1 2 3 4 5 Excellent

If you rated our service less than a 4, how could we improve our service?

Attachment I: Eligibility Determination Guide for WIOA Programs



Eligibility Determination Guide for WIOA Programs

Revised November 22, 2015

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Adult Eligibility Criteria and Documentation

ADULT - The term “adult” means an individual who is 18 years of age or older, and meets one of the following:

- (i) Is a citizen or national.
- (ii) Is a lawfully admitted permanent resident alien, refugee, asylee, or parolee.
- (iii) Is an immigrant authorized by the Attorney General to work in the United States.
- (iv) Has met the requirements of the Military Selective Service Act.

Primary Eligibility

The first layer of eligibility criteria for the WIOA Adult Program is proof of age or birth date, proof of citizenship status or authorization to work in the United States, proof of Selective Service registration if the applicant is a male, and proof of City of Atlanta residency. Each document listed in the column satisfies the criteria for the WIOA Adult Program.

Adult Eligibility Criteria	Documentation in File
<p>1. Age/Birth Date</p>	<ul style="list-style-type: none"> • Baptismal Record (if date of birth is shown) • Birth Certificate • Driver's License • Federal, State, or Local Government ID • Hospital Record of Birth • DD Form 214 (also known as, Certificate of Release or Discharge from Active Duty) • Passport (expired or unexpired) • Public Assistance Records • School Records or ID Card • Tribal Records • Work Permit
<p>2. Citizenship Status/ Authorization to Work in the US</p>	<ul style="list-style-type: none"> • Certificate of Citizenship (issued by U.S. Department of Homeland Security, Forms N-560 or N 561) • Certificate of Naturalization (issued by U.S. Department of Homeland Security, Forms N-550 or N 570) • Certified U.S. Birth Certificate • Consular Report of Birth Abroad (issued by U.S. Department of State, Forms FS-240, DS-1350, or FS 545) • Current U.S. Passport • Permanent Resident Card • Refugee Travel Document (unexpired) • Resident Citizens ID Card • U.S. Citizen ID Card • U.S. Social Security card (other than a card stating not valid for employment)

<p>3. Selective Service Registration – Men born after January 1, 1960; Non-citizens, including illegal aliens, legal permanent residents, seasonal agricultural workers, and refugees, who take up residency in the U.S. before their 26th birthday.</p>	<ul style="list-style-type: none"> • Selective Service Acknowledgement letter • Form DD-214 “Report of Separation • Screen printout of the Selective Service Verification on the Selective Service website at https://www.sss.gov/regver/wfverification.aspx. • Selective Service Registration Card • Selective Service Verification Form (Form 3A) and/or • Stamped Post Office Receipt of Registration Selective
<p>4. City of Atlanta Residency – Use the following documents to verify the address. Then, verify whether or not the participant resides within City of Atlanta limits using Salesforce.</p>	<ul style="list-style-type: none"> • Mortgage, Payment Coupon, Deed, Escrow Statement, Property Tax Bill • Utility Bill (Water, Gas, Electricity, Cable/Satellite, Internet, Telephone/Cell Phone) • Unexpired GA Driver’s License, Permit, or Government ID • Letter from Homeless Shelter • Current Rental Contract and/or Rent Payment (for Home, Apartment, Mobile Home, Dormitory, Extended Stay Motel, Retirement/Assisted Living Home) • Refugee Address Verification Affidavit (Form DS-20) – second verification document <u>not</u> required

Secondary Eligibility: Proof of Low-Income Status

LOW-INCOME INDIVIDUAL - The term “low-income individual” means an individual who:

- i. Receives, or in the past 6 months has received, or is a member of a family that is receiving, or in the past 6 months has received, assistance through the supplemental nutrition assistance program (SNAP) established under the Food and Nutrition Act of 2008, the program of block grants to States for Temporary Assistance for Needy Families (TANF) program under part A of title IV of the Social Security Act, or the supplemental security income (SSI) program established under title XVI of the Social Security Act, or State or local income-based public assistance;
- ii. Is in a family with total family income that does not exceed the higher of:
 - a. The poverty line; or
 - b. 70 percent of the lower living standard income level;
- iii. Is a homeless individual (as defined in section 41403(6) of the Violence against Women Act of 1994), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act);
- iv. Receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act;
- v. Is a foster child on behalf of whom State or local government payments are made; or
- vi. Is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.

WIOA programs prioritize adult participants who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Participants must include supporting documentation from one of the four categories:

1. Temporary Assistance for Needy Families (TANF)
2. Other Cash Public Assistance
3. Family Income
4. Supplemental Nutrition Assistance Program (SNAP)

Adult Eligibility Criteria	Documentation in File
<p>1. Temporary Assistance for Needy Families (TANF) – Receives, or is a member of a family that receives, cash payments under TANF, in the prior six months.</p>	<ul style="list-style-type: none"> • Cross-match with TANF public assistance records. • Signed statements from DFCS or forms signed by DFCS officials listing beginning/end dates of grants for the customer, who is listed on the welfare grant, should suffice.
<p>2. Other Cash Public Assistance – Receives, or is a member of a family that receives, cash payments under a federal, state, or local income-based public assistance program in the prior six months.</p>	<ul style="list-style-type: none"> • Copy of authorization to receive cash public assistance • Copy of public assistance check • Medical card showing cash grant status • Refugee assistance records • Verification by public assistance agency • Verification by the refugee assistance provider
<p>3. Family Income – Determined when an individual received income, or is a member of a family that received income, for the six-month period prior to application for the program that in relation to family size* does not exceed the higher of poverty line or 70 percent of lower living standard income.</p>	<ul style="list-style-type: none"> • Alimony Agreement • Award Letter from Veteran’s Administration • Bank Statements • Compensation award letters • Court award letter • Employer Statement • Family or business financial records • Low-income Housing Authority Verification • Pay Stubs • Pension statement • Public Assistance Verification • Quarterly estimated tax for self-employed persons • Social Security Benefits Letter • Unemployment Insurance documents • <u>Self-Attestation</u>, only in cases when an individual has no

	<p>income or receives very little undocumented income; the statement should include description of how the applicant has been supported in the past six months.</p> <p>Family Size Family size must be determined and verified <u>only if using family income to determine low-income status.</u> Family size will be determined by counting the maximum number of family members in the residence during the last 6 months, not including the current month.</p> <p>A family, for eligibility purposes, means two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories: Husband, wife, and dependent children; Parent or guardian and dependent children; Husband and wife.</p> <p>In certain cases, an individual may be considered a “family of one” for the purpose of eligibility determination. This includes individuals with a disability whose family income may exceed the income criteria, but whose own income meets the income criteria. <i>See Appendix A for income determination.</i></p>
<p>4. Supplemental Nutrition Assistance Program (SNAP) – Is a member of a household that receives SNAP, or determined eligible within the prior six months.</p>	<ul style="list-style-type: none"> • Verification by the public assistance agency • Other public assistance records • Copy of authorization to receive food stamps

Dislocated Worker Eligibility Criteria and Documentation

DISLOCATED WORKER - The term “dislocated worker” means an individual who:

(A)

- (i) Has been terminated or laid off, or received notice of termination or layoff, from employment;
- (ii)
 - (I) Is eligible for or has exhausted entitlement to unemployment compensation; or
 - (II) Has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and
- (iii) Is unlikely to return to a previous industry or occupation;

(B)

- (i) Has been terminated or laid off, or received notice of termination or layoff, from employment due to any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise;
- (ii) Is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or
- (iii) Is employed at a facility at which the employer has made a general announcement that such facility will close;

(C)

Was self-employed but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters;

(D)

Is a displaced homemaker; or

(E)

- (i) Is the spouse of a member of the Armed Forces on active duty, and has experienced a loss of employment due to relocation to accommodate a permanent change in duty station of such member; or
- (ii) Is the spouse of a member of the Armed Forces on active duty and who is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

To qualify for the WIOA Dislocated Worker Program, a participant must represent one of the five categories listed below, in addition to proving primary eligibility.

1. Terminated or laid off, or received a notice of termination or layoff from employment
2. Plant closure or substantial layoff
3. Self-employed individual, including employment as a farmer, rancher, or fisherman, but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters
4. Displaced homemaker
5. Military spouse

Primary Eligibility

The first layer of eligibility criteria for the WIOA Dislocated Worker Program is proof of age or birth date, proof of citizenship status or authorization to work in the United States, proof of Selective Service registration if the applicant is a male, proof of City of Atlanta residency, and proof of the date of dislocation. Each document listed in the column satisfies the criteria for the WIOA dislocated worker program. The participant must supply one document within each category of eligibility criteria.

Dislocated Worker Eligibility Criteria	Documentation in File
1. Age/Birth Date	<ul style="list-style-type: none"> • Baptismal Record (if date of birth is shown) • Birth Certificate • Driver's License • Federal, State, or Local Government ID • Hospital Record of Birth • DD Form 214 (also known as, Certificate of Release or Discharge from Active Duty) • Passport (expired or unexpired) • Public Assistance Records • School Records or ID Card • Tribal Records • Work Permit

<p>2. Citizenship Status/ Authorization to Work in the US</p>	<ul style="list-style-type: none"> • Certificate of Citizenship (issued by U.S. Department of Homeland Security, Forms N-560 or N 561) • Certificate of Naturalization (issued by U.S. Department of Homeland Security, Forms N-550 or N 570) • Certified U.S. Birth Certificate • Consular Report of Birth Abroad (issued by U.S. Department of State, Forms FS-240, DS-1350, or FS 545) • Current U.S. Passport • Permanent Resident Card • Refugee Travel Document (unexpired) • Resident Citizens ID Card • U.S. Citizen ID Card • U.S. Social Security card (other than a card stating not valid for employment)
<p>3. Selective Service Registration – Men born after January 1, 1960; Non-citizens, including illegal aliens, legal permanent residents, seasonal agricultural workers, and refugees, who take up residency in the U.S. before their 26th birthday.</p>	<ul style="list-style-type: none"> • Selective Service Acknowledgement letter • Form DD-214 “Report of Separation • Screen printout of the Selective Service Verification on the Selective Service website at https://www.sss.gov/regver/wfverification.aspx. • Selective Service Registration Card • Selective Service Verification Form (Form 3A) and/or • Stamped Post Office Receipt of Registration Selective
<p>4. City of Atlanta Residency – Use the following documents to verify the address. Then, verify whether or not the participant resides within City of Atlanta limits using Salesforce.</p>	<ul style="list-style-type: none"> • Mortgage, Payment Coupon, Deed, Escrow Statement, Property Tax Bill • Utility Bill (Water, Gas, Electricity, Cable/Satellite, Internet, Telephone/Cell Phone) • Unexpired GA Driver’s License, Permit, or Government ID Card • Letter from Homeless Shelter • Current Rental Contract and/or Rent Payment (for Home, Apartment, Mobile Home, Dormitory, Extended Stay Motel, Retirement/Assisted Living Home) • Refugee Address Verification Affidavit (Form DS-20) – second verification document is <u>not</u> required with this document

5. Date of Dislocation	<ul style="list-style-type: none">• Employer Verification Letter• Notice of Layoff• Public Announcement Notice with follow-up Cross-Match with Unemployment Insurance Records• Rapid Response List• Self-Attestation
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Secondary Eligibility: Terminated or Laid Off, or Received a Notice of Termination or Layoff from Employment

All dislocated workers that are terminated or laid off, or received a notice of termination or layoff from employment must provide documentation that they qualify within one of the six categories listed below. Within each category, the participant must provide one of the documents listed within the documentation in file column.

1. Proof of employment with layoff employer
2. Proof of termination or layoff
3. Receipt of unemployment compensation (UC) (current receipt or exhausted UC)
4. Proof of attachment to the workforce, but UC ineligible due to insufficient earnings or services not covered by UC law
5. Unlikely to return to previous industry or occupation
6. Has been identified as meeting the criteria for REA selection

Dislocated Worker Eligibility Criteria	Documentation in File
<p>1. Proof of employment with layoff employer</p>	<ul style="list-style-type: none"> • Self-Attestation • Pay Stub • Letter from Employer • Unemployment Compensation Award Letter (must contain names of both company and participant) • DD Form 214 (also known as, Certificate of Release or Discharge from Active Duty) • Bank Statements if Direct Deposit is used and the Name of Employer is stated • Individual's Name on a WARN notice • Employer Contact: Phone or Electronic Verification • Trade Adjustment Assistance Eligible
<p>2. Proof of termination or layoff</p>	<ul style="list-style-type: none"> • Self-Attestation • Layoff letter from employer • Employer contact: phone or electronic verification • Individual's name on a WARN notice • UC award letter or check • Trade Adjustment Assistance Eligible • DD 214 if dislocation is based on the participant discharge from the military • Military orders if the participant is a military spouse and the dislocation is based on the service member permanent change of military station. <i>(Military spouses can be served under the dislocated worker category if the spouse is unable to continue an employment due to the service member's permanent change of military stations, or if the spouse loses employment due to discharge from military.)</i>

<p>3. Receipt of unemployment compensation (current receipt or exhausted UC)</p>	<ul style="list-style-type: none"> • UC award letter • Phone or email verification with ODJFS UC staff • UC check • UC direct deposit or UC Visa debit card verification • For Trade Eligible- OWCMS Screen Shot from the "Program Data" tab on "Basic Intake"
<p>4. Proof of attachment to the workforce, but UC ineligible due to insufficient earnings or services not covered by UC law</p>	<ul style="list-style-type: none"> • Self-Attestation • UC denial letter • Pay stub showing insufficient earnings to date • Letter from employer noting not subject to UC law • Employer contact: phone or electronic verification that services are not subject to UC law • Phone verification with ODJFS UC staff • DD 214 if dislocation is based on the participant discharge from the military
<p>5. Unlikely to return to previous industry or occupation</p>	<ul style="list-style-type: none"> • Self-Attestation • Local approval letter/form based on local LMI data and local conditions • Printout screen shots from state or local LMI data • Printout of O*Net screen shot • Printout of state in-demand list • OCIS printout • Other appropriate documentation based on local definition • For Trade Eligible- OWCMS Screen Shot from the "Program Data" tab on "Basic Intake"
<p>6. Has been identified as meeting the criteria for REA selection</p>	<ul style="list-style-type: none"> • UC letter to claimant • Phone verification with ODJFS UC staff • Printout of REA selection pool • Work search plan

Secondary Eligibility: Plant Closure or Substantial Layoff

In order to participate in the WIOA Dislocated Worker Program as an individual who was dislocated due to a plant closure or a substantial layoff, the individual must be in one of the following categories (one document per group required).

1. Terminated or laid off, or received a notice of termination or layoff from employment as a result of any permanent closure of, or any substantial layoff at a plant, facility, or enterprise.
2. Is employed at a facility at which the employer has made a public announcement that such facility will close within 180 days.
3. For purposes of eligibility to receive services other than training services described in Section 134(c)(3), career services described in Section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close.

Dislocated Worker Eligibility Criteria	Documentation in File
I. Terminated or laid off, or received a notice of termination or layoff from employment as a result of any permanent closure of, or any substantial layoff at a plant, facility, or enterprise. (Document each of the following three categories to document the eligibility criteria.)	
1. Proof of employment with an employer that closed or is experiencing substantial layoffs	<ul style="list-style-type: none"> • Bank Statements, if Direct Deposit is used and the Name of Employer is stated • Employer Contact: Phone or Electronic Verification • Individual's Name on a WARN notice • Letter from Employer • Unemployment Compensation Award Letter (must contain names of both company and participant) • Pay Stub • Self-Attestation
2. Proof of termination or layoff	<ul style="list-style-type: none"> • Employer Contact: Phone or Electronic Verification • Individual's name on a WARN notice • Layoff letter from employer • Self-Attestation • Unemployment Compensation Award Letter (must contain names of both company and participant)
3. Proof of closure or substantial layoff	<ul style="list-style-type: none"> • Employer Contact: Phone or Electronic Verification • Employer Notice • News Article / General Announcement • WARN Notice

<p>II. Is employed at a facility at which the employer has made a public announcement that such facility will close within 180 days. (Document both of the following two categories to document the eligibility criteria.)</p>	
<p>1. Proof of employment in closing facility</p>	<ul style="list-style-type: none"> • Self-Attestation • Pay Stub • Bank Statements, if Direct Deposit is used and the name of employer is stated • Letter from Employer • Individual's Name on a WARN notice • Employer Contact: Phone or Electronic Verification
<p>2. Proof of a public announcement of closure within 180 days</p>	<ul style="list-style-type: none"> • Employer notice • WARN notice • Employer contact: phone or electronic verification • News article / general announcement
<p>III. For purposes of eligibility to receive services <u>other than</u> training services described in Section 134(c)(3), career services described in Section 134(c)(2)(A)(xii), or supportive services, is employed at a facility at which the employer has made a <u>general</u> announcement that such facility will close. (Document both of the following two categories to document the eligibility criteria.)</p>	
<p>1. Proof of employment at closing facility</p>	<ul style="list-style-type: none"> • Self-Attestation • Pay stub • Bank statements if direct deposit is used and the name of the employer is stated • Letter from employer • Individual's name on a WARN notice • Employer contact: phone or electronic verification
<p>2. Proof of announcement</p>	<ul style="list-style-type: none"> • Employer notice • News article / media announcement • Employer contact: phone or electronic verification • WARN Notice

Secondary Eligibility: Self-Employed Individual, Including Employment as a Farmer, Rancher, or Fisherman, but is Unemployed as a Result of General Economic Conditions in the Community in which the Individual Resides or because of Natural Disasters

In order to participate in the WIOA Dislocated Worker Program as an individual who was self-employed individual, including employment as a farmer, rancher, or fisherman, but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, the individual must be within both categories. The individual must provide documentation within both categories to become eligible.

Dislocated Worker Eligibility Criteria	Documentation in File
1. Evidence of self-employment	<ul style="list-style-type: none"> • Self-Attestation • Business License • IRS Forms • Other evidence of Self-Employment
2. Evidence of business closure	<ul style="list-style-type: none"> • Self-Attestation • Chapter 7 or Chapter 11 bankruptcy published in newspaper, with the date shown • Evidence of business failure of supplier or customer • Insurance claims, or other proof of income loss • Disaster insurance claim • Federal or State declaration of disaster

Secondary Eligibility: Displaced Homemaker

In order to participate in the WIOA Dislocated Worker Program as a displaced homemaker, the participant must provide documentation within the category below.

Dislocated Worker Eligibility Criteria	Documentation in File
1. An individual who has been providing unpaid services to family members in the home and has been dependent on the income of another family member but is no longer supported by that income and is unemployed or underemployed and is experiencing difficulty obtaining or upgrading employment.	<ul style="list-style-type: none">• Self-Attestation• Court records• Divorce documents• Bank records• Public assistance records• Spouse's layoff notice• Spouse's death record

Secondary Eligibility: Military Spouse

In order to participate in the WIOA Dislocated Worker Program as a military spouse, the participant must meet one of the two categories below. Within each category, the participant must supply one of the documents listed.

1. Spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty state of such member
2. Spouse of a member of the Armed Forces who meets the criteria of a displaced homemaker who is unemployed or underemployed and is experiencing difficulty obtaining or retaining employment.

Dislocated Worker Eligibility Criteria	Documentation in File
<p>1. Spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty state of such member</p>	<ul style="list-style-type: none"> • Self-Attestation • DD 214 if dislocation is based on the participant discharge from the military • Military orders if the participant is a military spouse and the dislocation is based on the service member permanent change of military station • Military spouses can be served under the dislocated worker category if the spouse is unable to continue an employment due to the service member's permanent change of military stations, or if the spouse loses employment as a result of discharge from the military. The spouse must also satisfy "unlikely to return to previous industry of occupation."
<p>2. Spouse of a member of the Armed Forces who meets the criteria of a displaced homemaker who is unemployed or underemployed and is experiencing difficulty obtaining or retaining employment</p>	<ul style="list-style-type: none"> • Self-Attestation • DD 214 if dislocation is based on the participant discharge from the military • Military orders if the participant is a military spouse and the dislocation is based on the service member permanent change of military station • Military spouses can be served under the dislocated worker category if the spouse is unable to continue an employment due to the service member's permanent change of military stations, or if the spouse loses employment as a result of discharge from the military. The spouse must also satisfy "unlikely to return to previous industry of occupation."

Youth Eligibility Criteria and Documentation

Primary Eligibility

IN-SCHOOL-YOUTH - The term “in-school-youth” means an individual who is:

- (i) Attending any school;
- (ii) Not younger than age 14 or older than age 21;
- (iii) A low-income individual; and
- (iv) One or more of the following:
 - (I) Basic skills deficient.
 - (II) An English language learner.
 - (III) An offender.
 - (IV) A homeless individual [as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))], a homeless child or youth [as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))], a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement..
 - (V) Pregnant or parenting.
 - (VI) A youth who is an individual with a disability.
 - (VII) An individual who requires additional assistance to complete an educational program or to secure or hold employment.

*SPECIAL RULE: For the purpose of this sub-section, the term “low-income,” also includes a youth living in a high poverty area.

**EXCEPTION: Not more than 5 percent of all individuals assisted under this section may be persons who are not low-income individuals

OUT-OF-SCHOOL YOUTH – The term “out-of-school youth” means an individual who is:

- (i) Not attending any school;
- (ii) Not younger than age 16 or older than age 24, and;
- (iii) Meets one or more of the following criteria:
 - (I) A school dropout.
 - (II) A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter.
 - (III) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is:
 - (aa) Basic skills deficient; or
 - (bb) An English language learner.
 - (IV) An individual who is subject to the juvenile or adult justice system.
 - (V) A homeless individual [as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))], a homeless child or youth [as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))], a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
 - (VI) An individual who is pregnant or parenting.
 - (VII) A youth who is an individual with a disability.

(VIII) A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

*SPECIAL RULE: Only (iii) (III) and (VIII) require income eligibility/verification.

**EXCEPTION: Not more than 5 percent of all individuals assisted under this section may be persons who are not low-income individuals.

The first layer of eligibility criteria for the WIOA Youth Program is proof of age or birth date, proof of citizenship status or authorization to work in the United States, proof of Selective Service registration if the applicant is a male over 18 years old, proof of City of Atlanta residency, proof of school status at the time of participation, and proof of receipt of high school diploma if the applicant has graduated high school. One document within each applicable category satisfies the criteria for the WIOA youth program.

Youth Eligibility Criteria	Documentation in File
<p>1. Age/Birth Date</p>	<ul style="list-style-type: none"> • Baptismal Record (if date of birth is shown) • Birth Certificate • Driver's License • Federal, State, or Local Government ID • Hospital Record of Birth • DD Form 214 (also known as, Certificate of Release or Discharge from Active Duty) • Passport (expired or unexpired) • Public Assistance Records • School Records or ID Card • Tribal Records • Work Permit
<p>2. Citizenship Status/ Authorization to Work in the US</p>	<ul style="list-style-type: none"> • Certificate of Citizenship (issued by U.S. Department of Homeland Security, Forms N-560 or N 561) • Certificate of Naturalization (issued by U.S. Department of Homeland Security, Forms N-550 or N 570) • Certified U.S. Birth Certificate • Consular Report of Birth Abroad (issued by U.S. Department of State, Forms FS-240, DS-1350, or FS 545) • Current U.S. Passport • Permanent Resident Card • Refugee Travel Document (unexpired) • Resident Citizens ID Card • U.S. Citizen ID Card • U.S. Social Security card (other than a card stating not valid for employment)

<p>3. Selective Service Registration – Men born after January 1, 1960; Non-citizens, including illegal aliens, legal permanent residents, seasonal agricultural workers, and refugees, who take up residency in the U.S. before their 26th birthday.</p>	<ul style="list-style-type: none"> • Selective Service Acknowledgement letter • Form DD-214 “Report of Separation • Screen printout of the Selective Service Verification on the Selective Service website at https://www.sss.gov/regver/wfverification.aspx. • Selective Service Registration Card • Selective Service Verification Form (Form 3A) and/or • Stamped Post Office Receipt of Registration Selective
<p>4. City of Atlanta Residency – Use the following documents to verify the address. Then, verify whether or not the participant resides within City of Atlanta limits using Salesforce.</p>	<ul style="list-style-type: none"> • Mortgage, Payment Coupon, Deed, Escrow Statement, Property Tax Bill • Utility Bill (Water, Gas, Electricity, Cable/Satellite, Internet, Telephone/Cell Phone) • Unexpired GA Driver’s License, Permit, or Government ID • Letter from Homeless Shelter • Current Rental Contract and/or Rent Payment (for Home, Apartment, Mobile Home, Dormitory, Extended Stay Motel, Retirement/Assisted Living Home) • Refugee Address Verification Affidavit (Form DS-20) – second verification document <u>not</u> required
<p>5. School Status at Participation</p>	<ul style="list-style-type: none"> • Self-Attestation • Applicable records from educational institution • GED or high school diploma • Letter or other documentation from school system • School records

Secondary Eligibility: Proof of Low-Income Status

Low-income is required for all in-school youth and for out-of-school youth who have a secondary school diploma and is basic skills deficient (or an English language learner), or require additional assistance to enter or complete an education program or to secure or hold employment. The participant must supply one supporting document from one of six categories:

1. Temporary Assistance for Needy Families (TANF)
2. Other Cash Public Assistance
3. Family Income
4. Supplemental Nutrition Assistance Program (SNAP)
5. Free or Reduced Price Lunch
6. Youth Living in a High-Poverty Area

Youth Eligibility Criteria	Documentation in File
<p>1. Temporary Assistance for Needy Families (TANF) – Receives, or is a member of a family that receives, cash payments under TANF, in the prior six months.</p>	<ul style="list-style-type: none"> • Cross match with TANF public assistance records • Signed statements from DFCS or forms signed by DFCS officials listing beginning/end dates of grants for the customer, who is listed on the welfare grant, should suffice.
<p>2. Other Cash Public Assistance – Receives, or is a member of a family that receives, cash payments under a federal, state, or local income-based public assistance program in the prior six months.</p>	<ul style="list-style-type: none"> • Copy of authorization to receive cash public assistance • Copy of public assistance check • Medical card showing cash grant status • Refugee assistance records • Verification by public assistance agency • Verification by the refugee assistance provider

<p>3. Family Income – Determined when an individual received income, or is a member of a family that received income, for the six-month period prior to application for the program that in relation to family size does not exceed the higher of poverty line or 70 percent of lower living standard income.</p>	<ul style="list-style-type: none"> • Alimony Agreement • Award Letter from Veteran’s Administration • Bank Statements • Compensation award letters • Court award letter • Employer Statement • Family or business financial records • Low-income Housing Authority Verification • Pay Stubs • Pension statement • Public Assistance Verification • Quarterly estimated tax for self-employed persons • Social Security Benefits Letter • Unemployment Insurance documents • <u>Self-Attestation</u>, only in cases when an individual has no income or receives very little undocumented income; the statement should include description of how the applicant has been supported in the past six months. <p>Family Size Family size must be determined and verified <u>only if using family income to determine low-income status</u>. Family size will be determined by counting the maximum number of family members in the residence during the last 6 months, not including the current month.</p> <p>A family, for eligibility purposes, means two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories: Husband, wife, and dependent children; Parent or guardian and dependent children; Husband and wife.</p> <p>In certain cases, an individual may be considered a “family of one” for the purpose of eligibility determination. This includes individuals with a disability whose family income may exceed the income criteria, but whose own income meets the income criteria. <i>See Appendix A for income determination.</i></p>
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<p>4. Supplemental Nutrition Assistance Program (SNAP) – Is a member of a household that receives SNAP, or determined eligible within the prior six-months.</p>	<ul style="list-style-type: none"> • Verification by the public assistance agency • Other public assistance records • Copy of authorization to receive food stamps
<p>5. Free or Reduced Price Lunch</p>	<ul style="list-style-type: none"> • Self-Attestation • Approval Letter • Completed Application
<p>6. Youth Living in a High-Poverty Area</p>	<ul style="list-style-type: none"> • Print out which illustrates the youth’s residence within the boundaries of the high-poverty areas within the City of Atlanta as defined by the State of Georgia

Tertiary Eligibility: Barriers for In-School Youth

In order to participate in the WIOA Youth Program as an in-school youth, the participant must provide documentation within one of the following eight barriers, in addition to meeting one of the low-income criteria.

Youth Eligibility Criteria	Documentation in File
1. Basic skills deficient	<ul style="list-style-type: none"> • Standardized assessment test • School records • Case notes
2. English language learner	<ul style="list-style-type: none"> • Self-Attestation • School records • Case notes
3. Homeless or Runaway	<ul style="list-style-type: none"> • Self-Attestation • Verification from a shelter or social services agency • Written statement from individual providing residence
4. Foster Child or Emancipated Foster Child	<ul style="list-style-type: none"> • Case notes • Court documentation • Verification from a social services agency
5. Pregnant or parenting youth	<ul style="list-style-type: none"> • Self-Attestation • Physician's statement • Birth certificate if parenting • Baptismal record • Case notes • Verification with social service agency
6. Offender	<ul style="list-style-type: none"> • Self-Attestation • WIA intake • Court records • Halfway house resident • Letter of parole • Letter from probation officer • Police records

<p>7. Individual with a disability</p>	<ul style="list-style-type: none"> • Self-Attestation • Letter from drug or alcohol rehabilitation agency • Medical records • Physician's statement • Case notes • Psychologist diagnosis • Social Security disability records • School record of disability determination • Social services records • Veterans administration letter • Vocational rehabilitation letter • Worker's compensation record
<p>8. Require additional assistance to complete educational program or to secure and hold employment</p>	<ul style="list-style-type: none"> • Self-Attestation • Local area plan • Local area policy • Individual service strategy • Case notes • WIOA intake form • State MIS

Tertiary Eligibility: Barriers for Out-of-School Youth

In order to participate in the WIOA Youth Program as an out-of-school youth, the participant must provide documentation within one of the following ten barriers. Out-of-school youth who have a secondary school diploma and is basic skills deficient (or an English language learner), or require additional assistance to enter or complete an education program or to secure or hold employment, must also provide proof of income.

Youth Eligibility Criteria	Documentation in File
1. Basic skills deficient*	<ul style="list-style-type: none"> • Standardized assessment test
2. English language learner	<ul style="list-style-type: none"> • Self-Attestation • School records • Case notes
3. School dropout	<ul style="list-style-type: none"> • Self-Attestation • Applicable WIOA Intake form • School board verification of dropout status • Dropout Letter records from educational institution
4. Not attending school	<ul style="list-style-type: none"> • Self-Attestation • School records • Court documents
5. Homeless or Runaway	<ul style="list-style-type: none"> • Self-Attestation • Verification from a shelter or social services agency • Written statement from individual providing residence
6. Foster Child or Emancipated Foster Child	<ul style="list-style-type: none"> • Case notes • Court documentation • Verification from a social services agency
7. Pregnant or parenting youth	<ul style="list-style-type: none"> • Self-Attestation • Physician's statement • Birth certificate if parenting • Baptismal record • Case notes • Verification with social service agency

<p>8. Subject to juvenile or adult justice system</p>	<ul style="list-style-type: none"> • Self-Attestation • WIA intake • Court records • Halfway house resident • Letter of parole • Letter from probation officer • Police records
<p>9. Individual with a disability</p>	<ul style="list-style-type: none"> • Self-Attestation • Letter from drug or alcohol rehabilitation agency • Medical records • Physician's statement • Case notes • Psychologist diagnosis • Social Security disability records • School record of disability determination • Social services records • Veterans administration letter • Vocational rehabilitation letter • Worker's compensation record
<p>10. Require additional assistance to complete educational program or to secure and hold employment*</p>	<ul style="list-style-type: none"> • Self-Attestation • Local area plan • Local area policy • Individual service strategy • Case notes • WIOA intake form • State MIS

* Indicates that the barrier listed requires proof of low-income status, if the sole barrier is “Basic skills deficient” or “Require additional assistance to complete educational program or to secure and hold employment.”

Appendix A: Income Determination

Income is the amount of all reportable income for each family member for the prior six (6) months. This amount multiplied by two (2) is the total annualized family income. Per WIOA, low-income and lower living standard income level are defined as:

LOW-INCOME INDIVIDUAL - The term "low-income individual" means an individual who:

- (i) Receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program (SNAP) established under the Food and Nutrition Act of 2008, the program of block grants to States for temporary assistance for needy families (TANF) program under part A of title IV of the Social Security Act, or the supplemental security income (SSI) program established under title XVI of the Social Security Act, or State or local income-based public assistance;
- (ii) Is in a family with total family income that does not exceed the higher of:
 - (I) The poverty line; or
 - (II) 70 percent of the lower living standard income level;
- (iii) Is a homeless individual (as defined in section 41403(6) of the Violence against Women Act of 1994), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act);
- (iv) Receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act;
- (v) Is a foster child on behalf of whom State or local government payments are made; or
- (vi) Is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.

LOWER LIVING STANDARD INCOME LEVEL - The term "lower living standard income level" means that income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

Family income means all includable income actually received from all sources by all members of the family during the income determination period. However, when computing family income, the income of a spouse and/or other family members shall only be counted for that portion of the income determination period that the person was actually a part of the family of the applicant.

Family size for the determination period is the maximum size of the family during such period. All items not expressly excluded are includable income.

Applicants having minimum or no income should complete an applicant statement that describes their means of support in the last six months.

A. INCLUDE in Family Income:

- i. Money wages and salaries before any deductions;
- ii. Net receipts from non-farm self-employment (receipts from a person's own unincorporated business, professional enterprise, or partnership after deductions for business expense);
- iii. Net receipts from farm self-employment (receipts from a farm which one operates as an owner, renter, or sharecropper, after deductions for farm operating expenses); 3.2.3-2 Regular payments from railroad retirement, strike benefits from union funds, worker's compensation, and training stipends;
- iv. Alimony;
- v. Military family allotments or other regular support from an absent family member or someone not living in the household;
- vi. Pensions whether private, government employee (including Military retirement pay);
- vii. Regular insurance or annuity payments other than Supplemental Security Income disability (SSI) or Veterans' disability;
- viii. College or university grants, fellowships, and assistantships;
- ix. Net gambling or lottery winnings;
- x. Social Security Disability Insurance payments (SSDI);
 1. SSDI pays benefits to individuals that have worked in the past, paid Social Security taxes, and are currently unable to work for a year or more because of a disability. SSDI is considered income replacement and must be included in family income.

B. EXCLUDE from Family Income:

- i. Unemployment compensation;
- ii. Child support payments;
- iii. Public Assistance payments (including Temporary Assistance to Needy Families (TANF), Supplemental Security Income (SSI), Refugee Case Assistance (RCA), and General Assistance (GA));
 1. Supplemental Security Income (SSI) is a program that pays benefits to disabled adults and children who have limited income and resources. It is also paid to people 65 and older without disabilities who meet the financial limits. SSI is considered cash assistance and individuals receiving SSI are automatically income eligible the same as individuals receiving TANF or SNAP. A WIA participant applicant on SSI is a family of one. Refer to the Adult or Youth Verification Worksheets for acceptable documentation for SSI recipients.
- iv. Foster care child payments;
- v. Title IV of the Higher Education Act (i.e., Pell Grants, Federal Supplemental Educational Opportunity Grants (FSEOG), and Federal Work-Study (FWS));
- vi. Needs-based scholarship assistance;
- vii. Income earned while [the veteran was] on active military duty and certain veteran's benefits (i.e., compensation for service-connected disability, compensation for service connected death, vocational rehabilitation, and education assistance);
- viii. Capital gains;
- ix. Any assets drawn down as withdrawals from a bank, the sale of property, a house or a car; 3.2.3-3;
- x. Tax refunds, gifts, loans, lump-sum inheritances, one-time insurance payments, or compensation for injury;
- xi. Non-cash benefits such as employer paid fringe benefits, food or housing received in lieu of wages, Medicare, Medicaid, Food Stamps (received or has been determined eligible to receive Food Stamps (SNAP) within the six month period prior to application for the program); school meals, and housing assistance;
- xii. Old age and survivors insurance benefits received under section 202 of the Social Security Act (42 USC 402).
 1. Old age and survivors insurance benefits include: Social Security Survivor Benefits these are benefits paid to people up to age 18 who have had a parent die and the parent paid wages into the system; and
 2. Social Security Retirement Benefits – these are benefits that are paid to people who reached their social security age and have wages paid in the system.

WIOA provides one of two sets of data in determining economically disadvantaged persons and program eligibility, either the Department of Health and Human Services (HHS) Poverty Guidelines or the Lower Living Standard Income Level (LLSIL).

The Georgia Department of Economic Development, Workforce Division, has issued the table below to determine low-income level for any family size. Intake staff should compare the customer’s family income with the corresponding poverty level figure based on family size and area.

Income figures listed in the columns below are utilized when determining whether a customer is considered low income for WIOA eligibility for youth, priority services for adults, and federal reporting for all target groups. Please use the chart for determining “low income individual, “disadvantaged youth,” and “disadvantaged adult.”

Program Years 2014 – 2015 Six-Month Income Guidelines for WIA/WIOA: State of Georgia Low Income Level Figures Effective April 20, 2015			
Family Size	Metropolitan Areas	Atlanta MSA	Non-Metropolitan Areas
1	\$5,885	\$5,885	\$5,885
2	\$7,965	\$7,965	\$7,965
3	\$10,911	\$10,045	\$10,075
4	\$13,470	\$12,125	\$12,437
5	\$15,898	\$14,297	\$14,677
6	\$18,593	\$16,719	\$17,164
7	\$21,289	\$19,141	\$19,651
8	\$23,984	\$21,563	\$22,138
For each additional person in the household add:	\$2,696	\$2,422	\$2,487