



“TOGETHER, WE’RE BUILDING A WORKFORCE”

**CITY OF ATLANTA
WIA LOCAL PLAN – PY 2007 & 2008**

Submitted by:

**ATLANTA WORKFORCE DEVELOPMENT BOARD, INC.
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**Comprehensive WIA Plan
PY 2007 & 2008**



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Area Contacts

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Plan Signatures

Name of Area: City of Atlanta

Chief Local Elected Official:

Shirley Franklin, Mayor
City of Atlanta

Date

Local Area Director:

Deborah Lum, Executive Director
Atlanta Workforce Development Agency

Date

Local Workforce Investment Board Chairperson:

Joe Hindsley, Chair
Atlanta Workforce Development Board

Date



Comprehensive WIA Plan PY 2007 & 2008 Two-Year Plan

I. Vision and Goals

Provide the vision for the area's workforce development system and list the goals that have been established to achieve the vision. Attachment A lists the state's Workforce Vision and Guiding Principles; the local vision and goals should be consistent with the state's while addressing local priorities.

Mission:

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

Vision:

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

Goals:

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



II. Local Governance

1. Describe how the local workforce development system will be governed to ensure that it is comprehensive, integrated, effective, responsive, and customer-focused. Examples of items you may wish to describe include the local board committee structure and the board's oversight activities.

The AWDB is comprised of 54% business leaders and mandated partners, as outlined by the Workforce Investment Act (WIA). The AWDB governs the local workforce development system by ensuring that services provided by the Atlanta Workforce Development Agency (AWDA) are comprehensive, integrated and responsive. The Board grew from four to five committees and Youth Council to carry out the mission and vision of the workforce development system. The additional Mayor's Youth Program Committee equips the AWDB to better prioritize and address the strategies for serving the neediest youth. Following is a summary of the committees' functions:

- The Executive Committee's charge is to provide quality leadership and management of the Atlanta Workforce Development Board in the creation and implementation of local workforce policy and service delivery;
- The Economic Development & Public Relation's Committee's charge is to identify, develop, and secure funding that increases the viability and impact of the Atlanta Workforce Development Board on business, citizens, and the local One-Stop System;
- The Performance & Standards Committee'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 Mayor's Youth Committee's charge is to provide oversight of the policies and procedures for fundraising, support resources, and unmet need awards for participants.
- The Finance Committee's charge is to oversee policies, procedures, plans and programs governing all financial matters of the Board.
- The Youth Council's charge is to ensure that Atlanta youth have access to the resources that will enable them to develop the academic and technical skills necessary to obtain a high school diploma, career oriented employment, or post-secondary education.

2. Describe how GDOL career centers and other WIA partners have worked together to promote service integration.

Integration of services is achieved through working relationships with on-site partners. These partners are the Georgia Department of Labor (GDOL) via an onsite career center staff member, Department of Vocational Rehabilitation Services (DVRS), Atlanta Technical College (ATC), Atlanta Public Schools (APS), Department of Human Resources (DHR), Youth Empowerment Services (YES), Gate City Day Nursery Association, American Association of Retired People



(AARP), Jewish Family and Career Services (JFCS), Volunteer Income Tax Assistance (VITA), and EarnBenefits. Working together, AWDA ensures that all customers are effectively serviced. Further, many of the youth programs have now been integrated into the umbrella of the Mayor's Youth Program described in detail under the Youth services section.

AWDA is staffed with a One Stop manager that with oversight is responsible for all program operations; a fiscal manager overseeing financial operations; a youth programs manager overseeing youth activities; an Individual Training Accounts (ITA) manager overseeing training, a performance manager overseeing performance measures and retention standards, and several additional managers overseeing youth and adult programs.

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

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

- WIB Members with Interest/Expertise
 - CVS/pharmacy
 - Express Personnel Services
 - Colgate Palmolive
- Youth Service Agencies
 - Atlanta Public Schools
 - Atlanta Technical College
 - Fulton County Juvenile Court System
 - Young Adult Guidance Center (YAGC)
- Public Housing Authorities
 - Atlanta Housing Authority
- Parents
 - Parent
- People and Individuals of Organizations that have Experience in Youth Activities
 - Youth Participants
 - Metropolitan Youth Opportunity Initiative (MYOI)
 - Women's Economic Development Agency (WEDA)
 - Fulton-Atlanta Community Action Authority (FACAA)
- Representatives of the Job Corp
 - Atlanta Job Corps Center
- Others
 - Georgia Department of Labor/South Metro Employment Center
 - Department of Vocational Rehabilitation Services



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

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

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

AWDB meets with other metro area boards on a quarterly basis to coordinate activities and discuss matters that affect the region as a whole. AWDB participates in a regional ITA system that is managed by the Atlanta Regional Commission (ARC). Performance standards for the metro area boards are negotiated as regional units where possible. Employment and training opportunities are shared among the boards. When grant opportunities become available, discussions are held regarding the design of a collaborative response.



III. Plan Development and Implementation

Describe the process used by the area staff and board to update this comprehensive service plan. Describe your strategic planning efforts and explain how the results of these efforts have been incorporated into the WIA Plan update.

AWDA's designated staff in partnership with business and community organizations identify relevant issues regarding change or new concepts to be considered for serving its customers. These changes and concepts are researched, packaged, and presented to the appropriate committee for consideration. The committees review and discuss the merits of the proposals, and forwards recommendations to the AWDB for discussion. The Board determines the appropriateness of the recommendations and votes accordingly.



IV. Needs Assessment

Using the CD containing the most recent labor market information for your area and the results of your strategic planning activities, please describe the demand (current and projected employment and skill needs of businesses) and supply (availability of skilled workers) aspects of your local labor market. List data sources used in your analysis.

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

Labor market information indicates the average weekly wage for the City to be \$1,004 per week as compared to \$743 for the State. However, included in this average is \$149,000 annual salary for Buckhead residents as compared to slightly over \$20,000 for areas of the inner city.

The unemployment rate for the City is quoted as 5.3% while the inner city unemployment rate is generally around 16%. Although 33% of the Atlanta inner city population lives in poverty, the City has roughly three times the income density of the surrounding metro area. The inner city job growth, over 1995-2000, increased by 0.9% while it grew 2.6% in the City, and 3.5% in the rest of the Metropolitan Statistical Area (MSA).

In order to address these and other development issues, the City has completed a New Century Economic Development Plan. The plan includes a provision which fosters a business climate that supports and develops industries which creates jobs for its workforce. Specifically, by 2009, the goal is to create 60,000 new jobs in the City of Atlanta and increase the median income in underserved areas from \$27,000 to \$36,000.

The plan includes (1) the targeting of specific industries that are forecasted to grow and create jobs, (2) increasing the economic vitality of underserved areas within the City, and (3) supporting several development projects that will increase the economic viability of the City.

Targeted industries are:

- Transportation, logistics, and distribution
- Hotels, tourism, and entertainment
- Health services
- Higher education and bioscience
- Retail
- High tech
- Construction

The Hartsfield-Jackson airport has a \$5 billion construction project that continues through 2010. The City has a legislative requirement mandating all Airport and other City contractors to offer



AWDA the first opportunity to fill all entry level jobs created by all projects. It is anticipated that the number of jobs will increase from 105,000 to 129,000 at the airport by 2009.

Atlanta continues to be a transportation hub with three major interstate highways intersecting the City. Additionally, there is a concentration of rail systems, trucking companies, and warehouse/distribution centers located in the metro area. Atlanta's logistics infrastructure and capabilities are un-rivaled. The transportation and distribution industries are forecasted to produce high growth and will continue to be a major contributor to Atlanta's economy in the future.

AWDA has partnered with Atlanta Technical College to increase the education and training of healthcare professionals. USDOL recently awarded ATC a grant to expand its capacity to meet the needs in this high growth industry. AWDA's commitment to this relationship includes outreach and follow-up.

The City designates Tax Allocation Districts (TAD) for which bonds can be issued to assist in making infrastructure improvements for the promotion of development. Several TAD projects are underway or have been approved by City government. Recent TADs include the Atlantic Station project, the Southside Industrial Park, the Beltline project, and the Lakewood area. All of these projects mean improved living conditions for those who live in the designated areas along with increased job opportunities associated with the resulting construction and new businesses established.

In addition, Fort McPherson has been designated as one of the military installations scheduled for closing under Base Realignment and Closure (BRAC). This is a 438 acre facility when redeveloped will generate untold economic opportunities for the City by 2011.

The City is a leading partner in the Metro Atlanta Homeless Task Force, which develops strategic plans to identify and address the needs of the homeless. One example of its accomplishments is the construction of the Atlanta Gateway center which provides shelter and service referrals to other agencies, such as AWDA.

The City's economic development plan includes contributions from every major stakeholder within the metro area, including all City components, business community and civic organizations, economic development agencies throughout the metro area.



V. Workforce Delivery System

1. Using the matrix in Attachment B, outline the structure of the area's One-Stop system, identifying partners at each comprehensive site and the major services provided at those locations. Provide the same basic information about additional workforce service locations in the local area, i.e., locations that are not considered comprehensive One-Stops.

AWDA's database consists of a listing of services offered by different partners (See Attachment B for listed sites and services).

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

AWDA conducts quarterly Partner's meetings to share best practices, new resources, and coordinate upcoming events and activities. WIA funds are leveraged with Annie E Casey, ACoRA, and Arthur E Blank Foundations to provide intensive and training services to adults, dislocated workers, and youth.

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

n/a

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

AWDA's database consists of a listing of services offered by different partners (See Attachment B for listed sites and services). Coordination of services with other formal partners, such as the Municipal Court of Atlanta, the City Solicitor's Office, Center for Working Families, AHA, and DFACS, are also periodically conducted. GDOL representatives are located at the One-Stop providing full access to the State system. GDOL and AWDA staffs are cross-trained, which provides for a full range of service delivery as listed below:

- Integrity Assessment;
- Electronic enrollment and registration of customers;
- Assessment of customer needs;
- Pre-screening of customers for potential employers;
- Customized job fairs for City of Atlanta employers;
- Assistance in layoff transitioning by coordinating with GDOL Rapid Response Team;
- Training services;
- Referrals to partner agencies;
- Youth programs;
- Career counseling services;
- Mobile Cyber Bus to service clients unable to reach AWDA;



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

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

Partners providing core and intensive services for adults and dislocated workers are described in table 3:



Table 3: Partners providing core and intensive services to adult, dislocated, and youth customers

Partner Name	Core	Intensive
Atlanta Job Corps	Referral	High School Diploma GED Occupation Specific Training
Atlanta Public Schools	Initial Assessment	GED
Atlanta Technical College	Initial Assessment	Occupation Specific Training (i.e., ITA's, Healthcare, automotive, forklift) Continuing Education Courses Job Placement
Center for Working Families	Referral	On-the-Job Training Employment
City of Atlanta Weed & Seed	Referral	Truancy and Juvenile Justice Program, Volunteer Income Tax Assistance (VITA) Center
City of Atlanta, All Departments	Referrals	Leadership Development Employment; Direct Placement Work Experience Counseling Mentoring Apprenticeships Community Service
Seedco	Referral	EarnBenefits Screening Counseling, Follow-up
Jewish Family & Career Services	Referral	Computer Training Skills Building Counseling, Follow-up
Gate City Childcare	Referral	Childcare
Georgia Department of Labor	Registration Job Search	Job Placement ToppStep
US Armed Services	Recruitment	Enlistment Training & Employment



Table 3 (cont)

Partner Name	Core	Intensive
United Way	Initial Assessment Referral	Financial Management Training, Training & Job Placement for Homeless
Atlanta Housing Authority	Referral	Counseling Training Retention/Follow-up
Department of Human Resources (DFACS)	Referral Initial Assessment	Food Stamps Healthcare through Medicaid for Children
Department of Vocational Rehabilitation	Referral	Assistive Technology Computers Work Experience Training Job Placement
Atlantic Station	Referral	Recruitment Employment Retention/Follow-up
Enterprise Community Partners	Recruitment Referrals	Training (i.e., global logistics, professional development) Supportive Services Retention/Follow-up
Peoplestown Revitalization Corporation	Recruitment Referrals	Training Retention/Follow-up
ACoRA, Empowerment Zone (ERC)	Referral	Recruitment Training Supportive Services Retention/Follow-up
Southside Industrial Park (SIP)	Referral	Employment Training
Beehive, One Economy	Referral	Job Search Assistance Resume Preparation Tax Preparation



6. Provide a copy of all current Memoranda of Understanding, Local Chief Elected Official Agreements, and Resource Sharing Agreements accurately reflecting local area arrangements as Attachment C.

Memoranda of Understanding (MOUs) reflecting local area arrangements are enclosed as Attachment C.

7. List the board-established policies regarding.

a. priority of service for intensive and training services, where adult funds are determined to be limited.

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

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

OR

In cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described above in subparagraphs (A) or (B), but who is a member of a family whose income does not meet such requirements. The Poverty Guidelines and the Lower Living Standard Income Level as



published by the U.S. Department of Labor annually are to be used in determining low-income status. Adults may receive priority services under WIA if they meet one of the following barriers:

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

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

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

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

Priority for intensive training and supportive services will be given to City of Atlanta residents. Services for dislocated workers will also be given to employees of companies whose place of employment is/was within the metropolitan Atlanta service area. Residents of other service areas will be referred to apply for services with the appropriate WIB offices.

c. target groups served in the area:

AWDB's policy for target groups served in the area requires that they be residents of the City of Atlanta and registered with AWDA. The targeted groups serviced are veterans, AHA 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.

d. supportive service policies for adults, dislocated workers and youth:

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

Table 4 lists the eligibility requirements regarding participants seeking supportive services:



Table 4: Eligibility Policy for Supportive Services, WIA Region 3

Supportive Services	Eligibility Requirements
Childcare	Children must be 4 years of age and under. Participants who require childcare in order to participate in AWDA activities will receive childcare payments not to exceed \$100.00 per child per week, up to a maximum of two (2) children. Children over four years of age that are eligible for the State Pre-K program must enroll in that program.
After-school care	Children must be 6 years of age to 12 years of age. Participants who require childcare in order to participate in AWDA activities will receive after-school care payments not to exceed \$65.00 per child per week, up to a maximum of two (2) children. Participants must be engaged in an activity such as training or employment and verifiable with documentation.
Transportation	MARTA shall be the principal source of transportation for clients. Tokens or monthly passes will be provided to participants based on individual needs as determined by the career counselor and documented in the recipient's case management notes.
Dental	To be determined on a case-by-case basis, not to exceed \$500.00.
Vision/Medical	To be determined on a case-by-case basis, not to exceed \$500.00.
Clothing	To be determined on a case-by-case basis, not to exceed \$500.00.
Other	To be determined on a case-by-case basis, not to exceed \$500.00.
Stipends	Pay at least minimum wage for selected occupational training through work experience or apprenticeships (i.e., tree trimmer).

Source: AWDA

e. demand occupations (please list):

The Demand Occupations in Atlanta for PY 2007 and 2008 are in management, professional and related occupations; service occupations; sales and office occupations; construction, extraction and maintenance occupations; production, transportation and material moving occupations; and healthcare occupations.

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

The Atlanta Workforce Development Board has entered into a regional ITA agreement with the Atlanta Regional Commission (ARC). This Regional ITA Agreement System allows ARC to develop, manage, and operate the system on behalf of the local WIA service areas, including the City of Atlanta.

a. public notification to prospective providers:

ARC prepares public notification by posting an application on its website. The website describes eligibility requirements and other information about becoming an eligible provider.



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

ARC has been granted the authority to act as the coordinator and agent for the Regional ITA System. ARC performs the initial evaluation to determine eligibility of service providers. ARC provides ongoing project management for Atlanta's regional ITA system.

This project management includes updating data on the eligible provider listing utilizing a website and ongoing application and performance reviews in order to notify regional partners and the state. This is conducted on a quarterly basis. AWDA monitors the work of service providers to ensure that they are effective and customer accessible.

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

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

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

ARC's project management includes updating data on the eligible provider listing utilizing a website and ongoing application and performance reviews in order to notify regional partners and the state. This is conducted on a quarterly basis. AWDA monitors the work of service providers to ensure that they are effective and customer accessible.

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

As described earlier in this section, The Atlanta Workforce Development Board has entered into a regional ITA agreement with the Atlanta Regional Commission (ARC) which allows ARC to develop, manage, and operate the system on behalf of the local WIA service areas, including the City of Atlanta.

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

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

- A minimum of 2.5 cumulative GPA
- Good standing – i.e. be on track to graduate within two years (see “h”)

g. process to track and manage all ITA activity:



ITA activity is tracked and managed jointly through the finance department and career counselors. The career counselors are responsible for ITA follow-up. The finance department and manager of the One Stop review and process invoices.

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

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

9. Describe local policies that ensure that other financial resources for training (e.g., Pell, HOPE Grant or Scholarship, TANF, etc.) are considered before expending WIA funds. Describe any coordinated efforts regarding training across areas within the region.

It is AWDA's policy that all other funding and resources are exhausted prior to the expenditure of WIA funds. Other funds such as the Pell grant, HOPE grant or scholarship, Trade Adjustment Assistance (TAA), TANF or veteran benefits, etc., will be expended first.

10. Discuss the role of faith- and community-based providers within the local system. Discuss board policies regarding training contracts with community-based organizations or other training providers with proven expertise in serving special populations with multiple barriers to employment. If the board has established any such contracts, list which populations are served through these contracts and list the criteria by which the area determines the proven effectiveness of such programs.

AWDA coordinates with faith based and community based organizations in providing services to the job-seeking customer with multiple barriers to employment. Faith and community based organizations are critical to AWDA's operation because they add a dimension of holistic approaches to job placement and redirection in the lives of many customers who have serious barriers to employment. These barriers include transportation, homelessness, childcare, and educational and socio-economic barriers, including barriers for those who have been incarcerated. An example of how the City of Atlanta integrates service delivery with faith-based agencies is the Mayor's "Faith Based Roundtable" which meets monthly. This roundtable is made up of members from the Regional Commission on Homelessness, local ministers and other local leaders in the community. The purpose of these meetings is to address the issues of homelessness and barriers to employment.

AWDA partnerships with community-based providers are described below:

Center for Working Families [CWF]

In conjunction with the Annie E. Casey Foundation CWF provides services to residents who reside in the Pittsburgh and Mechanicsville neighborhoods. AWDA provides pre-employment screenings and assesses participants work skills needed for unsubsidized employment.



Employers are offered on-the-job training compensation for customers needing additional training and/or skills upgrade. Program Case management and retention is documented for 12 months.

EarnBenefits

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

Jewish Family & Career Services Incorporated (JF & CS)

The Jewish Family & Career Services and Atlanta Workforce Development Agency provide computer training and skills builder classes, and one-on-one counseling services to Fulton County residents.

City of Atlanta Weed & Seed

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

Volunteer Income Tax Assistance (VITA)

Atlanta Workforce Development Agency in partnership with Atlanta Weed & Seed, the Center for Working Families (CWF), and the United States Justice Department offers "free" tax preparation and electronic filing by IRS certified tax preparers for individuals or married filers earning \$39,000 or less. Additional services include financial literacy and Earned Income Tax Credit (EITC) workshops, job fairs, and homeownership seminars.

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

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

- Employer Eligibility: Interested employers must have a minimum 3-year business existence. It is not AWDA's policy to develop OJTs with startup or new businesses.
- Duration: OJT contracts cannot exceed 499 hours or 6 months. The length of a contract must be comparable to the position and the customer's previous work experience in the training title (if applicable).



- **Worksite Approval:** AWDA staff will visit the company or business to verify existence and to assess the location for safety and disability accessibility, as well as MARTA accessibility.
- **Work Hours:** Contracted employees must work a minimum of 30 hours per week. Exceptions for cases such as in-school youth or disabled individuals will be considered on a case-by-case basis.
- **Contract Development:** AWDA staff will develop and write the contract, and forward it to the employer for review and signing.
- **Monitoring and Reporting:**
 1. The employer must submit monthly invoices for wage reimbursements up to 50%.
 2. Employer must submit monthly evaluations on employee performance.
 3. AWDA contract developer will contact the employer to verify the customer worked at least (1) day.
 4. AWDA contract developers will maintain bi-weekly contact with the employer to monitor the customer(s) progress or need for additional training and/or other services.
 5. AWDA contract developers will maintain bi-weekly contact with the customer to address problems or concerns he/she may have in an effort to retain participation and completion of the training.
- **Grievance Process:** The employee is entitled to utilize the Employer's grievance procedures in the event that he/she has a dispute with the Employer. If the Employer does not have formal grievance procedures, then he/he is entitled to the grievance procedures of Atlanta Workforce Development Agency.
- **Appeal Process:** The employee may appeal the decision of the Employer to Atlanta Workforce Development Agency and the Georgia Department of Labor (GDOL), Division of Employment and Training Services, Atlanta, Georgia. The U.S. Department of Labor, Office of Civil Rights will process complaints alleging discrimination.

A sample OJT contract can be found in Attachment F.

12. Describe the area's process and procedures for contracting with youth service providers. Describe the area's youth strategies. Discuss how the area's workforce system is addressing the ten local youth program elements described in the Workforce Investment Act, as well as the integration of other initiatives such as School-to-Work, Jobs for Georgia Graduates, Job Corps, and High School/High Tech. Describe the specific strategies the area is using with out-of-school youth.

The City of Atlanta has taken an innovative approach in serving its youth. This approach is built around the extensive resources of public/private partnerships under "The Mayor's Youth Program". The Mayor's Youth Program focuses on developing a combination of traditional year-round training activities with a summer youth employment opportunities component into a single year round program. The program provides services to eligible City of Atlanta youth ages 14 to 21 years, whose goal is to complete high school or gain their GED certification and basic skills training, or have received a high school diploma or GED but are unemployed or underemployed and have not pursued a post-secondary education or training. Services provided



include job readiness training, academic enrichment, guidance, mentoring, work experience, and follow-up.

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

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

Out-of-school youth customers tend to require some of the same assistance required of younger youth as well as the same services as adults. This assistance includes soft skills instruction, work experience and intense counseling. Because they are older and often have built defense mechanisms to cope, longer periods of time frequently are needed before the out-of-school youth are ready for employment or training in specific occupational skills. The AWDA strategy is to first prepare the student mentally for obtaining employment by ensuring they have credentials, e.g., GED, skills training and/or licensing (valid drivers license, CDL, etc.). This involves exposure to the workplace, seminars regarding acceptable workforce behavior, and intense counseling. The student is then provided opportunities for occupational skills training or assistance in finding employment. For at risk youth, more intensive intervention may be required, and AWDA partners with entities such as Youth Empowerment Services (YES), City of Atlanta Weed and Seed and the City of Atlanta Juvenile Court Systems to embrace the youth early and redirect their focus on productive learning and employment.

The desired result is to help develop an individual that can get and keep a job. Table 5 below shows how each program design contributes to the ten required elements of youth programs:



The Mayor's Youth Program for High School Seniors: Founded by Atlanta Mayor Shirley Franklin, this program provides every graduating senior in the Atlanta Public School system with a THE MAYOR'S YOUTH PROGRAM plan for their future, be it a post-secondary education or meaningful employment or workforce training or assistance with entering the military. Students receive financial assistance based on individual need. Unmet financial needs are defined as the gap between the student's ability to pay and/or scholarships, and may include room and board, transportation, laptop computers, assistance with completing applications and forms,, fees waivers, arranging interviews, technical training, life and job skill training, summer internships, full time employment, encouragement and advice on alternatives. In return, the students agree to three rules of the program: Show up and stay engaged, stay off drugs, and obey the law.

Project YES: The Youth Empowerment Services (YES) program is a hands-on life enrichment program that provides at-risk youth with the skills to positively redirect their lives. The YES Program is collaboration between the Municipal Court of Atlanta, the City Solicitor's Office and the Atlanta Workforce Development Agency (AWDA). YES participants are youth and juvenile offenders between the ages of 12 - 24 who reside in the City's Weed and Seed communities. Participants are mandated by City of Atlanta courts to participate in the program to avoid further criminal behavior and/or permanent expulsion from school.

The YES program was launched on June 5, 2006 with 158 participants. This program gives participants time to identify and achieve their own personal goals. Participants are assigned a mentor and must complete 40 hours of community service. Individuals also receive GED training, job readiness skills and counseling services.



Table 5: Program Design, Youth Services, WIA Region 3

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

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



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

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

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

14. Describe dislocated worker service strategies, including coordination with state level Rapid Response, GDOL career centers, and state/local Trade Act activities.

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

Weekly job fairs are central to AWDA's dislocated worker strategy, providing job seekers with constant access to employers and job readiness skills training. Customized job fairs are conducted when an employer plans to hire substantial numbers, and AWDA provides rigorous pre-screening based on customer profiles and skills.

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

AWDA's outreach and recruitment are conducted through a variety of media resources reaching City of Atlanta citizens by marketing through: AWDA's web site, churches, the 10,000 City of Atlanta employees, the City's Newsbytes (electronic newsletter), job fairs, advertising on the City channel, use of a Hispanic public relations firm, advertising through newspaper ads and television stations, advertising through the Mayor's weekly radio broadcast, and advertising through handouts and flyers. Outreach to serve veterans has been intensified by coordinating with veteran representatives of the GDOL and ensuring there is a dedicated contact person during large group programs.



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

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

To assist ex-offenders to find employment, AWDA uses ToppStep and the Federal Bonding programs available through GDOL. Alternative Choices is used to help expunge law enforcement records.

16. Discuss the area's workforce services to businesses, and how business and organized labor representatives on the local Workforce Investment Board contributed to the development of these strategies. Provide a listing of business services available through the area's One-Stop(s), such as planned employer workshops, tax credit assistance, and assessment and screening of potential employees. Additionally, describe the involvement of your economic development community in developing these strategies.

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

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



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

In the Southside Industrial Park (SIP) area, employment opportunities in the warehouse and distribution segments are rapidly increasing. Board member, WW Grainger, Inc., and others such as UPS, have partnered with AWDA, Peoplestown Revitalization and Atlanta Technical College to increase the supply of workers with credentials from the Certified Warehouse and Distribution Specialist program. AWDA Board member/chair, Hyatt Hotels, has consistently staffed hospitality positions from AWDA job seekers. Board member, CVS (also Youth Council chair) has hired significant numbers of graduates from the Pharmacy Tech program, which is provided in partnership with Atlanta Technical College and AWDA.

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

Business Partners

AWDA partners with local companies, large and small, to keep their businesses adequately staffed with capable employees trained in the latest technologies. Our business relations services enable employers to save both time and money by keeping their labor force skilled and maintaining employee retention. We assist human resource executives with the recruiting process from start to finish, from performing drug screening and background checks to pre-screening, assessing and providing job fairs and interview sessions.

Recruitment

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

Post Jobs

Employers can now post jobs through AWDA's online job posting form.

Job Fairs

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

Customized Training

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



On-the-Job Training

The Atlanta Workforce Development Agency can provide qualified employers with On-the-Job-Training financial assistance for hiring new employees.

First Source Employment Program

City of Atlanta Contractors can take advantage of using the First Source Registry to fill 50% of their entry-level positions as mandated by an ordinance. The Atlanta Workforce Development Agency (AWDA) maintains a First Source Registry of local residents who are qualified for the entry level positions.

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

While the metro Workforce Investment Boards convene to ensure that uniformity exists in designating eligible training providers and uniformity in allowable training and supportive service amounts, the area has also actively supported initiatives that aggregate the collective efforts of multiple areas. For example, the recent award of the Healthcare Alliance grant to Atlanta Technical College will service participants (job seekers and employers) across the region. The displacement of employees at the Ford Plant required extensive multi-jurisdictional coordination to service the employers and employees. BRAC (Base Realignment Closure) planning efforts have necessitated multi-jurisdictional efforts beyond the traditional service area. The area Directors meet at least quarterly to discuss issues that pertains to the group.

18. Discuss how the local area is using various fund sources to develop integrated service strategies for adult customers, especially for TANF and other low-income individuals, including the GoodWorks service strategy.

AWDA has entered into collaborative agreements with GDOL, DFACS, AHA and the Center For Working Families (CWF) to provide intensive services to low income individuals who face multiple barriers to employment. Each agency contributes funds to support these activities.

AWDA's GoodWorks!:

Strategy is a six-month program, with additional six-months of retention for those customers who gain employment. The strategy consists of four components: Enrollment, Work Evaluation I & II, Work Adjustment, and Retention. Customers are referred for unsubsidized work placement during Work Evaluation. During the Work Adjustment Phase, customers are compensated at \$5.15 hourly, based on their individual FLSA calculations. Customers participate in weekly job fairs; search the AJC kiosk, meet with DOL representatives, and follow employment leads in an effort to gain employment at the end of the six-month strategy. The Personal advisors are assigned to each customer to assist in personal and professional development. Individual participants are assessed and placed in intensive curriculums focused on basic computer training,



industrial maintenance engineering, job readiness and customer service training. Customers are placed through a series of work adjustment activities that are intended to lead to unsubsidized employment.

AWDA provides job readiness skills, job search assistance, occupational training, educational assistance, and other services to job seekers to residents in the Atlanta Housing Authority's (AHA's) Catalyst Program. The AHA Catalyst Program requires all non-disabled adults between the ages of 16-61 receiving housing assistance from AHA to engage in at least 30 hours a week of employment, educational and/or job training. AHA participants are required to attend three training classes, Basic Computer Literacy, Industrial Maintenance Engineering, and Job Readiness Skill Training. Participants requiring more intense services (e.g. GED prep, vocational rehabilitation, etc.), or who want to participate in a degreed program to enhance their employability, AWDA personal Advisors assist with referrals to appropriate resources.

Katrina Assistance:

AWDA provided assistance to Atlanta residents displaced by Hurricane Katrina. Services included one-on-one career counseling, assistance with education, on-the-job training, work experience, direct placement into employment, housing, transportation, mental health, and applying for TANF and/or Food Stamps. So far, AWDA has assisted over 200 Katrina evacuees in finding employment and training in the City of Atlanta. Katrina Assistance: AWDA provided assistance to Atlanta residents displaced by Hurricane Katrina. Services included one-on-one career counseling, assistance with education, on-the-job training, work experience, direct placement into employment, housing, transportation, mental health, and applying for TANF and/or Food Stamps. So far, AWDA has assisted over 200 Katrina evacuees in finding employment and training in the City of Atlanta. Evacuees who remain in the Atlanta area are now served as traditional customers of AWDA.

Homeless Assistance:

In partnership with the United Way, AWDA is providing focused resources to assess and address the needs of homeless individuals, to help them re-enter the workforce, gain critical skills, and navigate the availability of resources. The ultimate goal is for them to gain/re-gain self sufficiency.

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

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

- Integrated an on-line application that retrieves data that is directly extracted and put into AWDA's in-house database. This enhancement increased accessibility among residents



and decreased waiting time for services. Clients can now be tracked for various skill sets and career interests.

- Developed a unit of IT professionals to oversee the performance of AWDA's website. This unit focuses on the development and maintenance of the website to ensure that the public is well informed of AWDA services, hours of operation, employment opportunities and calendar of events. Job orders can be processed through the on-line system. On average, 600 individuals visit AWDA's website daily.
- Implemented a user friendly on-line orientation that enables customers to learn of AWDA services at their own pace and also allows customers that have very little knowledge of computer skills to enhance navigation. This reduces the time that clients have to wait for a group orientation to be conducted.
- Provided a multi-lingual telephone communication system, enhancing the directional tool for customers that call in. Customers can learn about services through a designated extension. This system is in both English and Spanish and updated accordingly.
- Established policy that all clients must set up an email account. This allows staff to contact the customer for effective communication as it relates to employment opportunities and training activities. This sophisticated system also allows the agency to contact clients when a particular job matches their skills to set up an interview with an employer.
- Established procedure for partnering employers to directly refer candidates to AWDA to register for services. This saves time in the event any WIA activity, such as paid work-experience or an OJT agreement, is entered into. Accessibility links are available through external partner's websites, which allows a broader presence of accessibility.
- AWDA maximizes every opportunity for informing the general public of available services. For example, one employer plans to donate a billboard that will feature services available to employers and job seekers. All custom programs begin with an orientation of full services that are available to youth, adult and dislocated workers, to encourage participants to return and complete a customized service plan.
- Youth counselors are assigned to specific schools and their frequent presence enables them to provide students with information about services that they are eligible for, as well as other members of the family.



VI. Performance Accountability

1. The plan update includes the process of estimating performance levels for PY 2007 and 2008. At this time, however, USDOL has not issued guidance that would enable the state and local areas to perform necessary performance planning. Therefore, instructions for estimating performance levels for PY2007 and PY2008 will be transmitted to local areas as soon as federal guidance becomes available.

2. Describe local strategies for obtaining and using customer feedback.

AWDA uses several strategies in obtaining and using customer feedback. Immediate customer feedback is obtained by encouraging customers to complete a satisfaction survey at the end of each encounter with AWDA. These surveys are used to identify and correct short-term issues needed to improve the delivery of services. Additional feedback is obtained during 30, 60, and 90 day retention activities with the customers. Through a contract with AWDA, Atlanta Regional Commission conducts a formal survey each year as a part of the ITA agreement. Employer feedback is obtained through follow-up telephone calls and letters, Lunch and Learns, and special events. Suggestions are reviewed by staff to recognize opportunities for immediate improvement. Recommendations and/or the need for re-evaluating policy issues are submitted to the Executive Director for review and feedback.

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

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

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



VII. Equal Access and Opportunity

1. In 1-2 paragraphs, briefly describe local procedures and staffing to address grievances and complaint resolution.

AWDA's procedure for addressing grievances and complaint resolutions is to address disputes at the staff level. If the dispute/issue is not resolved at the staff level, then it is brought to the level of the manager who informs the applicant of their right to file a written complaint within 180 days of the alleged violation or allegation with AWDA's Equal Opportunity Officer or the Georgia Department of Labor at the addresses below:

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

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

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

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

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

Prior to the 1996 Olympics, the 818 Pollard Blvd. building was analyzed and completely brought up to Universal Accessibility Standards including wheelchair access, door openings, aisles, food services and bathrooms. This past year AWDA purchased equipment to set up two state of the art workstations that address the computer access needs of all persons with disabilities. These two workstations are located in the Resource Center on the first floor and in the Cyber Center on the third floor. In addition, a training program for staff was included in the project, providing instruction for apparatus, hardware and software use. This initiative put the agency in position to ensure that all clients are treated equally with universal access to all services.

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



AWDA's partners, Georgia Department of Labor (GDOL) and Department of Vocational Rehabilitation Services (DVRS) are located on-site and staffed with GDOL and DVRS professionals. AWDA makes referrals to DVRS through career counselors and in turn, DVRS has access to AWDA's career placement and job skills training for DVRS clients. AWDA has identified a staff representative to meet with DVRS on a weekly basis to maintain communication and to process the referrals. The staffs worked closely together in the research and design phase and continue to train resource and Cyber Center staff as it changes. Training and marketing is ongoing.

3. Describe the local area's policy for ensuring priority of service for veterans and how GDOL employment services to veterans are integrated into the local workforce system.

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

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

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

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

AWDA's telephone directory is in both English and Spanish. AWDA has developed a general information flyer in Portuguese, Chinese, Vietnamese and Spanish and offers classes in English as a Second Language (ESL). There are two levels of instruction, a basic level and an intermediate/advanced class. AWDA has one full time staff person to conduct the ESL training classes and the basic level Spanish classes. Materials from major educational publications have been chosen for each class level. ESL training opportunities will be expanded to include anyone in metro Atlanta. AWDA employs several bi-lingual staff members that can provide interpreter assistance as needed.



5. Where applicable, describe how services to Migrant and Seasonal Farmworkers (MSFWs) are integrated into the local workforce system. Describe any specific local or regional service strategies for migrant 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 GDOL.



VIII. Plan Attachments

Attachment A

Georgia's Workforce Vision and Guiding Principles

The vision for Georgia's workforce system is to build a world-class workforce. This will be achieved through the following goals:

- To enable individuals to achieve their highest potential
- To ensure employers have the skilled workers they need to compete effectively in the global economy
- To capitalize on the untapped potential of underemployed and discouraged workers, youth and other job seekers with special needs.

Guiding Principles

- Customers include individuals, employers and all community partners seeking workforce information and/or services.
- The system will provide services and information to all customers based on their informed choice and need.
- The system will include many service access points and methods, with services tailored to meet the needs of individual communities.
- The customer defines service quality; customer feedback will be obtained and used.
- Staff will provide quality services in a timely and positive manner.
- Policy, operations and procedures will support flexibility in local design of service delivery, use of staff and use of facilities, while adhering to applicable laws and regulations.
- The system may offer specialized services beyond those paid for with public funds.



Area Sites and Services

Grid below identifies AWDA comprehensive sites and Partners.

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



Lead Partner/ One-Stop Operator/ Other Partners	Comprehensive Service Sites	Major Services Provided by Partner
Gate City Child Care <i>Shirley Gordon, Director</i>	818 Pollard Boulevard Atlanta, GA 30315 (404) 589 3548	<input type="checkbox"/> Early Childhood Learning <input type="checkbox"/> Drop-in Childcare Services available
Georgia Department of Labor <i>Vivian Richardson, Manager</i>	2636 MLK Jr. Drive, Suite 14 Atlanta, GA 30311 (404) 699-6900	Intake <input type="checkbox"/> Job Search Assistance <input type="checkbox"/> Access to Employment Opportunities Statewide <input type="checkbox"/> Referral to TopStep Program for Offenders
Georgia Department of Vocational Rehabilitation Services <i>Janice Withrow</i>	818 Pollard Boulevard Atlanta, GA 30315 (404) 657 8812	<input type="checkbox"/> Initial Assessment of Persons with Disabilities <input type="checkbox"/> Outreach <input type="checkbox"/> Job Search/Job Placement Assistance <input type="checkbox"/> Career Counseling
Jewish Family & Career Services <i>Angelique Lawson</i>	100 Edgewood Avenue Atlanta, GA 30303	<input type="checkbox"/> Initial Assessment for Homeless <input type="checkbox"/> Outreach <input type="checkbox"/> Computer Training <input type="checkbox"/> Counseling
Atlanta Technical College <i>Dr Brenda Jones, President</i>	1560 Metropolitan Pkwy, SW Atlanta, GA 30310 (404) 756 5648	<input type="checkbox"/> Vocational Training <input type="checkbox"/> Assessment <input type="checkbox"/> Job Placements <input type="checkbox"/> Continuing Education <input type="checkbox"/> GED preparation Childcare
Solicitor General <i>Terry Martin</i>	818 Pollard Boulevard Room 103 Atlanta, GA 30315 404 880 722X	<input type="checkbox"/> Pre-detention services <input type="checkbox"/> Life skills and leadership training
AARP <i>Holly Brack, Director</i>	818 Pollard Boulevard Room 109 Atlanta, GA 30315 (404) 230 1194	<input type="checkbox"/> Job Search/Job Placement Assistance for adults 65 and older
Department Family & Children Services (DFACS) <i>William Cook, Program Director</i>	1249 Donald Lee Hollowell Pkwy Atlanta, Georgia 30318 (404) 206-5660	<input type="checkbox"/> Application <input type="checkbox"/> Follow-up <input type="checkbox"/>



Attachment C

MOU and RSA's



Attachment D

Performance Targets



Attachment E

Local Administrative Assurances PY 2007-2008

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 2007-2008:

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 all required WIA partners and 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 nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the WIA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I-financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and



- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
5. No funds received under the WIA will be used to assist, promote or deter union organizing. [WIA Sec. 181 (b)(7)]
 6. The local Workforce Investment Board assures that all awards of federal and state funds shall be accounted for using generally accepted accounting principles, and treated in accordance with federal cost principles that apply to the type of entity receiving funds, including OMB Circular A-87 for units of state or local government; A-21 for institutions of higher learning; A-122 for private, non-profit organizations; and 48 CFR, Part 31 for private, for-profit organizations.
 7. The local Workforce Investment Board assures that audits of covered organizations shall conform to the federal Single Audit Act and OMB Circular A-133.
 8. The area's financial management system will satisfactorily account for and document the receipt and disbursement of all WIA funds. Further, effective internal controls in place will safeguard assets and ensure their proper usage (including property location and usage). [WIA Sec. 184 (a)(1)]
 9. The local area's financial system will permit the tracking of program income and potential stand-in costs. [WIA Sec. 185 (f)(1)&(2)]
 10. The local area will prepare and submit required financial reports in a timely manner, and WIA operations funded wholly or in part with state and/or federal funds will maintain financial and program records with all supporting documents for at least three years from the date of submission of the closeout reports for each program. [WIA Sec. 185 (e)(1)]
 11. Any information or records concerning an individual or employing unit obtained by the Georgia Department of Labor in the administration of the Employment Security Law or other federally funded programs for which the department has responsibility are, by law, private and confidential [O.C.G.A.34-8-120 et seq.]. The area agrees to abide by all state and federal laws, rules and regulations regarding the confidentiality of such records. There are criminal sanctions for unauthorized release of such information. The area further agrees not to divulge any private or confidential information concerning any individual or employing unit to any unauthorized person without the informed consent of both the individual employee and the related employing unit, or when applicable, of a particular customer. The Georgia Open Records Act requires government agencies and their private contractors to allow inspection of "public records" by citizens who request such inspection [O.C.G.A. 50-18-70 et seq.]. Georgia Department of Labor information and records on individuals and employing units described above are exempt from the disclosure requirements of



- the Georgia Open Records Act. The area agrees to fully comply with the Georgia Open Records Act, which may require a timely written response (within three days of the inspection request) denying inspection of such records and stating the applicable statutory authority for denying the request.
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. [NOTE: The Georgia Department of Labor is in the process of implementing these standards and will provide additional information in the near future.]
 13. Veterans and other preference-eligible persons will be provided priority in labor exchange services funded under the Wagner-Peyser Act in accordance with Chapter 41 of Title 38 and C.F.R.1001.
 14. Migrant and seasonal Farm workers will be provided the same range and quality of services as non-migrants, and equity of service will be afforded to migrant and seasonal Farm workers in all labor exchange services provided in the area. [20 C.F.R., Part 653]



Attachment F

On the Job Training (OJT) Contract