



WORKSOURCE COASTAL REGION 12 PLAN

2024-2027

Modified 2026

Coastal Georgia
Workforce Innovation and Opportunity Act

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STRATEGIC ELEMENTS, GOVERNANCE AND STRUCTURE

IDENTIFICATION OF THE FISCAL AGENT

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

a. Chief Local Elected Official and/or Local Elected Official Board

The Coastal Georgia Local Elected Officials Consortium Chief Local Elected Official (CLEO) – Chairperson Mayor of the City of Savannah, GA. The Coastal Georgia Local Elected Officials Consortium - Commission Chairpersons from: Bryan County, Bulloch County, Camden County, Chatham County, Effingham County, Glynn County, Liberty County, Long County, McIntosh County and Screven County.

The Chief Local Elected Official (CLEO) is designated to act on behalf of the Coastal Georgia Local Elected Officials Consortium in accordance with its Consortium Agreement and Consortium Bylaws. The CLEO also works in partnership with the Coastal Workforce Development Board (CWDB) to provide regulatory oversight with respect to the local workforce development delivery system conducted under the Workforce Innovation and Opportunity Act for the Coastal Georgia Region 12/Area19.

b. Fiscal Agent

The Fiscal Agent (City of Savannah, GA) is the city government organization responsible for administering the WIOA grant funds for the Coastal Workforce Development Region. Employed by the Fiscal Agent, the Coastal Workforce Development Board has an Executive Director and appropriate staff support. Some of the duties of the staff are to develop procedures to implement regionally developed policies as set by the CWDB, the Governor, federal rules and regulations as set by the WIOA and/or other associated workforce development acts, and to serve as the facilitator of workforce development service delivery for the local workforce area.

City of Savannah
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Savannah, Georgia 31401
Phone: 912-651-6434
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c. Local Workforce Development Board

The Coastal Georgia Workforce Development Board's purpose includes, but are not limited to:

1. Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce development system in the local region/area;
2. Assist in the achievement of the nation's and state's strategic and operational vision and goals as outlined in the Unified State Plan or Combined State Plan; and
3. Maximize and continue to improve the quality of services, customer satisfaction, effectiveness of the services provided.

See Attachment 1: Current Board Member Listing.



d. Program Administrator

The WorkSource Coastal Georgia administrative support team is responsible for the following, but not are limited to:

1. Workforce development delivery system oversight, ongoing support and technical assistance to direct service providers in the region.
2. Implementation of program from the governing local workforce Boards and provide professional staff support for the CWDB; serve as the liaison for the CWDB, CLEOs, the state, fiscal agent and other regional stakeholders.
3. Negotiates contracts with direct providers and training institutions to ensure positive outcomes and workforce needs of jobseekers, veterans, youth and employers are met.



DESCRIPTION OF STRATEGIC PLANNING ELEMENTS

Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.

Over the past ten years on account of the recession, Georgia has experienced both exponential growth and economic decay. For example, while economic growth has led to new businesses, increased wealth, improvements to local communities, and access to better school systems, Region 12 has experienced record unemployment, massive job loss, and reductions in the labor force.¹ The strategic planning elements that follow take into account the current reality.

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

The economic conditions of Region 12—the Coastal Workforce Development Board's (CWDB) combined ten-county region—has a poverty rate of 15.8%, with Bulloch (22.5%), McIntosh (19.7%), Long (18.4%) and Screven (17.3%) among the highest with a total estimated population of 768,031, with 14.68% of children living in poverty.² First, effective July 1, 2015, the Georgia Department of Labor (GDOL) no longer was the service provider for the Adults & Dislocated Workers for the Region.³ Second, the CWDB met with subject matter experts for guidance in transitioning from the Workforce Investment Act (WIA) to the Workforce Innovation and Opportunity Act (WIOA) during the same time period. Third, the CWDB has created a comprehensive One-Stop full-service delivery system with six satellite job centers to meet the needs of local employers, attract new businesses, and improve the employment outcomes of job seekers. During the CWDB's June 2022 meeting, the members voted to certify the Georgia Department of Labor's Career Centers: Brunswick and Savannah, which will undergo the One-Stop Certification during PY28. The CWDB—in Region 12 (—consists of ten counties: Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and Screven). The Comprehensive One-Stop center is located in Chatham County; and the other centralized hub in Liberty County.

The Coastal Region's top existing high demand target occupation is Hand Laborers and Freight, Stock, and Material Movers, which has 2,580 annual openings and a 21% change in positions. The second highest high demand occupation is Hospitality Services which has 5,140 annual openings and a 20% positions change. The third high demand occupations are Heavy and Tractor-Trailer Truck Drivers and Construction. The fourth and fifth top high demand industries are Maintenance/Repair Workers and Nursing, which each has over 460 annual job openings. Then, sixth Education 7,668 annual jobs openings. The graphic below presents the top six existing high-demand occupations in the Region, as well as the average earnings in the top twenty occupations.

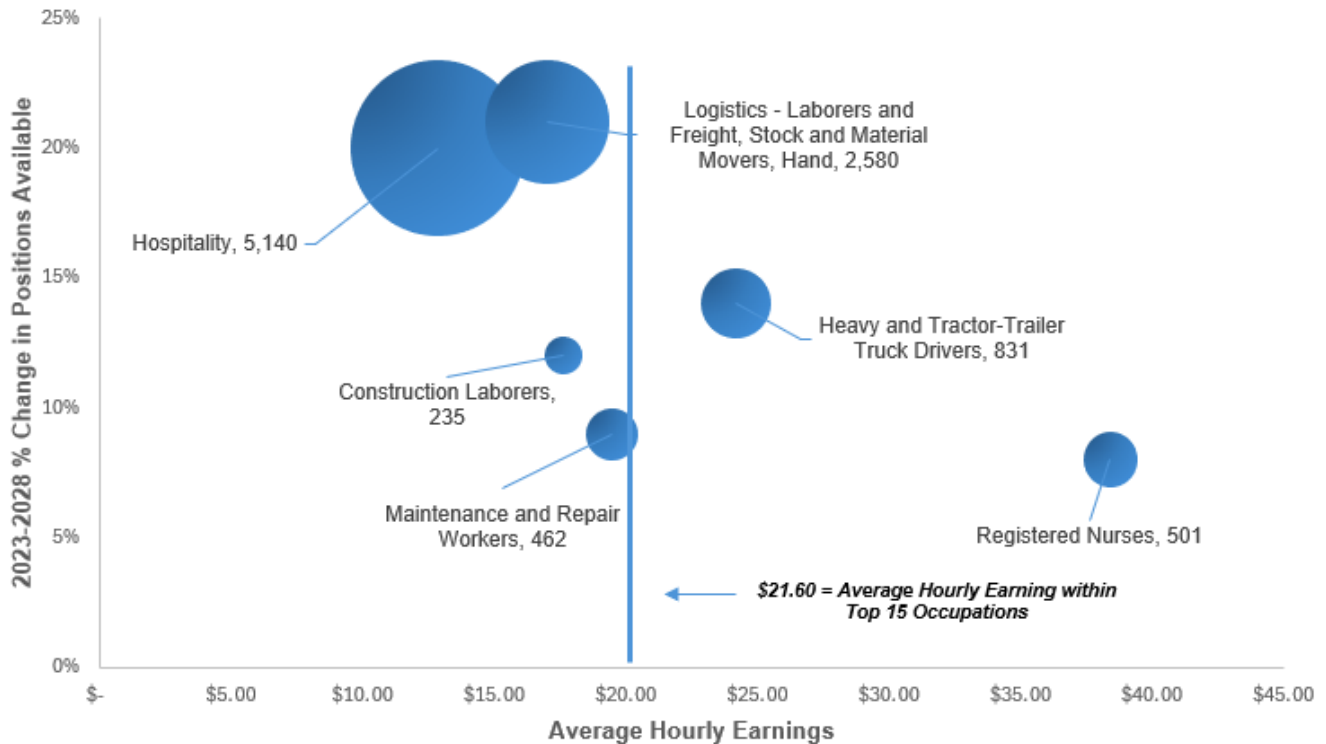
¹ Georgia Department of Labor (GDOL), Workforce Statistics & Economic Research Division (WS&ER), "Georgia's Workforce: An Annual Report," 2010, retrieved from https://www.dolga.gov/performance/results/AnnualReports/2010_economic_reports/ga_economic_report_py2010.pdf.

² Coastal Indicators Coalition, "Community Dashboard", retrieved from <http://cotep.org> Up Savannah, Inc., "2015 Annual Report," retrieved from <http://coastalindicators.org> 2014-2018.

³ The Coastal Workforce Development Board (CWDB), Meeting Minutes, June 5, 2026.

The Coastal Region's Top-Five Existing High Demand Occupations

Average Hourly Earnings versus 2020–2025 Percent Change in Positions Available, relative to Annual Job Openings (*larger bubble size indicates greater job openings*)



Source: Lightcast Q2 2024 Data Set

The Coastal Workforce Development Board (CWDB) has determined their six industry sectors to be: Logistics & Warehousing, Healthcare, Manufacturing, Hospitality, Construction and Education. The CWDB will accomplish its dual goals of meeting the needs of employers in these industry sectors as well as building the skills of job seekers within these occupations through an integrated structure that leverages the strengths of its One-Stop Delivery System, one Comprehensive Job Center, three affiliate sites, and key partners. While the CWDB continues to build on its current successful programs and incorporate innovative new job-driven curriculums of training, area private training providers, technical colleges and universities will educate, train and grow the workforce in the five industry sectors that are in high-demand industries. Region 12 has several ports, including the Garden City and Ocean Terminals in Savannah (Chatham County), Colonels Island (Glynn County), and Mayor's Point (City of Brunswick/Glynn County).⁴ Georgia's deep-water ports and inland barge terminals support more than 439,000 jobs throughout the state annually and contribute \$25 billion in income, \$106 billion in revenue and \$2.9 billion in state and local taxes to Georgia's economy. The Port of Savannah handled 8.5 percent of U.S. containerized cargo volume and 10 percent of all U.S. containerized exports.⁵

⁴ Georgia Ports Authority (GPA), "Fiscal Year 2025 Annual Report," retrieved from www.gaports.com/About/AnnualReport.aspx.

⁵ Ibid.

KEY EXPANSION PROJECTS: INCREASED NEED FOR EMPLOYEES

Ocean Terminal Redevelopment – Chatham County

The Georgia Ports Authority (GPA) is transforming the **200-acre Ocean Terminal** into a modern, container-only facility to complement Garden City Terminal and accommodate future cargo growth. The redevelopment includes demolition of existing warehouses, expanded container storage, site elevation improvements, modern cargo-handling equipment, and upgraded terminal infrastructure. The first phase is anticipated to be completed in **2027**, significantly increasing the Port of Savannah's long-term container capacity and operational efficiency.

Blue Ridge Connector Inland Port

As part of **Network Georgia**, GPA is expanding the state's inland port network through the **Blue Ridge Connector** in Gainesville, Georgia. This approximately 100-acre inland rail terminal will improve freight mobility by connecting North Georgia manufacturers and distributors to the Port of Savannah via rail. The facility will feature modern intermodal infrastructure capable of handling approximately **200,000 container lifts annually**, reducing highway congestion while increasing supply chain efficiency throughout Georgia.

Colonels Island Terminal Expansion – Glynn County

The **Colonels Island Terminal** at the Port of Brunswick continues to expand to meet increasing demand for Roll-on/Roll-off (Ro/Ro) cargo. Following the successful relocation of Ro/Ro operations from Savannah's Ocean Terminal, Colonels Island has become the nation's busiest port for automobiles and heavy equipment. Ongoing expansion projects include additional vehicle processing facilities, rail infrastructure, warehouse capacity, and vehicle storage, positioning the terminal to increase throughput to approximately **1.5 million vehicles annually**.

Colonels Island Berth 4

Construction is underway on **Berth 4**, a new deep-water Roll-on/Roll-off berth that will accommodate the next generation of larger vehicle carriers. Scheduled for completion in **2027**, the new berth will increase vessel capacity, improve cargo handling efficiency, and support continued growth in Georgia's automotive manufacturing and export industries, including Hyundai Motor Group Metaplant America and its supplier network.

Garden City Terminal Centralized Examination Station (CES)

The Georgia Ports Authority has completed a new **300,000-square-foot Centralized Examination Station (CES)** at Garden City Terminal in partnership with **U.S. Customs and Border Protection (CBP)**. The facility enhances cargo inspection capabilities, improves supply chain security, and accelerates the movement of international freight. As the only on-terminal CBP examination facility of its kind in the United States, the CES provides significant operational efficiencies while strengthening the Port of Savannah's position as a premier global gateway.

Workforce Development Implications

The continued expansion of the Port of Savannah is driving sustained demand for skilled workers throughout Coastal Region 12. High-demand occupations include logistics managers, supply chain analysts, transportation managers, warehouse supervisors, commercial truck drivers (CDL), crane and heavy equipment operators, industrial maintenance technicians, diesel mechanics, electricians, mechatronics technicians, information technology specialists, cybersecurity professionals, customs and compliance specialists, engineers, project managers, and skilled production workers.

To support these workforce needs, WorkSource Coastal collaborates with the Georgia Ports Authority, Georgia Department of Labor, Savannah Technical College, Coastal Pines Technical College, Georgia Southern University, Savannah State University, local school districts, CTAE programs, economic development authorities, chambers of commerce, and employers to develop talent pipelines through career pathways, industry-recognized credentials, work-based learning, On-the-Job Training (OJT), internships, and other employer-driven workforce initiatives. Through its regional **Hubs-and-Spokes Service Delivery Model**, WorkSource Coastal is expanding access to training and employment opportunities that support the continued growth of Georgia's logistics, manufacturing, and international trade economy.

The expansion of the Port of Savannah is a comprehensive effort to modernize and increase the port's capacity to meet rising demand and maintain its pivotal role in global trade. These initiatives are set to significantly boost the economic impact of the port on the state of Georgia, supporting job creation and enhancing the efficiency of the supply chain network ([Georgia Ports Authority](#)) ([Georgia Ports Authority](#)) ([Georgia Ports Authority](#)) ([Transport Topics](#)).

Future of the Ports in Colonels Island and Mayor's Point in Glynn County

• Colonels Island

The **Colonels Island Terminal at the Port of Brunswick** has solidified its position as the **nation's busiest port for automobiles and Roll-on/Roll-off (Ro/Ro) cargo**, making it one of the most significant economic drivers for Coastal Region 12 and Georgia's automotive supply chain. Operated by the **Georgia Ports Authority (GPA)**, the terminal serves global automotive manufacturers and heavy equipment producers while supporting thousands of logistics, transportation, manufacturing, and maritime jobs throughout the region.

The Port's continued growth has been fueled by increasing automotive imports and exports, expansion of electric vehicle manufacturing in Georgia, including **Hyundai Motor Group Metaplant America**, and growing demand for heavy equipment and project cargo throughout the Southeast.

In **Fiscal Year 2025**, the Port of Brunswick handled approximately **870,775 units of automobiles and heavy equipment**, following a record-setting FY2024. On a calendar-year basis, the Port processed **901,912 units during 2024**, becoming the **nation's busiest port for automobiles and heavy machinery**.

To support continued growth, the Georgia Ports Authority has completed and continues to advance significant infrastructure investments, including:

- **Construction of Berth 4**, a new **\$100 million Roll-on/Roll-off berth** scheduled to open in **2027**, increasing vessel capacity and reducing ship turnaround times.
- **Southside Rail Yard Expansion (Phase I)**, which has doubled rail capacity from **five to ten trains per week**, increasing annual rail capacity from approximately **150,000 vehicles to more than 340,000 vehicles** and strengthening inland connectivity.

- Addition of more than **122 acres of new Ro/Ro storage**, expanded vehicle processing facilities, and approximately **640,000 square feet of new warehousing** to support automobiles and heavy equipment.
- Continued harbor and channel improvements, including a new turning basin and channel widening project that will accommodate larger vessels and improve navigation efficiency.

Workforce Development

Key improvements at Colonels Island include the development of 130 additional acres for Ro/Ro storage and the construction of multiple warehouses to support processing needs. There are also plans for a new railyard to enhance rail capacity and improve connections to interior markets. Federally funded projects, such as maintenance dredging and channel widening, are underway to ensure the efficient transit of vessels.

The terminal's specialization in Ro/Ro cargo aligns with GPA's two-pillar strategy, which focuses on consolidating all Ro/Ro operations in Brunswick while concentrating container trade in Savannah. This strategic focus is expected to streamline operations and improve service efficiency for both sectors as cargo volumes continue to grow ([Georgia Ports Authority](#)) ([All On Georgia](#)) ([Georgia Ports Authority](#)).

• Mayor's Point Terminal - City of Brunswick

Mayor's Point Terminal, part of the Port of Brunswick, is undergoing modernization to support its role in handling breakbulk cargo. Recent investments include the construction of a new 100,000 square-foot warehouse with up-to-date safety and flooring improvements, replacing an older 50,000 square-foot structure. The terminal's docks have also been upgraded with a new fender system to accommodate larger vessels.

These enhancements are designed to support the increasing volume of forest products, such as wood pulp, paper, and paperboard, as well as raw rubber, which are typical cargoes handled at Mayor's Point. The terminal's modernization efforts aim to boost its capacity and operational efficiency, making it a key component in GPA's broader strategy to accommodate growing trade volumes and enhance service reliability ([Georgia Ports Authority](#)) ([All On Georgia](#)).

The future of the ports at Colonels Island and Mayor's Point in Glynn County is characterized by significant investments in infrastructure and capacity expansion. These developments are part of GPA's strategic plan to specialize and scale operations to meet the growing demands of the automotive and breakbulk sectors, positioning Brunswick as a crucial hub for Ro/Ro and breakbulk cargo on the East Coast.

Economic Impact and Future Projections

The expansion efforts are not only set to increase the port's handling capacity from the current 6 million TEUs to 12.5 million TEUs by 2030 but also aim to position the port as a national leader in logistics and supply chain solutions. The initiatives are expected to generate significant economic benefits, including job creation and increased revenue from port operations ([Georgia Ports Authority](#)) ([Transport Topics](#)).

The GPA's strategic planning includes accommodating anticipated growth in cargo volumes and enhancing infrastructure to maintain the port's competitive edge. The projects are designed to address both current demand and future growth, ensuring the port can handle up to 20 million TEUs annually by 2050 ([Maritime Executive](#)).

The Future of Rail Service

The future of rail service in Coastal Georgia is promising, driven by significant investments and strategic initiatives aimed at enhancing both freight and passenger rail systems. The Georgia Ports Authority (GPA) and various rail companies are spearheading these efforts to improve connectivity and support economic growth.

Freight Rail Developments

1. **Mason Mega Rail Terminal:** The GPA has invested heavily in the Mason Mega Rail Terminal at the Port of Savannah. This facility is the largest on-terminal rail yard in North America, designed to handle increased volumes of intermodal cargo and improve efficiency by moving more cargo by rail instead of by truck. This initiative is expected to reduce highway congestion and lower carbon emissions ([Georgia Ports Authority](#)) ([Georgia Ports Authority](#)).
2. **Inland Rail Terminals:** The GPA is expanding its network with new inland rail terminals such as the Blue Ridge Connector in Gainesville, Georgia. Scheduled to open in 2026, this terminal will enhance connectivity between Northeast Georgia and the Port of Savannah, serving key industries like heavy equipment, food, and forest products. This project aims to streamline supply chains and promote regional economic development ([Georgia Ports Authority](#)).
3. **Carolina Connector:** A new direct rail service between the Port of Savannah and Rocky Mount, North Carolina, has been launched in collaboration with CSX. This service offers faster transit times, enhanced flexibility, and improved efficiency for importers and exporters in North Carolina, facilitating better access to global markets ([Georgia Ports Authority](#)).

Passenger Rail Prospects

Efforts are underway to revitalize passenger rail service across Georgia. The Georgia Department of Transportation (GDOT) is seeking input for the state's rail plan, which will outline the vision for passenger and freight rail through 2050. The plan aims to integrate rail services into Georgia's broader transportation framework, enhancing connectivity between major cities and promoting sustainable transportation options ([All On Georgia](#)).

Economic and Environmental Benefits

Enhanced rail infrastructure in Coastal Georgia is expected to bring several benefits:

- **Economic Growth:** Improved rail connectivity supports regional economic development by attracting new businesses, facilitating efficient supply chains, and creating jobs.
- **Environmental Sustainability:** Shifting cargo transport from trucks to rail reduces greenhouse gas emissions and traffic congestion on highways, contributing to a more sustainable transportation system.

Overall, the future of rail service in Coastal Georgia is set to be robust, with significant investments aimed at making the region a more efficient and environmentally friendly logistics hub. These developments are poised to enhance the economic landscape and support long-term growth in the region.

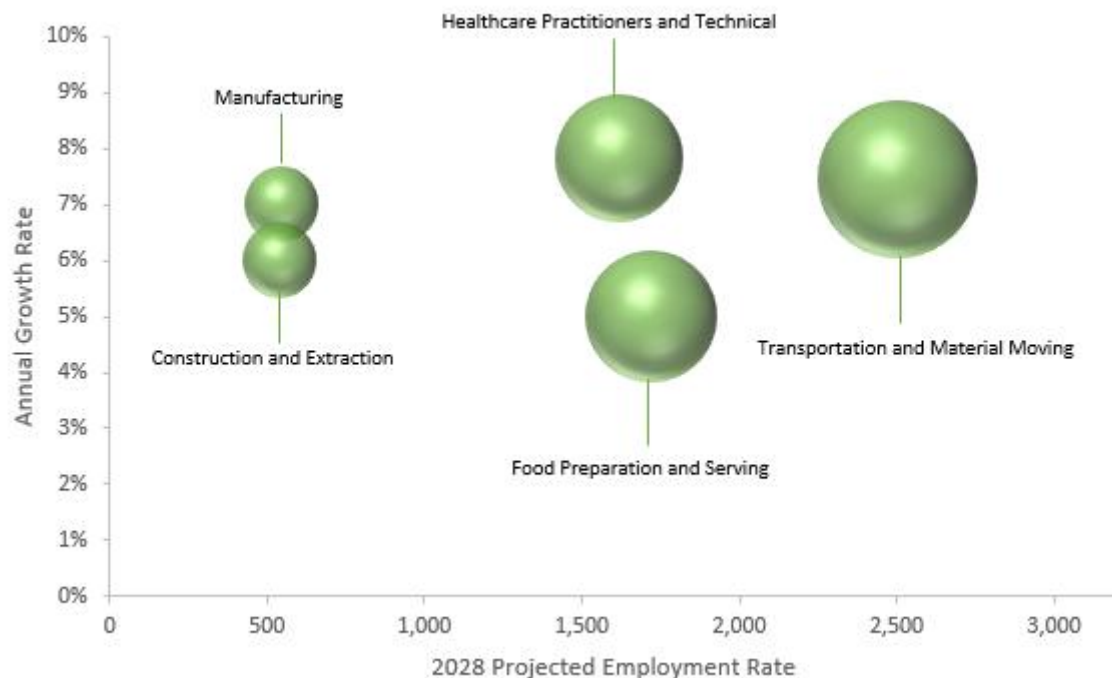
Continued expansion of the Port of Savannah and related industrial investments—including Hyundai Motor Group Metaplant America and its supplier network—are creating sustained demand for highly skilled workers throughout Coastal Region 12.

High-demand occupations include:

- Logistics and Supply Chain Managers
- Operations Managers
- Transportation Managers
- Warehouse and Distribution Managers
- Commercial Truck Drivers (CDL)
- Crane Operators
- Heavy Equipment Operators
- Industrial Maintenance Technicians
- Mechatronics Technicians
- Automation and Robotics Technicians
- Diesel Mechanics
- Electricians
- Welders
- Industrial Engineers
- Mechanical and Electrical Engineers
- Quality Assurance Specialists
- Teachers (Elementary /Secondary Education)
- Supply Chain Analysts
- Customs and Trade Compliance Specialists
- Information Technology and Cybersecurity Professionals
- Project Managers
- Production Supervisors
- Skilled Production Workers

The Coastal Region's Top Emerging Occupations

2028 Projected Employment versus Annual Growth Rate, relative to Annual Job Openings (*larger bubble size indicates higher ranking*)



Source: Lightcast Q2 2024 Data set

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

Employers consistently rank Georgia as America's top state for business in logistics and global access ports, a ranking that contributes to its competitive edge.⁶ The hallmark of the CWDB is its ability to collaborate and coordinate services among its ten-county region in order to improve job seeker employability. However, the universal perception of employers is that job seekers lack the basic skills (e.g., literacy, numeracy, and an ability to read information clearly), soft skills (e.g., motivation, dependability, communication, time-management, teamwork, and leadership), and occupational skills (e.g., technical and know-how) required in job-specific high-demand occupations.

To meet the employment needs in these high-demand sectors, it is crucial to focus on:

1. **Education and Training:**

- **Post-Secondary Education:** Enhance curriculums technical and vocational education programs in schools and colleges.
- **Continued Learning:** Encourage lifelong learning and professional development through certifications and advanced courses.

2. **Partnerships and Collaboration:**

- **Industry Collaboration:** Strengthen partnerships between educational institutions and industry to align curricula with market needs.
- **Government Initiatives:** Leverage government programs and grants to support workforce development and training initiatives

3. **Upskilling and Reskilling:**

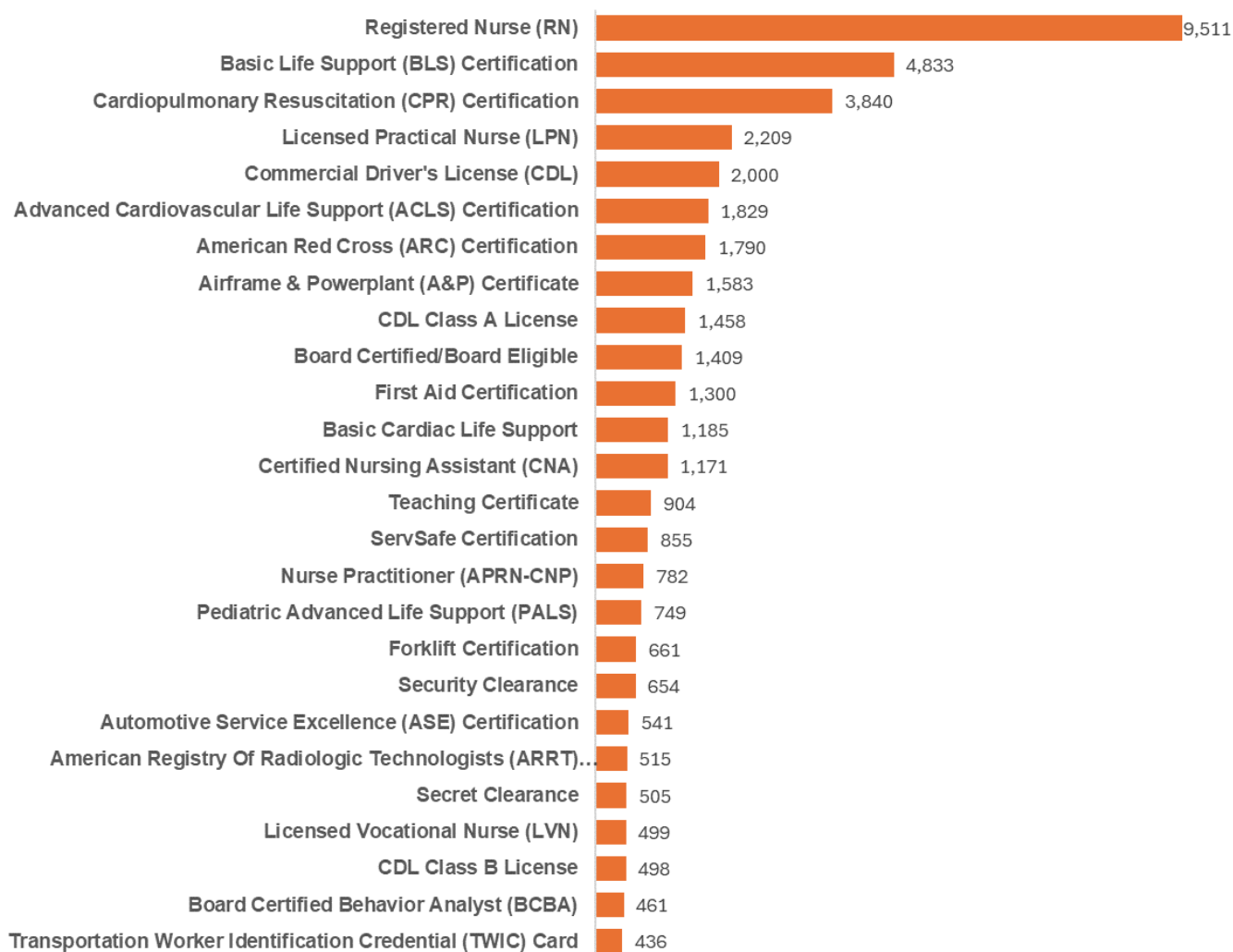
- **Upskilling Programs:** Develop programs to upgrade the skills of the existing workforce in line with technological advancements.
- **Reskilling Initiatives:** Provide reskilling opportunities for workers transitioning from declining industries to high-demand sectors.

By focusing on these strategies, Coastal Georgia can effectively meet the employment needs of its employers, ensuring a skilled and adaptable workforce ready to support the region's economic growth.

⁶ TCSG-OWD, "No. 1 For Business: Georgia Leads in Workforce Training, Global Access and Infrastructure," 2016, retrieved from www.georgia.org/competitive-advantages/pro-business/number-1-for-business.

Top High demand Knowledge and Certifications

From January 2024 to April 2025, 67,270 jobs were posted in Region 12's ten counties. Of those 67,000+ jobs, listed below are the Top 25 most needed positions. Many of the in-demand positions require knowledge and certification skills needed in the healthcare sector led in vacancies (registered nurse, first aid CPR AED, Nurse assistant, AHA certification, NP, Home care etc.) followed by the logistics sector. Overall healthcare, manufacturing, hospitality, logistics and warehousing makes up most of the high demand knowledge and certifications in the region.



Source: Lightcast Job Posting Analytics 2025

Top Employers

According to GA Department of Labor the Hot Careers to 2032, all of the CWDB's focused industry sectors appear consistently.

Georgia's Hot Careers to 2032

All careers in this chart are **Hot**...they have it all!

Skills and Abilities	Work Activities	Fast job growth	Above average wages	At least 100 expected annual job openings	Annual Growth Rate	Median Annual Wage	Annual Job Openings
- advanced skills required - moderate skills required - frequently found - occasionally found	jobs have faster than state annual average job growth, above the state annual average wage, and have at least 100 annual openings.						
Doctoral or professional degree							
Health Specialists Teachers, Postsecondary					12.5%	\$128,500	650
Nursing Instructors & Teachers, Postsecondary					12.5%	\$62,300	160
Pharmacists					12.5%	\$125,100	520
Physical Therapists					12.5%	\$96,500	370
Veterinarians					12.5%	\$112,100	130
Master's degree							
Artistic Trainers					12.5%	\$64,800	120
Counselors, All Other					12.5%	\$67,200	240
Ed. Guidance & Career Counselors & Advisors					12.5%	\$62,000	950
Nurse Practitioners					12.5%	\$115,000	500
Occupational Therapists					12.5%	\$93,900	260
Physician Assistants					12.5%	\$113,100	420
Speech-Language Pathologists					12.5%	\$82,200	340
Professional degree							
Accountants & Auditors					12.5%	\$66,800	4,300
Architects, Except Landscape & Naval					12.5%	\$93,200	220
Compensation, Benefits, & Job Analysis Specialists					12.5%	\$71,100	180
Computer & Information Systems Managers					12.5%	\$168,900	1,360
Computer Occupations, All Other					12.5%	\$94,900	1,270
Computer Systems Analysts					12.5%	\$103,800	1,300
Data Scientists					12.5%	\$105,100	620
Database Architects					12.5%	\$142,100	200
Dietitians & Nutritionists					12.5%	\$62,600	330
Environmental Scientists & Specialists, including Health					12.5%	\$88,100	110
Facilities Managers					12.5%	\$109,500	220
Financial & Investment Analysts					12.5%	\$96,000	680
Financial Examiners					12.5%	\$91,400	150
Financial Managers					12.5%	\$164,700	1,880
Financial Risk Specialists					12.5%	\$131,200	100
Financial Specialists, All Other					12.5%	\$77,600	440
Fine Artists, Incl. Painters, Sculptors, & Illustrators					12.5%	\$59,900	110
General & Operations Managers					12.5%	\$114,600	9,880
Human Resources Managers					12.5%	\$136,100	150
Human Resources Specialists					12.5%	\$66,800	2,790
Industrial Engineers					12.5%	\$95,000	650
Information Security Analysts					12.5%	\$119,100	520
Logisticians					12.5%	\$76,600	1,020
Management Analysts					12.5%	\$112,000	1,340
Market Research Analysts & Marketing Spec.					12.5%	\$71,100	3,150
Marketing Managers					12.5%	\$113,100	830
Mechanical Engineers					12.5%	\$94,400	370
Medical & Health Services Managers					12.5%	\$130,700	1,080
Occupational Health & Safety Specialists					12.5%	\$82,400	300



Georgia Department of Labor, Workforce Statistics Division
Equal Opportunity Employer/Program
Auxiliary Aids and Services Available upon Request to Individuals with Disabilities



Georgia's Hot Careers to 2032

All careers in this chart are **Hot**...they have it all!

Skills and Abilities	Work Activities	Fast job growth	Above average wages	At least 100 expected annual job openings	Annual Growth Rate	Median Annual Wage	Annual Job Openings
- advanced skills required - moderate skills required - frequently found - occasionally found	jobs have faster than state annual average job growth, above the state annual average wage, and have at least 100 annual openings.						
Bachelor's degree							
Personal Financial Advisors					12.5%	\$136,100	730
Operations Research Analysts					12.5%	\$82,200	190
Producers & Directors					12.5%	\$87,200	430
Project Management Specialists					12.5%	\$104,500	2,080
Public Relations Managers					12.5%	\$147,800	120
Public Relations Specialists					12.5%	\$76,300	520
Registered Nurses					12.5%	\$85,100	5,980
Sales Managers					12.5%	\$158,500	1,520
Security, Commodities, & Financial Svcs Sales Agents					12.5%	\$96,600	1,390
Social & Community Service Managers					12.5%	\$76,800	110
Software Developers					12.5%	\$121,100	4,220
Software Quality Assurance Analysts & Testers					12.5%	\$75,500	250
Special Effects Artists & Animators					12.5%	\$61,500	140
Surveyors					12.5%	\$82,200	260
Therapists, All Other					12.5%	\$67,200	1,400
Training & Development Specialists					12.5%	\$129,100	350
Training & Development Managers					12.5%	\$93,900	180
Web & Digital Interface Designers					12.5%	\$85,100	130
Web Developers					12.5%	\$85,100	130
Associate's degree							
Cardiovascular Technologists & Technicians					12.5%	\$61,000	230
Diagnostic Medical Sonographers					12.5%	\$74,800	190
Electrical & Electronics Engineering Techns					12.5%	\$73,400	380
Magnetic Resonance Imaging Technologists					12.5%	\$79,400	100
Occupational Therapy Assistants					12.5%	\$68,700	190
Physical Therapist Assistants					12.5%	\$65,100	570
Radiologic Technologists					12.5%	\$62,000	480
Respiratory Therapists					12.5%	\$79,400	350
Postsecondary nondegree award							
Aircraft Mechanics & Service Technicians					12.5%	\$79,600	560
Commercial Pilots					12.5%	\$149,300	580
High school diploma or equivalent							
Automotive Body & Related Repairers					12.5%	\$60,000	530
Costume Attendants					12.5%	\$72,800	110
Spies of Things & Material Mfg Workers, Exc. Air Cargo					12.5%	\$66,300	3,050
Media & Communication Equipment Workers, All Other					12.5%	\$77,200	350
Plumbers, Pipefitters, & Steamfitters					12.5%	\$59,100	350
Transportation, Storage, & Distribution Managers					12.5%	\$116,200	650

The Note: This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the Georgia Department of Labor in partnership with Worksource Georgia and does not necessarily reflect the official position of the U.S. Department of Labor. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permitted. All other uses require the prior authorization of the copyright owner.

For more information, please contact Workforce Statistics Division at (404) 232-3875 • Fax (404) 232-3888
Email: Workforce_Info@gdol.ga.gov

Source: GDOL Labor Market Explorer 2026

Based on analysis of the high demand needs of the region, the CWDB sees the need to prepare job seekers with the skills required for high demand industry employers with a focus on the following major areas:⁷

- Meet the needs of employers and job seekers to drive workforce solutions.
- Provide specialized job-specific training to job seekers and employers with continuous improvement.
- Develop a workforce that improves the region's economies.

The goal of the CWDB is to integrate all its resources into a comprehensive system that both seamlessly provides job-driven training to job seekers and offers employers a full range of services to assist them in acquiring, developing, and retaining a quality workforce. CWDB's One-Stop Delivery

⁷ U.S. Department of Labor (USDOL), Employment & Training Administration (ETA), WIOA Training and Employment Guidance Letter (TEGL) No. 19-14, February 19, 2015, retrieved from https://wdr.doleta.gov/directives/attach/TEGL/TEGL_19-14.pdf.

System and eight affiliate job centers throughout the region provide employers access to an extensive, high-quality talent pool. Through a variety of state and federal programs, CWDB provides several training options to help employers develop a skilled and prepared workforce. Training that focuses on employers' unique technical labor needs include but are not limited to: On-the-Job Training (OJT), Incumbent Worker Training (IWT), Work Experience (WEX), Customized Training (CT), Layoff Aversion, and Registered Apprenticeship (RA).

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

Coastal Region 12's workforce continues to demonstrate resilience amid unprecedented economic growth and transformational investments in advanced manufacturing, logistics, healthcare, construction, aerospace, maritime industries, and professional services. The region's civilian labor force has expanded over the past five years as major employers—including Hyundai Motor Group Metaplant America, Georgia Ports Authority, Gulfstream Aerospace, Memorial Health, Southeast Georgia Health System, and a growing network of automotive suppliers—have increased demand for skilled workers across the region. Despite continued employment growth, employers report persistent workforce shortages in many high-demand occupations, particularly in skilled trades, industrial maintenance, healthcare, transportation, logistics, engineering, information technology, education, and construction.

Employment levels throughout the region remain strong, while unemployment has generally remained below historical averages, reflecting a competitive labor market. However, labor force participation continues to be constrained by demographic changes, retirements, transportation barriers, childcare availability, housing affordability, skills gaps, and other barriers affecting workforce participation. These conditions have increased employer demand for workforce development strategies that expand the available labor pool while connecting underemployed and disconnected individuals to education, training, and employment opportunities.

The educational attainment of the regional workforce continues to improve, with increasing numbers of residents earning postsecondary certificates, technical diplomas, associate degrees, bachelor's degrees, and industry-recognized credentials. At the same time, many employers are shifting toward skills-based hiring, placing greater emphasis on technical competencies, digital literacy, problem-solving, teamwork, and work-based learning rather than traditional educational requirements alone. This shift reinforces the importance of short-term credential programs, career pathways, Registered Apprenticeships, and work-based learning opportunities that allow individuals to enter employment quickly while continuing to build skills throughout their careers.

WorkSource Coastal recognizes that significant opportunities exist to expand the regional workforce by engaging individuals who face barriers to employment. Priority populations include out-of-school youth, individuals not in education, employment, or training (NEET), individuals with disabilities, veterans and eligible spouses, justice-involved individuals, low-income individuals, English language learners, individuals with low literacy or basic skills deficiencies, single parents, older workers, long-term unemployed individuals, displaced workers, foster youth, individuals experiencing homelessness or housing instability, recipients of public assistance, and residents of rural communities. Through its regional Hub-and-Spoke service delivery model, WorkSource Coastal expands access to workforce services through centralized workforce hubs, community-based partner locations, virtual services, and mobile workforce outreach, ensuring that workforce opportunities are available throughout the ten-county region.

Labor market trends indicate continued growth in advanced manufacturing, electric vehicle production, logistics and supply chain management, healthcare, aerospace, construction, information technology, education, and maritime industries. These sectors are expected to continue generating strong demand

for workers with industry-recognized credentials, technical skills, and occupational experience. In response, WorkSource Coastal collaborates with employers, technical colleges, universities, local school districts, Career, Technical and Agricultural Education (CTAE) programs, Adult Education providers, economic development organizations, chambers of commerce, labor organizations, and community partners to align workforce investments with regional employer demand and support career pathways leading to self-sufficient employment.

Data Sources

The workforce analysis was developed using the following federal, state, and regional data sources:

- Georgia Department of Labor (GDOL) – Local Area Unemployment Statistics (LAUS), Current Employment Statistics (CES), Quarterly Census of Employment and Wages (QCEW), LaborMarket Explorer, Occupational Employment and Wage Statistics (OEWS), Industry and Occupational Projections, and Local Area Profiles.
- U.S. Bureau of Labor Statistics (BLS) – Local Area Unemployment Statistics (LAUS), Current Employment Statistics (CES), Occupational Employment and Wage Statistics (OEWS), Employment Projections, and Quarterly Census of Employment and Wages (QCEW).
- U.S. Census Bureau – American Community Survey (ACS) and Longitudinal Employer-Household Dynamics (LEHD).
- Georgia Labor Market Explorer.
- Georgia Department of Economic Development.
- Technical College System of Georgia (TCSG), Office of Workforce Development.
- Georgia Ports Authority.
- Local economic development authorities, chambers of commerce, and employer engagement

Current work force (Employment and Unemployment) - According to the Georgia Department of Labor (GDOL)'s employment rate, unemployment rate, and labor force estimates, currently the Coastal Region's 2021 labor force yields 342,025, resulting in total employment of 328,704—with unemployment at 13,321 or 3.9%.⁸

Persons Unemployed per 100 Jobs Available	
Bryan	3.1
Bulloch	3.6
Camden	3.5
Chatham	3.2
Effingham	2.9
Glynn	3.2
Liberty	4.3
Long	3.9
McIntosh	3.8
Screven	3.8

Skills and Educational Requirements

Employers in Coastal Georgia are increasingly looking for workers with specific skills and educational backgrounds:

1. **Technical Skills:** Proficiency in machinery operation, information technology, and healthcare equipment is critical.
2. **Soft Skills:** Communication, teamwork, and problem-solving abilities are highly valued across all sectors.
3. **Certification and Training:** Many in-demand jobs require specialized training or certifications, such as CDL for truck drivers or nursing licenses for healthcare professionals.

The table below shows the monthly not seasonally adjusted Labor Force, Employment and Unemployment data for Georgia in May 2026.

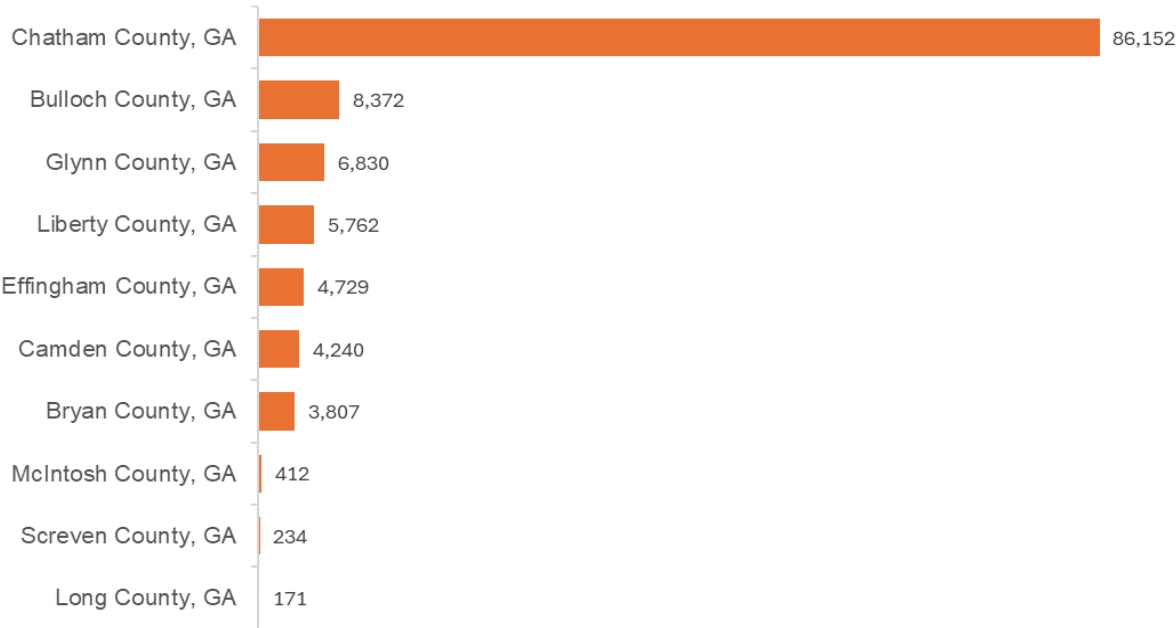
Area	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Coastal Region	406,600	392,400	14,200	3.5%
Georgia	5,488,911	5,314,821	174,090	3.2%
United States	169,801,000	162,897,000	6,904,000	4.1%

Source: GDOL Area Labor Profile 2026

⁸ Georgia Department of Labor, Workforce Statistics & Economic Research, in cooperation with the U.S. DOL, Bureau of Labor Statistics, "Georgia Labor Force Estimates," retrieved from https://dol.georgia.gov/sites/dol.georgia.gov/files/related_files/document/laborforce.pdf.

Labor Market Trends

Current labor market trends demonstrate Region 12 having 120,709 job postings. Within Region 12, Chatham County has both the highest job postings (86,152) and the fifth lowest unemployment rate (3.4%). With 8,372 job postings, Bulloch County has the second highest number in the county. Long County trails the list, having a mere 171 postings in the region.



Source: Lightcast Job Posting Analytics 2025

Nearly thirty Fortune 500 companies are located in Chatham County.⁹ The Savannah region has a strong, diverse economy with employers ranging from aerospace manufacturers to specialty food and beverage to health tech companies. Savannah is also home to Fortune 500 companies, international employers and a host of headquarter locations. Here are just a few of our largest employers within our target growth industries.

The Coastal Georgia region is home to several prominent Fortune 500 companies, reflecting its strategic importance in various industry sectors. While the region itself may not host the headquarters of many Fortune 500 companies, Georgia as a whole is a significant hub for these corporations.

Some of the key Fortune 500 companies with a presence in Georgia include:

- 1. **The Home Depot** (#20)
- 2. **United Parcel Service (UPS)** (#37)
- 3. **Delta Air Lines** (#85)
- 4. **The Coca-Cola Company** (#100)
- 5. **Southern Company** (#138)
- 6. **Genuine Parts** (#179)
- 7. **WestRock** (#183)
- 8. **Norfolk Southern** (#320)
- 9. **Assurant** (#384)

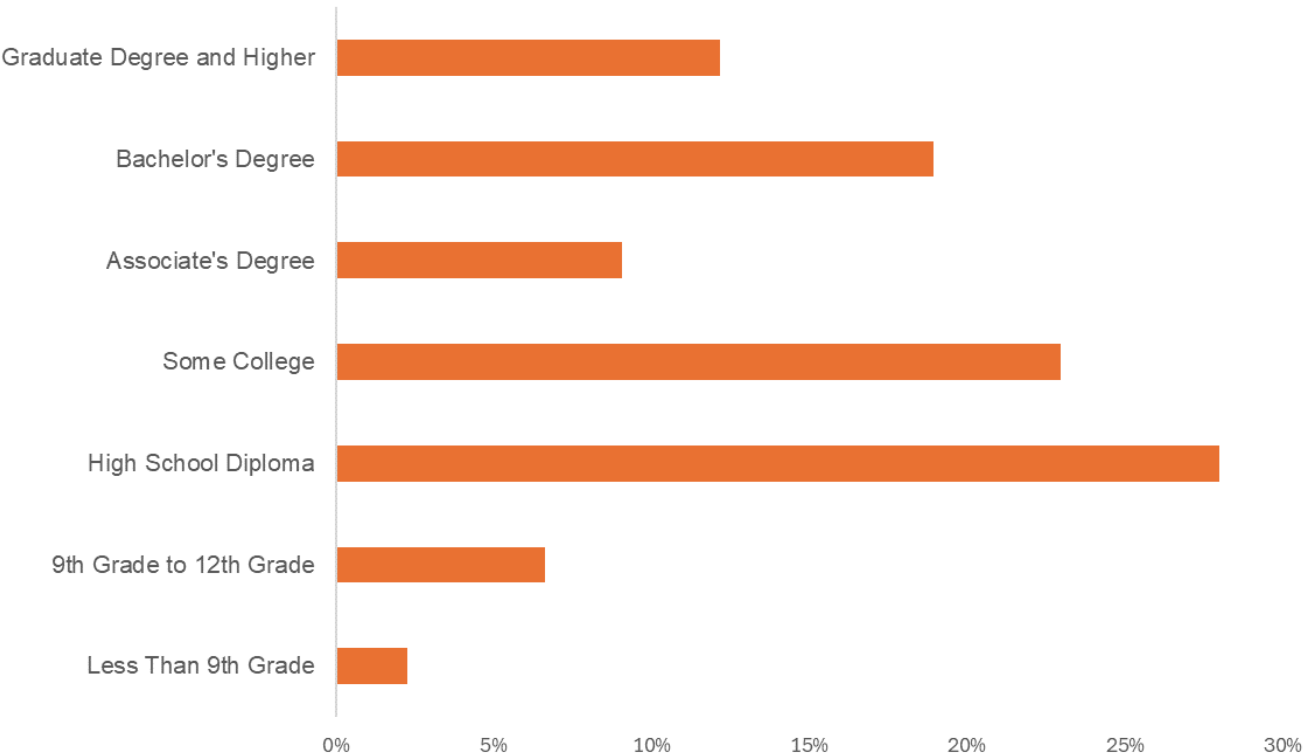
⁹ Savannah Economic Development Authority (SEDA), “Savannah Data,” 2024, retrieved from www.seda.org/Data-Sets.aspx.

These companies contribute substantially to the state's economy and employment landscape, particularly in sectors such as logistics, retail, aviation, and manufacturing.

Norfolk Southern, for example, is critical for the region's rail infrastructure, which supports the Port of Savannah and other key logistics hubs in Coastal Georgia. The presence of **WestRock** and **Assurant** highlights the region's role in the packaging and insurance sectors respectively.

Education of the Workforce (Including Individuals with Barriers to Employment)

Education and experience levels vary throughout Region 12. In particular, over 159,311 individuals (nearly 31% of the workforce) hold a bachelor's degree or higher. Those with a high school or vocational training make up 51% of the population, followed by those with associate's degrees, at 9%.



Source: Lightcast Education Breakdown 2024

Region 12's focus is to improve the economic conditions through the workforce development guidance and assistance provided at our Job Centers to promote, support, and sustain a globally competitive workforce. It includes a range of activities and programs offered by educational institutions, public and private social service providers, economic developers, and businesses to create, sustain, and retain a viable workforce that can support a sustainable economy. Business, government, community service agencies, churches, foundations, and neighborhoods all help support and develop a sustainable economy.

The United States Government Accountability Office (GAO) reports technical colleges and One-Stop job centers are collaborating to meet twenty-first-century workforce needs and to reduce the barriers to employment.¹⁰ The CWDB has developed various approaches and programs for technical training so

¹⁰ U.S. Government Accountability Office (GAO), "Workforce Development: Community Colleges and One-Stop Centers Collaborate to Meet 21st Century Workforce Needs," 2008, retrieved from www.gao.gov/new.items/d08547.pdf.

as to meet the varied needs of industry sectors, individual employers, and certain types of students and workers.

Through a variety of outreach, relationship-building, and data-collection efforts, technical colleges have come to understand the specific training needs of key industries in the region; they then leverage this information in order to ensure their programs continue to address the Region's specific needs. The CWDB and regional sector partnerships—such as with the Technical College System of Georgia—collaborate to develop sector-based strategic-training programs and career pathways to prepare workers for high demand occupations. Workforce activities, education, and supportive services also provide career pathways so that low-skilled adults, youth, and individuals with barriers to employment—or those requiring physical and/or programmatic accessibility—can enter or retain employment.¹¹ The development and expansion of sector strategies through career pathways are designed to also meet the needs of employers, workers, and job seekers, as defined by the Workforce Innovation and Opportunity Act (WIOA). The comprehensive One-Stop delivery system offers both customized training to the employees of small businesses and education to specific populations—such as disadvantaged adults and high-school students transitioning to college.

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

Region 12 has a growing labor workforce and strong partnerships with educational institutions that work with the unique needs of the region. The region benefits from having three technical colleges and five universities strategically placed to ensure individuals have access to a variety of high demand training programs. One partnership is with the Technical College System of Georgia (TCSG), which is the state's primary mechanism for creating a job-driven education. TCSG in the region includes Savannah Technical College, which covers Chatham, Effingham, Bryan, Liberty, and Long Counties; Coastal Pines Technical College, which covers Camden, Glynn, and McIntosh Counties; and Ogeechee Technical College, which covers Bulloch and Screven Counties. Also of note: technical colleges are actively engaged in providing both jobs and workers to fill them, workers who otherwise had both academic and employment barriers to employment. Other partners are the University System of Georgia (USG), including Savannah State University and the Savannah College of Art and Design (SCAD) in Chatham County; Georgia Southern at Armstrong Campus in Chatham County; Georgia Southern University in Bulloch County; and a Continuing Education Campus of the Georgia Institute of Technology (Georgia Tech's satellite campus). These training institutions have long-term working relationships with the CWDB and are actively involved with the WorkSource Coastal's Business Services Team to identify and develop training programs based on employer input and needs. The Business Services Team assists with the recruitment of qualified candidates into these programs. Upon successful completion of the training program, those candidates are then given first consideration for employment opportunities.

The CWDB works closely with the TCSG and the USG, as well as with private, for-profit and non-profit education providers. This partnership enables all local workforce development agencies to provide customers with various educational programs that satisfy the USDOL mandate of customer choice. Some challenges include high school dropout rates, low GED completion, and low postsecondary enrollment. Since such completion rates only contribute to the workforce crisis, a skilled workforce is critical for businesses in the ten-county region.

¹¹ GA Department Economic Development, "We Speak Business Blog," www.georgia.org/blog.

Strengths and Weaknesses

One of Region 12's most notable strengths is how its workforce development activities present many opportunities for personal growth, education, and career/job employment success. And yet, there is a weakness as well in that the region doesn't always reap the benefits of those programs. For example, the region trains many candidates for industry sector/high-demand occupations (e.g., RNs and LPNs), but, once trained, many seek jobs outside the region; move to other cities such as Jacksonville or Atlanta for better wages.

Another important strength of the ten-county Coastal Region is the tremendous growth in high-demand, target sectors, namely healthcare, manufacturing, logistics & warehousing, and hospitality. However, there is a need for higher wages coupled with more effective marketing strategies to attract career/job seekers willing to stay within or move to the region.

The Coastal Region is also both a top vacation destination and a hub for transporting materials via its ports. While the challenge still remains, the CWDB is working diligently to show both businesses and employees the significant value the region offers. In partnership, the Board has invested and is currently seeking to leverage the region's strong visibility to raise public awareness of the growing, sustainable job opportunities in the various sectors.¹² The CWDB is committed to eliminating barriers to employment through in-demand trainings, internships and apprenticeships.

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

The CWDB's Mission: "Building Tomorrow's Workforce, Today," closely aligns with the region's goals to build a healthy economy. CWDB's strategic vision is to provide a globally competitive workforce with goals that both meet the needs of local employers as well as attract new businesses. Mirroring the state and regional goals for an educated and skilled workforce, the CWDB's programs for employment and training ensure that youth and adults—including underrepresented communities of color, persons with disabilities, or those with barriers to employment—have access to education and training so they can be competitive in the marketplace. To improve a job seeker's chances of hire, the CWDB's supportive service delivery systems at the various job centers help to reduce barriers to employment, education, and training by assisting customers in completing a GED or high school diploma; by enhancing knowledge, skills, and abilities through technology; and by filling gaps in employment with apprenticeship placements and on-the-job training experience. In addition, in order to ensure what is provided is exactly what the region needs, the CWDB also has mechanisms in place for public comment, employer evaluation, and client feedback from participants in WIOA programs.

Utilizing Sector Partnerships to Guide Strategies and Coordination

Region 12 utilizes, sector partnerships as an integral part of its workforce system. This practice is a direct result of the State's investment in 12 regional partnerships which has increased the understanding of workforce needs and enabled greater coordination between partner agencies. These partnerships have enabled workforce developers to hear directly from employers and strategize to meet

¹² Bird, K., M. Foster, and E. Ganzgl, (2014). "New Opportunities to Improve Economic and Career Success for Low-Income Youth and Adults: Key Provisions of the Workforce Innovation and Opportunity Act (WIOA)," September 2014, retrieved from www.clasp.org/resources-and-publications/publication-1/KeyProvisionsofWIOA-Final.pdf.

their current and future needs. As a result of these discussions, each region (WorkSource Coastal, respectively) has identified target industries for which to build a readily available workforce.

Governor Kemp's Goal to Increase Statewide Prosperity

The successful efforts performed in the Coastal Region, is aligned with Governor Kemp's commitment to initiatives that spur growth for all parts of the state create an opportunity for the workforce system to thrive in its mission to serve individuals and employers. As the #1 State in the nation in which to do business for seven years in a row, all core WIOA partners continue to improve coordination efforts of economic development and workforce development. This effort has been critical in making informed decisions and developing careful strategies to meet the needs of employers throughout the state. Through WIOA implementation, the State's increased interagency cooperation among core partners well positions the workforce system to contribute greatly to statewide prosperity. Also, in line with Governor Kemp's goal to ensure someone's potential is not determined by their zip code or county, we have access points in remote locations for individuals and businesses in need of services.

State's Alignment of Workforce and Education Systems

Education systems are key partners of the workforce system. Georgia is well equipped with a plethora of post-secondary options through the University System of Georgia (USG) and the Technical College System of Georgia (TCSG). Georgia's Department of Education and Georgia's Department of Early Care and Learning (DECAL) are also integral parts of creating career-focused alignment from cradle to career for individuals across the State. All WIOA core partners are committed to further aligning training services provided through the workforce system with education partners to best serve companies and individuals looking to play key roles in the economy of today and tomorrow.

CAPS

In summary, CAPS Priority Groups include:

Student Parent

Parent with dependent children enrolled in high school, adult education, vocational training, early childhood education credential or training courses, technical certificate of credit (TCC), technical college diploma (TCD), education or training through WorkSource Georgia, associate degree, or bachelor's degree program. Enrollment in an associate or bachelor's degree program must be at an Eligible Postsecondary Institution as defined by the Georgia Student Finance Commission. (See Appendix BB for instructions on how to confirm an institution's eligibility.)

Adult education programs consist of:

- High School Equivalency (HSE) programs that provide instruction below the postsecondary level, such as: General Equivalency Diploma (GED), HiSET Exam, and Career Plus HSE

Minor Parent

Minor parents (20 years of age or younger) are considered a priority group and may receive childcare in support of education or work activities.

Minor parents enrolled in middle school, high school, adult education, early childhood education credential or training courses, Technical Certificate of Credit (TCC), Technical College Diploma (TCD), or education or training through WorkSource Georgia program a program have no additional activity.

In conjunction with, Governor Kemp's vision, the Region will continue to focus on the Coastal Career Initiative (CCI), its strategic plan designed in 2018 to create career pathways to close the skills and

training gaps in Logistics & Warehousing, Healthcare, Manufacturing, Hospitality and Construction business sectors. Coordinate business sector partnership strategy development and implementation to achieve the defined project objectives.

CCI Objectives

To continue our collaboration with stakeholders to identify up to date occupations with skills and training gaps in Logistics & Warehousing, Healthcare, Manufacturing, Hospitality and Construction. Also, to engage stakeholders in the Film Industry where there is growth and demand as well.

Common trends from the various Georgia WorkSource Regions indicate the following employer demands: (1) importance of soft skills such as communication, teamwork, problem solving, intellectual curiosity, and critical thinking, (2) finding potential employees who can pass background checks, (3) shortage of local skilled trades workers, and (4) greater need for apprenticeships and on-the-job training.

Based upon participation of private and public employers, survey respondents identified high demand careers and high demand skills to foster a talent chain to respond to business growth.

High Demand Skills

- Mathematics
- Work Ethic
- Customer Focus
- Project Management
- Problem Solving

More specific skills, attributes and core competencies required for employment opportunities within the transportation and warehousing sector include:

- | | |
|---------------------------|------------------------------|
| ▪ Ability to multi-task | ▪ Time Management |
| ▪ Business Acumen | ▪ Troubleshooting |
| ▪ Business Writing | ▪ RF Gun |
| ▪ Critical Thinking | ▪ Robotics |
| ▪ Forklift Certifications | ▪ Presentation Skills |
| ▪ Decision-Making | ▪ Sales |
| ▪ JAVA and SQL | ▪ Teamwork and Collaboration |

The Coastal Region acknowledges that in these high-demand skills there is a growing need for post-secondary education; whether a 4-year university or through the technical college system and available vocational programs.

Employer and community partnerships emphasize the need to attract a new generation of skilled labor by introducing the regional high demand careers in high schools.

The CCI project seeks to unify employers, state agencies, educational institutions and community partners in developing sustainable solutions that create career pathways for our local workforce.

Coastal Region's: PY23 & PY24 Negotiated Levels and Actual Performance Measures

Performance measures are closely aligned with federal performance accountability measures and are clearly specified in all contracts with the agencies that make up the Coastal service delivery system. Below are the CWDB's performance measures and actuals of PY2023 and PY2024:

Common Measure	State Actual PY23	Local Actual PY23	State Actual PY24	Local Actual PY24
ADULT				
Employment Rate 2nd Qtr.	83.3%	91.2%	78.6%	82.1%
Employment Rate 4th Qtr.	80.3%	85.1%	75.7%	84.48%
Median Earnings 2nd Qtr.	\$8,997	\$8,380	\$9,332	\$8,600
Credential Attainment	72.2%	68.9%	73.1%	78.57%
Measurable Skills Gain	72.3%	73.80%	71.7%	68.92%
DISLOCATED WORKER				
Employment Rate 2nd Qtr.	81.0%	86.7%	79.1%	66.67%
Employment Rate 4th Qtr.	81.1%	73.7%	74.7%	76.24%
Median Earnings 2nd Qtr.	\$11,670	\$12,828	\$11,659	\$13,805
Credential Attainment	71.8%	91.9%	75.3%	97.98%
Measurable Skills Gain	73.5%	50.0%	70.9%	88.89%
YOUTH				
Education/Employment Rate 2nd Qtr.	76.7%	71.2%	72.3%	76.32%
Education/Employment Rate 4th Qtr.	77.6%	78.9%	73.4%	81%
Median Earnings 2nd Qtr.	\$4,666	\$3,905	\$4,560	\$4,000
Credential Attainment	64.3%	28.6%	61.5%	49.06%
Measurable Skills Gain	59.1%	22.2%	60.6%	51.09%

All performance measures are tracked, those that do not meet performance measures create an accountability plan for the upcoming funding cycle.

The success of the local community-based service-delivery providers in achieving their goals directly affects the overall success of the regional and state plan. And so, it is important to track all performance levels. For example, the CWDB uses a web-based customer intelligence platform that contains a real-time data warehouse, proprietary customer segmentation, performance dashboards, target customer communications, and feedback. Data mining and analytics features within Geographical Solutions (GIS) mapping provides virtual real-time data and integrated workforce development systems that are accessible to the ten-county region and the CWDB's Comprehensive One-Stop and Affiliate Job Centers in order to monitor participants, provide case management, report data, and coordinate with other economic development agencies and employers in economic growth initiatives.¹³ Program performance measures are tracked through the State's GIS Solutions and as outlined by State and Federal guidelines and WIOA outcomes. Performance for site visits and attendance of public workshops are tracked electronically through our kiosk system, Quick Tap Survey.

¹³ Geographic Solutions, Inc., "Solutions for Economic Developers/Future Works," 2023, retrieved from <https://www.geographicsolutions.com/virtual-One-Stop-solutions-economic.asp>.

Taking into account the analyses described in sections “2. a-e” (above), provide a description of how the region utilizes this data to drive decision-making; and include the strategies utilized to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals. Provide a description of how the local board supports and carries out strategic partnering to help address local and regional challenges.

In a region that effectively utilizes performance and labor market information data to drive decision-making, there is a structured approach to gathering, analyzing, and applying data to inform policies and programs. This process involves several key components:

1. **Data Collection and Analysis:** The region collects comprehensive data on various aspects of the local labor market, including employment rates, job vacancies, skills demand, wages, industry trends, and demographic information. This data is regularly updated and analyzed to identify emerging patterns, gaps, and opportunities.
2. **Performance Metrics:** Clear performance metrics are established to measure the effectiveness of workforce development programs and initiatives. These metrics are aligned with the region's strategic goals and may include indicators such as employment outcomes, skill attainment, retention rates, and wage growth among program participants.
3. **Data-Driven Decision-Making:** Decision-makers at all levels, including local government officials, employers, education and training providers, and workforce development professionals, use the insights derived from data analysis to make informed decisions. This may involve adjusting program priorities, reallocating resources, or developing targeted interventions to address specific challenges identified through data analysis.
4. **Coordination of Core Programs:** The region employs strategies to coordinate core workforce development programs and services to ensure alignment with overarching goals and priorities. This coordination involves collaboration among various stakeholders, such as workforce development boards, educational institutions, employers, and community organizations. By aligning resources and efforts, the region maximizes the impact of its programs and avoids duplication of services.
5. **Strategic Vision and Goals:** The region develops a strategic vision for workforce development that reflects the needs and aspirations of its residents and businesses. This vision is supported by clear goals and objectives that guide decision-making and resource allocation. Regular review and refinement of the strategic plan ensure that it remains responsive to changing economic conditions and workforce trends.
6. **Strategic Partnering:** The local workforce development board plays a central role in fostering strategic partnerships with key stakeholders to address local and regional challenges. These partnerships may involve collaborations with employers to identify skill needs and job opportunities, educational institutions to align training programs with industry demand, and community organizations to provide support services to job seekers.

Overall, a successful regional approach to utilizing performance and labor market information data involves a systematic process of data collection, analysis, and application to drive decision-making and achieve strategic workforce development goals. This approach requires strong coordination among stakeholders, strategic partnerships, and a commitment to continuous improvement and community engagement.

The CWDB's comprehensive One-Stop delivery system and seven job centers are closely involved with partners and providers to coordinate the core programs (e.g., WIOA Adult & Dislocated Worker, Youth, Wagner-Peyser, and Georgia Vocational Rehabilitation Agency [GVRA]). The alignment of resources that govern the implementation of the core programs throughout the region include, but are not limited

to: Individual Training Accounts (ITA), Incumbent Worker Training (IWT), On-the-Job Training (OJT), and/or Registered Apprenticeships (RA). The established response to industry needs for the coordination of core programs and resources are as follows:¹⁴

Programs		Resources
Healthcare	Healthcare Career Pathways, Certifications to include CNA (Youth), PCT, LPN, RN, etc.	ITA and IWT
Manufacturing	Engineering, Industrial Maintenance, and mixed competency-based technical and leadership training	ITA, IWT, OJT and RA
Logistics & Warehousing	CDL, Project Management, Supply Chain Management, Certified Logistics Associate & Technician	ITA, IWT, and OJT
Hospitality	Training and education required in the workforce marketplace to build the economies, to include tourism	IWT and ITA
Construction	Trade skill-construction related Career Pathways, Certifications to include commercial and residential structures	ITA, IWT, OJT and RA
Education	Certifications that prepare individuals for careers in early childhood education, K-12 education, paraprofessional support, instructional support, adult education, and secondary education, including credentials aligned with classroom support, childcare and teaching.	ITA, IWT, OJT and RA

Partners are responsible for the delivery of a broad range of services focused on education, workforce education, and training from a diverse pool of participants. As directed by the One-Stop Operator of the Comprehensive One-Stop Job Center, core partners agree through Memorandum of Understanding (MOU) to make core services both available and seamless. These partners will also participate in cross-training, as well as establish with the local board shared success indicators, operating strategies, and procedures—and customer flow, where appropriate—for effective seamless service delivery. The CWDB's workforce development system works with all required core partners (Adult, Dislocated Worker, and Youth, Vocational Rehabilitation, and Wagner-Peyser). The WIOA Adult & Dislocated Worker programs, in coordination with the Wagner-Peyser (WP) Employment Service (ES), are both the primary pieces of the one-stop delivery system and the foundation of the workforce system. This system provides universal access to career and training services to meet the diverse needs of participants. The CWDB's workforce system delivers enhanced access and flexibility for work-based training options, such as Registered Apprenticeship (RA), OJT, CT and IWT. Training is supported through the State's Eligible Training Provider List (ETPL), which includes Training Providers with a proven capacity of securing quality employment outcomes for participants. Other types of career and training services offered include comprehensive and specialized skill assessments, literacy activities, career planning, and labor market information.

The CWDB will strategically monitor programs and resources across the ten-county region to ensure a robust and integrated system that is capable of assisting individuals at various states of life to realize their career goals. For example, assessment testing is required prior to approval of high demand training. Those individuals who do not meet the minimum scoring requirements are offered academic services (e.g., GED, Adult Literacy, etc.). Targeted training opportunities in the ten-county region allow WIOA eligible participants to update and learn new skills based on real high demand jobs in their local

¹⁴ CWDB Types of Training Agreements.

county/areas. This produces a “winning” situation for both businesses and program participants: job seekers find new jobs, and area employers hire workers with the up-to-date skills required of their open positions. In short, job centers provide specific training to serve the critical needs of job seekers in each designated county, and regional support among the regions provides employers with a pool of experienced individuals to meet future workforce needs.

DESCRIPTION OF STRATEGIES AND SERVICES

How will the area support a local workforce development system that meets the needs of businesses in the local area? Provide a listing of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.

Supporting a Local Workforce Development System that Meets the Needs of Businesses

T WorkSource Coastal is committed to maintaining a business-driven workforce development system that responds to the workforce needs of employers across its 10-county service area, which includes Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and Screven counties. The Local Workforce Development Area (LWDA) will leverage strategic partnerships with employers, economic development organizations, chambers of commerce, educational institutions, community-based organizations, and required one-stop partners to ensure workforce investments are aligned with regional labor market demands and economic development priorities.

As one of Georgia's fastest-growing economic regions, WorkSource Coastal recognizes the importance of supporting key industry sectors that drive regional growth, including advanced manufacturing, aerospace, logistics and distribution, port and maritime industries, healthcare, construction, warehousing, transportation, and skilled trades. Workforce strategies will be informed by labor market information, employer feedback, industry sector partnerships, and regional economic development initiatives to ensure businesses have access to a skilled, competitive workforce.

Business Services Representatives (BSRs) serve as the primary point of contact for employers, providing customized workforce solutions that address recruitment, retention, workforce development, and training needs. Through ongoing employer outreach, business retention visits, participation in industry councils, and collaboration with regional partners, WorkSource Coastal will proactively identify workforce challenges and develop solutions that strengthen the regional talent pipeline.

Business services available throughout the WorkSource Coastal area include, but are not limited to:

- Recruitment assistance, including job order development, job postings, and candidate sourcing.
- Applicant screening, assessments, interviewing assistance, and referral of qualified job candidates.
- Customized hiring events, recruitment fairs, virtual hiring events, and employer networking opportunities.
- Employer workshops covering topics such as workforce incentives, labor market trends, talent acquisition strategies, human resource best practices, and workforce compliance.
- Incumbent Worker Training (IWT) to assist employers in upgrading the skills of their existing workforce.

- On-the-Job Training (OJT) contracts that reduce hiring costs while providing participants with occupational training and paid work experience.
- Work-based learning opportunities, including registered apprenticeships, internships, job shadowing, and transitional employment, where appropriate.
- Rapid Response and layoff aversion services for businesses experiencing downsizing or workforce transitions.
- Labor market information, occupational wage data, workforce analytics, and industry trend reports to support business planning and expansion.
- Assistance in developing talent pipelines through partnerships with K-12 school systems, technical colleges, universities, adult education providers, and community organizations.
- Coordination with local and regional economic development agencies to support business recruitment, expansion, retention, and new industry investments.
- Information regarding available workforce incentives, including the Work Opportunity Tax Credit (WOTC), Federal Bonding Program, and other employment incentive programs.
- Veteran recruitment assistance and Priority of Service for eligible veterans and military spouses.
- Access to WorkSource Georgia career centers for interviewing, recruitment activities, and employer information sessions.

Recognizing the economic significance of the Georgia Ports Authority, Gulfstream Aerospace, Hyundai Motor Group Metaplant America and its supplier network, healthcare systems, advanced manufacturers, and logistics employers throughout the region, WorkSource Coastal will continue to strengthen sector partnerships that connect businesses with education and training providers to develop sustainable talent pipelines. These collaborations will support the recruitment, training, upskilling, and retention of workers in occupations that are critical to regional economic competitiveness.

WorkSource Coastal will continuously evaluate employer satisfaction and workforce outcomes through business engagement activities, customer surveys, performance metrics, and participation by business representatives on the Local Workforce Development Board. Feedback from employers will guide continuous improvement efforts and ensure workforce services remain responsive to changing economic conditions and employer workforce needs.

By aligning workforce investments with regional industry demands, fostering collaboration among workforce and economic development partners, and delivering high-quality business services, WorkSource Coastal will support a comprehensive workforce development system that promotes business growth, expands employment opportunities, and strengthens the economic vitality of the Coastal Georgia region.

Describe how local employers play a central role in defining in-demand skills, validating training models, and identifying credentials of value. How does the LWDB ensure training programs are designed around employer competency requirements rather than academic program availability?

Employer-Driven Training and the Eligible Training Provider List (ETPL)

WorkSource Coastal ensures that local employers play a central role in identifying workforce needs, defining in-demand skills, validating training models, and identifying industry-recognized credentials that lead to quality employment. The Local Workforce Development Board (LWDB) maintains a business-led governance structure that places employer input at the forefront of workforce investment decisions.

The Board's **Economic and Workforce Alignment (EWA) Committee** serves as the primary committee responsible for reviewing regional labor market information, industry trends, employer feedback, and workforce performance data to ensure that training investments are aligned with the needs of the regional economy. The committee includes representatives from business and industry who provide direct insight into current and projected workforce demands across WorkSource Coastal's targeted industry sectors, including advanced manufacturing, aerospace, logistics and distribution, port and maritime operations, healthcare, construction, transportation, and other high-demand occupations.

The EWA Committee reviews workforce data, identifies emerging occupations, evaluates skills gaps, and makes recommendations to the full Local Workforce Development Board regarding workforce priorities, sector strategies, and training investments. These recommendations guide the Board in ensuring that workforce programs remain responsive to employer demand and regional economic development initiatives.

The Local Workforce Development Board also plays an active role in the oversight and utilization of Georgia's **Eligible Training Provider List (ETPL)**. Training providers approved for the ETPL are evaluated not only on state eligibility requirements but also on their ability to prepare participants for employment in occupations identified as high-demand within the WorkSource Coastal region. When determining the appropriateness of training investments, the Board considers:

- Regional labor market information and occupational demand.
- Employer-identified skill and competency requirements.
- Industry-recognized credentials and certifications valued by employers.
- Employment and credential attainment outcomes of training providers.
- Wage potential and career pathway opportunities.
- Alignment with regional sector strategies and economic development priorities.

Training services funded through WIOA are focused on programs that prepare participants for employment in occupations that offer sustainable wages and advancement opportunities rather than simply supporting existing academic program availability. Employer engagement occurs through Business Services Representatives, industry sector partnerships, advisory committees, economic development organizations, chambers of commerce, and direct consultation with businesses throughout the region. This ongoing collaboration enables employers to validate curriculum, identify evolving skill requirements, recommend industry credentials, and provide work-based learning opportunities, including On-the-Job Training (OJT), Registered Apprenticeships, internships, and incumbent worker training.

The Coastal Workforce Development Board uses employer feedback, labor market information, ETPL performance data, participant outcomes, and recommendations from the EWA Committee to evaluate whether training programs continue to meet regional workforce needs. Programs that do not demonstrate alignment with employer demand or produce successful employment outcomes may be reconsidered for future workforce investments.

By integrating employer leadership into workforce planning, oversight of the ETPL, and sector strategy development, WorkSource Coastal ensures that workforce training is driven by business demand, supports regional economic growth, and prepares job seekers with the competencies and credentials needed for success in the Coastal Georgia labor market.

How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations? Provide examples of co-designed curricula, employer advisory roles, or industry-validated credentials.

Employer Engagement in Workforce Development Programs

WorkSource Coastal is committed to maintaining an employer-led workforce development system by actively engaging businesses of all sizes—including small businesses, large employers, and employers within the region's targeted industry sectors—in the design, implementation, and evaluation of workforce development programs. The Local Workforce Development Board (LWDB) recognizes that employer engagement is essential to ensuring workforce investments produce a skilled talent pipeline that meets current and future labor market demands.

The WorkSource Coastal service area includes the ten counties of Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and Screven. Employer engagement strategies are designed to support the workforce needs of key regional industries, including advanced manufacturing, aerospace, logistics and distribution, port and maritime operations, healthcare, construction, transportation, warehousing, and skilled trades.

The Board's **Economic and Workforce Alignment (EWA) Committee**, comprised primarily of business and industry representatives, serves as the principal advisory body responsible for identifying workforce trends, reviewing labor market information, validating in-demand occupations, and recommending workforce priorities to the Local Workforce Development Board. Employer representatives on the committee provide direct input regarding emerging skill requirements, competency expectations, hiring trends, and industry-recognized credentials needed to remain competitive in the regional economy.

- Employer engagement occurs through multiple strategies, including:
- Business outreach conducted by Business Services Representatives (BSRs).
- Participation on the Local Workforce Development Board and the EWA Committee.
- Industry sector partnerships and employer advisory groups.
- Collaboration with local chambers of commerce, economic development organizations, and regional industry associations.
- Business retention and expansion visits conducted jointly with economic development partners.
- Employer surveys, focus groups, and workforce roundtable discussions.

- Participation in hiring events, career fairs, and sector-based workforce initiatives.

WorkSource Coastal works closely with technical colleges, adult education providers, universities, and other Eligible Training Providers (ETPs) to ensure training programs reflect employer-defined competencies rather than solely existing academic offerings. Employer feedback is incorporated into curriculum development, program modifications, and the selection of industry-recognized credentials that prepare participants for employment in high-demand occupations.

Examples of employer-driven workforce development include:

- Technical college advisory committees composed of employers who review curriculum, equipment, instructional methods, and program outcomes to ensure training aligns with current industry practices.
- Collaboration with manufacturing, aerospace, logistics, healthcare, and construction employers to identify occupational competencies and technical skills required for entry-level and advanced positions.
- Expansion of work-based learning strategies such as On-the-Job Training (OJT), Registered Apprenticeships, internships, job shadowing, incumbent worker training, and customized training developed in partnership with employers.
- Support for industry-recognized credentials identified by employers, including certifications in advanced manufacturing, industrial maintenance, commercial driver's licensing (CDL), healthcare occupations, welding, construction trades, logistics, supply chain operations, and other occupations aligned with regional workforce demand.
- The Local Workforce Development Board also utilizes employer feedback when reviewing training investments and evaluating programs available through Georgia's Eligible Training Provider List (ETPL). The EWA Committee reviews labor market data, employer input, participant outcomes, and regional workforce priorities to ensure training investments support occupations experiencing sustained demand and provide participants with credentials that have demonstrated labor market value.

Through ongoing collaboration with employers, education partners, and economic development organizations, WorkSource Coastal ensures workforce development programs remain responsive to changing business needs, strengthen regional talent pipelines, and prepare job seekers with the skills and credentials necessary to succeed in the Coastal Georgia economy.

How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies. How will the area strengthen linkages between the one-stop delivery system and unemployment insurance programs?

Coordination of Workforce Development and Economic Development

WorkSource Coastal recognizes that a strong regional economy depends on a coordinated approach between workforce development, economic development, education, and business. The Local Workforce Development Board (LWDB) will continue to strengthen partnerships that align talent development strategies with regional economic priorities to ensure employers have access to a skilled workforce while residents have opportunities to obtain employment in high-demand occupations.

Serving the ten counties of Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and Screven, WorkSource Coastal collaborates with regional and local economic development organizations to support business retention, expansion, and recruitment efforts. Workforce development strategies are aligned with regional target industries, including advanced manufacturing, aerospace, logistics and distribution, port and maritime operations, healthcare, construction, transportation, warehousing, and skilled trades.

The Local Workforce Development Board's **Economic and Workforce Alignment (EWA) Committee** serves as the primary forum for coordinating workforce and economic development strategies. The committee reviews labor market information, economic trends, employer workforce needs, and regional development initiatives to identify emerging opportunities and recommend workforce investments that support regional growth. Recommendations are presented to the full Local Workforce Development Board to ensure workforce resources are strategically aligned with economic development priorities.

WorkSource Coastal maintains active partnerships with numerous economic development organizations throughout the region, including:

- Savannah Area Chamber of Commerce
- Savannah Economic Development Authority (SEDA)
- Development Authority of Bryan County
- Development Authority of Bulloch County
- Development Authority of Effingham County
- Development Authority of Liberty County
- Camden County Joint Development Authority
- Brunswick and Glynn County Development Authority
- Screven County Development Authority
- Local chambers of commerce throughout the ten-county region
- Georgia Department of Economic Development
- Georgia Power Economic Development
- Regional educational institutions, including Savannah Technical College, Ogeechee Technical College, Coastal Pines Technical College, Savannah State University, Georgia Southern University, and adult education providers

These partners contribute to workforce strategy development by sharing labor market intelligence, identifying workforce challenges associated with business expansion and recruitment projects, participating in sector partnerships, serving on advisory committees, supporting hiring events, and collaborating on workforce solutions for existing and prospective employers. Early coordination with economic development partners allows WorkSource Coastal to anticipate hiring demands associated with new business locations and expansions and develop proactive training and recruitment strategies.

Business Services Representatives (BSRs) work closely with economic developers to provide a coordinated approach to employer engagement by offering recruitment assistance, candidate screening, customized hiring events, On-the-Job Training (OJT), Incumbent Worker Training (IWT), Rapid Response services, labor market information, and connections to education and training resources. This coordinated approach enables employers to access comprehensive workforce solutions through a single point of contact.

Strengthening Linkages Between the One-Stop Delivery System and Unemployment Insurance

WorkSource Coastal will continue to strengthen coordination between the one-stop delivery system and the Unemployment Insurance (UI) program through close collaboration with the Georgia Department of Labor (GDOL). The integrated service delivery model ensures that individuals receiving Unemployment Insurance benefits are connected to employment and training services as early as possible to reduce the duration of unemployment and facilitate rapid reemployment.

Within the one-stop centers, UI claimants receive information and referrals to Wagner-Peyser Employment Services, WIOA Adult, Dislocated Worker, and Youth programs, Adult Education, Vocational Rehabilitation, and other workforce partner programs based on individual needs. Staff coordinate referrals between programs to ensure customers receive comprehensive services that may include career counseling, skills assessments, career planning, job search assistance, supportive services, occupational training, work-based learning opportunities, and job placement assistance.

WorkSource Coastal support Reemployment Services and Eligibility Assessment (RESEA) activities and other reemployment initiatives designed to assist Unemployment Insurance claimants in returning to work as quickly as possible. Eligible claimants are encouraged to participate in career services, workshops, hiring events, resume assistance, interview preparation, and training opportunities that lead to employment in occupations experiencing regional demand.

WorkSource Coastal will continue to promote cross-training among workforce partners, coordinated case management, shared labor market information, and integrated business services to improve customer access, eliminate duplication of services, and strengthen the overall effectiveness of the workforce development system. Through these collaborative efforts, WorkSource Coastal will support both job seekers and employers while advancing the economic competitiveness of the Coastal Georgia region.

Describe how the local area helps job seekers identify, document, and communicate their existing skills—including through competency-based assessments, digital credentials, badges, or skills portfolios. How are One-Stop Center staff trained to use skills-based tools for career counseling and job matching? How are employers in the area engaged to recognize skills and prior experience in lieu of traditional degree requirements?

Skills-Based Career Services and Employer Engagement

WorkSource Coastal supports a skills-based approach to workforce development by helping job seekers identify, document, and communicate the knowledge, skills, and abilities they have gained through employment, military service, education, training, apprenticeships, volunteer work, and other life experiences. Career services staff work with customers to translate these experiences into marketable competencies that align with employer needs.

One-Stop/Job Center staff members utilize competency-based assessments, transferable skills analysis, career assessments, and labor market information to identify customers' strengths and career pathways. Staff assist customers in developing skills-focused resumes, digital profiles, and employment portfolios that emphasize competencies and measurable accomplishments rather than relying solely on educational credentials. When appropriate, staff also guide customers in obtaining industry-recognized credentials, digital badges, and certifications that validate their skills and increase their competitiveness in the labor market.

To ensure consistent implementation of a skills-based service model, One-Stop/Job Center staff members receive ongoing training on career assessment tools, transferable skills identification, labor market information systems, and skills-based career counseling techniques. Professional development includes training on the use of state workforce systems, career exploration platforms, and best practices for matching customer competencies with employer workforce needs. Staff collaborate across partner programs to ensure customers receive coordinated services and referrals that support career advancement.

WSC's Business Service Representatives (BSRs) plays a critical role in promoting skills-based hiring throughout the region. The BSR works directly with employers to identify the competencies, technical skills, and transferable skills required for open positions and encourages employers to consider demonstrated skills, work experience, industry certifications, military experience, and prior learning as alternatives to traditional degree requirements when appropriate. Through employer outreach, hiring events, sector partnerships, and workforce consultations, the BSR educates businesses on the benefits of skills-based hiring, expands access to qualified talent, and supports the development of job descriptions that emphasize competencies and essential job functions.

The Military Services Coordinator (MSC) supports veterans, transitioning service members, and eligible spouses by helping them identify and translate military occupational specialties, training, certifications, and leadership experience into civilian workforce competencies. The MSC assists customers in documenting transferable skills, earning recognition for prior learning, and presenting military experience in terms that resonate with civilian employers. The MSC also partners with the Business Service Representative to educate employers on the value of military experience and encourages the recognition of military training and demonstrated competencies as qualifying experience for employment opportunities.

Together, WorkSource Coastal staff members, the Business Service Representatives, and the Military Services Coordinator foster a workforce system that prioritizes skills, competencies, and demonstrated abilities. By aligning career services with employer workforce needs and promoting skills-first hiring practices, the local workforce area expands employment opportunities for job seekers while helping employers access a broader, more diverse talent pool.

The CWDB's Business Services Representatives work with employers to create a tailored approach to addressing their workforce needs. They offer business customers a full range of services designed to assist in the development and retention of a quality workforce. And as the representatives have access to an extensive talent pool, they assist businesses in finding quality candidates that match all employment needs.

CWDB's Central Northern and Southern Hub will continue to offer a wide range of Human Resource services, such as job-description development, wage research, recruitment, and pre-hire assessments; they also host career fairs and special events in order to attract candidates. Through a variety of state and federal programs, the CWDB is able to provide a number of training options to help businesses develop a trained, skilled, and educated workforce. For example, training that focuses on unique technical labor need include, but is not limited to, On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training (CT), Transitional Job Training (TJ), Work Experience (WEX), Layoff Aversion, Registered Apprenticeship (RA), Data Systems, Virtual One-Stop System (VOS) and Career Coach. The combination of private/community partnerships, regional universities and technical college system offers the most complete solutions to ensure participants are qualified to fulfill employers' needs.

Business Services available in Region 12 are listed below:

- **On-the-Job Training (OJT):** OJT provides reimbursements to employers to help compensate for the costs associated with both training newly hired employees and the interim loss of production. Employers may receive up to 50% of the wage rate.
- **Incumbent Worker Training (IWT):** IWT offers funding assistance to companies to provide skills training or to upgrade temporary and/or part-time employees to full-time, permanent employees. IWT can be used to help avert potential layoffs, to increase the skill level of employees so they can be promoted within the company, or to create backfill opportunities. Companies will receive the funding assistance needed to meet the demands of the rapidly changing economy, and the employees will receive the training necessary to upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for promotion and wage increases. Employers may receive up to 90% tuition reimbursement.
- **Customized Training (CT):** Employers often encounter skill gaps in their workforce, as well as difficult-to-fill positions. CT provides job seekers with technical and skill training that is tailored to the specific requirements of the employers in their area, thus augmenting the region's talent pool.
- **Work Experience (WEX):** All participants placed at a work site have received training regarding workplace expectations, whether in a classroom setting or one-on-one. This work-based training, WEX, is tailored to the employer's needs. The CWDB can also provide background checks, drug screens, or additional employer-specific assessments. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the employer and participant in maintaining a positive work experience through the duration of the assignment. Note that, unlike with OJT, with WEX there is no employer commitment to hiring the participant.
- **Transitional Job Training (TJ):** TJ provides participants with work experience and an opportunity to develop critical workplace skills. There is no requirement that the employer retain the individual upon completion of the training, however retention where appropriate is preferred for the benefit of the worker and employer. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the participant in maintaining a positive work experience through the duration of the assignment.
- **Layoff Aversion:** Employers can take advantage of resources within the Layoff Aversion program so as to retain current employees. In particular, if a layoff occurs as the result of the retooling or upgrading of equipment, Layoff Aversion strategies can help upgrade the skills of the current workforce, which reduces the cost of replacing those employees. These strategies enable companies to invest in their workforce, increase production levels, and reduce administrative costs associated with turnover.
- **Registered Apprenticeships (RA):** RA is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business. There are currently more than 1,000 occupations—including careers in healthcare, information technology, transportation, and energy—in which apprenticeship is used to meet business needs for qualified workers. RA aligns perfectly with sector strategies, industry partnerships, and other investments in meeting the needs of the business community.

Supporting Skills-Based Career Pathways and Employer Recognition of Competencies

WorkSource Coastal is committed to advancing a skills-based workforce system that helps job seekers identify, document, and effectively communicate their existing skills while assisting employers in recognizing competencies, industry-recognized credentials, and prior work experience as valuable

indicators of workforce readiness. The Local Workforce Development Board (LWDB) promotes workforce strategies that emphasize demonstrated skills and competencies in addition to traditional educational attainment.

Through the one-stop delivery system, job seekers receive individualized career services that include comprehensive skills assessments, transferable skills identification, career exploration, and career pathway planning. Career advisors work with customers to evaluate prior employment, military service, education, apprenticeships, volunteer experience, and other experiential learning to identify transferable skills that align with occupations in demand throughout the WorkSource Coastal region.

Career planning services include assistance with:

- Skills and interest assessments to identify occupational strengths and career pathways.
- Transferable skills analysis to connect previous work experience with emerging employment opportunities.
- Resume development that emphasizes competencies, technical skills, certifications, measurable accomplishments, and work experience.
- Interview preparation focused on communicating skills and competencies to prospective employers.
- Documentation of industry-recognized credentials, licenses, certifications, and work-based learning experiences.
- Development of individualized employment plans that align participant skills with regional labor market demand.

WorkSource Coastal utilizes workforce technology, labor market information, career assessment tools, and the WorkSource Georgia Portal to assist customers in identifying employment opportunities based on their skills, experience, and career interests. When appropriate, staff encourage participants to document credentials, certificates, and completed training that demonstrate occupational competencies valued by employers. As digital credentialing and skills documentation continue to expand across workforce programs and educational partners, WorkSource Coastal will promote their use to improve employment outcomes and increase employer confidence in verified skills.

To ensure effective delivery of skills-based career services, One-Stop Center staff receive ongoing professional development and cross-training on career coaching, labor market information, transferable skills analysis, career pathway development, assessment tools, and business engagement strategies. Staff are trained to assist customers in identifying transferable competencies, matching those competencies to high-demand occupations, interpreting labor market data, and utilizing state-approved workforce systems and assessment resources to support informed career decisions.

WorkSource Coastal also promotes a skills-first approach through its Business Services Team and the Local Workforce Development Board's Economic and Workforce Alignment (EWA) Committee. Business Services Representatives engage employers throughout the ten-county region to better understand hiring practices, occupational competency requirements, and workforce challenges. Employer feedback is incorporated into workforce planning, training investments, and career counseling strategies to ensure job seekers develop the skills most valued by industry.

Employers are encouraged to recognize demonstrated competencies, industry-recognized credentials, military experience, Registered Apprenticeships, On-the-Job Training (OJT), incumbent worker training, and prior work experience as indicators of workforce readiness. Through employer outreach, hiring events, sector partnerships, and business consultations, WorkSource Coastal promotes hiring practices

that consider verified skills and occupational competencies in addition to traditional degree requirements, particularly in the region's targeted industries.

The Local Workforce Development Board works closely with employers, technical colleges, Eligible Training Providers, adult education providers, and economic development partners to ensure that workforce training leads to industry-recognized credentials that reflect employer expectations. Employer participation on the Board, the EWA Committee, technical college advisory committees, and sector partnerships provide ongoing validation that workforce programs are preparing participants with the competencies necessary to succeed in today's labor market.

By integrating skills-based career counseling, competency-focused training, employer engagement, and industry-recognized credentials, WorkSource Coastal will continue to strengthen connections between job seekers and employers while supporting a workforce system that values demonstrated skills, experience, and lifelong learning.

The CWDB also coordinates economic development through meetings, presentations, and events with county developmental authorities and chambers of commerce; it also participates in regional workforce projects and discussions. Through its partnerships with the Economic Development division of the Technical College System of Georgia (TCSG), the CWDB can connect with the TCSG's state-of-the-art laboratories, teaching facilities, and professors to develop custom employee development and training programs for our business and industry partners. In this joint effort, the CWDB provides funding opportunities to eligible students and the TCSG-OWD provides technical training and business-centered curriculum.

Describe how real-time, localized labor market data is being used to guide career counseling, individual employment plan development, and training investments. How do these tools help participants understand career options and take clear steps toward better-paying jobs?

Use of Real-Time Labor Market Information to Inform Career Services and Training Investments

At WorkSource Coastal, we use real-time, localized labor market information to guide career counseling, Individual Employment Plan (IEP) development, and workforce training investments. Through our partnership with *Lightcast*, we have access to current labor market analytics that identify in-demand occupations, emerging industries, regional hiring trends, required skills, wage data, employer demand, and projected occupational growth. This information enables us to make informed decisions that benefit both job seekers and employers.

Our Career Planners integrate Lightcast labor market intelligence into the career counseling process by helping participants identify their existing skills, recognize transferable competencies, and explore career pathways that align with regional employer demand. We use labor market information during the development of each Individual Employment Plan (IEP) to ensure employment goals, training activities, and supportive services are aligned with occupations that offer competitive wages, strong employment prospects, and opportunities for career advancement.

We use labor market data, employer feedback, and regional workforce priorities to guide our training investments. By focusing Workforce Innovation and Opportunity Act (WIOA) resources on occupations experiencing documented workforce shortages and projected growth, we help participants earn industry-recognized credentials that lead to sustainable employment and long-term economic mobility.

Our Business Service Representatives (BSRs) serve as our "boots on the ground," providing valuable, real-time insight into the workforce needs of local employers. Through regular employer visits, hiring

events, business consultations, and industry outreach, our BSRs gather current information on hiring trends, emerging skill requirements, workforce challenges, and anticipated hiring demands. This direct employer engagement complements our Lightcast labor market data by validating trends and identifying changing workforce needs as they occur.

We also work closely with local economic development organizations, Chambers of Commerce, industry associations, and other regional partners to stay informed about business expansion, new industry recruitment, workforce challenges, and regional economic priorities. These partnerships allow us to align our workforce strategies with the needs of our local economy while ensuring employers have access to a skilled talent pipeline.

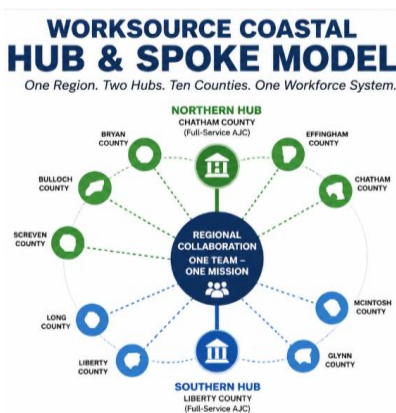
By combining Lightcast analytics, employer intelligence gathered by our Business Service Representatives, and information shared through our economic development and Chamber partnerships, we provide participants with current, relevant labor market information that supports informed career decisions. We help individuals understand regional career opportunities, wage expectations, required skills, and training pathways so they can take clear, achievable steps toward higher-paying, in-demand careers while meeting the workforce needs of our region.

REGIONAL SERVICE DELIVERY SYSTEM

Effective **July 1, 2026** the Coastal Workforce Development Board (CWDB) will operate as a **regional hub-and-spoke service delivery model** that provides employment, training and coordinated business engagement across all ten counties. Under this model, job seeker and employer services are delivered directly, with staff strategically assigned to geographic service areas while working collaboratively as a single regional team. This approach ensures consistent employer outreach, rapid response, workforce solutions, and access to talent regardless of county location, while leveraging the centralized workforce hubs and partner locations throughout the region.

In the following service area hubs:

- **Central & Northern Service Area Hub:** Bryan, Bulloch, **Chatham**, Effingham, and Screven Counties
- **Southern Service Area Hub:** Camden, Glynn, **Liberty**, Long, and McIntosh Counties



Through the hub-and-spoke model, job seekers and employers have access to a full range of workforce services, including employment, training, recruitment assistance, hiring events, incumbent worker training, work-based learning opportunities, layoff aversion and rapid response services, labor market information, apprenticeship development, and customized workforce solutions. This regional approach

ensures seamless service delivery while maximizing staff expertise, technology, and strategic partnerships to meet the workforce needs of businesses throughout Coastal Georgia.

The WSC's Business Services Representatives will continue to work with employers to create a tailored approach to addressing their workforce needs. They offer business customers a full range of services designed to assist in the development and retention of a quality workforce. As the representatives have access to an extensive talent pool, they assist businesses in finding quality candidates that match all employment needs. The CWDB's comprehensive One-Stop and six job centers offer a wide range of Human Resource services, such as job-description development, wage research, recruitment, and pre-hire assessments; they also host job fairs and special events in order to attract candidates. Through a variety of state and federal programs, the CWDB is able to provide a number of training options to help businesses develop a trained, skilled, and educated workforce. For example, training that focuses on unique technical labor needs include, but is not limited to, On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training (CT), Work Experience (WEX), Layoff Aversion, Registered Apprenticeship (RA), Data Systems, Virtual One-Stop System (VOS) and Opportunity Coaches all of which are described below. The combination of community partnerships and the regional university and technical college system offer the most complete solutions to ensure participants are qualified to fulfill employers' needs.

WIOA-Funded Business Services Activities

On-the-Job Training (OJT): OJT provides reimbursements to employers to help compensate for the costs associated with both training newly hired employees and the interim loss of production. Employers may receive up to 50% of the wage rate.

Incumbent Worker Training (IWT): IWT provides funding assistance to companies to provide skills training or to upgrade temporary and/or part-time employees to full-time, permanent employees. IWT can be used to help avert potential layoffs; to increase the skill level of employees so they can be promoted within the company, or to create backfill opportunities. Companies will receive the funding assistance needed to meet the demands of the rapidly changing economy, and the employees will receive the training necessary to upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for promotion and wage increases. Employers may receive up to 90% tuition reimbursement.

Customized Training (CT): Employers often encounter skill gaps in their workforce, as well as difficult-to-fill positions. CT provides job seekers with technical and skill training that is tailored to the specific requirements of the employers in their area, thus augmenting the region's talent pool.

Transitional Job Training (TJ): TJ provides participants with work experience and an opportunity to develop critical workplace skills. There is no requirement that the employer retain the individual upon completion of the training, however retention where appropriate is preferred for the benefit of the worker and employer. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the participant in maintaining a positive work experience through the duration of the assignment.

Work Experience (WEX): All participants placed at a work site have received training regarding workplace expectations, whether in a classroom setting or one-on-one. This work-based training, WEX, is tailored to the employer's needs. The CWDB can also provide background checks, drug screens, or additional employer-specific assessments. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the employer and participant in maintaining a

positive work experience through the duration of the assignment. Note that, unlike with OJT, with WEX there is no employer commitment to hire the participant.

Layoff Aversion: Employers can take advantage of resources within the Layoff Aversion program so as to retain current employees. In particular, if a layoff occurs as the result of the retooling or upgrading of equipment, Layoff Aversion strategies can help upgrade the skills of the current workforce, which reduces the cost of replacing those employees. These strategies enable companies to invest in their workforce, increase production levels, and reduce administrative costs associated with turnover.

Registered Apprenticeships (RA): RA is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business. There are currently more than 1,000 occupations—including careers in health care, information technology, transportation, and energy—in which apprenticeship is used to meet business needs for qualified workers. RA aligns perfectly with sector strategies, industry partnerships, and other investments in meeting the needs of the business community.

Data Systems: CWDB uses innovative labor market software that aggregates and integrates data from over ninety (90) state, federal, and private sources; as such it offers the most in-depth and current data available. This software provides the following:

- Industry Cluster Analysis helps to identify the region's workforce and industry strengths, resulting in better understanding of what makes a region competitive.
- Business Engagement leverages in-depth knowledge of a region's key industries so as to target local business partners.
- Identifying High demand Jobs uses a data-driven approach to identify which industries and occupations are most critical to a region, as well as the role they play in their economy.
- Program Development better aligns local training with regional workforce needs.
- Impact Analysis increases understanding of the impact that local businesses or the Local Workforce Development Area (LWDA) have on the regional economy.
- Career Pathways, Planning, and Skills identifies local employers' skills needs, especially those skills transferable among different occupations.
- Real-Time Data Analysis efficiently identifies current local job openings, including the skills needed in each post.

The Virtual One-Stop System provides integrated services via the Internet for individuals, training providers, workforce staff, and One-Stop partners.

- Virtual One-Stop provides comprehensive information on education, training programs, and financial aid.
- Virtual One-Stop provides automated case management and financial tracking tools for One-Stops and their job centers.
- Virtual One-Stop provides efficient management of federal workforce programs, including the Workforce Investment Act, the Wagner-Peyser Act, and Trade Adjustment Assistance.
- Virtual One-Stop offers direct state and federal reporting for real-time analyses.

The WorkSource Coastal website (www.worksourcecoastal.org) and Facebook Page presents several local career opportunities, along with regional education and training on a daily basis. Job seekers will see a solid connection between the programs available to them and the real-world outcomes they can achieve. Career Coach will provide data regarding:

- Analytics: statistics regarding which careers and degrees students seek the most
- Employment: figures of the total jobs and annual openings by occupation for the region's current workforce
- Earnings: the earning potential down a specific career path
- Job Postings: current postings matched to specific careers
- System Alignment: digital connection of the regional workforce system with economic development, career pathways, education, and employment

The CWDB has identified its region's six (6) main high-growth, high-demand industries: Healthcare, Manufacturing, Logistics and Warehousing, Hospitality, Construction and Education. By engaging with local employers, the CWDB can provide direct sector-based information on high demand jobs, skill sets required, training program requirements, and candidate assessment factors—all to improve the successful transition *from* training *to* employment. In order to create sector strategies for the region, the six priority sectors undergo a three-phased process.

1. Commitment to Sector Strategies: The CWDB will identify sector employers, partners, and additional resources; engage employer supporters; and secure sector engagement from employers.
2. Establishment of System Partnerships: CWDB will convene employers in each sector to provide industry and occupation data on various workforce issues, including recruitment and training issues related to identifying skills gaps. These partnerships will provide more meaningful occupational data, which will lead to better outcomes for both employers and job seekers.
3. Recruitment and Training: It is essential that all training programs address the industry and occupational requirements and standards of the major employers in the region. To that end, the CWDB will use the industry and occupational data gained from employers to identify skill gaps within each sector. Then, asset mapping will determine whether training is available in the local area to address those skill gaps. Should deficits in training programs be identified, employers and regional educational and training providers can work together to develop training programs to meet the specific knowledge, skill, and ability requirements of the sector.

Regional Alignment with State Registered Apprenticeship Program

OWD's registered apprenticeship team serves as the promotion and expansion arm of the State of Georgia by assisting Georgia businesses with the development and expansion of registered apprenticeships programs. OWD Business Services Unit (BSU), under Title III emphasizes employer-driven service delivery, and access to a market driven staff that is dedicated to fulfilling the needs of Georgia's employers. BSU partners with economic developers, employers, and other business service providers to identify talent pools for target industries, customize solutions for workforce issues, and assist with critical industry expansion needs. The state also makes labor market information available to employers through self-service web access and staff assisted services to promote the workforce system as a tool for employers to meet their needs. OWD has taken steps to educate employers on the resources available through presentations, marketing materials, and outreach services.

This team is also designed to engage business partners, serve as the intermediary for the businesses to the USDOL Office of Apprenticeship and other essential workforce and education partners, and help eliminate the complexity and intimidation that is often associated with the RA process. OWD currently has two federal apprenticeships grants, the American Apprenticeship Initiative (AAI) Grant and the

Apprenticeship State Expansion (ASE) Grant, OWD is currently working to fully utilize AAI and ASE to enhance the presence of RAPs throughout Georgia.

In conjunction, with the State's priority for Registered Apprenticeship Programs the Coastal Region's Business Services Representatives will continue working with its designated State Apprenticeship Representative to meet the needs of businesses and provide long-term sustainable career opportunities for job seekers. Apprenticeships are an ideal workforce development tool to address the diverse challenges faced by Region 12. Consequently, TCSG-OWD is investing significantly in the expansion of Registered Apprenticeship Programs (RAPs) throughout Georgia. All of Georgia's 22 Technical Colleges are approved Registered Apprenticeship sponsored by US Department of Labor (USDOL) and WorkSource Georgia.

The full integration of the public workforce system and Registered Apprenticeships is essential to the long-term success of the region, state and proposed national vision and goals.

Alignment with Georgia House Bill 1302, the Proposed *A Stronger Workforce for America (ASWA)*, and the Coastal Regional Service Delivery Model

The Coastal Workforce Development Board (CWDB) has adopted a modernized regional service delivery model designed to strengthen workforce services, improve operational efficiency, and position the region to respond to evolving state and federal workforce priorities. The model aligns with the objectives of **Georgia House Bill 1302 (HB 1302)** and is structured to support implementation of the proposed federal **A Stronger Workforce for America (ASWA)** legislation, should it be enacted focusing on the five pillars.

Georgia House Bill 1302, signed May 11, 2026, strengthens Georgia's workforce development system by promoting greater coordination among workforce, education, and economic development partners while emphasizing accountability, performance, and alignment with high-demand industries. The legislation supports a more integrated workforce system that expands access to training, increases employer engagement, and better aligns talent development with regional labor market needs.

At the federal level, the proposed **A Stronger Workforce for America (ASWA)** legislation would modernize the Workforce Innovation and Opportunity Act (WIOA) by increasing flexibility for local workforce boards, strengthening employer partnerships, expanding work-based learning and apprenticeship opportunities, emphasizing measurable employment outcomes, and encouraging greater use of technology and data-driven service delivery. Although ASWA has not been enacted, CWDB has proactively designed its regional service delivery strategy to be consistent with these proposed modernization principles. As illustrated here:

Areas Where Ga-HB 1302 and Fed-ASWA Closely Align




Policy Area	HB 1302 (State Policy)	ASWA (Federal Policy)
Unified workforce planning (Federal, State and Local)	Yes	Yes
WIOA + Perkins integration (Education + Workforce)	Yes	Yes
Apprenticeship expansion	Yes	Yes
Employer-driven training (Labor Market Information)	Yes	Yes
Career pathways	Yes	Yes
Skills-based hiring emphasis (OJT, IWT, Customized Training, Work-based, etc.)	Yes	Yes
Increased accountability	Yes	Yes
Data modernization	Yes	Yes
Sector/Industry Partnerships	Yes	Yes
Workforce alignment with economic development trends	Yes	Yes

To advance these priorities, the Coastal Workforce Development Board has transitioned from multiple independently operated job centers to a **regional hubs-and-spokes service delivery model** serving the ten-county Coastal Georgia Region.

With this new and improved model:

- Two comprehensive workforce hubs, located in **Chatham County (Central & Northern Hub)** and **Liberty County (Southern Hub)**, provide full-service career, business, training, and participant services.
- Affiliate locations, community partner sites, educational institutions, libraries, mobile outreach, and virtual platforms function as **spokes**, extending workforce services throughout Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long, McIntosh, and Screven Counties.
- Specialized regional teams provide coordinated business services, participant services, youth programming, apprenticeship development, training coordination, and employer engagement across all counties rather than through county-specific staffing assignments.
- Technology solutions, including the WorkSource Georgia Portal, virtual workshops, electronic document management, digital intake, and remote case management, improve customer access while maximizing operational efficiency.

This regional approach enables the CWDB to deliver consistent, customer-centered services regardless of geographic location while responding to continued reductions in federal workforce funding. By leveraging centralized expertise, strategic partnerships, technology, and coordinated outreach, the model improves service quality, expands access for rural communities, strengthens employer responsiveness, and supports long-term sustainability of workforce services throughout Coastal Georgia.

The Coastal Regional Service Delivery Model advances the strategic goals of the Regional Plan by:

- Improving access to workforce services through multiple service delivery channels, including in-person, virtual, mobile, and partner-assisted services.
- Strengthening collaboration among workforce, education, economic development, and community partners.
- Expanding employer engagement and industry-driven workforce solutions across the region.
- Increasing opportunities for work-based learning, apprenticeships, incumbent worker training, and career pathway development.

- Utilizing data, labor market information, and performance measures to guide continuous improvement and strategic investment decisions.
- Building a flexible and sustainable workforce system capable of adapting to changing economic conditions, workforce needs, and future federal and state policy direction.

Through this modernization effort, the Coastal Workforce Development Board is creating a more resilient regional workforce system that aligns workforce investments with employer demand, improves access for job seekers, and supports economic growth throughout Coastal Georgia while positioning the region for future workforce innovation.

SECTOR STRATEGY DEVELOPMENT

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

Through sector partnerships, employers work together with education, training, labor, and community-based organizations to develop plans to close skill gaps. An organization with industry expertise, capacity, and credibility among partners is charged with playing a convener role, and the leadership of employer members is critical for developing strategies that respond to the industry's workforce needs.

Sectors

Using Lightcast's economic-modeling software, the CWDB has identified Region 12's six main industries, as determined by total jobs, impact on the region, and predicted growth. These five industries are as follows:

- Manufacturing
- Logistics & Warehousing
- Healthcare
- Hospitality
- Construction
- Education (Secondary)

The CWDB already enjoys partnerships with the manufacturing and logistics industries. The Board will next work to create partnerships with healthcare and hospitality sectors in order to identify workforce issues and implement training or services to meet employer needs.

With this sector-based, localized approach, the CWDB acquires precise information on jobs in demand, required skill sets, training program requirements, and candidate-assessment factors, all of which improve the end-goal process of successfully transitioning job seekers into qualified, reliable job holders.

The sector strategies for Region 12 amount to these five priority industries undergoing a three-phased alignment process, as follows:

- **Commitment to Sector Strategies:** The CWDB has identified priority sectors in the region, and will work toward identifying sector employers, partners, and additional resources to both engage support and accomplish its goals.
- **Establishment of System Partnerships:** The CWDB will enlist employers to provide industry

and occupational data regarding workforce issues, including recruitment and training issues related to identifying skills gaps (see more below). This more meaningful occupational data will lead to better outcomes for all involved.

- **Recruitment and Training:** The CWDB will use the employer-provided industry and occupational data to identify skill gaps within each sector. Regarding each skill gap, asset mapping will determine whether appropriate training is available in the local area with which to address those skill gaps. It is essential that all training programs address the industry and occupational requirements and standards of the employers within the ten-county region. If local training programs do not exist or are insufficient, employers and regional education/training providers will together develop the job-driven training needed to meet the specific knowledge, skills, and abilities required of the sector.

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

The CWDB maintains partnerships with regional economic development agencies and the university and technical college systems to offer the most complete solutions to existing and potential employment needs. Partners participating in sector-strategy development are as follows:

- State and Local Economic Development Agencies
- County and regional development authorities
- Georgia Department of Labor (GDOL)
- Technical College System of Georgia (TCSG)
- University Systems of Georgia
- Local Chambers of Commerce
- The Society of Human Resource Management (SHRM) or employer associations
- Military Services
- Local and regional employers

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

The CWDB, which includes two members from economic development arena, meets regularly with local businesses in order to share agency service information and provide customer referrals for services not available at the center. The CWDB also presents at and for developmental authorities, chambers of commerce, and employer associations.

Coastal Georgia's regional sector strategy development focuses on aligning workforce development initiatives with the needs of high-demand industry sectors. This approach aims to enhance economic growth, improve employment opportunities, and address skills gaps in the local workforce.

Data-Driven Approach

The development of these sector strategies is informed by labor market data and projections from sources such as the Georgia Department of Labor and regional economic development agencies. These data help identify the sectors with the highest demand for workers and the specific skills required, ensuring that training programs are effectively targeted.

By focusing on these high-demand sectors, Coastal Georgia aims to create a more resilient and skilled workforce capable of meeting the evolving needs of the region's economy, thereby fostering sustainable economic growth and improved quality of life for its residents.

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

To identify the five priority sectors in Region 12, the CWDB used Lightcast’s comprehensive economic modeling software, which collates information from data sources such as the Georgia Department of Labor, Workforce Information and Analysis, and the Quarterly Census of Employment and Wages regarding such data as the cost of living in a region, unemployment figures, prominent occupations and the like. Using the criterion of three major factors—total number of jobs, impact on the region, and the predicted growth of the industry/in- demand jobs—the CWDB identified its region’s five dominant sectors: Manufacturing, Logistics & Warehousing, Healthcare, Hospitality, Construction and Education.

Manufacturing

Within the manufacturing sector in the region there are 33 occupations. Region 12 had 30,747 jobs in 2024, which is 10% above the national average. Between 2024–2028 there is expected to be an increase of 2,762 jobs or 9%. The median hourly earnings is \$23.88, which is below the national average of \$27.46.



Source: Occupation Snapshot Lightcast Q2 2024 Data Set

Logistics & Warehousing

Within the logistics sector in the region there are 13 occupations. Region 12 had 25,673 jobs in 2024, which is 60% above the national average. Between 2024–2028 there is expected to be an increase of 2,069 jobs or 8.1%. The median hourly earnings is \$31.81, which is below the national average of \$35.99.

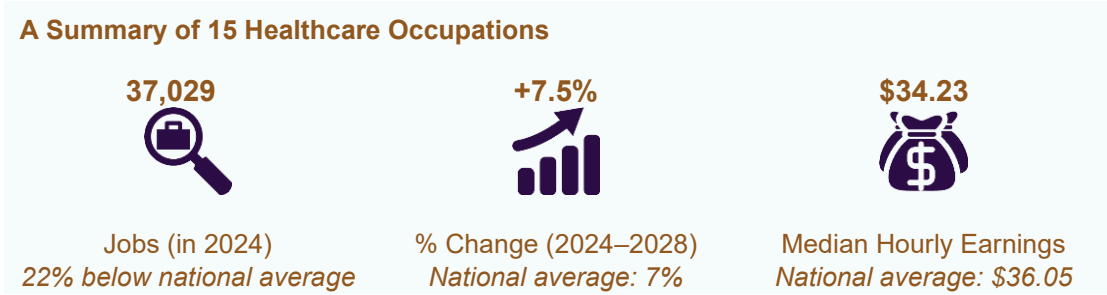


Source: Occupation Snapshot Lightcast Q2 2024 Data Set

Healthcare

Within the healthcare sector in the region there are 15 occupations. Region 12 had 37,029 jobs in 2024, which is 22% below the national average. Between 2024–2028 there is expected to be an increase of

2,776 jobs or 7.5%. The median hourly earnings is \$34.23, which is below the national average of \$36.05.



Source: Occupation Snapshot Lightcast Q2 2024 Data Set

Hospitality

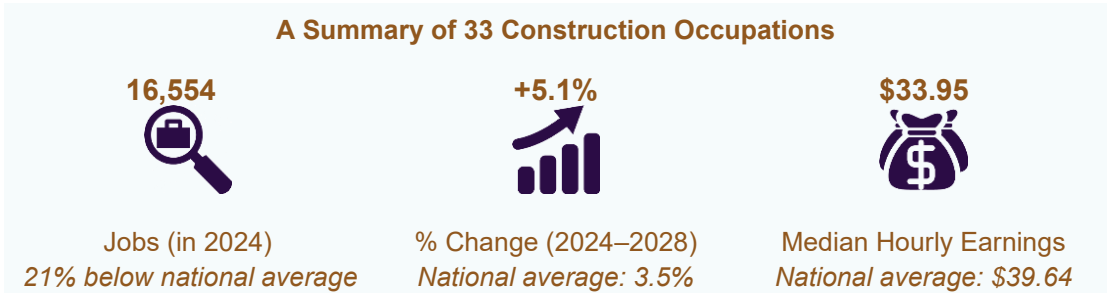
Within the hospitality sector in the region there are 8 occupations. Region 12 had 42,573 jobs in 2024, which is 41% above the national average. Between 2024–2028 there is expected to be an increase of 1,749 jobs or 4.1%. The median hourly earnings is \$14.17, which is below the national average of \$15.55.



Source: Occupation Snapshot Lightcast Q2 2024 Data Set

Construction

Within the construction sector in the region there are 33 occupations. Region 12 had 16,554 jobs in 2024, which is 21% below the national average. Between 2024–2028 there is expected to be an increase of 851 jobs or 5.1%. The median hourly earnings is \$33.95, which is below the national average of \$39.64.



Source: Occupation Snapshot Lightcast Q2 2024 Data Set

The projections of modest growth in high demand industry sectors are important to the future of the

Coastal Georgia economies, especially in Wholesale Trades, Manufacturing, and Logistics & Warehousing. In terms of occupational growth, both Healthcare and Practitioners and Technical Occupations offer strong growth potential and competitive wages.

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

Target sector industry sectors include, but are not limited to, Manufacturing, Logistics & Warehousing, Healthcare, Hospitality and Construction.¹⁵ Selection and analysis of these target industries led to the focus of economic development efforts. For each of the target industries, the strategy was to identify the niche to determine if concentration efforts were warranted.

- Subsectors that offer particular value to the ten-county economy
- Strong growth or notability in the state's economy
- Support by partners and participant placement into job opportunities that meet employer needs

The CWDB's Comprehensive One-Stop and Affiliate Job Centers will help the CWDB determine the development or redevelopment of underutilized or poorly utilized programs for sector strategy planning.

Participating employers

Participating employers include, but are not limited to: Ascendum Machinery, Cardinal Glass Industries, CZM USA Corp, Diversity Health, Hyundai Ecoplastic, Great Dane Trailers, H.A. Sack Co., Hyundai Mobis (Richmond Hill, GA and Ellabell, GA), Hyundai Stell, Hyundai Steel, Hyundai Transys, Komar Distribution Services, Koyo Bearings, Nine Line Apparel, Norma Precision Inc., Orafol, Local Union 177 and 188, Outsourcing Logistics to name a few.

Target Occupations

The CWDB's target occupations within each sector are:

- **Manufacturing:** general managers, operations managers, industrial production managers, quality control, industrial engineers, aerospace engineers, etc.
- **Logistics & Warehousing:** dispatchers, warehouse managers, forklift operators, freight handlers, stock/inventory controllers, warehouse supervisors, distribution managers, procurement managers, business development managers, etc.
- **Healthcare:** registered nurses (RNs), licensed practitioner nurses (LPNs), medical assistants, dental assistants, EMTs, pharmacy techs, etc.
- **Hospitality:** concierges, food service managers, hotel/resort desk clerks, janitors/cleaners, amusement and recreation attendants, lobby attendants and ticket takers, etc.
- **Construction:** Laborer, Carpenter/Framer, Roofer, Equipment Operator, Concrete Mixer, Welder, Plumber, Brick Mason, Pipefitter, Painter, Fence Erector, etc.
- **Education:** teachers (elementary, middle, secondary, and special education), paraprofessionals, substitute teachers, early childhood educators, childcare workers, school counselors, career coaches, CTAE instructors, adult education instructors, instructional coordinators, librarians/media specialists, school psychologists, and speech-language pathologists.

¹⁵ See note 14.

Training programs

The CWDB will work collaboratively with employers and academic institutions to create and implement connected, standardized training programs toward participants gaining knowledge, skills, and credentials that lead to employment promotion and higher earnings. For example, the CWDB provides Individual Training Accounts (ITA) for scholarships in high demand training for up to two (2) years and \$12,000 (subject to change/contingent upon funding). Additional funding will be provided directly to employers through Incumbent Worker Training (IWT) grants, wage subsidies, and customized training initiatives. For example, through the workforce service delivery system for adults, dislocated workers, and out-of-school youth needing training are provided Individual Training Accounts (ITAs) and access to a list of eligible providers and programs of training. Funded through WIOA Title I, ITAs are used to purchase individual training services for these adults, dislocated workers, and out-of-school youth.

WorkSource Coastal's seven-year partnership with The Manufacturing Institute (MI)/Heroes MAKE America, an organization that grows and supports the industry's skilled workers for the advancement of modern manufacturing has supported over 300 transitioning service members. The MI's diverse initiatives support all American workers, including emerging workers, women, veterans, and students, through skilled training programs, community building and career growth. Based in Washington, DC the 501(c)3 nonprofit workforce development and education partner of the National Association of Manufacturers, the MI is a trusted adviser to manufacturing companies, equipping them with resources necessary to solve the industry's toughest challenges.

Continued Challenges Facing the Manufacturing Industry

Manufacturing companies continue to create more jobs than there are skilled workers to fill them through the U.S.:

- There are more than 800,000 open jobs in manufacturing
- The industry will need to fill more than 4 million jobs over the next decade
- The skills gap would cost the economy \$1 trillion in GDP in 2030 alone if we don't recruit and equip more workers to fill open jobs

The manufacturing industry in Coastal Georgia faces several significant challenges that affect its growth and operational efficiency. Here are some of the key issues:

1. Workforce Shortages and Skills Gap

- **Labor Supply:** One of the primary challenges is the shortage of skilled labor. Many manufacturing companies struggle to find workers with the necessary technical skills and training (Georgia.org) ([Select Georgia](#)).
- **Skills Gap:** There is a mismatch between the skills possessed by the available workforce and the requirements of modern manufacturing jobs. This gap is particularly pronounced in areas like advanced manufacturing and automation ([Select Georgia](#)).

2. Technological Advancements

- **Adoption of New Technologies:** The rapid pace of technological change requires continuous investment in new equipment and training for employees. Small and medium-sized

manufacturers often find it challenging to keep up with these advancements due to limited financial resources ([Georgia.org](#)).

- **Cybersecurity:** As manufacturing processes become more digitized, the risk of cyberattacks increases. Many manufacturers are not adequately prepared to deal with these threats, which can disrupt production and compromise sensitive data ([Georgia.org](#)).

3. Supply Chain Disruptions

- **Global Supply Chain Issues:** The manufacturing sector is highly dependent on a global supply chain, which has been significantly disrupted by events such as the COVID-19 pandemic and geopolitical tensions. These disruptions lead to delays, increased costs, and shortages of essential materials and components ([Georgia.org](#)).
- **Logistics Challenges:** Even with the proximity to major ports like Savannah, logistical challenges such as transportation bottlenecks and infrastructure limitations can impede the efficient flow of goods ([Select Georgia](#)).

4. Regulatory and Environmental Compliance

- **Regulatory Burdens:** Manufacturers must navigate a complex landscape of local, state, and federal regulations. Compliance with these regulations can be costly and time-consuming ([Georgia.org](#)) ([Select Georgia](#)).
- **Environmental Standards:** Increasing pressure to meet environmental standards and sustainability goals requires manufacturers to invest in cleaner technologies and processes, which can be expensive and technically challenging ([Select Georgia](#)).

5. Cost Pressures

- **Rising Costs:** Manufacturers are facing rising costs across the board, from raw materials to labor and energy. These cost pressures can squeeze profit margins and make it difficult to remain competitive ([Select Georgia](#)) ([Georgia.org](#)).
- **Global Competition:** The industry also faces intense competition from international manufacturers who may have lower production costs. This global competition can make it difficult for local manufacturers to compete on price ([Georgia.org](#)).

6. Workforce Development

- **Training and Education:** There is a need for continuous workforce development to ensure that employees are up-to-date with the latest manufacturing technologies and practices. This requires collaboration between manufacturers, educational institutions, and government agencies ([Select Georgia](#)) ([Georgia.org](#)).
- **Retention and Recruitment:** Retaining skilled workers and attracting new talent is an ongoing challenge. Competitive wages, benefits, and career advancement opportunities are crucial to addressing this issue ([Select Georgia](#)).

WorkSource Coastal continues to aim at addressing these challenges, which requires a multifaceted approach, including investment in technology and training, improved supply chain management, and

stronger collaboration between industry stakeholders, such as the *Industry Group/Association* in Bulloch County. The group meets monthly to discuss solutions to these issues.

To maintain successful partnerships WorkSource Coastal continues its relationship with local partners: Savannah Technical College, Fort Stewart Army Base (Hinesville, GA-Liberty Co.) and Hunter Army Airfield Base (Savannah-Chatham Co.) to train transitioning service members and others interested in securing a career in the Manufacturing Industry. The partnership connected the WIOA eligible soldiers to the Heroes MAKE America Program. This program builds connections between the military community and the manufacturing industry. The program provides integrated certification and career readiness training. Through maintaining these relationships, a successful pipeline has been created to career opportunities with the Hyundai Metaplant Project.

Target Populations

The CWDB target populations include:

- Low-wage incumbents
- Unemployed individuals (to include long-term unemployed and those with barriers to employment)
- Recipients eligible for Temporary Assistance for Needy Families (TANF)
- Recipients eligible for Supplemental Nutrition Assistance Program (SNAP)
- Ex-offenders
- Youth and young adults
- Recipients eligible for Housing and Urban Development (HUD) subsidies
- Veterans
- University/Technical College students
- Individuals with disabilities

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

With the goal of developing individualized programs that recognize the job seeker's unique needs, the CWDB's future plans in strategy development for targeted sectors will focus on helping individuals attain education and employment at the highest appropriate level as quickly as possible. In addition, meeting agendas will be expanded to include local employer partners that can provide information about and connections to other resources, grants, and employment trends, thus facilitating coordination among employment services inside the one-stop system. For example, in building a pipeline for the future workforce, a collection of manufacturing companies in Chatham and Liberty Counties have formed the

Heroes MAKE America Program and **Liberty County Manufacturing Collaboration (LCMC)** to concentrate on the advanced/manufacturing sector. The LCMC group has developed a pre-apprenticeship rotational program with Liberty College & Career Academy and four major manufacturing companies, and the Heroes MAKE America Program has partnered with WorkSource

Coastal Savannah Technical College, Fort Stewart Army Base and Hunter Army Airfield Base to train transitioning service members to secure employment opportunity with numerous employers in the region, such as Gulfstream, Great Dane, Daniel Defense, etc.

Another example is the Savannah Harbor Expansion Project, the size of international vessels has grown, so has the need to create a port that can capably handle them. With the **Savannah Harbor Expansion Project (SHEP)**, the Port of Savannah will conveniently accommodate the new standard of vessel growth for global shipping. The project, which began in 2015, will deepen the Savannah Harbor from a depth of 42 feet to 47 feet and also extend the entrance channel by 7 miles and deepen the outer harbor for approximately 18.5 miles into the Atlantic Ocean. This deepening will allow larger, more efficient container vessels to use the Port of Savannah with fewer weight and tidal restrictions. Inner harbor work will also include constructing three bend wideners and two meeting areas and enlarging the Kings Island Turning Basin at the Garden City Terminal.

HYUNDAI MOTOR GROUP METAPLANT AMERICA (HMGMA) AND SUPPLIER WORKFORCE DEVELOPMENT BY COUNTY

Fast Forward to 2026

The Hyundai Motor Group Metaplant America (HMGMA) and its expanding supplier network have transformed Coastal Region 12 into one of the nation's premier electric vehicles (EV) manufacturing corridors. Since beginning production in 2024 and celebrating its grand opening in 2025, HMGMA has become the largest economic development project in Georgia's history. The project is expected to support more than 8,500 direct jobs at the Metaplant and thousands of additional jobs through supplier investments located throughout Coastal Georgia.



To respond to this unprecedented demand, WorkSource Coastal collaborates with employers, universities, technical colleges, school districts, economic development organizations, the Georgia Department of Labor, and other workforce partners to develop talent pipelines across the region.

County	Workforce Development Impact and Skill Needs
Bryan	Home to Hyundai Motor Group Metaplant America. Workforce priorities include automotive production, battery manufacturing, robotics, automation, mechatronics, industrial maintenance, quality assurance, logistics, supply chain, engineering technicians, welders, electricians, machine operators, and production supervisors.
Bulloch	Continues to attract Hyundai suppliers, including automotive parts manufacturers such as Ajin/Joon Georgia. Workforce demand focuses on advanced manufacturing, CNC machining, industrial maintenance, production technicians, quality control, warehouse operations, logistics, engineering technology, and skilled trades.
Chatham	Supports Hyundai through the centralized hub, Port of Savannah, distribution, transportation, professional services, engineering, information technology, construction, and supplier operations. Demand continues for CDL drivers, logistics coordinators,

	customs and freight specialists, project managers, industrial electricians, cybersecurity, and business support professionals.
Effingham	Benefits from supplier growth and industrial expansion along the I-16 corridor. Workforce priorities include warehouse operations, transportation, industrial maintenance technicians, construction trades, automation, logistics, and advanced manufacturing support occupations.
Liberty	Positioned to support regional workforce recruitment through its centralized Workforce Hub. Growth is expected in logistics, warehousing, transportation, skilled trades, maintenance technicians, manufacturing support, military transition employment, and commercial driver occupations.
Glynn	Expanding opportunities in manufacturing, logistics, maritime industries, and industrial maintenance support regional supplier activity. Workforce demand includes electricians, welders, machinists, mechanics, production technicians, and transportation occupations.
Camden	Workforce opportunities continue to grow in advanced manufacturing support, logistics, transportation, aerospace, defense-related manufacturing, and skilled trades. Employer demand includes industrial maintenance, mechatronics, production workers, and engineering technicians.
Long	Benefits from increased regional commuting opportunities and workforce participation. Priority occupations include transportation, warehousing, construction trades, production occupations, logistics, and manufacturing support positions.
McIntosh	Workforce development efforts emphasize connecting residents to regional employment opportunities through transportation, virtual services, and mobile workforce outreach. High-demand occupations include logistics, manufacturing, construction, industrial maintenance, and skilled trades.
Screven	The region's northernmost county is connected to Hyundai-related opportunities through the Hub-and-Spoke service model. Workforce priorities include CDL drivers, industrial maintenance, welding, electrical trades, logistics, warehousing, and advanced manufacturing occupations.

Regional Workforce Strategy

To meet the growing workforce demands created by Hyundai and its supplier network, WorkSource Coastal is aligning workforce investments with regional industry needs by expanding career pathways in advanced manufacturing, logistics, electric vehicle production, battery technology, robotics, automation, mechatronics, engineering technology, and skilled trades. Through partnerships with Savannah Technical College, Coastal Pines Technical College, Ogeechee Technical College, local school districts, CTAE programs, Savannah State University, Georgia Southern University, economic development organizations, and employers, the region is increasing access to industry-recognized credentials, work-based learning, On-the-Job Training (OJT), internships, and employer-driven training opportunities.

WorkSource Coastal's regional Hub-and-Spoke service delivery model further strengthens this strategy by providing centralized expertise, virtual workforce services, mobile outreach, and community-based access points throughout the ten-county region. This coordinated approach enables employers to access a larger regional talent pool while expanding opportunities for residents to obtain the skills

necessary to enter and advance within Georgia's rapidly growing automotive and electric vehicle manufacturing industry.

Hyundai Motor Group Metaplant America Suppliers

Supplier	Product	Investment & Jobs	County
Joon Georgia	Body parts and electronics	\$317M, 630 new jobs	Bulloch
Hyundai Mobis	Power electric systems	\$926M, 1,578 new jobs	Bryan
Ecoplastics Corporation	Exterior and interior plastic such as bumpers, consoles, trims, plastic molds	\$205M, 456 new jobs	Bulloch
Seoyon E-HWA	Door trim, headlining seats, bumpers, consoles, trims, plastic molds	\$76M, 740 new jobs	Chatham
Sewon America	Stamped body components	\$300M, 740 new jobs	Effingham
PHA	Door, tailgate and hood latches	\$67M, 402 new jobs	Chatham
Seohan Auto Georgia	Shafts, axels and brake systems	\$72M, 180 new jobs	Liberty
Hanon Systems	Thermal solutions	\$40M, 160 new jobs	Liberty
Woory Industrial	Heating, ventilation and heat control parts	\$18M, 130 new jobs	Laurens
NVH Korea	Automotive noise, vibration and heat control parts	\$72M, 160 new jobs	Henry
DAS Corp.	Seating systems, safety seating components and structures	\$35M, 300 new jobs	Candler
Daechang Seat Savannah Corp.	Automotive seat frames	\$72.5M, 500 new jobs	Chatham
Hwashin	Chassis and body parts	\$176M, 460 new jobs	Laurens
Kyungshin American Corp.	Wire harnesses	\$22M, 70 new jobs	Effingham
Doowon Climate Control America, Inc.	Climate control systems	\$30M, 200 new jobs	Candler

Source: SEDA.org

DESCRIPTION OF THE ONE-STOP DELIVERY SYSTEM

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

The Workforce Innovation and Opportunity Act (WIOA) of 2014 reaffirms that the role of the customer-focused One-Stop Workforce Delivery System—a cornerstone of the public workforce investment system—is to enhance and increase the coordination among several key employment, education, and training programs to improve job seeker employability.¹⁶ The CWDB is governed by the Workforce Innovation Opportunity Act (WIOA), which presents an extraordinary opportunity for the workforce system to accelerate its transformational efforts and demonstrate its ability to improve job and career options for our citizens through an integrated, job-driven public workforce system that links diverse talent to our nation's businesses. It supports the development of strong, vibrant regional economies where businesses thrive and where people want to live and work.

Region 12's New Hub and Spoke Model One-Stop Service Delivery System

WorkSource Coastal delivers workforce services through an integrated **Hub and Spoke** service delivery model designed to provide customers with equitable access to employment, education, training, and business services throughout our workforce development area. This model allows us to

¹⁶ USDOL, ETA, *Federal Register*, "Final Rule," Code of Federal Regulations (CFR), Title 20, Parts 601, 651, 652, et al., vol. 88, no. 73, April 16, 2015, retrieved from <https://www.gpo.gov/fdsys/pkg/FR-2015-04-16/pdf/2015-05530.pdf>.

maximize resources, strengthen partner collaboration, and ensure that individuals and businesses can access high-quality workforce services regardless of where they live within our region.

Our comprehensive One-Stop Center serves as the **Hub**, providing the full range of Workforce Innovation and Opportunity Act (WIOA) career services, including customer intake, eligibility determination, career counseling, Individual Employment Plan (IEP) development, assessments, training services, business services, labor market information, workshops, supportive services, and referrals to partner programs. The Hub also houses core and required partner services to the greatest extent possible, creating a seamless customer experience through coordinated service delivery.

Our **Spoke** locations extend the reach of the One-Stop system by providing convenient access points within the communities we serve. Through partnerships with libraries, technical colleges, community organizations, local government agencies, and other workforce partners, customers can access employment services, job search assistance, career exploration, workshops, referrals, virtual services, and connections to the comprehensive One-Stop Center. When specialized or intensive services are needed, customers are seamlessly referred to the Hub or connected virtually with appropriate staff.

We are committed to ensuring that all customers have access to workforce services regardless of geographic location or barriers to transportation. Our staff utilize a combination of in-person appointments, virtual service delivery, phone consultations, and technology-assisted services to increase accessibility and improve customer engagement. This hybrid approach allows participants to receive timely services while expanding opportunities for individuals in rural and underserved communities.

Our One-Stop system is built upon strong collaboration among WIOA core partners, required partners, education providers, economic development organizations, and community-based organizations. Through cross-training, coordinated referrals, shared resource planning, and regular communication, partner staff work together to provide integrated services that address the employment, education, training, and supportive service needs of job seekers while responding to the workforce needs of local employers.

Our Business Service Representatives support both the Hub and Spoke locations by delivering coordinated business services throughout the region. They work directly with employers to identify workforce needs, recruit qualified candidates, promote work-based learning opportunities, coordinate hiring events, and connect businesses with workforce programs and incentives. Their ongoing employer engagement ensures that our service delivery model remains responsive to current labor market demands.

By utilizing the Hub and Spoke model, we are able to deliver consistent, customer-centered workforce services that are accessible, efficient, and responsive to the needs of job seekers, workers, businesses, and communities throughout the WorkSource Coastal region. This approach strengthens collaboration among workforce partners, expands service accessibility, and supports our mission of connecting talent with opportunity while promoting regional economic growth.

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

The Coastal Workforce Development Board (CWDB) will ensure the continuous improvement of eligible providers of services through its Comprehensive One-Stop delivery system and eight Affiliate Job Centers.

In order to become an eligible provider, all potential training providers in Region 12 must submit an application to the CWDB that includes specific performance and cost data for each program. If upon CWDB review the provider programs are approved and all requirements (such as accreditation) are met, the Board may approve the provider and submit the application to the Technical College System of Georgia (TCSG-OWD) for placement on the Eligible Training Provider List (ETPL). The performance of ETPL providers are shared with CWDB members at their regular meetings. Placement and performance information is reviewed by staff and reported regularly. Eligible providers are required to include standards that maximize the effectiveness of curriculums and instruction, and to prepare students for transition into the workforce. The ETPL, which is continuously updated, provides individuals with the most current information regarding a wide variety of training programs and occupational choices. Providers who do not meet performance expectations are removed from the State's list of training providers. Providers who are not providing training in the local areas high demand areas will not be recommended to customers seeking training. Customers are also informed of training providers' performance so as to ensure they select providers who can both train them in demand-employment areas and provide successful placement into employment.

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

Acting as the administrative entity and grant recipient, the CWDB will facilitate access by ensuring universal access to the Comprehensive One-Stop and eight Affiliate Job Centers across the ten-county region. Local-area staff connect employers, educators, WIOA customers, and partners on a daily basis. Plans to increase services and access for these key stakeholders include increased virtual access to technology that is already in place. For example, both the Georgia Work Ready Online Participant Portal data interface and Geographical Solutions facilitate the sharing of key workforce data between core partners. In addition, the CWDB will continue to support the existing and emerging regional partnerships for an integrated workforce system. The CWDB supports the deployment of an innovative approach to industry-sector modeling as a proven driver of employment and re-employment that aligns with the real demands of local businesses, resulting in long-term career success.

The strategically located Affiliate Job Centers are both physical and electronic access points to resources and services that are crucial to providing relevant services to career/job seekers. WIOA pre-application forms, eligibility information, workshops, trainings, and customer satisfaction surveys are also available, both online and/or upon request. The Job Centers offer recorded workshops and videos, including material that will allow job seekers to invest time in their professional development as their personal schedules allow. In short, the WSC administers the program services oversight provided to adults, dislocated workers and youth via a Service Provider contractual agreement.

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

The term “individual with a disability” is defined in the current Section 188 regulations as an individual with “a physical or mental impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment.”

The One-Stop and job centers in the system are required to provide reasonable accommodation for individuals with disabilities to ensure equal access and opportunity. The term “reasonable accommodation” is defined in the current Section 188 regulations as “modifications or adjustments to an application/registration process that enables a qualified applicant/registrant with a disability to be considered for the aid, benefits, services, training, or employment that the qualified applicant/registrant desires”; or “modifications or adjustments that enable a qualified individual with a disability to perform the essential functions of a job, or receive aid, benefits, services, or training equal to that provided to qualified individuals without disabilities”; or “modifications or adjustments that enable a qualified individual with a disability to enjoy the same benefits and privileges of the aid, benefits, services, training, or employment as are enjoyed by other similarly situated qualified individuals without disabilities.”¹⁷

All CWBD One-Stop/ Job Centers, contractors, and admin staff are expected to meet the needs of customers by ensuring universal access to programs and activities for all eligible individuals. Universal access includes understanding local needs; marketing and outreach; involving community groups and schools; affecting collaboration, including partnerships and linkages; staff training; intake, registration, and orientation; assessments and screenings; and service delivery.

One the goals of the CWDB to achieve its strategic vision is to improve services to individuals with disabilities and other protected groups in order to increase access to high-quality workforce services and to prepare them for competitive integrated employment. CWDB plans to accomplish this goal by implementing the following service strategies and objectives:

- The CWDB will assess and consider the needs of the local population, including individuals with disabilities, in the design and delivery of services, including: developing appropriate intake procedures, screening devices, and comprehensive assessments, if necessary; determining the nature and mix of services and supports provided; and analyzing training-program needs for all personnel, core partners, and those agencies working out of the One-Stop system in order to accomplish the objectives of the program.
- The CWDB will bring together core program entities’ staff, key partner staff, and the business community to integrate services and supports, “blend” and “braid” funds, and leverage resources across multiple service delivery systems.
- The CWDB will create systemic change in service-delivery design and relevant programs by establishing partnerships, processes, policies, alternate assessments, and programs that better connect education, training, workforce, and supportive services to improve employment outcomes.
- CWDB will seek to include individuals with disabilities representing the full spectrum of physical, mental, cognitive, and sensory disabilities in all planning, including development of policies, manuals, and guidance.
- The CWDB will promote more active engagement with the business sector on order to identify the skills and support that workers with disabilities and other protected groups need, as well as to better communicate those needs to the core programs’ staff, other key partners, education and training providers, job seekers, and state decision-makers.

¹⁷ USDOL, “Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide,” retrieved from <https://www.dol.gov/oasam/programs/crc/Section188Guide.pdf>.

- The CWDB will continue to provide individuals with disabilities physical and programmatic accessibility to all employment and training services.
- The CWDB will also assess the physical and programmatic accessibility of all its centers, as well as the facilities of all training vendors.
- The CWDB will work with its core program partner, Georgia Vocational Rehabilitation Agency (GVRA), to provide extensive pre-employment transition services to youth with disabilities so they can successfully obtain competitive integrated employment.
- The CWDB will improve the employment outcomes of individuals with disabilities—and other protected groups who are unemployed, underemployed, or receiving Social Security disability benefits—by refining and expanding services available through its local centers so as to better connect them to existing successful Career Pathways programs.
- The CWDB will provide more diversified job-driven training opportunities, including work-based training approaches such as On-the-Job Training (OTJ), Summer Programs, Registered Apprenticeships (RA), internships, paid work experience, etc.
- CWDB's plans to develop marketing and recruitment material that mention services are available to individuals representing the full range of physical, mental, cognitive, and sensory disabilities; they will also include diverse images representing individuals with disabilities.
- The CWDB commits to increasing the number of individuals with disabilities and other protected groups who earn credentials—including high school diplomas, industry-recognized certificates, and two- and four-year postsecondary degrees—that enable them to compete for employment along a career pathway in targeted industries and in other high-demand and emerging occupations.
- CWDB will work towards presenting to community organizations, partner agencies, job seekers, and others explaining that individuals with challenges to employment, including individuals with disabilities, are encouraged to take advantage of the programs and services offered.
- The CWDB will ensure that cross-training between staff and community organizations is provided to facilitate the exchange of up-to-date information on available services, supports, resources, and critical disability-related employment topics, such as: interacting with job seekers with disabilities, disclosure issues, social security disability work incentives, the Americans with Disabilities Act (ADA) and other disability employment law, employer resources on hiring job seekers with disabilities, reasonable accommodations, and valuable community resources.

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

As defined by the WIOA, the one-stop partners' role is to ensure that its employment, education, and training programs are evidence-based and data-driven, as well as accountable to participants and the public. They establish a performance-accountability system that applies across the core programs by generally applying the primary indicators of performance: entry into unsubsidized employment at two points in time, median earnings, attainment of postsecondary credentials, measurable skill gains, and effectiveness in serving employers.¹⁸ Other roles include, but are not limited to, the following:

- Fostering regional collaborations to meet the needs of regional economies and promoting alignment of workforce development programs with regional economic development strategies to meet the needs of local and regional employers.
- Enhancing access to high-quality services through the network of the One-Stop system. The WIOA does the following: helps job seekers and employers acquire the services they need both in centers and online, clarifies the roles and responsibilities of the One-Stop partner programs,

¹⁸ See note 25.

includes the TANF program as a required One-Stop partner (however the Governor has provided a waiver), requires competitive selection of the One-Stop operator, and requires the use by the One-Stop system of a common one-stop delivery identifier or brand, to be developed by the Secretary of Labor.

- Improving services to individuals with disabilities. The WIOA stresses physical and programmatic accessibility, including the use of accessible technology to increase individuals with disabilities' access to high-quality workforce services.
- Making key investments for disconnected youth. The "WIOA emphasizes services to disconnected youth to prepare them for successful employment by requiring that a minimum of 75% of youth formula program funds be used to help out-of-school youth (OSY), in contrast to the 30% required under the WIOA."¹⁹
- Following on the previous entry: monitoring formula program funds to be used to help OSY. The WIOA increases OSY's access to WIOA services, including pre-apprenticeship opportunities that result in registered apprenticeship. It adds a requirement that at least 20% of formula funds at the local level be used on work-based training activities such as summer jobs, On-the-Job training (OJT), and apprenticeships.
- Helping employers find workers with the necessary skills. For example, the WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven—matching employers with skilled individuals. The WIOA also requires local boards to promote the use of industry and sector partnerships that include key stakeholders in an industry cluster or sector that work with public entities to identify and address the workforce needs of multiple employers.
- Additional resources available to potential entrepreneurs include no-cost or low-cost business development seminars and webinars offered by the Small Business Administration. To strengthen vocational skills needed to run their own business, some individuals may be provided financial assistance to pay for single non-degree classes such as a bookkeeping class at a technical college. Job seekers interested in WIOA-funded entrepreneurship training programs must choose the program of training from the state's Eligible Training Provider List (ETPL).

The region's workforce development resource contributions of the One-Stop partners include, but are not limited to, the education and training of core programs briefly described below.

- **WIOA Adult, Dislocated Worker, and Youth:** The WIOA provides career and training services. The WIOA Adult & Dislocated Worker programs, in coordination with the Wagner-Peyser (WP) Employment Service (ES), are both the primary pieces of the One-Stop delivery system and the foundation of the workforce system. The One-Stop system provides universal access to career and training services to meet the diverse needs of all participants. The WIOA delivers enhanced access and flexibility for work-based training options, such as Registered Apprenticeships (RA), On-the-Job Training (OJT), Customized Training (CT), and Incumbent Worker Training (IWT). Training is supported through the state's Eligible Training Provider List (ETPL), which identifies training providers with a proven capacity of securing quality employment outcomes for participants. Other types of career and training services offered include comprehensive and specialized skill assessments, literacy activities, career planning, and labor market information.
- **Wagner-Peyser Employment Services:** A critical role of this program is to identify potential matches between employers and job seekers. Employment Services staff work cooperatively

¹⁹ USDOL, ETA, *Federal Register*, "20 CFR Parts 603, 651, 652, et al., Workforce Innovation and Opportunity Act; Final Rule, retrieved from <https://www.doleta.gov/wioa/Docs/wioa-regs-labor-final-rule.pdf>.

and collaboratively with the Local Workforce Development Boards and Workforce Connection Centers to provide universal access to an integrated array to workers, job seekers, and employers, such as entry, review, and maintenance of job listings in the Georgia Portal, specialized assessment and testing of applicants, job search assistance, reemployment services to unemployment insurance claimants, labor market information, evaluation and assessment of knowledge, skills, and abilities, and referral to training and support services. The program's service delivery approach includes self-service, facilitated self-help, and staff assisted services, and involves a number of other tools and resources.

- **Adult Education:** Adult Education programs provide opportunities for learning basic literacy skills; placement and retention in employment and workplace programs; obtaining a High School Equivalency (HSE); enrolling in postsecondary education programs; and English Learning Acquisition (ELA) and civics instruction. The Technical College System of Georgia (TCSG) delivers both GED and adult education. Referrals will be made to the appropriate technical college in the local area; GED preparation, online academics, and classroom instruction will be offered at the Savannah One-Stop, the Rincon job center, and the Hinesville job center.
 - The Technical College System of Georgia is the state's primary mechanism for creating a job-driven education. TCSGs in the region—which include Savannah Technical College, which covers Chatham, Effingham, Bryan, Liberty, and Long Counties; Coastal Pines Technical College, which covers Camden, Glynn, and McIntosh Counties; and Ogeechee Technical College, which covers Bulloch and Screven Counties—are strategically placed to ensure individuals have access to a variety of high demand training programs. It is essential that technical colleges be actively engaged in the education process so they can provide offerings suitable for workforce customers—many of whom will have academic and employment barriers—and are both high demand and industry relevant.
 - The University System of Georgia (USG) includes Savannah State University and the Savannah College of Art and Design (SCAD) in Chatham County, Georgia Southern University in Bulloch County, Georgia Southern University at Armstrong Campus in Chatham County, and a Continuing Education Campus of the Georgia Institute of Technology (Georgia Tech's satellite campus in Chatham County).
- **Vocational Rehabilitation:** The Georgia Vocational Rehabilitation Agency (GVRA) serves individuals with all other disabilities. These programs provide guidance and counseling, transition services, job search and placement, and assistive technology and equipment, as well as other services tailored to the specific needs of their respective clients. Services to participants are individualized and are based on a comprehensive evaluation of the person's strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. Service types range from medical, psychological, vocational evaluations, and counseling.

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

In the Door, LLC, a private for-profit organization, in response to a Request for Proposal (RFP) was awarded the Program Year (PY) 2024 One-Stop Operator contract under a competitive bid-procurement process according to Section 121(d)(2)(A) of the Workforce Innovation and Opportunity Act (WIOA) following all appropriate protocols. The PY2024 One-Stop Operator Services proposal submissions were submitted through the CWDB's fiscal agent (City of Savannah) Purchasing

Department's Supplier Portal, and was received in accordance with the instructions detailed in the RFP Event #10773- One-Stop Operator Services. The CWDB announced its RFP on April 12, 2024 with a pre-proposal services overview and Q & A session held on 04/18/2024 at 2:00 PM via Zoom. During the meeting the scope of services/work and questions were answered as presented by potential bidders. All proposals received were uploaded in the City of Savannah Purchasing Department's Supplier Portal. There were no proposals accepted by mailed or hand delivery to the office location. At the conclusion of the competitive procurement process, In The Door, LLC was awarded the One-Stop Operator Services contract for PY2024 with an option to renew. The awarded contract began on 7/1/2024.

A cost and price analysis—along with historical finance data and the ability to meet the contract requirements, and additional criteria outlined in the RFP—are all part of the evaluation process. The RFP Review Committee is made up of experts and leaders who have experience and knowledge of issues facing our targeted and/or underserved populations and skills needed to close the gap. The RFP Review Committee provides an objective review and assessment of all proposals. The proposals submitted for funding are scored and ranked based upon the evaluation criteria outlined in the RFP. Priority may be given to those proposals that illustrate the most comprehensive range of services for a reasonable cost while also complying with established guidelines for achieving required performance measurements. Once the contract is tentatively awarded contract negotiations are initiated. The negotiations include financial, statement of work, and programming.

AWARDING SUB-GRANTS AND CONTRACTS

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

Under the City of Savannah (COS), the Coastal Workforce Development Board (CWDB) is required to follow the City of Savannah's (fiscal agent) Purchasing Policies and Procedures. The competitive process used to award sub-grants and contracts under WIOA Title I is in conjunction with the COS's Purchasing Department. Before procuring a good or service, CWDB administrative staff, WorkSource Coastal determines the appropriate procurement method based on the definitions for the types of procurement outlined by the COS's Purchasing Department to complete the procurement process. CWDB commonly uses the Request for Proposal (RFP) and Sealed Bid procurement methods for awarding contracts.

When awarding sub-grants to Adult, Dislocated Worker, or Youth Service Providers, WSC Administrative staff seeks the approval from the appropriate committees (Executive Committee—Adult & Dislocated Worker Services; Youth Committee—Youth Services) to procure services. Upon approval, WorkSource Coastal Staff develops an RFP outlining the desired services based on the WIOA law and Federal and State policies and regulations. After the RFP is drafted, it is sent to the COS's Purchasing Director for review and made available to the public on the agency's website for a minimum of three weeks.

After which an ad-hoc Review Committee is formed of committee members and/or community representatives who are responsible for reading and scoring each proposal for merit using an evaluation tool that determines how well each question was answered. The ad-hoc committee also includes members of the CWDB Management/Support Team (Finance Administrator, Assistant Director

and Director). Once the RFP closes, admin staff conducts a technical review for completeness and forwards the proposals to the appropriate Review Committee members for individual evaluation. After the proposals are individually reviewed and scored the Review Committee meets to deliberate and determine what recommendations will be made to the full committee. The Executive and/or Youth Committees vote and present their recommendation to the full Board for discussion and approval.

The criteria for selecting the winning proposal is not based solely on price; it also includes factors such as a vendor's financial capacity, technical expertise, experience in the service or commodity being requested, facilities and support, ongoing training, and many other factors. The award criteria are listed in the RFP and may be evaluated by a committee of several individuals instrumental in developing the RFP. An RFP allows for a process of negotiating the conditions of an offer prior to contract execution.

Administrative staff places the CWDB's final approval of the service provider selection on the COS's Council Agenda for ratification and approval pursuant to the Chief Local Elected Officials (CLEO) Consortium and Joint Working Agreement.

After Council's approval, the Bidder/Service Provider is issued a letter of intent, after which the Service Provider enters into contract negotiations with designated administrative staff, if applicable/needed.

When an equitable agreement has been reached between both parties, a contract between the Service Provider and the City of Savannah is developed and signed by the Service Provider Authorized Signatory, WorkSource Coastal Executive Director and Coastal Workforce Development Board Chairman and COS's City Manager for full execution as the final phase of the competitive process.

EEO AND GRIEVANCE PROCEDURES

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

Individuals applying for or receiving services through the Workforce Innovation and Opportunity Act Title I (WIOA) paid for by the Coastal Workforce Development Board (CWDB) will be treated fairly. If any individual, group, or organization has a complaint, the problem should first be discussed informally between those involved before a grievance is filed. Participants who believe they have been harmed by violation of either the Workforce Innovation or Opportunity Act or regulations of the program have the right to file a grievance. Grievances should be filed in accordance with the written procedures established by the CWDB.

Complaint Process

Equal Opportunity Policy

The Coastal Workforce Development Board (CWDB) adheres to the following United States law: "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, or political affiliation, 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 WIOA financially assisted program or activity.

1. All complaints/grievances related to Workforce Innovation and Opportunity Act (WIOA) program are required to be filed within one year of the date of the event that gave rise to the grievance.

2. Every attempt will be made to resolve the issue/complaint without escalating to a written grievance/complaint. If the issue is unable to be resolved to the individual's satisfaction continue with the process.
3. All grievances shall be in writing and contain, to the extent practicable, the following information:
 - The full name, address, and telephone number of the petitioner;
 - The full name and address of the party against whom the respondent(s);
 - A clear and concise statement of the facts, as alleged, including the pertinent dates, constituting the alleged violation;
 - The provision of the act, regulations, grant, contract, or other agreements under the act believed to have been violated; and
 - The relief requested.
 - The complainant to sign and date the document.
 - Staff will provide a copy of the complaint to the WIOA Equal Opportunity Officer within 48 hours of the filing.
 - Telephoned complaints cannot be accepted, but should be documented.
 - A request will be considered to have been filed when the reviewing authority receives from the complainant a written statement, including the information specified above which contains sufficient facts and arguments to evaluate the complaint.
 - Provider staff should assist the complainant in completing and referring the CWDB Complaint Form to the EO Officer.
4. The grievance may be rejected by CWDB if:
 - a. It lacks merit,
 - b. It is determined that the petitioner fails to state a grievable issue,
 - c. There is no relief that can be granted,
 - d. If the petitioner fails to comply with the procedures prescribed in this policy.
5. CWDB will inform the petitioner and respondent in writing of the reason(s) the grievance was rejected. The notification will be issued as soon as possible or within 60 days from the date the grievance was filed and will include the opportunity to appeal to the Technical College System of Georgia—Office of Workforce Development.
6. A hearing on a local grievance shall be conducted within 30 days from the date the grievance was filed, and a decision must be rendered no later than 60 days from the date the grievance was filed. For WIOA-related grievances, a local level hearing shall be conducted. A local level hearing is not required if the grievance can be resolved without one or the petitioner withdraws the grievance.
7. If a hearing is to be conducted, CWDB will provide written notice to the petitioner and respondent. The notice shall include the date, time, and place of the hearing and a description of the hearing process (i.e. opportunity for the parties to present evidence, ask questions, etc.). The notice of the hearing shall indicate the issues to be decided. Notice shall be given not less than 10 days prior to the scheduled hearing date.
8. If complainant finds the local hearing decision unsatisfactory or if CWDB does not respond to complainant in the allotted 60 days, complainant will have the opportunity to file a request for review by the State using the WIOA Complaint Information Form in available on

<https://tcsgeu/worksource/resources-for-practitioners/eo-and-grievance-procedure-information/>.

9. At the state level, either an informal resolution or a hearing will take place within 60 calendar days of the filing. If the State does not respond within the 60 days or either party wants to appeal the decision, WIOA allows for a formal appeal to the USDOL.
10. Federal appeals must be made within 30 calendar days of the receipt of the local or state decision. USDOL will make a final decision no later than 120 days after receiving a formal appeal. USDOL will only investigate grievances and complaints arising through the established procedures. WIOA does not allow for federal intervention until and unless the proper, formal procedure has been followed.

Procedure for Filing Discrimination-Related Complaints

The CWDB is prohibited from discriminating on the grounds of race, color, religion, sex (including pregnancy gender identity, and sexual orientation), national origin, age, disability, genetic information, political affiliation, or belief. This prohibition concerns beneficiaries of or participation in programs funded under the Workforce Innovation and Opportunity Act (WIOA), in admission or access to, opportunity or treatment in, or employment in the administration of or in connection with, any WIOA-funded program or activity.

Individuals who feel they have been subjected to discrimination under a WIOA-funded program or activity, they may file a complaint within 180 days from the date of the alleged violation. Complaints should be submitted to:

WorkSource Coastal
Attention: EO Officer
7216 Skidaway Road-Suite A
Savannah, GA 31406
Phone: (912) 351-6379

An individual may elect to file a complaint with the Technical College System of Georgia-Office of Workforce Development, after the CWDB issues a decision or 30 days have passed from the date of the incident, whichever is sooner.

Technical College System of Georgia-Office of Workforce Development (TCSG-OWD) Discrimination Complaint Process

1. Every WIOA grantee, subrecipient, contractor, or other WIA/WIOA conduit or recipient entity must notify customers, applicants, employees, and members of the public of their rights under the laws enforced by the USDOL, CRC, including where and when to file discrimination complaints under the State or local process where applicable.
2. All discrimination-based complaints must be filed within 180 days of the alleged discrimination.
3. The complainant has the right to be represented in the complaint process by an attorney or other representative.
4. If the complainant chooses to file the discrimination complaint with the CWDB or OWD, then OWD or CWDB has 90 days to resolve the complaint and issue a written Notice of Final Action. Options for resolving the complaint must include alternative dispute resolution (ADR), at the complainant's choice.

5. If the complainant is dissatisfied with the resolution of his/her complaint at the state or local level, the complainant may file a new complaint with CRC within 30 days of the date on which the complainant receives the Notice of Final Action.
6. If OWD, or CWDB fails to issue the Notice within 90 days of the date on which the complaint was filed, the complainant may file a new complaint with CRC within 30 days of the expiration of the 90-day period (in other words, within 120 days of the date on which the original complaint was filed).
7. Further, OWD will offer full cooperation with any local, state, or federal investigation in accordance with the aforementioned proceedings, or with any criminal investigation.

Relevant Contact Information:

CONTACT STATE COMPLIANCE REPRESENTATIVES AT THE OFFICE OF WORKFORCE DEVELOPMENT:

Technical College System of Georgia- Office of Workforce Development
Attention: Compliance Director
1800 Century Place NE
Atlanta, GA 30345
Phone: 404-679-1371
Submissions should be sent to: WIOAcompliance@tcsg.edu

Technical College System of Georgia – Office of Workforce Development
Attention: Assistant Commissioner for Workforce Development
1800 Century Place NE
Atlanta, GA 30345
Phone: (404) 679-4970

CONTACT COMPLIANCE REPRESENTATIVES AT THE US DEPARTMENT OF LABOR:

Director, Civil Rights Center (CRC),
U.S. Department of Labor
200 Constitution Ave, NW Suite N-4123
Washington, DC 20210

Use form at: <http://www.dol.gov/oasam/programs/crc/DL1-2014A-Rev-April-2011.pdf>. People with Hearing Impairments may contact the Georgia Relay Center at 1-800-255-0056 or by dialing 711.

Suspected Fraud, Abuse, or Other Alleged Criminal Activity

Any concerns regarding suspected fraud, abuse, or other alleged criminal activity should be directed to the Georgia Office of Inspector General, 1-866-435-7644 or email at: inspector.general@oig.ga.gov.

LOCAL BOARDS AND PLAN DEVELOPMENT

LOCAL BOARDS

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

The Workforce Innovation and Opportunity Act (WIOA) is landmark legislation strategically designed to strengthen public workforce systems across the United States in putting people to work, especially those with significant barriers to employment. WIOA designates there must be programs to provide coordinated, comprehensive services in four main categories: adult, dislocated workers and youth programs; Adult Education & Family Literacy Act program; the Wagner-Peyser Employment Service program; and Vocational Rehabilitation program.²⁰

The Coastal Workforce Development Board (CWDB) was created in July 2000 under the Workforce Investment Act (WIA, 1998) as one of seventeen (17) designated workforce service delivery areas throughout Georgia—Region 12—working to improve the unemployment and economy of each area. Then, re-designated and governed by the Workforce Innovation and Opportunity Act (WIOA) of 2014, now with twelve (12) workforce service delivery regions after an alignment of the State's Economic Development regional map.

The CWDB, which covers ten counties, offers a Comprehensive One-Stop Job Center in addition to six Affiliate Job Centers. All six sites (until August 1, 2026, two centralized hubs: WSC Chatham and Liberty, GDOL Savannah and Brunswick Career Center) form a regional collaboration with programs that are aligned with WIOA to connect businesses with qualified candidates and to promote relevant work-based training. The CWDB is tasked with building a strong and viable workforce development system to stimulate unprecedented growth; it is also responsible for the implementation of WIOA programs and county workforce development services within Region 12. The CWDB is composed of members from the public and private sectors, as is stipulated in the Opportunity Act. The Board meets every other month to consider policy and fiscal items.

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

It is the duty of the Chief Elected Official (CLEO) to appoint members to fill all vacancies. In accordance with § 679.320 (g) (1) through (3), those considered for board memberships must be first nominated by designated organizations. All selections must be consistent with criteria established under WIOA Sec. 107 (b), established by the Governor. A position on the CWDB is considered vacant in any of three circumstances: on the date the term expires, once a member has been deemed ineligible, or when a member is removed, resigns, or dies. The CWDB consists of a minimum of nineteen (19) members, including 11 private business owners. As all Business/Private (Representatives) board members possess optimum policy-making or hiring authority of their company, they are an excellent resource for assisting with aligning services, identifying employer/business needs, and assisting the administrative staff with ensuring policies are effective.

An individual may be appointed as a representative of more than one entity if the individual meets all the criteria for representation, including the criteria described in paragraphs (C) through (G) of § 679.320. Nominations for such appointments are based on the community sector represented (e.g., business, education, labor), and originate from various applicable sources, such as current board

²⁰ See note 25.

members, community partners, local chambers of commerce, educational agencies, labor organizations, and the general public.

Business representatives are appointed from among individuals who are nominated by local business organizations, business trade associations, current Board members and local elected officials. Staff send email with forms to local business organizations, business trade associations and local elected officials requesting nominations for appointments to the board by certain due date.

Labor representatives are appointed from among individuals who are nominated by local labor federations. Staff sends email with form to local labor federations requesting nominations for appointments to the board by certain due date.

When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii) above, nominations are solicited from those particular entities. (WIOA sec 107(b)(6) SPECIAL RULE). Staff sends email with form to providers of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce development activities requesting nominations for appointments to the Board by certain due date.

All candidates must then be nominated by the local elected officials of the county they represent prior to being considered by the CLEO and the CWDB.

A nomination is made by submitting to the CLEO a completed Local Area Nomination Form along with the nominee's résumé (optional) and any other supporting documentation, such as a nomination letter. Once a nominee has been approved, the CLEO sends the nominee a letter officially notifying them of their appointment to the Board.

If, after a reasonable effort, the CLEO is unable to appoint board members as outlined above, the Governor may assist in the process.

The term limit for all board members is three years. Term limits will be staggered so that a majority of the terms do not end in any given year. The terms of all members may be staggered at the discretion of the CLEO to ensure no disruption of operations of the Board.

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

Once a board member is officially selected by the CLEO, an orientation session is scheduled. The orientation session is facilitated by senior members of the CWDB staff and covers the following:

1. Brief overview of the U.S. workforce development system
2. Flow of WIOA funding
3. Local elected officials/fiscal agent
4. Overview of the intent for WIOA
5. History and board structure
6. Committee structure and roles
7. Staff
8. WIOA services: Business Services, Job Seeker Services, and Youth Services
9. Data systems
10. Performance & outcomes
11. Q & A

Describe how the local board will coordinate workforce development activities carried out in the local area with regional economic development activities being carried out within the planning region.

The U.S. Departments of Labor and Education signed WIOA into law on July 22, 2014, with a joint purpose: 1) to help job seekers access the employment, education, training, and support services they need to succeed in the labor market; and 2) to match employers with the skilled workers they need to compete in the global economy.²¹ Based upon this operating guidance, the Coastal Workforce Development Board (CWDB) coordinates the workforce development activities amongst its ten-county region both by promoting the alignment of its centers and education entities and by improving the quality of participants in WIOA programing. Therefore, one of the primary roles of the CWDB is to provide broad vision and leadership as well as coordination of economic development and workforce programs for the ten-county workforce development system (i.e., Bryan County, Bulloch County, Camden County, Chatham County, Effingham County, Glynn County, Liberty County, Long County, McIntosh County, and Screven County). The CWDB continues to coordinate and participate in partnerships that horizontally align with business, such as organized labor, community organizations, economic development practices, and education that enhances the economic viability of the region.

In the state of Georgia economic development and workforce agencies are combined; this further reflect the close connection between the economic development strategies of the state and the CWDB's local plan for a WIOA-compliant workforce development system. It is the role of both agencies on the local level to form partnerships and align its services. For example, while the CWDB's board composition includes "a majority of business representatives, who are appointed from among individuals nominated by state business organizations and business trade associations,"²² the board also has two (2) members who represent economic development. The Chatham County Business Retention Action Team (BRAT) is a county affiliate with over eleven (11) organizations, including several local economic development agencies. The overall goal is to share information and resources, as well as to provide assistance in serving businesses more comprehensively, effectively, and efficiently—thus enabling them to improve their economies.

The CWDB also coordinates with government agencies, such as human services, education systems (e.g., public school systems, community colleges, universities), unions, and industry and trade associations. Key to success is the flexibility in how the CWDB coordinates its efforts with other agencies and organizations. While economic development agencies are not a required partner for the workforce system, they are vitally involved in the CWDB's strategic planning efforts, providing critical information toward exploring sector strategies for added value when acquiring other partnerships in future industry trends. The CWDB is further charged with ensuring that the comprehensive One-Stop and six job centers are both business/customer-focused and outcome-based, with the placement of job seekers who meet businesses' hiring needs being a high priority. Because the CWDB maintains effective workforce development systems, it has enabled many quality connections, matching employers' specific needs with those seeking gainful employment.

²¹ The U.S. Departments of Labor & Education, "TEGL No. 27-14," April 15, 2015, http://wdr.doleta.gov/directives/corr_doc.cfm?docn=7158.

²² Ibid.

The CWDB strives to create a demand-driven workforce system that:

- Convenes and facilitates industry-led partnerships that strategically and operationally align the workforce development system and the technical college system to support regional economic growth
- Helps close skills gaps by ensuring job seekers gain the soft skills and credentials that employers require for jobs in demand now as well as those moving forward
- Promotes career pathways from educational, training, and workplace learning options toward employment by executing innovative services and programs
- Breaks down barriers to accessing job-driven training for the underemployed, those of low income, and those with significant barriers, especially for vulnerable populations like youth, the long-term unemployed, veterans, women, and groups not traditionally represented in growing industries and occupations
- Uses data to create and implement program design, accountability, and improvement, as well as to measure and evaluate employment outcomes

The CWDB is confident improved performance in placement and employer satisfaction will be obtained because of its focus on system strategies, improvement, and innovation; its data-driven decision making; its technical assistance and capacity building; the establishment and coordination of partnerships and collaborations; and the continued refinement of its policies and processes; as well as by providing clear and descriptive business analysis, board alignment, and purposeful implementation of services.

The CWDB considers employers to be the customers of the workforce development system. Therefore, it is the responsibility of the CWDB to completely understand the skill needs of these employers within the region, to identify the gaps between these needs and the current workforce and future trends, and to work to close these gaps. Without knowledge of these gaps and the ability to efficiently and effectively deploy resources to close them, the work of preparing the job seekers in this region will lack clarity and focus. As a result, the CWDB recognizes the job seekers to be the deliverables of the workforce development system. Therefore, it is the responsibility of the CWDB to ensure that employers have access to a qualified workforce that is ready, willing, and able to meet its needs. The job seeker is the one tangible output of the workforce development system; it is the quality of that seeker that ultimately gauges the CWDB's overall performance in ensuring improved employment outcomes.

In short, the CWDB is a demand-driven workforce development organization that is cognizant of the employers' needs. But even more importantly, the CWDB also works both to shape job seekers into employees who fit those needs and to bring the job-ready worker to the job market. Skilled labor is a key regional economic factor. Sufficient supply of such expertise calls for a diverse applicant pool derived from many sources, including the underemployed, unemployed, adult/youth/dislocated workers, degreed professionals, and recent graduates. Thanks to the efficacy and accessibility of the CWDB's workforce development services, all job seekers can become qualified employees; and thanks to the CWDB's effective procedures, employers can be readily matched with qualified hires.

Describe how local board members are kept engaged and informed.

Strategic planning meetings, various online communications systems, and economic development reporting all keep local board members engaged and continually informed. For example, a yearly calendar is provided so that members can schedule their attendance in advance. Important events, outcomes, or updates from the state are communicated through email or the committee system. Board members are encouraged to join and participate in a committee that both serves to further educate them on the local workforce system and allows them to provide guidance and direction for the day-to-day functions of the workforce system.

LOCAL BOARD COMMITTEES

Provide a description of board committees and their functions.

The Coastal Workforce Development Board (CWDB) considers its membership to be leaders of the communities they serve; those leaders have demonstrated experience and expertise in developing and implementing workforce-development core program functions. As a result, the committees and/or ad hoc subcommittees communicate the Board's vision and report on best practices to meet WIOA standards and conduct the required functions of the CWDB. Committee specifics include, but are not limited to, the following:

The Executive Committee is composed of the Chair, Vice-Chair, Chair of the Youth Committee, and no more than nine (9) members of the Board. The Executive Committee monitors and guides the administrative management of the Board. The Executive Committee will also act on the Board's behalf when the Board is not meeting. Any Executive Committee meeting in which any official business, policy, or public matter is formulated, presented, discussed, or voted upon by the committee shall adhere to the requirements of the Georgia Open Meetings Act. The Executive Committee shall act on behalf of the Board when quorums are not established at Board meetings. When the Executive Board acts on behalf of the Board due to a lack of quorum, the actions taken by the Executive Committee shall be considered the official acts of the Board. Any actions taken by the Executive Committee shall be immediately enforceable and will remain enforceable until such time as the action loses the Board's endorsement.

The Youth Committee provides information and assists with planning, operational oversight, and other issues relating to the provision of services to youth. The Youth Committee Members shall include: a member of the CWDB, who chairs the Youth Committee; members of community-based organizations who have demonstrated success in serving eligible youth; as well as other individuals with appropriate expertise and experience who are not members of the CWDB. Since the Youth Committee reflects the needs of the local area, members may represent the agencies of education, training, health, mental health, housing, public assistance, and justice—or be representatives of philanthropic or economic and community development organizations and employers. The Youth Committee may also include parents, participants, and youth [WIOA sec. 129 (c)(3)(C)]. The Youth Committee members may be voting members of the committee, but they are non-voting members of the CWDB.

The Economic and Workforce Alignment Committee (EWA) oversees all individualized intensive training services, including the recommendation for approval of specific training programs to be added to the statewide Eligible Training Provider List (ETPL); it also assesses each program's performance. In addition, the committee gathers local labor market information, identifies local employment trends, and ensures that the training services available are adequate to meet the needs of both employers and job seekers.

The Public Relations Committee oversees the development and implementation of the one-stop delivery system. It also develops and administers the Memorandum of Understanding (MOU) and Infrastructure Agreement (IFA) for the selected partners, and oversees the effectiveness of service delivery in the workforce region. The Committee also provides oversight in the preparation of marketing to promote the services provided to the region's customers. In addition, the Committee develops strategies to improve both information materials and universal access to those materials so as to effectively communicate the Board's mission and services to the public and designated service providers.

Veterans and Disabilities Committee oversees the training and career services offered to assist/connect qualified Veterans and non-Veterans with potential employment opportunities. Assess workforce development services provided by way of career guidance to eligible Veterans facing barriers to employment to include Disabled Veterans and non-Veterans. Also, ensure information is available to assists with operational and other issues relating to the provision of services to all individuals with disabilities. This includes issues relating to the compliance of WIOA sec. 188: the applicable provisions of the Americans with Disabilities Act of 1990 (4212101 et se q.) regarding having provisions for programmatic and physical access to the services, programs, and activities within the one-stop delivery system, as well as appropriate training for staff on providing supports for, or accommodations to, and finding employment opportunities for individuals with disabilities.

Additional Ad Hoc Committees and Task Forces: The Chair may designate ad hoc committees or taskforces as needed. Ad hoc committees/taskforces may invite additional, non-voting members to the committee to provide needed expertise. The purpose of ad hoc committees and/or task forces is to develop work plans around specific issue-driven goals and measures. The Chair will clearly designate to any ad hoc committee the precise scope and time frame of its work. The committees are to be formed only when needed to accomplish specific work and will disband when the work is completed. Ad hoc committees and taskforces are authorized only to make recommendations to the Board or Executive Committee; one exception is when an ad hoc committee has been delegated authority to take final action by resolution of the Board or Executive Committee. Such delegation of authority shall be by motion and vote approved by the Board or Executive Committee. The responsibilities of ad hoc committees and taskforces are to:

- Develop work plans to achieve Board-assigned goals and measures
- Periodically report to the Board on progress of work plans
- Support planning- and performance-related activities as required by WIOA.

PLAN DEVELOPMENT

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

The Coastal Workforce Development Board's local plan was developed in whole or in part by feedback from core partners, employers, providers, board members, and community organizations. Guidance in serving workforce development populations and active participation of the U.S. Departments of Labor and Education were vital to the CWDB's success as an effective operating board. Other processes and

activities used for the creation and modification of this plan include, but are not limited to, WIOA governance,²³ and the following:

- Meet the required functions of local workforce boards, as defined and required by the Workforce Innovation and Opportunity Act (WIOA) Section 107(d)²⁴
- Conducted workforce research and regional labor market analysis that includes state and federal workforce data to assist in the development and implementation of the local plan.
- Conducted additional research, data collection, and analyses related to the workforce needs of the regional economy as CWDB determines to be necessary to carry out its functions—*after receiving informal input from a wide array of stakeholders*.
- Facilitated employer engagement with other entities so as to: promote business representation on the Board, support the utilization of the workforce system and workforce development activities, meet business needs and develop/implement proven and promising strategies to both meet the skill needs and expand employment and career advancement in high demand industry sectors/occupations
- Conducted program oversight of adult, dislocated worker, and youth employment and training activities inside the Comprehensive One-Stop Job Center and eight Affiliate Job Centers
- Negotiated collaborative agreements on regional and local performance with the Chief Local Elected Officials (CLEO) and the Governor.
- Led efforts to identify and promote proven, promising strategies for meeting the needs of employers, workers, and job seekers, including individuals with barriers to employment
- Developed strategies to use technology to maximize the accessibility and effectiveness of the CWDB's workforce development systems
- Developed a budget for the local board consistent with the local plan and the duties of the local board, subject to the approval of both the CLEO.
- Developed systems to annually assess the physical and programmatic accessibility of the comprehensive One-Stop and smaller job centers in the ten-county region

Future Actions

The CWDB realizes that the local plan is a living document and will be leading efforts to convene broader participation in the development and revision of the plan. The goal is to create a more robust regional strategic plan that outlines specific actions and resources. Meetings will occur to expand the participation of employers, economic development, local elected officials and core and community partners in the two years. The purpose of the meetings will be to:

- Convene, broker, and leverage system stakeholders to develop a more robust strategic regional plan, as well as identify expertise and resources to support workforce development activities
- Connect regional resources to be more responsive to the needs of employers and communities
- Agree on needed revisions that will better align resources to ensure that systems are in place so that a quality connection is made between business looking for qualified workers and individuals seeking gainful employment.
- Convene local employers for the purpose of creating sector strategies that may not be in demand regionally
- Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

²³ See note 25.

²⁴ Ibid.

- Work with the K-12 system to create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to employers

The CWDB's process for public comment aligns with the WIOA requirements. The plan will be posted to the CWDB's website public to post comments, address any questions or issues. After the posting period for public comment the final plan including public comments will be delivered to TCSG-OWD.

SERVICE DELIVERY AND TRAINING

SERVING DISCONNECTED & UNEMPLOYED WORKERS

Serving Disconnected and Underemployed Workers—Identify the populations in the local area who are most disconnected from the labor force (e.g., individuals not in education, employment, or training, long-term unemployed, etc.) or face barriers to meaningful access and participation in the workforce system. Describe specific strategies the LWDB has in place—or plans to implement—to engage, serve, and connect these individuals to employment, educational, and/or training opportunities? How does the local plan address the structural and/or systemic barriers these populations face?

The Coastal Workforce Development Board (CWDB) recognizes that expanding labor force participation among individuals facing barriers to employment is essential to meeting the workforce needs of employers while advancing economic mobility throughout Coastal Region 12. Through its regional Hub-and-Spoke service delivery model, WorkSource Coastal is strengthening access to workforce services by combining centralized career services with community-based access points, virtual service delivery, and mobile workforce outreach to better serve individuals who have historically been disconnected from employment and training opportunities.

The populations most affected by labor force disconnection within Region 12 include out-of-school youth, young adults who are not in education, employment, or training (NEET), individuals with disabilities, justice-involved individuals, veterans and eligible spouses, individuals experiencing homelessness or housing instability, low-income individuals, single parents, English language learners, individuals with low literacy or basic skills deficiencies, older workers, long-term unemployed individuals, displaced workers, foster youth, individuals receiving public assistance, residents of rural communities, and other individuals with barriers to employment as defined under WIOA.

To increase workforce participation among these populations, WorkSource Coastal partners with local school districts, Adult Education providers, the Georgia Vocational Rehabilitation Agency, the Georgia Department of Labor, technical colleges, community-based organizations, housing agencies, veterans' organizations, justice system partners, economic development organizations, chambers of commerce, employers, and other one-stop partners to provide coordinated, customer-centered services. The workforce system offers career coaching, comprehensive assessments, individualized employment plans, supportive services, occupational skills training, work-based learning opportunities, On-the-Job Training (OJT), internships, work experience, job placement assistance, digital literacy training, financial literacy education, and referrals to additional community resources that support long-term employment success.

The regional Hub-and-Spoke model directly addresses structural barriers by bringing workforce services closer to customers through scheduled community outreach locations, affiliate sites, educational institutions, libraries, and partner agencies while expanding access through virtual appointments, online workshops, electronic document submission, and mobile workforce services. This flexible service delivery model reduces barriers associated with transportation, geography, technology, and work schedules, particularly for individuals living in rural or underserved communities.

WorkSource Coastal also addresses systemic barriers by strengthening cross-agency collaboration, streamlining referrals among workforce system partners, integrating education and training services with employer demand, and aligning workforce investments with regional career pathways in high-growth industries, including logistics and supply chain, advanced manufacturing, healthcare, aerospace, construction, maritime, information technology, and education occupations. Through coordinated case management and warm handoffs between partner agencies, participants receive comprehensive support designed to address both employment needs and the underlying challenges that affect workforce participation.

The Coastal Workforce Development Board remains committed to advancing equitable access to workforce opportunities by ensuring that all individuals—regardless of background, disability, geographic location, or employment history—can successfully connect to education, training, supportive services, and quality employment. By leveraging strategic partnerships, innovative service delivery, and employer engagement, WorkSource Coastal is expanding the regional talent pool while creating pathways to self-sufficiency and economic prosperity for individuals, businesses, and communities throughout Coastal Region 12.

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

The Coastal Georgia region is committed to developing education, training, and career service strategies that promote equity in recruitment, service design, implementation, and support services. These strategies aim to improve access and outcomes for individuals in underserved and underrepresented communities. Below is a detailed description of how the region plans to achieve these goals:

Identifying Target Populations

Data Analysis and Needs Assessment

- **Labor Market Information (LMI):** Utilizing LMI to identify population groups with higher unemployment and lower earnings, such as racial and ethnic minorities, individuals with disabilities, veterans, and those living in rural areas.
- **Community Input:** Engaging with community organizations, advocacy groups, and residents to understand the barriers and needs specific to these populations.

Strategies for Equitable Recruitment

Outreach and Engagement

- **Community Partnerships:** Partnering with local community organizations, faith-based groups, and cultural organizations to reach underserved populations. These partnerships can help build trust and encourage participation in workforce programs.
- **Targeted Marketing:** Developing marketing materials that are relevant and sensitive to the special population. Using various media channels, including social media, local radio, and community newsletters, to general audiences.

Recruitment Events

- **Job Fairs and Workshops:** Hosting career fairs and workshops in underserved neighborhoods and communities. Providing transportation assistance and childcare services to ensure accessibility.
- **Virtual Recruitment:** Offering virtual career fairs and information sessions to accommodate those who may face transportation or mobility challenges.

Strategies for Service Design and Implementation

Customized Training Programs

- **Skills Development:** Designing training programs that address the specific skill gaps of target populations. This includes basic skills training, digital literacy, and sector-specific training in high-demand fields such as healthcare, IT, and advanced manufacturing.
- **Flexible Scheduling:** Offering training programs at various times, including evenings and weekends, to accommodate individuals with work or family obligations.

Support Services

- **Wraparound Services:** Providing comprehensive support services such as transportation assistance, childcare, and financial counseling. These services help reduce barriers to participation and completion of training programs.
- **Mentorship and Peer Support:** Establishing mentorship and peer support programs to provide guidance, encouragement, and a sense of community for participants.

Strategies for Improving Employment Outcomes

Employer Engagement

- **Internships and Apprenticeships:** Creating internship and apprenticeship opportunities that provide hands-on experience and pathways to permanent employment. Prioritizing placements for individuals from underserved communities.

Career Pathway Development

- **Clear Pathways:** Developing clear career pathways that outline the steps needed for advancement in various industries. Providing career counseling and planning services to help individuals navigate these pathways.
- **Job Quality Focus:** Ensuring that job placements offer family-sustaining wages, benefits, and opportunities for career advancement. Working with employers to create job quality standards that align with these goals.

Describe how the board is expanding access to short-term, industry-recognized credentials and stackable training pathways that lead to self-sufficiency. How are credentials vetted for labor market value? How are pathways structured to allow participants to enter employment and continue advancing their skills over time

The Coastal Workforce Development Board (CWDB) is committed to expanding access to short-term, industry-recognized credentials that provide participants with the skills needed to quickly enter employment while creating opportunities for continued career advancement. Working in partnership with Savannah Technical College, Coastal Pines Technical College, Eligible Training Providers (ETPL), Adult Education providers, employers, local school districts, CTAE programs, universities, and economic development partners, WorkSource Coastal aligns training investments with the workforce needs of Regional 12's targeted industries and occupations.

Training investments prioritize credentials that lead to employment in high-demand sectors, including logistics and supply chain, advanced manufacturing, healthcare, aerospace, construction, maritime, information technology, public safety, and skilled trades. Whenever possible, participants are encouraged to pursue short-term certificates that serve as the first step in a stackable credential pathway, allowing them to enter the workforce quickly while continuing their education and skill development over time.

The Board ensures that credential investments reflect labor market value by utilizing Georgia's Eligible Training Provider List (ETPL), state and regional labor market information, employer input, Technical College System of Georgia program approvals, industry sector partnerships, and ongoing consultation with economic development organizations, chambers of commerce, technical colleges, and business leaders. Training programs are evaluated based on employer demand, projected job growth, wage potential, credential attainment outcomes, and alignment with occupations identified as in demand within Coastal Region 12.

Career pathways are intentionally structured to support lifelong learning and economic mobility. Participants may begin with foundational workforce preparation, Adult Education, or occupational skills training and progress through industry-recognized certificates, technical diplomas, associate degrees, Registered Apprenticeships, and other postsecondary credentials. This stackable approach enables individuals to obtain employment after earning an initial credential while continuing to advance through additional education, specialized certifications, incumbent worker training, or employer-sponsored professional development that leads to higher-skilled, higher-wage occupations.

WorkSource Coastal further supports participant success by integrating career coaching, individualized employment planning, supportive services, work-based learning opportunities, On-the-Job Training (OJT), internships, and employer engagement throughout the career pathway. These services help participants overcome barriers to employment, transition successfully into the workforce, and continue advancing toward self-sufficiency.

Through its regional Hub-and-Spoke service delivery model, WorkSource Coastal expands access to credential programs by offering virtual services, community-based outreach, mobile workforce services, and coordinated referrals among workforce, education, and community partners. This integrated approach ensures that residents throughout the ten-county region can access high-quality training opportunities that meet employer demand, support career advancement, and contribute to the long-term economic prosperity of Coastal Region 12.

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

The CWDB's membership is made up of local businesses, adult and youth service providers, non-profit organizations, community advocates, and representatives of organization labor; together, they carry out the core program functions and programs of the Workforce Innovation and Opportunity Act (WIOA). More importantly, both the Georgia Department of Labor and the Georgia Vocational Rehabilitation Agency (GVRA) have been and continue to be pivotal players in the CWDB's workforce development

efforts.²⁵ Other major players—such as the Department of Human Services (e.g., Temporary Assistance for Needy Families [TANF] and Supplemental Nutrition Assistance Program [SNAP]), along with its divisions and departments, as well as the Georgia Family Connection Partnership—help to expand services that promote both the self-sufficiency and the employability of Savannah’s residents. These programs and referral service systems particularly work to minimize the obstacles experienced by the WIOA-eligible individuals who already encounter considerable barriers to employment or hardships in obtaining work.

The CWDB will expand its access to employment, training, education, and supportive services by identifying creative and non-traditional marketing strategies to engage both the public and new partners. Partners include, but are not limited to, the Army Career Alumni Program (ACAP), the Army 3rd Infantry Division Transition Center, Armstrong State University, Bulloch County Economic Development Authority, Coastal Pines Technical College, Experience Works, Job Corps, Local Union 188, Paxen Learning Corporation, Savannah Area Chamber of Commerce, Savannah Economic Development Authority, Technical College System of Georgia and United Way of the Coastal Empire.²⁶ The CWDB provides critical real-time information assessments of the needs within the ten-county region; as such, it is able to develop strategies to improve local economies and facilitate career pathways and co-enrollment into core programs that are offered.

The Career Pathways model links progressive levels of education, training, credentials, and support services for specific occupations in a way that optimizes the progress and success of individuals with varying levels of abilities and needs. This approach helps individuals with different levels of skills and experiences earn industry credentials, remain engaged in education and employment, and achieve self-sufficiency. Career Pathways consists of a partnership among technical colleges, primary and secondary schools, workforce and economic development agencies, employers, labor groups, and social service providers.

The CWDB will continue to strengthen existing partnerships and create new partnerships to help adults, youth, and dislocated workers recover from the economic recessions of the past few years, which have adversely impacted Georgia’s economies. Efforts to improve the job market will require the following:

- Increasing the focus on serving the most vulnerable workers—namely, low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success. The CWDB will establish a referral system from the Georgia Division of Family and Children Services (DFCS) aimed at connecting Temporary Assistance for Needy Families (TANF) recipients with the workforce system. TANF is a core partner and will be provided space in the One-Stop center so as to meet with active participants and be a resource for individuals seeking cash assistance. The CWDB will also provide orientations on-site at the local DFCS offices.
- Expanding education and training options to help job seekers access good jobs and advance their careers. In the past, services were denied to individuals who tested below the ninth-grade level. The CWDB will offer in-house General Educational Development (GED) and credit recovery services, as well as links to adult education, pre-vocational training, and assessment services provided by the Georgia Vocational Rehabilitation Agency (GVRA). The CWDB has also partnered with Goodwill Industries of the Coastal Empire to provide a transitional jobs program—through Work Experience (WEX) activity—that helps job seekers with little to no job

²⁵ CWDB Business Plan, Area 20/Region 12, page 92, supplied by client.

²⁶ One-Stop Career Center, “CWIB Partners,” retrieved from www.coastalworkforceservices.org/partners.

experience gain the skills needed to find self-sufficient employment. Both the GVRA and Goodwill will also assist the CWDB and providers in assessing and diagnosing individuals with learning disabilities and connecting them with the appropriate training and/or work placements.

- Improving the employability of disadvantaged and unemployed adults and youth through Earn While You Learn supportive services (e.g., funding for childcare, transportation, and education) and effective employment-based activities (e.g., On-the-Job Training, apprenticeships, and job placements). Low-income individuals who receive support services and job-driven training are able to attend WIOA-funded education and training, increasing their chances of hire.

DESCRIPTION OF SERVICE TO ADULTS AND DISLOCATED WORKERS

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

Exponential growth has caused the appointment of the Coastal Workforce Development Board (CWDB) to facilitate its adult and dislocated worker employment and training activities through its comprehensive One-Stop and six job centers. This design prepares job seekers for the labor force, whether reengaging after previously dropping out or entering for the first time. Issues of unemployment and employment disparities throughout the ten-county region provide the impetus for the CWDB's strategic focus for its local workforce development system.

The CWDB activities that benefit adults and dislocated workers include, but are not limited to, the following:

- Provide WIOA guidance and technical assistance to partners that implement workforce development strategic plans, work-based training plans, and employment placements
- Ensure that the CWDB is fiscally responsible and accountable in the management of federal funding
- Create innovative programs that are designed to meet the needs of employers and develop strategies for effectively preparing job seekers for work
- Refer those eligible to Adult Literacy, Basic Skills, and GED Preparation services.
- Revitalize the purpose of One-Stop and Job Centers and diversify the economy by both developing action plans and identifying new training programs within workforce development systems—all to improve job seeker employability and increase job placements
- Monitor the target industries and high-demand sectors within the ten-county region for concentration and industry trends so as to both grow Region 12 available assets and ensure vision alignment
- Create a coordinated, comprehensive, and uniform work-based program for On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Skills Training (CT), and Registered Apprenticeship (RA):
 - OJT provides a wage subsidy to employers—up to 50% and for up to ninety (90) days—for participants of the WIOA program.
 - IWT is used to avert potential layoffs by increasing employee skills for promotion within the company. Up to 20% of adult and dislocated worker funds to IWT.
 - CT is designed to meet the specific requirements of employers; training is conducted with the expectation that those who successfully complete the program will be hired.
 - RA is utilized for job seekers in Career Pathway programs and as a job-driven strategy for employers and high demand industries.

The CWDB's expanded career and training services are provided through the comprehensive One-Stop and six job centers. They include, but are not limited to, the following:

- Eligibility Determination for funding and services
- Outreach, intake and orientation to the information and services available through the American workforce delivery system
- Initial assessment of skill levels (e.g., literacy, numeracy, and proficiency in the English language), aptitudes, abilities (e.g., skills gaps), and supportive service needs

- Job search and placement assistance and, in appropriate cases, career counseling, including—
 - Information on high demand industry sectors and occupations, as well as non-traditional employment;
 - Appropriate recruitment and other business services on behalf of employers;
 - Referrals to and coordination of activities with partner programs and services;
 - Workforce and labor market employment statistics information, which includes: job vacancy listings; job skills necessary for job openings; and information on local high demand occupations; and the earnings, skill requirements, and opportunities for advancement within those career pathways— plus;
 - Performance information and program cost information on eligible providers of training;
 - Information usable by and understandable to One-Stop and six job centers—regarding how the local area is performing on the local performance accountability measures;
 - Information usable by and understandable One-Stop and six job centers —relating to the availability of supportive services or assistance, provided by partners;
 - Referrals to supportive services or other needed assistance;
 - Information and assistance regarding filing claims for unemployment compensation;
 - Information and assistance regarding establishing eligibility for financial aid assistance for training and education programs.

Additional services are offered, if needed, in order for an individual to obtain or retain employment, including:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools, as well as in-depth interviewing and evaluation so as to identify employment barriers and appropriate employment goals;
- Development of an Individual Employment Plan (IEP) with which to identify employment goals and appropriate achievement objectives, as well as the appropriate combination of services for the participant to achieve those employment goals, including information on eligible providers of training services and career pathways;
- Group and Individual counseling;
- Career planning;
- Short-term pre-vocational services—including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct—so as to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; or
- English-language acquisition and integrated education and training programs; and
- Follow-up services—including counseling regarding the workplace—for participants in Workforce Innovation and Opportunity Activities authorized under this subtitle who are placed in unsubsidized employment for not less than twelve (12) months after the first day of the employment, as appropriate.

DESCRIPTION OF RAPID RESPONSE SERVICES

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

The Federal Worker Adjustment and Retraining Notification Act (WARN), enacted by the U.S. Congress, alerts city managers to offer protection to workers, their families, and communities by requiring employers to provide notice—to the affected workers and the appropriate unit of local government—sixty (60) days in advance of closings and mass layoffs.²⁷ This applies to both hourly and salaried employees, managerial and supervisory employees, except employees who worked less than six (6) months in a twelve-month period or employees who work less than twenty (20) hours per week. Employers are advised to follow WARN reporting requirements and provide written notice to dislocated workers and elected officials of the community where the layoff or closure will occur, as well as to submit Layoff and Closing notifications to WARN via the online portal

The Coastal Workforce Development Board (CWDB) operates in accordance with the U.S. Department of Labor, Employment and Training Administration and State Administration to offer support and guidance to employers about WARN regulations (20 CFR Part 639). The CWDB recognizes that Rapid Response is a gateway to the workforce system for both dislocated workers and employers and is a component of a demand-driven system. The central purpose of Rapid Response is to help laid-off workers quickly transition to new employment.

Rapid Response usually involves layoffs of twenty-five (25) or more employees in the service area. Once an employer provides notice of impending layoffs, the Technical College System of Georgia/WorkSource Georgia Rapid Response Unit contacts the employer to obtain company-specific layoff information and the other core partners such as Title I. As part of the regional Rapid Response Team, the designated WSC Business Service Representative attends the coordinated TCSG/WorkSource Georgia Rapid Response event.

The Coastal Workforce Development Board (CWDB) and WorkSource Coastal partner with the Technical College System of Georgia, Office of Workforce Development (TCSG-OWD), and the Georgia Department of Labor (GDOL) to coordinate Rapid Response activities throughout Coastal Region 12. Rapid Response is a proactive, business-focused strategy designed to assist employers and workers affected by layoffs, business closures, natural disasters, and other significant economic disruptions.

As the Local Workforce Development Board, the CWDB works collaboratively with TCSG-OWD and GDOL to ensure timely delivery of workforce services to impacted businesses and workers. Upon notification of a layoff or closure, WorkSource Coastal participates in coordinated Rapid Response planning meetings, assists with employer outreach, and provides information on available workforce services, training opportunities, supportive services, and WIOA eligibility. The Board also collaborates with local economic development organizations, technical colleges, community partners, and employers to minimize the impact of workforce dislocations and facilitate rapid reemployment.

²⁷ GDECD, "Submit Layoff/Closing Notification (WARN)," retrieved from www.georgia.org/competitive-advantages/workforce-division/rapid-response/submit-layoffclosing-notification-warn.

Through its regional Hub-and-Spoke service delivery model, WorkSource Coastal can rapidly deploy workforce staff, conduct outreach in affected communities, and provide both in-person and virtual workforce services across the ten-county region.

This coordinated approach ensures that businesses receive timely assistance, dislocated workers have immediate access to reemployment resources, and workforce partners respond collaboratively to strengthen the economic resilience of Coastal Region 12.

Additional services provided *on an as needed or requested basis* may include the following:

- Facilitating workshops on job search techniques, interviewing skills, résumé building, salary negotiation, etc.;
- Enrolling eligible job seekers into WIOA to provide case management, support services, and funding for high demand training;
- Providing referrals to core partners and community resources;
- Offering individual and group counseling;
- Performing skills assessment and case management;
- Reviewing Labor Market Information (LMI) and matching to job openings;
- Conducting regional group meetings to work with local partners in assisting dislocated workers;
- Interacting at job fairs, expos, and opportunities fairs.

DESCRIPTION OF YOUTH SERVICES

Provide a description and assessment of the type and availability of youth workforce development activities in the local area, including activities for youth with disabilities. This description and assessment shall include an identification of successful models of such youth workforce development activities. Include a description of the alignment and coordination, as appropriate, between the Title I Youth Program, Job Corps Centers in the State, Title II AEFLA Program and Title IV VR Programs for Youth who could be co-enrolled in programs and served by program staff who are co-located in the One-Stops.

WorkSource Coastal provides a comprehensive youth workforce development system designed to prepare eligible in-school and out-of-school youth for education, training, employment, and long-term career success. Youth services are available throughout the ten-county Coastal Region and are delivered through the Title I Youth Program in coordination with local school districts, CTAE programs, technical colleges, adult education providers, Vocational Rehabilitation, Job Corps, employers, community-based organizations, and one-stop partners.

WorkSource Coastal places strong emphasis on serving youth with barriers to employment, including out-of-school youth, low-income youth, foster youth, justice-involved youth, pregnant or parenting youth, homeless youth, youth with basic skills deficiencies, English language learners, and youth with disabilities. For youth with disabilities, WorkSource Coastal coordinates with Georgia Vocational Rehabilitation Agency and other disability service partners to support career planning, accommodations, assistive technology referrals, work readiness, benefits counseling referrals, and access to appropriate training and employment opportunities.

Successful youth workforce development models in the region include work-based learning, paid work experience, internships, career academies, dual enrollment, CTAE career pathways, technical college partnerships, mock interviews, career fairs, employer-led workshops, and sector-based training connected to regional high-demand industries. These models are successful because they combine academic preparation, employability skills, hands-on workplace exposure, supportive services, and direct employer engagement. Region 12 will continue to strengthen these models through partnerships with local school districts, Liberty College and Career Academy, Effingham Career Academy, Savannah Technical College, Coastal Pines Technical College, employers, chambers of commerce, and economic development partners.

The referral process begins through multiple entry points, including WorkSource Coastal staff, one-stop partners, schools, adult education providers, Vocational Rehabilitation, Job Corps, community organizations, employers, and self-referrals. Youth are screened for eligibility, assessed for barriers, and connected to the appropriate services based on individual need. When co-enrollment is appropriate, staff coordinate referrals and service planning across programs to reduce duplication and ensure youth receive comprehensive support.

Coordination with the Title II Adult Education and Family Literacy Act program is especially important for youth who need GED preparation, basic skills remediation, English language instruction, digital literacy, or transition support into postsecondary education and training. WorkSource Coastal works with Savannah Technical College and Coastal Pines Technical College adult education programs to refer eligible youth to literacy services while aligning workforce activities with career pathways, occupational training, and employment goals.

WorkSource Coastal also coordinates with Job Corps Centers in Georgia as an additional pathway for eligible youth who may benefit from residential education, career technical training, employment

preparation, and supportive services. Youth who need a more structured training environment may be referred to Job Corps, while Job Corps participants returning to the Coastal Region may be connected to WorkSource Coastal for employment services, supportive services, training referrals, and follow-up support.

Coordination with Title IV Vocational Rehabilitation supports youth with disabilities who may benefit from specialized employment services, transition services, accommodations, or additional supports. Where partner staff are co-located or connected through the one-stop system, WorkSource Coastal promotes cross-referrals, shared service planning, coordinated case management, and warm handoffs to ensure youth receive timely and appropriate assistance.

Through these coordinated partnerships, WorkSource Coastal strengthens youth access to education, training, employment, and supportive services while building a regional talent pipeline aligned with employer demand. This integrated approach ensures that youth, including youth with disabilities, have clear pathways to credentials, work experience, career advancement, and self-sufficiency.

WorkSource Coastal Georgia offers a variety of youth workforce development activities aimed at helping young people, including those with disabilities, to successfully transition into the workforce. These activities are designed to provide comprehensive support, education, training, and employment opportunities.

Types and Availability of Youth Workforce Development Activities

1. Education and Training Programs

- **Work-Based Learning:** Programs such as internships, apprenticeships, and job shadowing provide real-world experience and skill development.
- **Career Pathway Programs:** These programs help youth explore different career options and gain the skills needed for high-demand occupations.
- **GED and High School Diploma Programs:** For out-of-school youth, programs are available to help them earn a GED or high school diploma, often in partnership with local educational institutions.

2. Support Services

- **Mentoring and Counseling:** Providing guidance and support through mentorship programs, helping youth navigate educational and career choices.
- **Life Skills Training:** Workshops on financial literacy, communication skills, and other essential life skills that prepare youth for the workforce.

3. Job Placement Services

- **Job Fairs and Recruitment Events:** Regular events that connect youth with potential employers.
- **Resume Writing and Interview Preparation:** Services to help youth prepare effective resumes and develop strong interview skills.

Activities for Youth with Disabilities

- **Customized Training Programs:** Tailored to meet the needs of youth with disabilities, ensuring accessibility and support.
- **Assistive Technology:** Providing necessary technology and tools to support the participation of youth with disabilities in training and employment activities.
- **Coordination with Georgia Vocational Rehabilitation Agency (GVRA) Services:** Close collaboration with VR programs to provide specialized support and co-enrollment opportunities.

Successful Models of Youth Workforce Development Activities

1. Job Corps

- **Description:** A comprehensive program offering education and vocational training for young people aged 16-24.
- **Success:** Provides a residential setting where youth receive academic training, vocational skills, and life skills, leading to significant improvements in employment outcomes.

2. Apprenticeship Georgia

- **Description:** Focuses on creating registered apprenticeship programs that provide on-the-job training and classroom instruction.
- **Success:** Highly effective in providing career pathways in high-demand industries such as advanced manufacturing and information technology.

Coordination and Alignment of Programs

1. Title I Youth Program Coordination

- **Integration with One-Stop Centers:** Youth program staff are often co-located in One-Stop centers, providing seamless access to services.
- **Co-Enrollment Opportunities:** Youth can be co-enrolled in Title I programs and other services, ensuring comprehensive support.

2. Job Corps Centers

- **Collaboration:** Coordinating with Job Corps centers to ensure that eligible youth in the region are aware of and can access Job Corps programs.
- **Referral Systems:** Establishing referral systems to direct youth to appropriate Job Corps services.

3. Title II AEFLA Program (Adult Education and Family Literacy Act)

- **Partnerships with Educational Institutions:** Aligning with local adult education under the TCSG providers to offer literacy and GED programs that are integrated with workforce training.
- **Joint Programs:** Developing joint programs that address both educational and vocational needs.

4. Title IV GVRA Program (Georgia Vocational Rehabilitation Agency)

- **Integrated Services:** Co-locating VR counselors in One-Stop centers to provide specialized support for youth with disabilities.
- **Joint Case Management:** Coordinating case management between VR and workforce development programs to ensure that youth receive tailored support.

WorkSource Coastal Georgia is dedicated to providing equitable and comprehensive workforce development services to youth, including those with disabilities. By leveraging partnerships, aligning programs, and offering targeted support services, the region aims to improve access to education and employment opportunities, ultimately leading to better economic outcomes for all youth.

Youth workforce activities also include career exploration, objective assessments, individual service strategies, work readiness training, leadership development, financial literacy, mentoring, supportive services, occupational skills training, paid and unpaid work experience, internships, job shadowing, tutoring, alternative secondary school services, post-secondary preparation, follow-up services, and connections to high-demand career pathways. Services are designed to assist young adults, ages 16–24—who face significant barriers to employment success in the labor market—by providing resources

and support to overcome those barriers and successfully transition into self-sufficient adulthood. obtain a high school diploma or equivalent, earn industry-recognized credentials, enter postsecondary education or training, and secure unsubsidized employment.

Governed by the Workforce Innovation and Opportunity Act (WIOA), the CWDB outlines a vision for youth that supports an integrated service delivery system for state and local areas to leverage other federal, state, local, and philanthropic resources to support In-School Youth (ISY) and Out-of-School Youth (OSY). WIOA funding enables the delivery of a comprehensive array of youth services that prepare youth for postsecondary educational and employment opportunities, attainment of educational and/or skills training credentials, and obtainment of employment with career opportunities. This program is organized and coordinated for young adults to have access to the WIOA fourteen (14) youth elements, as follows:

1. **Tutoring/Study Skills Training** includes instruction and evidence-based dropout prevention and recovery strategies that lead to completion of a high school diploma or equivalent (including a recognized certificate of attendance or similar document for youth with disabilities) or preparation for postsecondary credentials.
2. **Alternative Secondary School Services** includes referral to formal alternative education programs or formal dropout recovery services, as appropriate.
3. **Work Experiences (WEX)** are planned and structured learning experiences that take place in a workplace for a limited period of time. They may be paid or unpaid and may occur in for-profit, non-profit, or public sectors. As with all workplace relationships, labor standards and laws apply. WEXs provide youths with opportunities to explore careers and develop skills. WEXs must include a combination of academic and occupational education components.
4. **Occupational Skills Training** is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required of certain occupational fields, at the entry-, intermediate-, and advanced-skill levels. Priority must be given for training that leads to recognized postsecondary credentials that are regionally high demand.
5. **Education**, offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster, refers to the integrated education and training model in which required education and training occur concurrently and contextually with workforce preparation activities and workforce training. Such a program element must describe how workforce preparation activities, basic academic skills, and hands-on occupational skills are to be taught within the same time frame and how they are connected to training in a specific occupation, occupational cluster, or career pathway.
6. **Leadership Development** encourages responsibility, confidence, employability, self-determination, and other positive social behaviors, such as: exposure to post-secondary educational possibilities, community and service-learning projects, peer-centered activities, including peer mentoring or peer tutoring, organizational and team work training, including team leadership training, training in decision-making, including prioritization and problem solving, citizenship training, including life skills such as parenting and work behavior training, civic engagement activities which promote the quality of life in a community, and activities that place the youth in a leadership role such as serving on a youth leadership committee or a Standing Youth Committee.
7. **Supportive Services** for youth are those that enable them to participate in WIOA activities and may include: linkage to community services, referrals to health care, and cost assistance with: transportation, childcare, housing, uniforms, work attire, work-related tools, protective gear, educational testing, and reasonable accommodations for youth with disabilities.

8. **Adult Mentoring** is a formal, in-person relationship between a youth participant and an adult mentor that includes structured activities wherein the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee. The activity must last for a period of at least twelve (12) months and must be with an adult mentor other than the assigned Youth Case Manager. Adult mentoring may include workplace mentoring, where the local program matches a youth participant with an employer or employee of a company.²⁸
9. **Follow-Up Services** are critical services that must be provided for at least a twelve-month period following the youth's exit from the program. They are designed to help ensure that the youth is successful in employment or postsecondary education/training. Follow-up services may include: leadership activities, regular contact with the youth's employer to help address work-related issues, assistance with career pathway development or in securing a better paying job, assistance with further education or training and participation in work-related peer support groups, and adult mentoring or other services determined appropriate based on the needs of the participant. Follow-up must include more than just an attempted contact and must be documented in order to receive a performance outcome.
10. **Comprehensive Guidance and Counseling**, which is individualized to the participant, may include career and academic counseling, drug and alcohol abuse counseling, mental health counseling, and referral to partner programs.
11. **Financial Literacy** is education or activities that: assist youth in opening checking and savings accounts at banks and in making informed financial decisions; support youth in learning how to manage spending, credit, and debt—including student loans, consumer credit, and credit cards; teach the significance of credit reports and credit scores, as well as rights regarding credit and financial information; teach how to assure accuracy of a credit report, how to correct inaccuracies, and how to maintain or improve good credit; support a participant's ability to understand, evaluate, and compare financial products and services; inform participants about identity theft, including their rights with and protections from; and support the financial-literacy needs of non-English speakers through use of multilingual financial literacy and education materials.
12. **Entrepreneurial Skills Training** is training that provides the basics of starting and operating a small business. This training must develop the skills associated with entrepreneurship, such as: taking initiative, creatively seeking out and identifying business opportunities, developing budgets and forecasting resource needs, understanding various options for acquiring capital—and the trade-offs associated with each option, and how to communicate effectively and to market oneself. Approaches to teaching youth these skills may include: educational programs that introduce youth to the basics of starting and running a business; enterprise-development supports and services that help the youth develop their own business through access to small loans or grants—or that provide individualized assistance in development of viable business ideas; and experiential programs in which youth get experience in the day-to-day operation of a business.
13. **Provision of Labor Market and Career Awareness Information** are services that inform youth about jobs that are in demand in the local labor market and that may include career awareness and exploration activities and career counseling.
14. **Activities Toward Postsecondary Education**, designed to transition youth to further schooling, include information about and preparation for college entrance, including information about applying to colleges, financial aid, entrance testing, student life, and prerequisite courses.

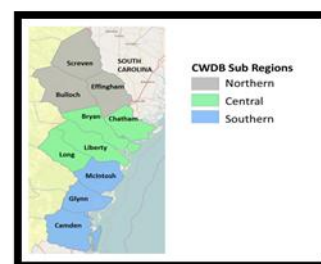
²⁸ Data supplied by client.

In addition to coordinating services around fourteen (14) WIOA youth program elements CWDB stays connected with the local public schools to foster a partnership in order to provide services and training on high demand occupations approved by the Coastal Workforce Development Board.

IMPLEMENTATION OF WORK-BASED LEARNING INITIATIVES

Provide a description of how the area will implement initiatives such as Incumbent Worker Training programs, On-the-Job Training programs, Customized Training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of employers in the corresponding region in support of the business service strategy.

The role of the Coastal Workforce Development Board (CWDB)/WorkSource Coastal is to facilitate its various business activities. For example, Employer Engagement requires partners to first work with employers, industry associations, and unions to determine local hiring needs, and then design responsive training programs and services to meet those needs. It also seeks employer commitments to providing work-based learning opportunities and hiring program graduates. The WSC Business Services Representatives work with employers to create a tailored approach that addresses their workforce needs. The Representatives offer employers a full range of services to assist in the development and retention of a quality workforce. Employer service delivery includes:



- Access to an extensive talent pool;
- A wide range of Human Resource services, such as job description development, wage research, recruitment, pre-hire assessments, and qualified job fairs;
- A variety of state and federal programs that provide a number of training options for developing a strong, skilled, and educated workforce;
- Training that focuses on unique technical labor needs, including: On-the-Job Training (OJT), Incumbent Worker Training (IWT), Work Experience (WEX), Customized Training (CT), Layoff Aversion, and Registered Apprenticeship (RA).

Partnerships with regional economic development agencies, universities, and technical college systems offer the most complete solutions to fulfilling both existing and future employment needs. In addition, hosting hiring events and career fairs help businesses and industry sectors to recruit, retain, and develop qualified talent. To ensure that the region is appropriately served and represented, the CWDB has redesigned the region into two centralized regional hubs located in Chatham and Liberty Counties, respectively, serving 10 counties through a Hubs and Spokes Workforce Delivery System.

Effective January 1, 2027, WorkSource Coastal will provide direct services and continue transitioning to a hubs-and-spokes based job center network model centralized in Savannah (Chatham County) and Hinesville (Liberty County).

Hubs are centralized regional operation centers designed to provide in-person and virtual customer services, leadership and administrative oversight, shared technology and data systems, specialized expertise, training and quality control, employer partnerships,



funding coordination, intake services, physical file management, and case/data management oversight.

Spokes are scheduled decentralized access points connected to the centralized hubs. These locations may include satellite workforce offices, community-based organizations, public libraries, state partner agencies, training providers, technical colleges and universities, and rural outreach locations. Rotational site visits will be facilitated by designated field case managers and will provide opportunities for in-person meetings with customers and employers throughout the region.

The hub-and-spoke model delivers workforce services closer to where job seekers and employers live and work, improving regional accessibility across both rural and urban communities.

The PY25 and previous years' service delivery model was designed for a workforce environment that is rapidly changing. Long-term sustainability will require modernization, strategic specialization, and operational redesign to meet evolving workforce and service delivery demands. The workforce environment is evolving faster than traditional workforce system structures, requiring more flexible and efficient approaches to regional service delivery.



Describe the LWDB's current and planned investments to expand Registered Apprenticeships in the local area. Include priority occupations and industries for new or expanded apprenticeship programs, partnerships with employers, sponsors, industry intermediaries, and technical colleges to develop or adopt program standards, and how the LWDB is simplifying pathways for employers to launch or expand apprenticeship programs.

The Coastal Workforce Development Board recognizes Registered Apprenticeship as a key workforce strategy aligned with Georgia's State Plan, the Technical College System of Georgia Office of Workforce Development, and the State's broader goal of expanding employer-driven training pathways in high-demand industries.

WorkSource Coastal's current investment focuses on coordination, referral, employer outreach, and alignment with the State's apprenticeship infrastructure. Interested employers, sponsors, and participants will be referred to TCSG-OWD's Apprenticeship Program and the Apprentice Georgia network for technical assistance, program development guidance, sponsor support, and available apprenticeship funding opportunities. TCSG identifies Apprentice Georgia as the State's apprenticeship expansion arm, supported through Georgia's 22 technical colleges, which serve as a statewide network of Registered Apprenticeship sponsors and help employers seeking to launch or expand programs.

WorkSource Coastal's planned investments will focus on strengthening partnerships with Coastal Pines Technical College, Ogeechee Technical College, Savannah Technical College, employers, economic development authorities, chambers of commerce, industry associations, labor organizations, and TCSG-OWD to identify apprenticeship opportunities that align with regional labor market demand. Priority industries for new or expanded apprenticeship pathways include logistics and supply chain, advanced manufacturing, aerospace, healthcare, construction, transportation, information technology, education and other high-demand sectors identified through our regional employer engagement and labor market analysis.

The LWDB will simplify pathways for employers by serving as a connector and navigator within our regional workforce system. WSC Business Services staff will help employers understand available apprenticeship resources, connect them to TCSG-OWD and technical college apprenticeship contacts, identify potential WIOA participants who may benefit from apprenticeship pathways, and coordinate supportive services, career coaching, and referral assistance where allowable. The WSC Business Services Staff will also assist with the promotion of Registered Apprenticeship opportunities through employer meetings, sector partnerships, hiring events, technical college partnerships, and the new regional Hub-and-Spoke service delivery model.

As additional apprenticeship funding becomes available, WorkSource Coastal will explore opportunities to broaden and braid WIOA resources with State apprenticeship initiatives to support eligible participants through career services, supportive services, related training referrals, work-based learning, and placement into apprenticeship-connected career pathways. This approach allows WorkSource Coastal to remain aligned with Georgia's apprenticeship expansion strategy while ensuring employers and job seekers are connected to the appropriate State resources, technical assistance, and apprenticeship program supports. The State Plan emphasizes continued integration of Registered Apprenticeship and WIOA Title I efforts, including training for LWDBAs and technical colleges on how Title I funds may support apprenticeship-related activities.

Describe how the Region 12 workforce system is building career pathways that begin with pre-apprenticeship or early career exposure (including for in school youth) and connect to Registered Apprenticeship or other work-based learning opportunities. How are these pathways coordinated with local school districts, CTE programs, and post-secondary institutions?

WorkSource Coastal Region 12 is committed to building employer-driven career pathways that begin with early career awareness and exploration and progress to postsecondary education, Registered Apprenticeships, work-based learning, and employment in high-demand industries. Through strong partnerships with local school districts, Career, Technical, and Agricultural Education (CTAE) programs, college and career academies, technical colleges, universities, employers, and economic development organizations, the region is creating seamless pathways that prepare students and job seekers for successful careers.

The Coastal Workforce Development Board (CWDB) collaborates with the ten local school districts to support career awareness activities, classroom presentations, career fairs, mock interviews, employability skills workshops, work-based learning opportunities, and industry engagement beginning at the secondary education level. These efforts expose students to career opportunities in the region's priority industries, including logistics and supply chain, advanced manufacturing, healthcare, aerospace, construction, maritime, information technology, public safety, and skilled trades.

Region 12 works closely with CTAE programs, **Liberty College and Career Academy**, **Effingham Career Academy**, Savannah Technical College, Coastal Pines Technical College, Savannah State University, Georgia Southern University, and other education partners to align workforce development strategies with industry demand. Students are encouraged to participate in dual enrollment, industry-recognized credential programs, work-based learning experiences, internships, job shadowing, and career pathway programs that provide both academic and occupational preparation while still in school.

Recognizing Registered Apprenticeship as a key workforce strategy under Georgia's Education and Workforce Integrated Plan and the Education and Workforce Strategy Act (HB 1302), WorkSource Coastal promotes apprenticeship opportunities by connecting employers, students, educators, and job seekers with the Technical College System of Georgia's Apprentice Georgia program. Although the Local Workforce Development Board does not directly administer Registered Apprenticeship programs,

WorkSource Coastal serves as a regional workforce partner by providing referrals, employer outreach, career coaching, and connections to apprenticeship sponsors, technical colleges, and TCSG-OWD resources.

For youth and adults who are not immediately ready for Registered Apprenticeship, the workforce system supports career pathway progression through pre-apprenticeship activities and other work-based learning opportunities, including paid and unpaid work experiences, internships, summer employment, On-the-Job Training (OJT), customized training, incumbent worker training, and occupational skills training funded through WIOA. These experiences help participants develop foundational employability skills, technical competencies, and workplace experience that prepare them for apprenticeship and long-term career success.

Through our regional Hub-and-Spoke service delivery model, WorkSource Coastal will coordinate these career pathway activities with education, workforce, business, labor, and economic development partners to ensure that students and job seekers have multiple entry points into the workforce system. By aligning education with employer demand and expanding access to work-based learning, the region is developing a sustainable talent pipeline that supports business growth while providing individuals with clear pathways to industry-recognized credentials, family-sustaining employment, and lifelong career advancement.

Beyond Registered Apprenticeships, describe the full spectrum of work-based learning opportunities the board is investing in—including OJT, IWT, transitional jobs, and internships. How does the LWDB ensure these investments lead directly to employment or advancement in high-wage occupations? Describe any employer commitments (i.e., job guarantees, interview guarantees, etc.) associated with these investments.

The Coastal Workforce Development Board (CWDB) and WorkSource Coastal recognize work-based learning as a cornerstone of an employer-driven workforce system that prepares individuals for high-demand careers while meeting the talent needs of regional businesses. Beyond Registered Apprenticeships, the Local Workforce Development Board invests in a comprehensive portfolio of work-based learning strategies, including On-the-Job Training (OJT), Incumbent Worker Training (IWT), paid and unpaid work experiences for youth, internships, transitional jobs, customized training, and other employer-based training opportunities authorized under the Workforce Innovation and Opportunity Act (WIOA).

These investments are strategically aligned with the workforce needs of the region's priority industries, including logistics and supply chain, advanced manufacturing, healthcare, aerospace, construction, maritime, information technology, public safety, and skilled trades. Through ongoing employer engagement, labor market analysis, and collaboration with economic development organizations, chambers of commerce, technical colleges, and industry partners, WorkSource Coastal ensures that training investments support occupations offering competitive wages, career advancement opportunities, and long-term employment.

WorkSource Coastal utilizes On-the-Job Training (OJT) as a primary strategy to assist employers in hiring and training eligible participants while offsetting a portion of training costs. OJT contracts are developed with employers committed to providing permanent employment upon successful completion of training whenever feasible. Similarly, Incumbent Worker Training (IWT) investments help employers upskill their existing workforce, improve employee retention, increase productivity, and promote career advancement into higher-skilled, higher-wage occupations.

For youth and individuals with barriers to employment, WorkSource Coastal supports paid and unpaid work experiences, internships, summer employment, and transitional jobs that provide meaningful workplace exposure, develop employability skills, and establish direct connections with employers. These experiences are coordinated with local school districts, Career, Technical, and Agricultural Education (CTAE) programs, college and career academies, technical colleges, universities, and community organizations to prepare participants for long-term employment and continued education.

The Coastal Workforce Development Board emphasizes employer engagement throughout the design and implementation of work-based learning activities. Employers help identify required skills, participate in curriculum and training development, provide worksite mentors, evaluate participant performance, and collaborate with workforce staff to ensure training aligns with current industry standards. Whenever possible, employers participating in work-based learning activities are encouraged to offer employment opportunities, guaranteed interviews, or consideration for permanent employment to participants who successfully complete training and demonstrate the required competencies.

The success of these investments is measured through participant employment, credential attainment, measurable skill gains, wage progression, employment retention, and advancement into quality careers. WorkSource Coastal also provides career coaching, supportive services, case management, and employer follow-up to help participants successfully transition from training into employment and to support long-term career growth.

Through these employer-driven investments, WorkSource Coastal strengthens regional talent pipelines, increases business competitiveness, and creates clear pathways to family-sustaining careers that support the economic growth and workforce priorities of Coastal Region 12.

- **Incumbent Worker Training (IWT):** IWT provides funding assistance to companies to provide skills training or to upgrade temporary and/or part-time employees to full-time, permanent employees. IWT can be used to help avert potential layoffs; to increase the skill level of employees so they can be promoted within the company, or to create backfill opportunities. Companies will receive the funding assistance needed to meet the demands of the rapidly changing economy, and the employees will receive the training necessary to upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for promotion and wage increases. Employers may receive up to a 90% tuition reimbursement.
- **Customized Training:** Employers often encounter skill gaps in their workforce, as well as difficult-to-fill positions. CT provides job seekers with technical and skill training that is tailored to the specific requirements of the employers in their area, thus augmenting the region's talent pool. CWDB funds 100% of the training and related costs for eligible applicants, whether the training is conducted onsite or at a technical college.
- **Work Experience (WEX):** All participants placed at a work site have received training regarding workplace expectations, whether in a classroom setting or one-on-one. This work-based training, WEX, is tailored to the employer's needs. The CWDB can also provide background checks, drug screens, or additional employer-specific assessments. The CWDB provides 100% of the funding for wages, transportation, and/or support services needed to assist the employer and participant in maintaining a positive work experience through the duration of the assignment. Note that, unlike with OJT, with WEX there is no employer commitment to hire the participant.
- **Layoff Aversion:** Employers can take advantage of resources within the Layoff Aversion program to retain current employees. If a layoff occurs as the result of the retooling or upgrading

of equipment, Layoff Aversion strategies can help upgrade the skills of the current workforce, which reduces the cost of replacing those employees. These strategies enable companies to invest in their workforce, increase production levels, and reduce administrative costs associated with turnover.

- **Registered Apprenticeships (RA):** RA is an industry-driven model that combines on-the-job learning with job-related instruction. Apprenticeship is a flexible training strategy that can be customized to meet the needs of any business. There are currently more than 1,000 occupations—including careers in health care, information technology, transportation, and energy—in which apprenticeship is used to meet business needs for qualified workers. RA aligns perfectly with sector strategies, industry partnerships, and other investments in meeting the needs of the business community.
- **Up-Skill/Backfill:** This approach begins with an analysis of the specific skills current employees need in order to move either up or laterally into hard-to-fill job vacancies. Once the needed skills are identified, the appropriate core partners and other agencies will collaborate to design and deliver the required education and skills training.

PROVISION OF INDIVIDUAL TRAINING ACCOUNTS (ITAs)

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

Through the comprehensive One-Stop and six job center system, adults, dislocated workers (DW), and out-of-school youth (OOS) have access to a list of the training available from eligible providers, including real-time consumer information, costs, and provider performance. Abiding to WIOA Title 1 governance, the CWDB uses ITAs to purchase individual training services for the targeted populations in need.²⁹ By this means, the ITA is established on behalf of a participant, based on services selected by participants, *but in consultation with the case manager*. These services include WIOA-funded and non-WIOA-funded partner training services, such as the following:

- Occupational skills training, including training for non-traditional employment;
- On-the-job training;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job-readiness training;
- Adult education and literacy activities in combination with other training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of training.

Individuals who meet the eligibility criteria as defined by the Workforce Innovation and Opportunity Act (WIOA) are eligible to pursue an Individual Training Account through the CWDB. Approved training services activities must directly prepare the participant for a specific high demand occupation. Each sub region (northern, central and southern) has a specific list of high demand occupations approved by the Board.

Listed below are the APPROVED Coastal Workforce Development High Demand Careers:

EDUCATION			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certifications for Employment
Elementary School Teacher	\$32.63	227	Bachelor's Degree & Certifications
Kindergarten Teacher	\$29.89	35	Bachelor's Degree & Certifications
Middle School Teacher	\$32.06	157	Bachelor's Degree & Certifications
Preschool Teacher	\$22.55	76	Associate Degree & Certifications

²⁹ See note 25.

Secondary School Teacher	\$33.26	155	Bachelor's Degree & Certifications
HOSPITALITY / TOURISM			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certifications for Employment
Culinary Arts *	\$16.00	692	Some College and/or HS Diploma/Equivalency
Hospitality Services *	\$13.67	248	High School Diploma/ Equivalency
INFORMATION TECHNOLOGY			
Note: Intermediate or higher-level IT training requires previous IT-related work experience.			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certifications for Employment
Application Developer (Software)	\$59.10	74	Bachelor's Degree & Industry Certification
Computer Security Analyst	\$53.78	13	Some College and/or Industry Certification
Computer Systems Analysts	\$50.21	26	Bachelor's Degree
Computer User Support Specialist	\$30.00	51	Some College and/or Industry Certification
Computer & Information Systems	\$74.74	35	Bachelor's Degree
LOGISTICS/TRANSPORTATION			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certifications for Employment
Truck Drivers – Tractor Trailer	\$27.04	730	Driver's Training School
Warehousing	\$21.29	1353	HS Diploma/Equivalency, OJT & Certification
Warehousing Clerk	\$20.41	212	HS Diploma/Equivalency, OJT & Certification
Warehouse Equipment Operator - Supervisor	\$21.33	372	Some College, HS Diploma/ Equivalency & Certifications
MANUFACTURING			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certifications for Employment
Aircraft Mechanic/Service Tech	\$35.82	128	Some College
Aircraft Structural Technology	\$30.32	191	Some College, HS Diploma/Equivalency & OJT
Automotive Body Repair	\$25.51	24	Some College, HS Diploma/Equivalency & OJT
Automotive Mechanic/Service Tech	\$26.25	172	Some College, HS Diploma/Equivalency & OJT
Avionics Technician	\$39.76	34	Some College & Certifications

Diesel Engine Mechanic	\$33.02	159	Industry Certifications
Heavy Equipment Mechanic	\$28.41	56	Industry Certifications
Hybrid & Electric Vehicle Mechanic	\$26.25	172	Industry Certifications
Industrial Machinery Mechanics	\$32.02	112	Some College, HS Diploma/Equivalency & OJT
Machinist	\$24.68	76	Some College, HS Diploma/Equivalency & OJT
MANAGEMENT			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certifications for Employment
Business Management	\$53.35	635	Bachelor's Degree
Financial Management	\$72.91	74	Bachelor's Degree
Food Service Management	\$33.60	84	Associate Degree
Human Resource Management	\$70.39	20	Bachelor's Degree
Lean Six Management	\$52.53	109	Bachelor's Degree & Certification
Project Management	\$45.83	91	Bachelor's Degree & Certification
Supply Chain Management	\$52.28	37	Some College & Certification
HEALTHCARE			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certification for Employment
Dental Assistants	\$20.61	116	High School Diploma & Certification
Dental Hygienists	\$37.04	44	Associate Degree & Certification
EMT, Firefighter & Paramedic *	\$22.49	66	Associate Degree, Some College & Certification
Clinical Laboratory Tech	\$29.42	45	Bachelor's Degree & Certification
Medical Assistant	\$18.22	209	Some College & Certification
Nursing – LPN	\$26.76	138	State Approved School & License
Nursing – RN	\$41.05	471	Associate Degree & License
Physical Therapist Assistant	\$31.98	28	Associate Degree & License
Radiology Technologist & Technician	\$32.24	29	State Approved School & License
CONSTRUCTION / STRUCTURAL WORK			
Occupation	Avg. Hourly Earnings	Annual Job Postings	Required Education & Certifications for Employment
Assembler & Fabricators	\$20.30	357	Some College, HS Diploma/Equivalency & OJT
Carpenters	\$24.50	73	Apprenticeship & Certification
Construction Worker	\$18.88	204	HS Diploma/Equivalency & Certification

Construction Trades Supervisor	\$36.83	157	Associate Degree & Certification
Electrician	\$28.71	117	HS Diploma/Equivalency & Certification
General Maintenance & Repair	\$22.49	374	Some College, HS Diploma/Equivalency & OJT
Heavy Construction Equip. Operator	\$23.08	127	Some College, HS Diploma/Equivalency & Certification
HVAC	\$24.72	72	HS Diploma/Equivalency & Certification
Plumbers, Pipe Fitters & Steamfitters	\$28.90	55	Some College, HS Diploma/Equivalency & OJT
Welders & Cutters	\$24.87	104	Some College, HS Diploma/Equivalency & OJT

Key: (*) Indicates funding for Adult/Youth Programming (ages 18-24).

All occupations listed above denote a WIOA Scholarship Opportunity contingent upon funding. All occupational skills training courses are approved by the Coastal Workforce Development Board for Region 12/Area 19. Occupational skills training opportunities are subject to change according to the labor market.

Data Source: Lightcast uses state data from the following agencies: U.S. Department of Labor Statistics, Georgia Department of Labor, Workforce Information and Analysis and Occupational Information Services Unit.

Contingent upon funding, the level of ITA funding award to the participant is based on both the demand for training and the total amount of funding allocated annually for the participant's training services. Federal and state financial aid grant resources—such as Pell Grants, Federal Supplemental Educational Opportunity Grants (FSEOG), and work-study—are leveraged prior to utilizing ITA scholarships for training. WIOA funding is always the payer of last resort. *Before* utilizing any federal ITA funding, local providers are directed to conduct a comprehensive assessment of the costs, including all financial aid resources available to minimize any out-of-pocket expense to the participant. ITA tuition assistance is capped at \$6,000 per year for two years, its total to not exceed \$12,000 per person.

ITA Coverage: ITA costs required to complete selected training may include, but are not limited to: tuition and fees, books, tools, uniforms, tests, and medical immunizations/tests. ITA costs *does not* include supportive services' costs related to the ITA (e.g., transportation or childcare). Costs must be reasonable and necessary, and *must* represent a sound investment of public funds

Duration of ITA Scholarships: Total length of enrollment in the training service activity shall not exceed twenty-four (24) calendar months from the start date. All ITAs are required to have an effective date and an expiration date. ITAs are valid for a period of one semester, one quarter, or an equivalent division of training from the date of issuance with renewal of the funding for each subsequent training period—contingent upon successful completion of the previous training period, continued satisfactory progress, and funding availability.

ENTREPRENEURIAL SKILLS TRAINING AND MICRO-ENTERPRISE SERVICES

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

Rather than choosing to enroll in a formal training program to attain an entrepreneurship-training certificate, many job seekers are interested in self-employment and thus explore independent routes. The CWDB has identified several resources in the region to assist these individuals in locating no-/low-cost self-employment preparedness workshops, such as those offered in Bulloch, Camden, and Chatham counties. For example, entrepreneurs in Savannah are interested in starting a small business and are referred to the Savannah Entrepreneurial Center (SEC). The SEC's mission is to "increase local business creation and to support the economic empowerment of residents through the delivery of comprehensive business training and development services."³⁰ The SEC also operates the Micro and Small Business Development Program and the Minority- and Women-Owned Business Enterprise Program.

Primary services include business technical assistance, classroom training, business networking opportunities, and referrals to business, financial resources, and business incubator space. Other regional resources include the Business Innovation Group (BIG) at the College of Business Administration at Georgia Southern University, which is committed to contributing to the economic growth and prosperity of the region. BIG provides a series of programs, lectures, workshops, and services to area business leaders, entrepreneurs, and government officials. For example, in Brunswick, the University of Georgia's Small Business Development Center (SBDC) provides tools, training, and resources to help small businesses grow and succeed. With seventeen (17) offices in Georgia, the SBDC provides access to capital, legal/compliance guidance, marketing classes, and business planning. Additional resources available to potential entrepreneurs include no-/low-cost business development seminars and webinars offered by the U.S. Small Business Administration. To strengthen vocational skills needed to run their own business, some individuals may be provided financial assistance to pay for single non-degree classes, such as a bookkeeping class offered at a technical college. Job seekers interested in taking a WIOA-funded entrepreneurship-training program must choose a program of training on the state's Eligible Training Provider (ETP) list.

³⁰ City of Savannah, "Savannah Entrepreneurial Center," retrieved from www.savannahga.gov/index.aspx?NID=1296.

COORDINATION WITH EDUCATION PROGRAMS

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

The Coastal Workforce Development Board (CWDB)'s ten-county region focuses on specific occupational clusters and career pathways. A periodic review of services is conducted to ensure not just that the education and training provided to match with employer and industry demands but, even more importantly, they align with the requirements of secondary and post-secondary educational standards. In addition, representatives from secondary and post-secondary institutions sit on the board so as to advise on training at the various institutions, preventing unnecessary duplication. While WIOA's core functions remain focused on connecting qualified individuals to employment, incorporating policies as governed by WIOA legislation requires more collaborative effort when it comes to providing postsecondary credentialing. For all these reasons, the CWDB has developed strong partnerships with education.

Region 12 benefits from having three (3) technical colleges and five (5) universities strategically located throughout the ten-counties; as a result, individuals have access to a variety of high demand training programs. For example, the Technical College System of Georgia (TCSG) is the state's primary mechanism for creating a job-driven education. TCSGs in the region include Savannah Technical College, covering Chatham, Effingham, Bryan, Liberty, and Long Counties; Coastal Pines Technical College, covering Camden, Glynn, and McIntosh Counties; and Ogeechee Technical College, covering Bulloch and Screven Counties. Technical colleges are actively engaged in providing relevant training and high demand education to meet employers' needs—as well as providing alternatives for success to individuals with barriers to employment. Important partners in these endeavors include, but are not limited to, the University System of Georgia (USG), Savannah State University, the Savannah College of Art and Design (SCAD) in Chatham, Georgia Southern University in Bulloch, Chatham and Liberty, and the Continuing Education Campus of the Georgia Institute of Technology (Georgia Tech).

These training institutions, which have long-term working relationships with the CWDB, have been actively involved with the One-Stop Job Center Business Services teams so as to identify and develop training programs based on employers' needs. The staff then recruits for these programs suitable individuals, who will be provided first consideration for employment opportunities upon successful completion of the training program.

The CWDB also offers support to lower-income individuals in postsecondary education. It connects many public and community-based entities—which can especially help technical colleges tap into additional resources for their working/adult students who need wraparound support services and employment assistance. WIOA directly provides for individual training accounts (ITA), group training contracts, and other assistance that could be used as tuition support for students in credential programs who might otherwise not qualify for most federal student aid—due to the program length or non-credit nature of the program.

DESCRIPTION OF SUPPORTIVE SERVICES

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

Providing public transportation in areas where transportation challenges represent a primary barrier to employment is a coordinated effort of partners and workforce development teams within the ten-county region. For example, in Savannah “a Resident Team successfully advocated for a Chatham Area Transit Transfer Pass, eliminating full fare for every leg of a trip” (Step Up Savannah, 2015, p. 4). The Coastal Development Board (CWDB) will make particular effort to ensure both that job seekers have better access to public transit (and/or other forms of transportation assistance) and that employers can better receive workers from rural areas.

Providing public transportation in areas where transportation challenges represent a primary barrier to employment is a focus of the comprehensive One-Stop and six job centers. The CWDB partners with both non-profit and state government employment service providers throughout the ten counties. Our network of community-based employment service providers offers high-quality employment services in the neighborhoods where job seekers are located. Clients who participate in a variety of employment and training programs all have access to supportive service funds to assist their transportation needs. The CWDB has written appropriate policies in place for each program and funding source to ensure that a wide variety of appropriate support services, including assistance with transportation, are available to those participating in career and training services. These funds are reserved for services that are not otherwise available from other sources. For example, supportive service requests originate at the case manager levels as individual service needs are perceived.

Decisions about providing supportive services are made in accordance with Workforce Innovation and Opportunity Act (WIOA) guidelines and applicable federal, state, and local policy. If, after supervisory review, there are any questions about the provision of a particular request, the employment service provider staff consults with Employment and Training staff. The written policies list the types of support services available, including maximum dollar amounts and/or frequency limits. A participant financial need statement, which is completed for all assistance and support received, is maintained in the client's file for fund distribution accountability purposes.

- If a client meets the eligibility requirements of WIOA, but desire or need subject matter expertise in social services—such as homelessness, substance abuse, returning citizens, or mental illness—they are referred to the appropriate entity for help.
- If a client's barrier to employment is simply long-term unemployment—for twenty-seven (27) weeks or longer—and they meet the employer's workforce needs, the CWDB provides on-the-job training to improve employability.

● 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 the job-driven activities authorized under WIOA. The provision of supportive services is determined on an individual basis. Supportive Services are limited to individuals receiving Basic Career Services; however, such individuals must be registered as a WIOA participant and are subject to performance outcomes. Supportive Services—which include, but are not limited to, employment or training-related clothing, tools, equipment, supplies, and transportation—may be provided to program participants when

they are an allowable (authorized) program expense; when they are necessary to enable an individual to participate in program (employment and training) activities; and when job seekers are unable to obtain supportive services through other community programs and resources. All support services must be provided in accordance with the WIOA guidelines for both adults and youth.

Supportive Service Limits and Conditions

Programs: Adult and Dislocated Worker
Cap: \$5,000 per participant in a 12-month calendar year
Exceptions: Requests to waive the cap may/will be approved at the discretion of WorkSource Coastal (WSC). Requests will be decided on a case-by-case basis.

Programs: Youth (In-School and Out-of-School)
Cap: \$5,000 per participant in a 12-month calendar year
Exceptions: Requests to waive the cap may/will be approved at the discretion of WSC. Requests will be decided on a case-by-case basis.

Additional support services may be provided if they are reasonable and necessary in order for the participant to remain in training and/or obtain or retain employment. These may include, for example, work clothing (including clothing for interviews), application fees and GED fees, auxiliary aids and services for participants with disabilities, business licenses, drug testing as required for employment, background checks, and haircuts. Prohibited support may include meals; rent deposits or housing deposits; mortgage payments; car payments; fines; travel costs other than mileage reimbursement; and lodging or hotel costs. Documentation is critical for fund accountability. Support Services may be awarded providing that the provision of the service is included in the participant's Individual Employment Plan (IEP) or, for youth, Individual Service Strategy (ISS). At a minimum, the following documentation must be maintained in the participant's file:

- The Individual Employment Plan (IEP) or Individual Service Strategy (ISS) must specify the activity or goal to be met in order to qualify for the support service.
- The IEP/ISS must specify services that are planned in order for the participant to continue in Career or Training Services.
- The IEP/ISS must indicate justification of the need for the support service.

Additional documentation beyond the initial WIOA-eligibility criteria include but are not limited to: evidence of resource coordination efforts (e.g., participant and/or contractor contacts with community agencies), explanation of how that support will assist the participant, description of the service to be provided (e.g., transportation, childcare), and the amount requested and completion of the CWDB-created Request for Support Services Form. This form indicates the amount requested, a time frame for receipt of support, method of payment, and justification of need. All completed documentation will be retained in the participant's case file, entered in the Virtual One- Stop System (VOS), and reconciled every sixty (60) days as required. Support service types and amounts must be entered into VOS in the case notes. Failure to enter the information in both places may/will result in a disallowed cost.

COORDINATION OF SOCIAL SERVICES

Provide a description of how the local board will coordinate with social service providers, including SNAP and TANF. The description should include the utilization of both programs as a referral source.

Individualized services are coordinated across programs/partners by utilizing a referral process. The WSC One-Stop Operator receives and communicates with (One-Stop) Partner representative. A referral process is in place to refer individuals appropriately across programs. Shared planning and activities are ongoing as individuals mutually served are provided efficient and non-duplicated services as appropriate to their needs. Career Development Specialists and Resource Room Specialists staff are cross trained to identify possible partner participation and make referrals to the appropriate social service programs. Also, they are responsible for ensuring that the delivery of basic and individualized services is continuous and efficient. Program funds are utilized to assist with costs by enrolling an eligible participant in dual programs. Coordination of services and supportive services is communicated between programs to avoid duplication of services, efforts and/or payments.

COORDINATION WITH CORE PARTNERS

DESCRIPTION OF THE WORKFORCE SYSTEM

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

What formal partnerships or MOUs are in place? How are shared goals, referral protocols, and co-enrollment processes established? Describe specific examples where cross-system alignment has improved outcomes for job seekers or employers. What challenges currently limit implementing such alignment?

Strategic Partnerships: Labor Organizations, Chambers of Commerce, & Economic Development Authorities

The Coastal Workforce Development Board (CWDB) and WorkSource Coastal maintain strong partnerships with labor organizations, chambers of commerce, and local and regional economic development authorities to ensure workforce strategies are aligned with the current and future needs of employers throughout Coastal Region 12. These partnerships create a coordinated workforce ecosystem that connects business, education, workforce development, and economic development to support regional prosperity.

Economic Development Authorities provide valuable insight into business recruitment, industry expansion, capital investment, and emerging workforce needs. Through regular collaboration, WorkSource Coastal aligns workforce programs, training investments, and career pathway initiatives with targeted industry sectors, ensuring employers have access to a skilled workforce capable of supporting economic growth and business retention.

Chambers of Commerce serve as critical links to the regional business community by promoting employer engagement, identifying workforce challenges, facilitating networking opportunities, and connecting businesses with workforce resources. These partnerships increase awareness of WorkSource Coastal services, expand employer participation in workforce programs, and strengthen relationships that lead to hiring events, work-based learning opportunities, internships, incumbent worker training, and customized workforce solutions.

Labor organizations contribute industry expertise and support the development of a highly skilled workforce through Registered Apprenticeship Programs, industry-recognized training, and career pathways in the skilled trades. Their collaboration helps ensure training programs reflect current industry standards, supports talent development in high-demand occupations, and expands opportunities for individuals to obtain quality employment offering competitive wages and long-term career advancement.

Together, these strategic partnerships enable WorkSource Coastal to:

- Align workforce investments with regional economic development priorities.
- Develop talent pipelines for existing, expanding, and relocating businesses.
- Identify emerging skill gaps and respond quickly to changing labor market demands.
- Expand Registered Apprenticeships, work-based learning, and other employer-driven training opportunities.
- Increase employer engagement in workforce planning and program design.
- Improve coordination among workforce, education, and economic development partners.
- Support business retention, expansion, and job creation.
- Connect residents to high-quality careers that lead to economic mobility and self-sufficiency.

By leveraging the collective expertise of labor organizations, chambers of commerce, and economic development authorities, WorkSource Coastal strengthens the region's workforce system, enhances business competitiveness, and advances a coordinated regional strategy that supports sustainable economic growth and creates opportunities for individuals, employers, and communities throughout Coastal Region 12.

<i>County</i>	<i>Economic Development Organization</i>	<i>Chamber of Commerce</i>
Bryan	Bryan County Development Authority	Bryan County Chamber of Commerce
Bulloch	Development Authority of Bulloch County	Statesboro-Bulloch Chamber of Commerce
Camden	Camden County Joint Development Authority	Camden County Chamber of Commerce
Chatham	Savannah Economic Development Authority (SEDA)	Savannah Area Chamber of Commerce
Effingham	Effingham County Industrial Development Authority	Effingham County Chamber of Commerce
Glynn	Golden Isles Development Authority	Brunswick-Golden Isles Chamber of Commerce
Liberty	Liberty County Development Authority	Liberty County Chamber of Commerce
Long	Long County Development Authority	Ludowici-Long County Chamber of Commerce
McIntosh	McIntosh County Industrial Development Authority	McIntosh County Chamber of Commerce
Screven	Screven County Development Authority	Screven County Chamber of Commerce

Other Regional Workforce and Economic Development Partners

RISE (Regional Industry Support Enterprise)	Ogeechee Technical College
Georgia Ports Authority	Georgia Southern University
Savannah Technical College	Savannah State University
Coastal Pines Technical College	Regional Labor Unions

Describe how the LWDB is leveraging multiple funding streams—including WIOA Title I, Wagner-Peyser, Perkins V CTE, and other federal and state resources—in a coordinated or braided manner to maximize service delivery. What barriers currently limit funding integration, and what steps are being taken to address them?

The workforce development system is made up of partnerships with local entities committed to carrying out core programs in the Coastal Area. Partners are responsible for the delivery of a broad range of services focused on education, workforce education, and training from a diverse pool of participants. Core partners agreed through a Memorandum of Understanding (MOU) to make core services available as directed by the operator of the One-Stop Center. These partners will also participate in cross-training, as well as establish with the local board shared success indicators, operating strategies, and procedures—and customer flow, where appropriate—for effective seamless service delivery.

To address the strengths and weaknesses of Coastal Georgia's economy and workforce conditions, the workforce system partners serve a broad spectrum of the state's population, providing training and services to adults and youth, including dislocated workers, low-income individuals, individuals training for non-traditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment, including older individuals, individuals with limited English-speaking proficiency, and individuals with disabilities.

The CWDB's workforce development system works with all required core partners, namely Adult & Dislocated Workers, Youth, Vocational Rehabilitation, and Wagner-Peyser. The WIOA Adult & Dislocated Worker programs, in coordination with the Wagner-Peyser (WP) Employment Service (ES), are both the primary pieces of the One-Stop delivery system and the foundation of the workforce system. This system provides universal access to career and training services to meet the diverse needs of participants. The CWDB's workforce system delivers enhanced access and flexibility for work-based training options, such as Registered Apprenticeship, On-The-Job training, Customized Training, and Incumbent Worker Training. Training is supported through the state's Eligible Training Provider List (ETPL), which includes training providers with a proven capacity of securing quality employment outcomes for participants. Other types of career and training services offered include comprehensive and specialized skill assessments, literacy activities, career planning, and labor market information.

These core programs, including education and training activities are briefly described below.

WIOA Adult

The WIOA Adult program provides individuals eighteen (18) years or older at the time of application with career and training services. While this group is made up of primarily disadvantaged and low-income individuals with barriers to employment, under the WIOA priority the Adult program has been expanded to include those with basic job-skill deficiencies as well. The training and services available to the Adult participant include: occupational skills training, including training for non-traditional employment; on-the-job training; incumbent worker training; programs that combine workplace training with related instruction, which may include cooperative education programs; training programs operated by the private sector; skill upgrading and retraining; entrepreneurial training; transitional jobs; job-readiness training provided in combination with services described above; adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with services described above; and customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.³¹

WIOA Youth

The WIOA Youth program serves individuals between the ages of 16 and 24, including school dropouts and youth deficient in basic literacy; many are runaways and/or homeless. Individuals aged 18–24 are eligible to participate in both adult and youth programs as dual participants. The fourteen (14) elements of the WIOA youth service program include:³²

- Tutoring/study-skill training evidence-based dropout prevention and recovery strategies;
- Alternative Secondary School Training referrals to alternative education programs;
- Work Experience, including activities such as summer youth employment, pre-apprenticeships, internships, job shadowing, and on-the-job training;
- Occupational skills training on performing actual task and technical functions;

³¹ USDOL, ETA, "WIOA Overview," <https://www.doleta.gov/wioa/Overview.cfm>.

³² USDOL, ETA, WIOA.

- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Leadership development encouraging responsibility, confidence, employability, self-determination, and other positive social behaviors;
- Supportive services designed to enable youth to participate in WIOA activities;
- Adult mentoring: formal, in-person relationships between a youth participant and an adult mentor;
- Follow-up services: critical services provided for at least a twelve-month period following the youth's exit from the program;
- Comprehensive guidance and counseling individualized to each participant;
- Financial literacy education or activities related to financial literacy and educational materials;
- Entrepreneurial skills training provides the basics of starting and operating a small business;
- Provision of labor market and career awareness information imparts information to youth about jobs in demand in the local labor market;
- Activities to prepare youth to transition to postsecondary education: information about and preparation for college entrance.

Dislocated Workers

Under the Title I WIOA, the basic requirements to qualify as a dislocated worker is that the worker be:

- Terminated or laid-off, or in receipt of a notice of termination or layoff;
- Employed at a facility at which the employer has made a general announcement the facility will close within 180 days;
- Normally self-employed (including employment as a farmer, a rancher, or a fisherman) but unemployed as a result of general economic conditions or natural disasters;
- A displaced homemaker;
- Unlikely to return to the previous industry or occupation;
- The spouse of a member of the Armed Forces on active duty; or
- An individual who has demonstrated sufficient attachment to the workforce.

As for additional individuals who qualify, military service members are eligible to receive support as dislocated workers as long as they satisfy the eligibility requirements noted above, especially regarding termination or layoff. Military service members can also become eligible for services while on active duty as long as they have an imminent separation date and are unlikely to return to their previous industry or occupation.³³

Veterans are eligible if they have served at least one active day in the Army, Marines, Navy, Coast Guard, or Air Force and were discharged under conditions other than dishonorable.

A spouse of a military member is eligible if the military member: died of a service-connected disability, is missing in action, was captured in line of duty by a hostile force, has been forcibly detained or interned in line of duty by a foreign government or power, or any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs.

³³ USDOL, ETA, WIOA TEGL No. 03-15, retrieved from https://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15_Acc.pdf

The CWDB provides three primary services to Adult and Dislocated Workers, military service members, veterans, and spouses:

- Basic career services: available to all individuals seeking services through One-Stop systems;
- Individual career services: available at all One-Stop centers; however, individual assessments will be used to determine if individualized services are appropriate for the dislocated worker;
- Follow-up services: services appropriate for those individuals placed in unsubsidized employment, for up to twelve (12) months after the first day of employment.³⁴

Vocational Rehabilitation

The Georgia Vocational Rehabilitation Agency (GVRA) program is a critical component of the workforce system. GVRA partners provide services to help individuals with disabilities acquire skills needed to pursue high demand jobs and obtain competitive integrated employment.³⁵ GVRA serves individuals with disabilities. While the primary service provided to participants is vocational counseling and guidance by GVRA counselors, programs also provide transition services, job search and placement services, assistive technology and equipment, and other services tailored to the specific needs of the participant. Services are individualized, based on a comprehensive evaluation of the participant's strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. Some of the types of services available include the following:

- Medical, psychological, and vocational evaluations
- Counseling and guidance
- Medical and psychological treatment
- Help with expenses resulting from participation in rehabilitation
- Job search and placement services
- Transition-to-work services for disabled high school students
- Supported employment persons with severe disabilities
- Rehabilitation technology
- Vocational and other training
- Disability and employment assessment
- Occupational licenses, tools, and other equipment
- Interpreter services
- Assistance in maintaining employment
- Post-employment services
- Special modifications to vehicles

Wagner-Peyser Employment Services

A critical part of the Wagner-Peyser program is to identify potential matches between employers and job seekers. Employment services staff will work cooperatively and collaboratively with the CWDB and the One-Stop center to provide universal access to workers, job seekers, and employers. The employment services staff enter, review, and maintain job listings in the Georgia Portal. The staff also conduct specialized assessment and testing of applicants and provide job search assistance; reemployment services to unemployment-insurance (UI) claimants; labor market information; evaluation

³⁴ USDOL, ETA, WIOA TEGL No. 03-15, retrieved from https://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15_Acc.pdf

³⁵ U.S. Department of Education, Office of Special Education and Rehabilitative Services, Rehabilitation Services Administration (RSA) Technical Assistance Circular (TAC): "RSA-TAC-15-02," August 17, 2015, retrieved from <https://www2.ed.gov/policy/speced/guid/rsa/tac/2015/tac-15-02.pdf>.

and assessment of knowledge, skills, and abilities; and referrals to training and support services. The program's service delivery approach includes self-service, facilitated self-help, and staff-assisted services.

Adult Education

Adult Education programs provide opportunities for: learning basic literacy skills; placement and retention in employment and workplace programs; obtaining a High School Equivalency (HSE); enrolling in postsecondary education programs; and English Learning Acquisition (ELA) and civics instruction. The Technical College System of Georgia (TCSG) delivers both GED and adult education. Referrals will be made to the appropriate technical college in the local area; GED preparation, online academics, and classroom instruction will be offered at the Savannah comprehensive One-Stop center and the Hinesville job center.

The workforce system in Region 12 encompasses many partners and agencies serving a wide array of customers. There are seven access points within the region. The Comprehensive One-Stop Job Center located in Savannah (Chatham County) and six additional job centers are located in Bulloch, Camden, Effingham, Glynn, Liberty, and Screven Counties. The public housing authority—as well as partners providing literacy programs, military transitioning services, resettlement services, and services to older workers—are all well informed of the WIOA services available to their customers.

The CWDB aligns services through the MOU process and works with community partners to create a resource network that will be dedicated to connecting qualified individuals to employment through providing resources and high demand training leading. The One-Stop system provides a strategic connection to the workforce system that will leverage each agency's expertise in a logical advancement of services and resources that move people into career-track employment.

The CWDB has developed policies and procedures that govern service delivery to ensure alignment of services in support of the strategies identified in the state plan. Policies exist for customized training, Individual Training Accounts (ITA) tuition and training, out-of-state requests, needs-based services, youth programs, handling grievances, and ensuring equal opportunity for all. Each policy outlines its purpose, key definitions, general qualifications, and restrictions.

The CWDB currently works independently with the core partners. The CWDB's local plan and the establishment of MOUs will strengthen alignment, support innovative models to enhance resources to target populations, develop career pathways, and create innovative programming to meet the workforce needs of the region. The CWDB will align services through the MOU process and work with community partners to create a resource network that will be dedicated to connecting qualified individuals with industry-recognized credentials to employers. The One-Stop system provides a strategic connection to the workforce system that will leverage each agency's expertise in a logical advancement of services and resources that move people into career-track employment.

All of the career services offered are also available for eligible seasoned workers. In addition, career advisors partner with the CWDB to provide a variety of services specifically for seasoned workers. Career advisors provide services such as customer assessments, job referrals, limited supportive services (transportation), and referrals to partner agencies that may assist with utilities and clothing. Referrals are also available for basic computer and Internet classes to help seniors keep their skills up-to-date and relevant in today's employment market.

The CWDB is also considering ways to increase access for the international community by working with organizations that are multi-lingual, that are located in parts of the county with the largest

concentrations of immigrant/refugee populations, and that will assist with developing alternative access points and/or resource centers.

The CWDB provides online training for selected eligible WIOA Adults, Dislocated Workers, and Youth. The CWDB approves distance learning on a case-by-case basis; in general, the participant must meet the requirements set forth in the distance-learning policy and must be judged as highly likely to successfully complete online training. An assessment checklist is used to determine whether the participant has the technology skills and the equipment necessary to successfully complete the required courses and earn a credential leading to employment.

The CWDB is exploring how to implement a universal intake system to coordinate data sharing, promote co-enrollment, and reduce the instances of duplicated service. Each core partner will share in the cost for the system and MOUs will be created to ensure a value-added customer service experience is provided to all individuals entering the center.

Carl D. Perkins

The Carl D. Perkins Career and Technical Education Act is the primary dedicated federal funding source for career and technical education (CTE) programs. CTE generally refers to programs offered at the secondary or postsecondary level that combine academic instruction and occupational skills training to prepare individuals for transition to higher education or the workplace.

In Georgia CTE programs fall under the umbrella of College and Career Academies and are unique learning environments that provide the best opportunities for local communities to focus their educational resources on what is needed in their community and workforce.

Today, students all over Georgia have access to training in the area of engineering, biomedicine, technology, logistics, robotics and many more of the skills needed to compete in the global market. These students are learning in environments that give them the skills to compete, and with 80 percent of jobs requiring some sort of post-secondary education, the College and Career Academies are working to fulfill that challenge. The Technical College System of Georgia, the Georgia Department of Education and the Office of the Lt. Governor all support this work through the network of academies. In the Coastal Region there are 2 College and Career Academies, Effingham Career Academy in Rincon, and Liberty College and Career Academy in Hinesville. Several High Schools throughout the region also offer CTE programming using non-Carl D. Perkins funding. The WorkSource Coastal Region 12 is served by two state-recognized College and Career Academies—Liberty College and Career Academy and Effingham Career Academy—which provide students with career-focused education, dual enrollment, industry-recognized credentials, work-based learning, and direct connections to postsecondary education and regional employers. In addition, all ten counties offer CTAE programs through their local school districts, strengthening the workforce pipeline by preparing students for high-demand careers aligned with regional industry needs.

The CWDB supports the Career and College Academies to create effective alignment with the local workforce needs, including clear expectations for high-quality programs to ensure program participants obtain the skills that are high demand by local or regional industries. CWDB further supports the College and Career Academies using data, feedback from local employers and business associations and through a stronger collaboration among secondary and post-secondary institutions and industry partners.

The CWDB partners with the Liberty County Manufacturing Collaboration which includes local employers, Savannah Technical College and representatives from Liberty College and Career Academy. The Collaborative has created an apprenticeship program for High School students where

they obtain a credential in basic manufacturing fundamentals while working at each of the 4 participating employers. Most recently, the Hyundai Metaplant.

The CWDB also partners with the Effingham Chamber Workforce Development Committee, which includes representatives from the Effingham Chamber of Commerce, Georgia Department of Labor, the Effingham Industrial Authority and the Effingham Career Academy.

The CWDB strongly supports industry engagement with the Career and College Academies and will be exploring ways to assist in developing an infrastructure of communication or sector strategies to align education and training programs to meet the in-demand talent needs of local and regional industries.

COORDINATION WITH WAGNER-PEYSER

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

According to the U.S. Department of Labor, the Wagner-Peyser Act, established in 1933 and amended in 1998, is a nationwide system of public employment offices that are part of the One-Stop services delivery system. "The Employment Service focuses on providing a variety of employment-related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers; re-employment services to unemployment insurance claimants; and recruitment services to employers with job openings."³⁶

Under the current system, Wagner-Peyser (WP) services are offered at the Technical College System of Georgia (TCSG). Since 2007 WorkSource Coastal has provided business services, such as OJT, IWT and customized training services to job seekers and employers. WSC currently works with the regional TCSG staff as part of their Business Services Team upon request. The team ensures that the resources are tailored to fit the needs of the employer through recruitment, training, or HR services. With the utilization of the Georgia Work Ready Online Participant Portal (GWROPP) and the integration of the Virtual One-Stop (VOS) modules, employers can log in to VOS to find candidates through focused résumé searches.

Until December 31, 2026, WorkSource Coastal WIOA Service Providers/Contractors will provide core, registration, enrollment, case management, job development, job placement, and retention services for program participants. Currently, at the One-Stop Centralized Job Center, a service provider will be responsible for the provision of all WIOA-program services. Effective January 1, 2027, WorkSource Coastal will directly administer the Youth, Adult and Dislocated Worker programming.

³⁶ USDOL, ETA, "Wagner-Peyser/Labor Exchange," updated March 09, 2010, retrieved from https://www.doleta.gov/programs/Wagner_Peyser.cfm.

COORDINATION WITH ADULT EDUCATION

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

All adult education participants are referred to the Technical College System of Georgia (TCSG) facility in their local area. The TCSG provides to adult-education participants opportunities for: learning basic literacy skills, placement and retention in employment and workplace programs, obtaining a High School Equivalency (HSE), enrolling in postsecondary education programs, English Learning Acquisition (ELA), and civics instruction. The referral process to the TCSG is especially helpful in the rural areas (Long, Effingham, Screven) of the region. So that these areas are provided with adult education programs, eligible participants are referred to the local technical college system for adult education first; if there is a gap in services, the CWDB may step in to assist individuals.

The Coastal Workforce Development Board (CWDB) and WorkSource Coastal collaborate closely with Title II Adult Education providers, including **Savannah Technical College** and **Coastal Pines Technical College**, to ensure adult education and literacy services are aligned with the workforce development needs of Coastal Region 12. Through active participation in the one-stop delivery system and ongoing coordination with education, workforce, and community partners, the Board promotes integrated service delivery that supports educational attainment, workforce preparation, and employment outcomes for adults with barriers to employment.

Adult Education providers participate as required partners in the local workforce development system and collaborate with WorkSource Coastal to develop career pathways, improve digital literacy, support integrated education and training (IET), expand workforce preparation activities, provide referrals to workforce and supportive services, and assist participants in transitioning to postsecondary education, occupational skills training, Registered Apprenticeships, and employment in high-demand industries.

In accordance with **Section 107(d)(11) of the Workforce Innovation and Opportunity Act (WIOA)** and **Section 232**, the Coastal Workforce Development Board annually reviews the Title II Adult Education local application(s) submitted by eligible providers serving the region. The Board evaluates each application to determine whether proposed adult education services are consistent with the Local and Regional Workforce Plans, responsive to regional labor market needs, aligned with career pathways and sector strategies, and supportive of the workforce development priorities identified for Coastal Region 12.

Following its review, the Board provides written comments and recommendations to the Technical College System of Georgia Office of Adult Education through the designated review process. The Board's comments address the extent to which the proposed activities align with local workforce priorities, support employer demand, strengthen partnerships within the one-stop system, and promote coordinated service delivery among Title I, Title II, Title III, and Title IV partners. This collaborative review process helps ensure that adult education and literacy services contribute to a comprehensive workforce development system that improves educational attainment, increases employment opportunities, and meets the evolving workforce needs of employers throughout Coastal Region 12.

COORDINATION WITH VOCATIONAL REHABILITATION

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

The Georgia Vocational Rehabilitation Agency (GVRA) serves individuals with disabilities. The services include guidance and counseling, transition services, job search and placement, and assistive technology and equipment—as well as other services tailored to individuals' specific needs. Services are individualized, based on a comprehensive evaluation of the participant's strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice.

Currently there is no cooperative agreement with the Georgia Vocation Rehabilitation Agency (GVRA). Local Memorandum of Understanding (MOUs) and agreements will be coordinated to include space for GVRA staff and for the provision of technical training to staff and partners—to include the needs of individuals with disabilities and the design and delivery of services, including the development of appropriate intake procedures, screening devices, and comprehensive assessments. The creation and implementation of a standard referral process will result in a stronger connection with the Business Services team.

PERFORMANCE, ETPL AND USE OF TECHNOLOGY

DESCRIPTION OF PERFORMANCE MEASURES

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

WIOA Performance Measures	PY24 Negotiated Levels	PY25 Negotiated Levels
Adult		
Adult Q2 Employment Rate	86.8%	87.3%
Adult Q4 Employment Rate	86.8%	87.3%
Adult Median Earnings	\$9,500	\$9,650
Adult Credential Attainment	75.4%	75.9%
Adult Measurable Skill Gains	60.0%	60.5%
Dislocated Worker		
DW Q2 Employment Rate	80.0%	80.5%
DW Q4 Employment Rate	74.0%	77.0%
DW Median Earnings	\$13,811	\$13,936
DW Credential Attainment	88.0%	88.5%
DW Measurable Skill Gains	50.0%	50.5%
Youth		
Youth Q2 Employment Rate	78.0%	81.0%
Youth Q4 Employment Rate	78.0%	78.5%
Youth Median Earnings	\$3,716	\$3,841
Youth Credential Attainment	50.0%	50.5%
Youth Measurable Skill Gains	40.0%	50.5%

Description of Performance Measures

Adult/DW/Youth Entered Employment Quarter 2

Measures the percentage of participants who are in unsubsidized employment during the 2nd Quarter after the participant is exited from the program. For youth, the measure also includes percentage who were in education or training activities during the 2nd quarter after exit.

Adult/DW/Youth Entered Employment Quarter 4

Measures the percentage of participants who are in unsubsidized employment during the 4th Quarter after the participant is exited from the program. For youth, the measure also includes percentage who were in education or training activities during the 4th quarter after exit.

Adult/DW/Youth Median Earnings Quarter 2

Measures the median earnings of participants who are in unsubsidized employment during the 2nd quarter after Exit from the program.

Adult/DW/Youth Credential Attainment Rate

Measures the percentage of participants who obtained a recognized postsecondary credential or secondary school diploma, or equivalent during participation in or within 1 year of Exit from the program.

In-Program Skills Gain

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

Definitions:

Credential

Within the context of education, workforce development, and employment and training for the labor market, the term credential refers to a verification of qualification or competence issued to an individual by a third party with the relevant authority or jurisdiction to issue such credentials

Entered Employment

Describes when an individual is working in a paid, unsubsidized job or, for participants in titles I, II, or III, working 15 hours or more a week in an unpaid job on a farm or business operated by a family member or participant. A participant enrolled in the title IV VR program must be employed in a job that meets the definition of competitive integrated employment, as defined in 34 CFR § 361.5(c)(9) (including customized employment, self-employment, telecommuting, or business ownership), or supported employment, as defined in 34 CFR 361.5(c)(53), in competitive integrated employment that is individualized and - 2 - customized, consistent with the unique strengths, abilities, interests, and informed choice of the individual, and includes ongoing support services for individuals with the most significant disabilities.

Exit

As defined for the purpose of performance calculations, exit is the point after which a participant who has received services through any program is no longer scheduled for future services.

Participant

An individual who has been determined to be eligible to participate in and who is receiving services funded by WIOA in either a physical location or remotely through electronic technologies. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving services provided under this title.

Placement

The act of obtaining unsubsidized employment for or by a participant.

Unsubsidized Employment

A job for which wages are paid directly by the employer and that is not subsidized through any government program.

ONE-STOP SYSTEM PERFORMANCE AND ASSESSMENT

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

What feedback mechanisms are in place between employers, training providers, partner programs and the LWDB to enable continuous improvement? How has the LWDB demonstrated agility in responding to significant economic disruptions or emerging opportunities in the past two years?

The Coastal Workforce Development Board (CWDB)'s One-Stop system will be assessed based on pending negotiated performance levels, the customer satisfaction surveys available in the WorkSource Georgia Portal (www.worksourcegeaportal.com), and employer surveys that will be distributed by the sub-regional business services representatives. These results will be correlated and evaluated by the public relations committee, which is designated to oversee the development and implementation of the One-Stop delivery system. The table below outlines the eight (8) performance indicators currently being tracked by the CWDB.

One-Stop Operator Performance Indicators				
Indicators	1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.
New business using center	5	5	5	5
Partner Collaboration meetings addressing populations with additional barriers held per quarter	3	3	3	3
New Community Partner Collaboration Meetings addressing populations with additional barriers held per quarter	1	1	1	1
Outreach/recruiting activities organized each quarter	3	3	3	3
Best Practices meetings between job center partners per quarter	1	1	1	1
Staff disability trainings conducted in at least one job center per quarter	1	1	1	1
Recruitment events held during non-traditional hours	1	1	1	1
Staff maintenance compliance checks conducted in job centers monthly	3	3	3	3

WSC's Agility in Responding to Economic Disruptions & Emerging Workforce Opportunities

Over the past two years, the Coastal Workforce Development Board (CWDB) and WorkSource Coastal have demonstrated agility by proactively adapting workforce strategies to address significant economic disruptions, evolving employer needs, and changes in workforce funding. Recognizing the need for a more resilient and sustainable workforce system, the Board approved a transition to a regional Hub-and-Spoke service delivery model, modernizing service delivery through regional workforce hubs, virtual services, mobile workforce outreach, and community-based access points. This transformation

has expanded access to workforce services while improving the region's ability to respond quickly to changing economic conditions.

The region also responded rapidly to major employer layoffs, including the International Paper mill closures in Savannah and Riceboro, Georgia by coordinating Rapid Response activities with the Georgia Department of Labor, employers, educational institutions, and community partners. Affected workers were connected to unemployment assistance, career counseling, job search services, training opportunities, hiring events, supportive services, and employer recruitment activities to accelerate reemployment and minimize workforce disruption.

To address emerging workforce opportunities, WorkSource Coastal strengthened partnerships with regional employers, technical colleges, universities, economic development organizations, and industry associations to expand career pathways in high-demand sectors, including logistics and supply chain management, advanced manufacturing, healthcare, aerospace, construction, and maritime industries. The region also increased emphasis on work-based learning, on-the-job training, incumbent worker training, and Registered Apprenticeship programs in support of Georgia's workforce priorities under the Education and Workforce Strategy Act (HB 1302).

In response to ongoing workforce shortages, WorkSource Coastal expanded the use of technology by increasing virtual orientations, online workshops, electronic document management, digital eligibility processing, and remote employer engagement. These enhancements improved customer access, reduced service barriers, and increased operational flexibility for both job seekers and employers.

The Board has also demonstrated fiscal and operational agility by strategically aligning resources to sustain direct workforce services despite declining federal workforce funding. Through continuous evaluation of labor market trends, employer demand, and service delivery outcomes, WorkSource Coastal has positioned the region to respond effectively to future economic changes while maintaining a customer-centered, employer-driven workforce system.

Collectively, these initiatives demonstrate the Coastal Workforce Development Board's commitment to innovation, regional collaboration, and continuous improvement, ensuring that Workforce Region 12 remains responsive to the evolving needs of employers, workers, and communities throughout Coastal Georgia.

ETPL SYSTEM

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

Provide a description of the public notification to prospective providers

Public notifications to prospective providers will be announced in the regional newspapers, via solicitation, and on the CWDB website (www.worksourcecoastal.org). The CWDB staff will collect and review all applications and present them with recommendations to the Economic & Workforce Alignment Committee for recommendations and approval. Applications will be accepted throughout the year.

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

The CWDB's Economic & Workforce Alignment Committee evaluates new training 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. The CWDB staff conducts a review of each application in accordance with the review criteria set forth in the request for Individual Training Account (ITA) application packet. At a minimum, the review of applications includes verification that:

- The performance and cost information requested in the application packet is complete and the applicant has submitted accurate supporting documents;
- The costs of the training program are associated with only classroom training or a structured regimen that leads to a certificate, an associate degree, a baccalaureate degree, or the competencies needed for a specific occupation or occupational group as recognized by employers and determined prior to training; and
- The specific occupation for which the training is proposed must be included on the regional high-demand list of occupations in the Local Workforce Development Board plan.

The CWDB will submit each new training provider application to the Economic & Workforce Alignment Committee. The Committee will review the applications, staff recommendations, and any other relevant information. The committee will then submit the application for approval or denial to the Office of Workforce Development at the Technical College of System of Georgia.

All other continued training eligibility inquiries will be reviewed and processed by:

ETPL Specialist
Technical College System of Georgia – Office of Workforce Development
1800 Century Place, NE-Suite #150
Atlanta, Georgia 30345

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

Process for Providers

The Workforce Innovation and Opportunity Act (WIOA) specifies that the application procedures for the identification of eligible providers shall “establish a process for a provider of training services to appeal a denial or termination of eligibility under this section that includes an opportunity for a hearing and prescribes appropriate time limits to ensure prompt resolution of the appeal” (WIOA Section 122(c)(1)).

Should an Eligible Training Provider (ETP) wish to make a complaint the following steps should be taken:

1. Every effort should be made to resolve the issue at our local level (both informally and formally, in accordance with the local policy).
2. Once all local options have been exhausted, the provider may follow the appeals procedure outlined below.

Local Level

All Eligible Training Provider List (ETPL) complaints should be submitted in writing via email to Angela.Jenkins@savannahga.gov. Every effort will be made to resolve the issue at the local level. Training providers may request an in-person meeting with the CWDB administration to discuss the details of their complaint. A decision will be made no later than two (2) business days after the complaint is submitted/heard. The training provider will be contacted via email with the decision or may be asked to provide additional information relevant to the complaint.

Training providers whose inclusion in the ETPL are declined or whose eligibility is terminated can choose to appeal the rejection of their program. Any training provider appeal must be submitted in writing via email to Sheron.Morgan@savannahga.gov within fourteen (14) days after notification of the decision. The request must include justification for the appeal. Training providers also have the right to request an in-person meeting to discuss their appeal with the CWDB.

State Level

At the state level, an appeal must be submitted in writing, within forty-five (45) days of the local board's decision, to:

Executive Director
Technical College System of Georgia – Office of Workforce Development
1800 Century Place, NE-Suite #150
Atlanta, Georgia 30345

The appeal must be signed by an authorized individual from the training provider and should include:

- Name of the training provider;
- Address and phone number of the training provider;
- The specific program that was denied (if applicable);
- A copy of the local board's decision;
- An explanation of why an appeal is being filed; and
- If applicable, documentation of any specific factor (e.g., conflict of interest, nepotism, procedural non-adherence, etc.) that put the aggrieved training provider at a competitive disadvantage.

Process for Customers

Any customer who has a complaint about the WIOA services received at a One-Stop/Centralized Job Center or the complaint must first attempt to reach a resolution at the center by speaking with the WIOA supervisor. If resolution is not achieved, the customer should next speak with the Job Center Manager.

If satisfactory resolution is not reached at the job center within thirty (30) days of the time the complaint was presented, the customer may then file a written grievance with the CWDB, the Technical College System of Georgia – Office of Workforce Development, or the U.S. Department of Labor’s Civil Rights Center (CRC).

Complaints filed with the CWDB shall contain the following:

- The full name, telephone number, and address of the person making the complaint;
- The full name and address of the person or organization against whom the complaint is made;
- A clear but brief statement of the facts, including the date(s) that the alleged violation occurred;
- The provision of the Act, regulations, grant, or other agreements under the Act believed to have been violated; and
- The relief requested.

A request will be considered to have been filed when the reviewing authority receives from the customer a written statement, including the information specified above, containing sufficient facts and arguments with which to evaluate the complaint. All complaints of discrimination must be filed within 180 days of the alleged occurrence.

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

For a program to remain eligible to receive Individual Training Account (ITA) funds for new enrollments, the TCSG-OWD shall compare program-level performance outcomes against established minimum standards covering the preceding program year.

Since the WIOA requires all ETPs to furnish information about their courses of study and program outcomes as a part of the annual subsequent eligibility process, for a training provider to remain on the statewide list of approved providers it is mandatory that the ETP provide the required information/documentation. Once required documentation is received ETP will receive written notice they are an approved provider.

Monitoring, evaluation and technical assistance is an integral part of the oversight responsibilities required under WIOA. Monitoring and evaluation identify areas of strength and weakness in program operation with the intent of improving program performance. Technical assistance increases program operation and management capabilities.

Special onsite reviews may be conducted to investigate allegations of mismanagement or to clarify unusual findings. Special reviews may or may not result in corrective action.

Quarterly reviews and evaluations will be completed to promote, establish, implement, and utilize methods for continuously improving training activities in the region.

CWDB has implemented a monitoring process or “early alert system” that will identify if a provider is experiencing performance issues or areas of concern. The intent is to assure that customers of the system are guaranteed a quality training program that leads to an in-demand occupation.

If an area of concern or performance issue has been identified, a formal letter will be sent to the Training Provider addressing the concern and the arrangement of technical assistance, if necessary. If a Training Provider does not address the concerns identified or continues to fail in meeting the performance measures established, then a recommendation from the CWDB will be submitted to Technical College System of Georgia – Office of Workforce Development.

In accordance with WorkSource Georgia Policies & Procedures Guide 11-14-2019 and CWDB Policy WSC 19-038.1, the Coastal Workforce Development Boards (CWDB) may remove a program of training services from the local ETPL for failure to meet local standards.

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

The CWDB has developed policies and procedures to direct the way partners work together to carry out the workforce development programs. The list of policies includes:

The **Customized Training Policy** was established to provide guidelines for delivering customized training opportunities to Adults & Dislocated Workers where WIOA Title I funds are being used. This agreement is between the CWDB and the ten counties of Region 12 with the goal of increasing employer productivity while also providing a means for new and incumbent employees to advance their careers and increase their income.

The **Individual Training Account (ITA) Tuition and Training Policy** was developed to provide policy and guidance for planning, coordinating, and tracking training services for customers enrolled in ITA programs that utilize Title I WIOA funds. The goal of this policy is to ensure effective use of WIOA funds for serving customers who both have the skills and qualifications to successfully participate in the selected program of training services and who will benefit from assistance.

The **Pick-Up Policy for Individual Training Accounts** offers guidance for serving customers who apply for WIOA Title I services while enrolled in a technical school or college-level training program. The term “pick-up” refers to students already enrolled or previously enrolled in training at a technical school or college who, for a variety of reasons, find themselves in need of WIOA assistance.

The **Out-of-State Training Policy** governs requests for approval of training services offered outside the state of Georgia. Since this policy exists to promote customer choice, the state may approve such choice if: one, the program of study leads to work in demand occupations as determined by the CWDB, and two, if there is already in place a Training Provider Agreement with the provider.

The **Grievance and Equal Opportunity Policy** establishes guidelines for filing a grievance/complaint if any individual, group, or organization feels 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 funded by WIOA and/or paid for by the CWDB because of race, color, religion, sex (except as otherwise permitted under Title IX of the Education Amendments of 1972), sexual orientation, gender identity, national origin, age, disability, genetics, political affiliation, belief, pay secrecy, protected veterans or citizenship/status as a lawfully admitted immigrant authorized to work in the United States.

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

The CWDB utilizes the WorkSource Georgia Portal System to track both programmatic and financial customer activity. The TrackSource Management System is used to manage and create cost commitments, training vouchers, and any other costs pertaining to a participant's ITA.

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

The CWDB's Individual Training Accounts Policy provides guidance for training services provided under Title I of WIOA. The following describes the use of the statewide ETPL, including financial and duration limits, out-of-area training, and service to out-of-area customers.

- Training/Program of Study (including Continuing Education) must lead to training-related employment identified as a demand/growth occupation in the Coastal Service Delivery Region.
- Training must result in an adequate employment wage for the customer to attain self-sufficiency without the aid of public assistance.
- Training funds (tuition, books, supplies, fees, tools, uniforms, equipment, testing/exams, and any prerequisite expenses as defined by the Payment of Prerequisite Expenses Policy) will not exceed the cost of the program of study at a state school (Board of Regents or Technical College System of Georgia [TCSG]) and may not exceed \$12,000 per customer. Tuition costs should only include mandatory fees as stated by the Board of Regents or the TCSG. Specific descriptions and criteria for each expense item are contained in the program profiles on file at the WSC. A maximum of \$40 per customer, per term (semester), is allowable for desk supplies. The purchase must be substantiated with receipts showing that the supplies are included on the approved supply list. Support service payments are not included in the \$12,000 limit.
- Training cannot exceed 104 weeks (two years).
- WIOA Title I funds will not be provided for general academic programs (e.g., General Studies).
- WIOA Title I funds (whether for training or support) cannot be used for developmental courses.
- All potential customers must apply for all available grants and scholarships—including the Pell Grant and the HOPE Scholarship/Grant—with which to cover training expenses.
- WIOA Title I funds will not be used for payment of late fees caused by customer error or delay. Customers will be responsible for these fees.
- Customers will not be permitted to “sit out” any semester without just cause.
- Students must maintain at least a cumulative 2.5 grade point average (GPA) and must be making satisfactory progress toward their training and employment goals.
- Students must maintain a full-time class schedule of a minimum of twelve (12) hours per semester or the equivalent should the school/provider be on another type of system.
- Part-time study is permitted in special circumstances, such as if the customer is employed with a waiver request from WSC Executive Director/Assistant Director.
- WIOA Title I training funds cannot be used for master's or doctorate programs.
- Out-of-state tuition and related fees charged to customers who do not meet the educational institution's Georgia residency requirements will not be paid with WIOA funds. For these customers, the equivalent of the Georgia in-state tuition and related fees will be paid with WIOA funds; the customer will be required to pay the remaining tuition and related fees.

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

Until most recently, the Registered Apprenticeship (RA) programs were not subject to the same application and performance information requirements, or to a period of initial eligibility or initial eligibility procedures, as are other providers because they go through a detailed application and vetting procedure to become an RA program sponsor with the U.S. Department of Labor.

On May 11, 2026, Governor Brian Kemp, authorized under Georgia's Education and Workforce Strategy Act (HB 1302) and the combined Georgia Education and Workforce Integrated Plan, Registered Apprenticeship Programs (RAPs) are being elevated as a core workforce strategy rather than a separate workforce initiative. The legislation and State Plan are designed to make apprenticeship a more accessible and integrated education and workforce pathway.

Registered Apprenticeship and the Eligible Training Provider List (ETPL)

HB 1302 designates the **Technical College System of Georgia (TCSG)** as Georgia's **State Apprenticeship Agency**, giving TCSG responsibility for administering, expanding, and promoting Registered Apprenticeship Programs statewide. The legislation also requires the State to develop a **combined WIOA and Perkins State Plan**, aligning secondary education, postsecondary education, workforce development, and apprenticeship around employer demand and regional labor market needs.

Consistent with federal WIOA regulations and the State's Integrated Plan, **Registered Apprenticeship Programs are automatically eligible for inclusion on the Eligible Training Provider List (ETPL)**. Unlike other training providers that must complete the full initial eligibility and performance review process, federally recognized Registered Apprenticeship sponsors may be placed on the ETPL through a streamlined process after requesting inclusion and providing the required program information. This reduces administrative barriers while expanding high-quality, employer-driven training opportunities for WIOA participants.

How Georgia Is Expanding Registered Apprenticeships Through the ETPL

The State's strategy includes:

- Increasing the number of Registered Apprenticeship sponsors listed on Georgia's ETPL.
- Encouraging employers to develop new Registered Apprenticeship Programs in high-demand industries.
- Integrating apprenticeship opportunities into career pathway strategies and sector partnerships.
- Aligning apprenticeship programs with regional labor market needs identified by Local Workforce Development Boards.
- Strengthening partnerships among employers, technical colleges, local workforce boards, K-12 education, and economic development organizations.
- Expanding apprenticeship opportunities for youth, adults, dislocated workers, veterans, and other WIOA priority populations.
- Promoting apprenticeships as a work-based learning strategy that leads to industry-recognized credentials and family-sustaining employment.

The CWDB will follow all policies and guidance provided by the TCSG - OWD concerning RA programs.

IMPLEMENTATION OF TECHNOLOGY

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

Currently, the Coastal Workforce Development Board (CWDB) utilizes the WorkSource Georgia Portal, Virtual One-Stop System (VOS) module for participants and data tracking.

The CWDB has purchased from Lightcast, formerly EMSI-Burning Glass, economic-modeling software that provides real-time Labor Market Information (LMI) data. Lightcast draws from 18 billion data points from dozens of government data sources in order to provide data on regional dashboards, workforce analysis, high demand occupations, business-attraction tools, and strategic planning. This data is used to enhance the CWDB's planning regarding current and future workforce demands in Region 12.

The Career Coach is a particularly versatile tool, one that the CWDB utilizes to provide job seekers and youth an educated strategy for the future. For example, Career Coach allows the CWDB to view statistics about what degree students search for most. It provides data regarding total jobs and annual openings by occupation for Region 12's current workforce. It can also identify the earning potential further down a specific career path, display current postings in the region matched to the careers that job seekers search for most, and digitally connect the workforce system with economic development, career pathways, education, and employment. Career Coach also provides a crosswalk with a military member's Military Occupational Specialty (MOS) and what the civilian occupation would be.

With the Technical College System of Georgia-Office of Workforce Division (TCSG-OWD) August 2016 released the statewide unified brand--WorkSource Georgia--the CWDB launched their new website <https://worksourcecoastal.org/> to provide customers with information on region (demographics, businesses), high demand occupations, the Career Coach assessment link, partner links, board information, and employment opportunities.

STATE INITIATIVES AND VISION

STATE BRANDING

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

As of August 1, 2016, the Georgia Department of Economic Development-Workforce Division (GDEcD-WFD) launched the statewide program WorkSource Georgia as a unified brand to align all seventeen (17) Local Workforce Development Areas (LWDAs, previously 19) in an effort to “more effectively connect job seekers with careers in the state’s leading industries.”³⁷ This brand will continue to be promoted a unified appearance across the One-Stop Delivery System and help connect jobseekers with the Technical Colleges throughout the Region: Coastal Pines, Ogeechee, and Savannah.

Since the statewide implementation of the WorkSource Georgia branding initiative in August 2016, WorkSource Coastal has continued to strengthen the visibility and recognition of the WorkSource Georgia brand throughout Coastal Region 12. As the Coastal Region modernizes its workforce delivery system, the WorkSource Georgia name and logo remain the consistent identity for all workforce services, reinforcing a unified statewide network that is readily recognized by job seekers, employers, and community partners.

WorkSource Coastal will continue to adhere to the Technical College System of Georgia Office of Workforce Development's branding standards by maintaining the WorkSource (Coastal) Georgia identity across facilities, publications, websites, presentations, promotional materials, in-person, virtual, and customer communications. As WorkSource Coastal transitions to its regional **Hub-and-Spoke service delivery model**, the WorkSource (Coastal) Georgia brand will remain central to all customer interactions. The brand will be prominently displayed at Regional Hub locations, community spoke sites, mobile workforce outreach events, virtual service platforms, social media, printed publications, and employer engagement activities.

These activities also include an interactive website where employers, job seekers, veterans, and youth can learn about the mission and services provided and request assistance. The CWDB will also offer on-site special events and information sessions/tours for community partners, elected officials, and the general public.

The continued use of the WorkSource Coastal brand strengthens public awareness, reinforces collaboration among workforce system partners, and supports Georgia's commitment to delivering accessible, customer-focused workforce services that connect individuals with employment, education, and training opportunities throughout Region 12, regardless of where or how they access services.

PRIORITY OF SERVICE

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

The Workforce Innovation and Opportunity Act of 2014 (WIOA) requires that priority be given to “public-benefits recipients, other low-income individuals, and individuals who are basic-skills deficient” when

³⁷ Georgia Department of Economic Development-Workforce Division (GDEcD-WFD), “State Launches WorkSource Georgia,” August 1, 2016, retrieved from <http://www.georgia.org/newsroom/press-releases/state-launches-worksource-georgia>.

providing career and training services using WIOA Title I Adult funds. For precisely these individuals, the services provided with adult funds can be a pathway toward the middle class. The proposed regulations implement the statutorily required priority for the use of adult funds. This policy memorandum both creates a priority-of-service procedure for how job seekers from certain populations are able to access adult services and establishes priority access to these services.

Regarding the priority requirements for the WIOA Title I adult program: for this policy memorandum, the term “covered individual(s)” refers to veterans and eligible spouses. Individualized career services and training services must be given on a priority in the following order:

1. Covered individuals (veterans, eligible spouses, and Georgia residents) who are low-income (may include unemployed individuals), recipients of public assistance, or are basic-skills deficient;
2. Individuals (non-covered) who are low-income (may include unemployed individuals), recipients of public assistance, basic-skills deficient, or individuals with a documented disability;
3. Covered individuals (veterans, eligible spouses, and Georgia residents) who are *not* low-income and are *not* recipients of public assistance or basic-skills deficient;
4. Special populations identified by the Coastal Workforce Development Board, or the CWDB Executive Committee;
5. Ex-Offenders;
6. All other eligible individuals needing additional assistance to obtain and maintain employment.

Consistent with TEGL 26-13, the definition of “eligible spouse” includes same-sex spouses.

The individual job seeker must be identified and categorized prior to enrollment. Priority of service is initiated on the local level and must follow the standard procedure created by the Coastal Workforce Development Board.

Veterans Priority of Service

Per WIOA regulations—38 U.S.C. 101(2)—the definition for “veteran” applies across all qualified job training programs for the purpose of priority of service. That definition includes two key criteria:

- Served in the active Army, Marines, Naval—including Coast Guard, or Air Service; and,
- Discharge under conditions other than dishonorable.

Under this definition, the term “veteran” means a person who served at least one day in active military, Naval, or Air Service who was discharged or released under conditions other than dishonorable. Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of “active service” does not include full-time duty performed strictly for training purposes, nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities (for example, in response to natural disasters).

It is important to note that the definition of “veteran” in the Jobs For Veterans Act (JVA), the Priority of Service Regulations, and TEGL 10-09 differs from both the definition that applies to the reporting of Wagner-Peyser services as well as the definition concerning eligibility to receive services from a Disabled Veterans Outreach Program (DVOP) specialist or a Local Veterans Employment Representative (LVER) staff member. The WIOA “veteran” definition that requires the individual to have over 180 days of active service still applies both to Wagner-Peyser reporting and to eligibility for DVOP

and LVER services—but does not apply to priority of service in DOL-funded employment and training programs. It is the responsibility of the program operator to ensure that policies and procedures and staff training reflect the correct eligibility definition.

Eligible Spouses

The regulation specifies spouses of any of the following veterans:

1. Any veteran who died of a service-connected disability;
2. Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than ninety (90) days:
 - a. Missing in action
 - b. Captured in line of duty by a hostile force; or
 - c. Forcibly detained or interned in line of duty by a foreign government or power;
3. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
4. Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b) or c) above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g., if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member. Consistent with TEGL 26-13, the definition of “eligible spouse” includes same-sex spouses.

Eligible Programs

Below is a list of programs affected by the passage of the Priority of Service law. While not all-inclusive, this list nonetheless identifies many of the types of programs involving priority of service to qualified veterans. Note that, before priority of service can be extended to any covered person in these programs, the covered person *must* be qualified to participate in the program.

- WIOA Adult and Dislocated Worker
- Wagner-Peyser Employment Service
- Trade Act Programs
- National Emergency Grants
- Senior Community Service Employment Programs (SCSEP)
- Migrant and Seasonal Farm Worker Programs
- Indian and Native American Programs
- Job Corps
- WIOA Demonstration Projects
- Labor Market Information Grants
- Career One-Stop Electronic Tools
- Other Internet-based self-service tools operated by DOL programs

Priority of service means that veterans and eligible spouses are given priority over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job-training program. Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons for services.

This means that a veteran or an eligible spouse either receives access to a service earlier than would a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of the non-covered person.

Implementation of priority of service applies to both the physical, in-house services as well as to virtual/electronic services or points of entry.

To follow are examples of how such precedence might apply:

- 1) Three (3) individuals apply for training services. One is receiving public assistance, one is a low-income veteran, and one does not fall into a priority category. There are two training slots available. In this scenario, the first two individuals take precedence over the third, meaning that the public-assistance recipient and the low-income veteran will receive training services while the non-covered person will not.
- 2) The workforce board purchases ten (10) slots for a short-term training program. Fifteen (15) persons apply, seven (7) of whom are eligible for priority of service and eight (8) of whom are not. All seven (7) of those entitled to priority of service will receive training slots, while only three (3) of the non-covered persons will receive training slots.

Execution of Priority of Service

All veterans and eligible spouses will be identified at the point of entry in all service centers. Point of entry can include a reception area, resource rooms, websites, self-service computers, and informational bulletin boards. Once identified, veterans and eligible spouses will be informed of their entitlement to priority of service; the full array of employment, training, and placement services available under priority of service; and any applicable eligibility requirements for those programs and/or services.

In order to correctly fulfill regulation requirements, each service center in Region 12 should have a process in place at the point of entry to the system so as to identify veterans and eligible spouses entitled to priority of service.

It is important to distinguish between identifying a veteran for priority of service and verifying a veteran's status. At the point of entry, it is neither necessary nor appropriate to require verification of the status of a veteran or eligible spouse.

If an individual self-identifies as a veteran or eligible spouse at a service center, that individual should be provided immediate priority in the delivery of employment and training services.

When a veteran or eligible spouse undergoes eligibility determination for enrollment (e.g., in WIOA Adult programs), it is appropriate to initiate verification of veteran status.

If a veteran or an eligible spouse, at the point of eligibility determination and enrollment, does not have documentation verifying their eligibility for priority of service, he/she is to be afforded access on a priority basis to all services provided by program staff (including Basic Career Services) while awaiting verification.

Means by which individuals eligible for priority of service can learn of their status include the following:

- Signs posted at all service delivery points in the service center identify priority populations;
- Upon initial enrollment and during subsequent service center visits when a capacity sign-in sheet is used to assist in determining order of services or access to equipment;
- Posting on the CWDB's website (www.worksourcecoastal.org) to make individuals aware of the priority of service policy;
- Applicants identified as eligible within the priority population will be informed of the availability of more intensive services available by the Local Veterans Employment Representative; referrals will be made appropriately for such services.
- The 24-hour hold on any Employ Georgia job posting will be adhered to throughout the ten-county region. During the 24-hour hold, new job orders will be restricted to state veteran's staff to be shared with veterans and eligible spouses.
- If applications are collected on behalf of an employer, WSC will prioritize the applications of veterans and eligible spouses over any other applications. This will ensure that the applications of "covered persons" are reviewed before "non-covered persons."
- Covered persons will receive services before non-covered persons. Staff will follow the ranking order established on page 2, paragraph 3, of this policy when providing WIOA-funded services.
- If funding is not available to cover all applicants, a waitlist will be created; as covered persons will be identified on the waitlist as a higher priority for service. They will be served before non-covered persons.
- Covered persons must be provided information on the full array of employment, training, and placement services available, as well as regarding any applicable eligibility and priority of service requirements for those programs and/or services.
- Internal monitoring will be conducted to ensure that priority of service policies and procedures are implemented and followed at all program service delivery points.

DVOP Specialists

It is important to note that the definition of "veteran" in the Jobs for Veterans Act (JVA), the Priority of Service Regulations, and TEGL 10-09 differs from both the definition that applies to the reporting of Wagner-Peyser services as well as the definition concerning eligibility to receive services from a Disabled Veterans Outreach Program (DVOP) specialist staff member. The WIOA veteran definition that requires the individual to have over 180 days of active service still applies both to Wagner-Peyser reporting and to eligibility for DVOP and LVER services—but does not apply to priority of service in DOL-funded employment and training programs.

DVOP Specialists must limit their activities to providing services to eligible veterans and eligible spouses—as defined in 38 U.S.C. 4101(4) and 4211(4)—who meet the definition of an individual with a Significant Barrier to Employment (SBE), or are members of a special population identified by the Veterans' Employment and Training Service in the Department of Labor (USDOL-VETS).

It is the responsibility of the service center staff to identify eligible veterans and eligible spouses, and to formally refer them to a DVOP Specialist, while continuing to provide such eligible veterans and eligible spouses with all other appropriate services and programs in accordance with the requirements of Priority of Service.

COASTAL'S ALIGNMENT WITH STATE GOALS

Describe how the area/region will align with each of the goals listed in the State Unified Plan.

The state administration of the WIOA grant is well positioned within the Technical College System of Georgia (TCSG), which has strengthened the technical college relationship with the Local Workforce Development Area immensely. The State's Adult Education and Carl D. Perkins Career and Technical Education Act grant funding are also administered in part by TCSG, which allows for better coordination with partner agencies and programs the One-Stop Workforce Delivery System. This position also permits the local workforce development system to develop a seamless flow of customers across programs with Coastal Region 12.

Region 12's Modified PY2024-2027 Local Plan aligns with the State's goals to strengthen the workforce system's ability to align and coordinate among partners to best serve jobseekers and employers competing in today's and future labor market.

Goals

Goal A: Utilize sector partnerships to inform and guide strategic workforce development strategies and enhance partnership coordination.

Sector partnerships have become a very integral part of Region 12's service delivery system. The State's investment in Region 12's sector partnership initiative has increased the understanding of workforce needs and enabled greater coordination between partner agencies. These partnerships have enabled our Business Services Representatives and other stakeholders to hear directly from employers to meet their immediate and future needs. As a result of these meetings, Region 12 has identified target industries for which to build a readily available workforce.

Goal B: Develop a streamlined and regionally integrated workforce system that delivers efficient services to both businesses and individuals.

With the start of the High Demand Career Initiative fully implemented, by meeting with businesses and working with jobseekers we have had and will continue to have an impact on the Regional pipeline. From constant dialogue we make informed decisions as we develop strategies to meet the needs of employers and jobseekers throughout the region. This approach is also strengthened by the cooperation of our core partners within the workforce delivery system.

To streamline the workforce service delivery system across the ten-county Coastal Georgia region, WorkSource Coastal has implemented a regional Hub-and-Spoke service delivery model that modernizes how workforce services are delivered to job seekers, employers, training providers, and community partners. This model aligns with the strategic direction of the Georgia Workforce System by emphasizing accessibility, regional collaboration, customer-centered service, technology integration, and operational flexibility.

Under this model, two Regionally Centralized Workforce Hubs serve as the primary service centers:
Central & Northern Regional Hub: Savannah (Chatham County)-Comprehensive Job Center
Southern Regional Hub: Hinesville (Liberty County)

Chatham to Central and Northern Counties



Liberty to Southern Counties



- **Central & Northern Regional Hub Map (Savannah – Chatham County)** shows service connections to: Chatham, Bryan (Richmond Hill or Pembroke depending on location), Bulloch, Effingham, and Screven Counties.
- **Southern Regional Hub Map (Hinesville-Liberty County)** shows service connections to Bryan (Richmond Hill or Pembroke depending on location), Liberty, Long, McIntosh, Glynn, and Camden Counties.

Both hubs will provide in-person, mobile workforce services and virtual service delivery. In addition to other services through an integrated network of identified community spokes by utilizing mobile outreach and community-based access points.

These regional hubs provide comprehensive workforce services while supporting a network of strategically located community spokes throughout the region. Together, the hubs and spokes create an integrated workforce system that delivers services closer to where businesses are located and individuals live, learn, and work while expanding opportunities through virtual and mobile service delivery.

Regional Hub Functions

WorkSource Coastal's Regional Hubs serve as the primary centers for workforce system coordination, providing comprehensive career services, WIOA eligibility and enrollment, career coaching, training coordination, employer engagement, apprenticeship development, business services, and performance accountability. The hubs also support regional leadership, quality assurance, data management, and coordination with workforce, education, and economic development partners. By centralizing specialized expertise and administrative functions, the regional hubs ensure consistent service delivery, standardized customer experience, and efficient coordination of workforce resources across the ten-county region.

Community Spoke Network

Supporting the Regional Hubs is a network of community-based spokes that expands access to workforce services throughout Coastal Georgia. Spoke locations may include public libraries, technical colleges, universities, Georgia Department of Labor offices, community-based organizations, local

government facilities, and other partner locations. Workforce professionals provide scheduled in-person services at these locations while maintaining continuous virtual connectivity with the regional hubs. This flexible approach allows customers to receive services within their own communities while benefiting from the specialized resources and coordinated support available through the regional workforce system.

Technology-Enabled Workforce Services

Technology plays a central role in WorkSource Coastal's service delivery strategy by providing customers with multiple options for accessing workforce services. Job seekers and employers may engage with staff through virtual appointments, telephone consultations, online workshops, electronic document submission, digital signatures, career assessments, and the WorkSource Georgia Portal. These technology-enabled services increase convenience, improve accessibility, and reduce barriers associated with geography, transportation, and scheduling, allowing customers to receive timely assistance regardless of their location within the region.

Mobile Workforce Services

To ensure equitable access across both urban and rural communities, WorkSource Coastal incorporates mobile workforce services into its regional delivery model. Workforce professionals routinely travel throughout the ten-county area to provide services at community locations, partner agencies, educational institutions, employer sites, hiring events, and other outreach venues. This mobile approach allows workforce services to reach individuals and businesses where they live and work while strengthening relationships with community partners and expanding access for populations that may otherwise face barriers to receiving services.

Integrated Business Services

Employers throughout the Coastal Region benefit from a coordinated regional business services strategy that provides a single, integrated workforce system across all ten counties. Regional Business Services staff collaborate to deliver recruitment assistance, customized hiring events, labor market information, apprenticeship development, work-based learning opportunities, incumbent worker training, Rapid Response services, and workforce consulting. This regional approach allows businesses to access workforce solutions through one coordinated system while supporting the development of a skilled talent pipeline aligned with current and emerging industry needs.

Enhanced Customer Experience

The Hub-and-Spoke model provides customers with greater flexibility by offering multiple avenues for accessing workforce services based on individual needs and preferences. Whether services are provided in person, virtually, by telephone, or through scheduled community outreach locations, customers receive consistent, customer-centered support regardless of where they enter the workforce system. This integrated approach improves convenience, strengthens continuity of service, expands access for underserved populations, and enhances the overall customer experience throughout the region.

Regional Coordination and Collaboration

The Hub-and-Spoke model strengthens collaboration among workforce, education, economic development, and community partners by creating a unified regional service delivery network. WorkSource Coastal works closely with the Georgia Department of Labor, Technical College System of Georgia, local educational institutions, economic development organizations, community-based organizations, and other workforce partners to coordinate referrals, share resources, align workforce strategies, and respond to regional employer needs. This collaborative framework supports a seamless workforce system that promotes economic growth, workforce development, and expanded opportunities for job seekers and businesses throughout Coastal Georgia.

Goal C: Capitalize on the workforce system's strengths to create opportunities for all Georgia communities to prosper.

Coastal Region 12 will capitalize on Georgia's workforce system by aligning workforce development with the region's growing industries and sectors. Through its regional hubs-and-spokes service delivery model, WorkSource Coastal will expand access to workforce services by implementing regional hubs, community-based access points, virtual services, and mobile outreach to better serve both urban and rural communities.

The region will continue to strengthen partnerships with education, economic development, employers, and community organizations to develop career pathways, expand work-based learning, and connect job seekers to in-demand careers. Additionally, WorkSource Coastal will increase workforce participation among WIOA priority populations by reducing barriers through supportive services, career coaching, and scaling skills training.

By leveraging innovation, technology, strategic partnerships, and customer-centered service delivery, Coastal Region 12 will create a more inclusive, responsive, and employer-driven workforce system that supports economic growth and expands opportunities for individuals, businesses, and communities throughout the region.

Goal D: Continuously align the workforce and education system objectives to current and future occupational skill requirements.

Education systems are key partners of the workforce system. Georgia is well equipped with a plethora of outstanding private training providers, K-12 and STEAM schools, post-secondary options through the University System of Georgia (USG) and the Technical College System of Georgia (TCSG). Georgia's Department of Education and Georgia's Department of Early Care and Learning (DECAL) are also integral parts of creating career-focused alignment from cradle to career for individuals across the State. All WIOA core partners are committed to further aligning training services provided through the workforce system with education partners to best serve companies and individuals looking to play key roles in the workforce of today and in the future.

Goal E: Expand the pool of available employees by increasing the participation of WIOA Strategic Populations in the workforce system.

Although labor market conditions in Coastal Georgia remain strong, workforce shortages continue to challenge employers across many industries. As of May 2026, the national unemployment rate was 4.3 percent, while Georgia's unemployment rate was 3.3 percent, reflecting a tighter labor market than the nation overall. Across WorkSource Coastal Region 12, unemployment rates generally ranged from approximately 2.9 percent to 4.3 percent, with most counties at or below the national average. This indicates that many employers are competing for a relatively limited supply of available workers.

WorkSource Coastal will continue to prioritize outreach, recruitment, and service delivery to individuals who face barriers to employment.

To expand the available workforce, WorkSource Coastal Region 12 will implement targeted strategies that increase engagement and reduce barriers for these populations. These strategies include strengthening partnerships with community-based organizations, adult education providers, vocational rehabilitation, veterans' organizations, correctional reentry programs, housing agencies, and human service organizations. The region will also leverage its Hub-and-Spoke workforce service delivery

model to provide virtual services, mobile workforce outreach, and community-based access points that make workforce services more accessible across urban and rural communities.

In addition, WorkSource Coastal will continue to expand work-based learning opportunities, registered apprenticeships, on-the-job training, incumbent worker training, supportive services, digital literacy instruction, career coaching, and industry-recognized credential attainment. These coordinated efforts will help individuals overcome employment barriers while providing employers with access to a broader, more diverse, and highly skilled workforce capable of meeting the evolving needs of Region 12's key industries. This more comprehensive and consolidated approach aligns with WIOA's emphasis on serving individuals with barriers to employment while supporting the long-term economic competitiveness of Coastal Georgia through an inclusive and responsive workforce development system.

SPECIAL POPULATIONS

Returning Citizens

Regarding the process of reintegrating offenders into their communities and families, the State of Georgia faces an enormous challenge: to successfully guide returning citizens toward gainful employment while nonetheless ensuring uncompromised public safety. Research shows that 1 in every 33 American adults is under correctional control; in Georgia, the number is 1 in every 13. Though Georgia has only the ninth largest population in the nation, it has the fourth largest inmate population in the nation. And of that inmate population, approximately 95% will be released back into the community. Research has also determined that returning citizens who have job-skills training are more successful in maintaining a crime-free life after incarceration. According to the Department of Corrections

To assist returning citizens in successfully reintegrating with their communities, the CWDB is committed to working with partners in the region to offer returning citizens a variety of holistic services, including Resiliency Training, Mentoring and Coaching, Housing, Financial Literacy, Anger Management, Life and Soft Skills Training, Volunteer Opportunities, Employment Assistance, and Vital Records Recovery Assistance.

Veterans

Although experience shows that veterans generally enjoy a favorable employment rate overall, many military individuals initially find it difficult to compete successfully in the labor market. A Chatham County Workforce Development Analysis prepared by the Georgia Southern at Armstrong State University Center for Regional Analysis found that “20% [of employers] reported having issues with successfully hiring entry-level workers from the substantial local military population.” They also reported that “members of the military experience difficulty transitioning from the military environment to the workplace environment.”

There is a need for workforce development services for transitioning service members, their spouses and children, and civilians affected by recent military cuts. To this end, the CWDB has hired a Military Services Coordinator (MSC). The MSC will be a recently dislocated member of the military from the region or an individual with years of military experience. The position will be part of the CWDB Business Services Team and will actively work to connect the target population with customized solutions to achieving their employment and career needs. The MSC will focus on the existing skills of the veterans, matching them with the openings in the region's high demand sectors and ensuring that the CWDB's commitment to the priority of services for veterans is followed and expanded wherever necessary.

Underserved Youth

A similarly tailored approach has been implemented to meet the needs of hard-to-serve at-risk youth, known as opportunity youth in the Region. The tailored approach will work with local technical colleges, community-based organizations, and the workforce delivery system. The primary mission: to recover dropouts and to provide a range of counseling, employability- and technical-skills development, professional association, job development, and job-placement services that will result in either a quality job leading to a career after graduation and/or enrollment in a postsecondary education and training program.

ATTACHMENTS

1- LOCAL WORKFORCE DEVELOPMENT BOARD MEMBER LISTING

Member Name	Title	Entity	Board Category
K. Lynn Tootle		Gro-Masters	Local Business Representative
Delisa Clift		Strategic Biz Solutions	Local Business Representative
Phyllis Rodges		The Transformation Project	Local Business Representative
Bobby Jones		Koyo Bearings-JTEKT North America Corporation	Local Business Representative
Tara Sinclair		Courteous One Enterprises, LLC	Local Business Representative
David Atkins		The Atkins Agency	Local Business Representative
Jason Coley		Georgia Power	Local Business Representative
William Stankiewicz		Atlanta Supply Chain	Local Business Representative
Fred Hill	Vice Chair	The Sack Company	Local Business Representative
Stephanie Jones-Heath	Chairwoman	Diversity Health	Local Business Representative
Shaundese Duncan		Effingham Health System	Local Business Representative
Sugandha Yadav		Camden Hospitality Services	Local Business Representative
Earline Davis		Housing Authority of Savannah	Economic and Community Development
Katrina Myers		City of Savannah	Government and Economic Development
Perry Banks		Savannah Plumbers and Pipefitters Local 188	Labor Organizations/Registered Apprenticeship Program
Jay Clemmons		United Association of Plumbers & Pipefitters Local 177	Labor Organizations/Registered Apprenticeship Program
Mary Geoghegan		Job Corps of Brunswick, GA	Education and Training
David Floyd	Youth Committee Chairman	Liberty Family Connection	Community Based Organization
Jeffery Clark		Safe Harbor Center	Community Based Organization
Roland Van Horn		Liberty College & Career Academy	Education and Training
Angie Lewis		Savannah Chatham County Public Schools	Education and Training
Lisa A Jones		GA Vocational Rehabilitation	Government and Economic Development

2- LOCAL NEGOTIATED PERFORMANCE

WIOA Performance Measure	PY24 Goal	PY25 Goal	PY26 Goal	PY27 Goal
Adult Q2 Entered Employment	86.8%	87.3%	82%	82.5%
Adult Q4 Entered Employment	86.8%	87.3%	86.1%	86.6%
Adult Median Earnings	\$9,500	\$9,650	\$9,650	\$9,700
Adult Credential Rate	75.4%	75.9%	78.4%	78.8%
Adult Measurable Skill Gains	60%	60.5%	68.9%	69.5%
DW Q2 Entered Employment	80%	80.5%	79.7%	80.2%
DW Q4 Entered Employment	74%	77%	77%	77.5%
DW Median Earnings	\$13,811	\$13,936	\$13,563	\$13,563
DW Credential Rate	88%	88.5%	89%	89%
DW Measurable Skill Gains	50%	50.5%	80%	80.4%
Youth Q2 Placement in Employment or Education	78%	81%	81%	81.5%
Youth Q4 Placement in Employment or Education	78%	78.5%	80.1%	80.5%
Youth Median Earnings	\$3,716	\$3,841	\$4,250	\$4,250
Youth Credential Rate	50%	50.5%	55%	55.5%
Youth Measurable Skill Gains	40%	50.5%	52%	52%

3- COMMENTS THAT EXPRESS DISAGREEMENT—NOT APPLICABLE

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

