

**North Carolina Instructions
for Local and Regional
Workforce Development Area Plans**

Workforce Innovation and Opportunity Act

Title I

**PY 2019 Plan Update
July 1, 2019 – June 30, 2020**

*North Carolina Department of Commerce
Division of Workforce Solutions
4316 Mail Service Center
313 Chapanoke Road, Suite 120
Raleigh, NC 27699-4316*

Instructions

Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board (WDB) to develop and submit, in partnership with the local chief elected official a comprehensive four-year plan. Four-Year Plans were submitted in May 2016. Annually, each WDB is to provide updates to the Comprehensive Four-Year Plan (PY 2016). The WIOA Program Year (PY) 2019 Plan is to provide current information and be effective July 1, 2019 - June 30, 2020 and will include all current local policies. The Comprehensive Four-Year Plan (PY 2016) should be maintained and updated, as appropriate.

Federal and State Requirements for Local Administration of the Workforce Innovation and Opportunity Act

Local Workforce Development Boards should reference the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: www.doleta.gov.

North Carolina policy information is available at <https://www.nccommerce.com/document-collection/workforce-policies>. Local Workforce Development Boards may reference the North Carolina [WIOA Unified State Plan](#).

Plan Submission and Due Date

The Local Plan must be submitted through Workforce Information System Enterprise (WISE). ***The due date is May 7, 2019.*** Each attachment must be submitted and labeled separately in either Word or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may be mailed to the local Board's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, NC 27699-4316. Hand delivered documents may be left at 313 Chapanoke Road, Suite 120, Raleigh, NC 27603.

Workforce Development Board Overview

The Local Area Overview provides important contact information that is used throughout the Division. It is important that this section remain current during the Program Year. Updates should be submitted to the local Board's assigned Division Planner when changes occur, especially to contact names and addresses in the Overview Section.

1. Provide the Local Area's official (legal) name as it appears on the local Consortium Agreement established to administer the Workforce Innovation and Opportunity Act (WIOA) or, if not a Consortium, in the formal request for Local Area designation. If the Local Area is a Consortium, attach a copy of the current Consortium Agreement. Name document: Local Area Name Consortium Agreement.

Guilford County Workforce Development Consortium. The Consortium Agreement is attached.

2. Provide the name, title, organization name, address, telephone number and e-mail address of the Workforce Development Director.

Name: Chris Rivera	Title: Interim Director
Organization: City of Greensboro	Address: 2301 W Meadowview Rd, Greensboro, NC, 27407
Phone number: 336-373-4174	Email address: chris.rivera@greensboro-nc.gov

3. Provide the name, elected title, local government affiliation, address, telephone number and e-mail address of the Local Area's Chief Elected Official.

Name: Nancy Vaughan	Elected Title: Mayor
Government: City of Greensboro	Address: PO Box 3136, Greensboro NC 27402
Phone number: 336-373-2396	Email address: nancy.vaughan@greensboro-nc.gov

4. Provide the name, title, business name, address, telephone number and e-mail address of the individual authorized to receive official mail for the Chief Elected Official, if different than question 3.

Name: Barbara Harris	Title: Assistant City Manager
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Business Name: City of Greensboro	Address: PO Box 3136, Greensboro NC 27402
Phone number: 336-373-2509	Email address: Barbara.harris@greensboro-nc.gov

5. Provide the name, address, telephone number and email address of the Administrative/Fiscal Agent responsible for disbursing Local Area WIOA grant funds. This is the entity responsible for the disbursal of grant funds. [WIOA Sections 107(d)(12)(B)(i)(III) and 108(b)(15)].

Name: City of Greensboro	Title: n/a
Organization: n/a	Address: PO Box 3136, Greensboro NC 27402
Phone number: 336-373-2002	Email address: n/a

6. Provide the name, title, organization name, address, telephone number and e-mail address of the Administrative/Fiscal Agent’s signatory official.

Name: David Parrish	Title: City Manager
Organization: City of Greensboro	Address: PO Box 3136, Greensboro NC 27402
Phone number: 336-373-2002	Email address: david.parrish@greensboro-nc.gov

7. Attach a copy of the Administrative Entity/Fiscal Agent’s organizational chart with an ‘effective as of date’. Name document: Administrative Entity Name Organizational Chart.

See Attachment.

8. Provide the Administrative Entity’s Data Universal Numbering System (DUNS) number and assurance that the ‘System for Award Management’ (SAM) status is current. Administrative Entities must register at least annually on the SAM website (<https://www.sam.gov/portal/SAM/##11>) to receive Federal funding [required by Federal Acquisition Regulation (FAR) Section 4.11 and Section 52.204-7].

The DUNS number for the Local Area’s administrative entity, the City of Greensboro, is 071572374. The City’s registration is current.

9. Provide the name of the local Workforce Development Board’s equal opportunity officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. (PS 07-2018)

Kimberly Fernandez.

Composition of the local Workforce Development Boards shall comply with WIOA Section 107. Local Workforce Development Board Membership Requirements have been provided as reference at [Appendix D](#).

10. Provide each Workforce Development Board members’ name, business title, business name and address, telephone number and e-mail address on the provided form. The first block is reserved to identify the Board chairperson ([form provided](#)). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area Name WDB List. See [Appendix D](#) for Local Area Workforce Development Boards membership requirements.

Note: Check the block on provided form certifying compliance with required WIOA local Workforce Development Board business nomination process.

* Use and identify categories as indicated on the form. Do not change required category names.

See attachment.

The local Workforce Development Board must establish bylaws in accordance with applicable local procedures, state and federal laws to include WIOA Final Rules and Regulations 679.310(g). The Board shall submit bylaws that clearly demonstrate all WIOA and North Carolina required elements described in [Appendix A](#). Additional bylaws guidance and electronic meeting formats have been provided in [Appendix B](#) and [Appendix C](#).

11. Attach the Workforce Development Board By-laws including date adopted/amended. List any recent changes here. Name document: Local Area Name WDB By-laws.

Note: If changes are needed to meet the NC DWS Bylaws requirements, include an expected date of submission with Plan response.

Sunshine Provision - The Local Board shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the Local Board, including information regarding the Local Plan prior to submission of the Plan, and

regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and on request, minutes of formal meetings of the Local Board. [WIOA Section 107(e)]

See attached.

12. Describe how the Workforce Development Board meets the Sunshine Provision.

The local WDB maintains a website at <http://www.guilfordworks.org/> that is updated regularly to include information about the WIOA Local Plan, news about events at the local NCWorks Career Centers, board membership, current opportunities for requests for proposals to provide WIOA services, and WDB meeting schedules. Meetings are also advertised on the City of Greensboro's public television station.

Public Comment - The Workforce Development Board shall make copies of the proposed Local Plan available to the public through electronic and other means, such as public hearings and local news media; allow for public comment not later than the end of the 30 day period beginning on the date the proposed plan is made available; and, include with submission of the Local Plan any comments that represent disagreement with the Plan. [WIOA Section 108(d)]

13. Describe how the Workforce Development Board will make copies of the proposed Local Plan available to the public. [WIOA Section 108(d)]

Availability of the proposed Local Plan has been announced via the WDB website.

14. Attach a copy of the Local Workforce Development Board's organizational chart with an 'effective as of date.' Include position titles. Name document: Local WDB Name Organizational Chart.

See attachment.

15. Complete the following chart for the PY19 Local Workforce Development Board’s planned meeting schedule to include time, dates and location. *[Expand form as needed.]*

Date	Time	Location (include address and room #)
2/15/19	8:30AM	2301 W Meadowview Rd, Greensboro, NC, 27407 Room #205
4/26/19	8:30AM	1634 N Main St, High Point, 27262, Conference Room
6/21/19	8:30AM	2301 W Meadowview Rd, Greensboro, NC, 27407 Room #205
8/16/19	8:30AM	1634 N Main St, High Point, 27262, Conference Room
10/18/19	8:30AM	2301 W Meadowview Rd, Greensboro, NC, 27407 Room #205
11/15/19	12:00PM	Location TBD
12/13/19	8:30AM	1634 N Main St, High Point, 27262, Conference Room

Note: All local Workforce Development Board meetings will be held in accessible facilities. All materials and discussions should be available in an accessible format upon request.

16. Attach a copy of the signed ‘Certification Regarding Debarment, Suspension, and other Responsibility Matters – Primary Covered Transactions’ (*form provided*). [Required by the Regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, participants’ responsibilities.] Name document: Local Area Name Debarment Form.

Note: Document must bear the original signature of the Administrative Entity signatory official. Mail the signed Certification form original to Division Planner.

See attached.

17. Submit the original Workforce Development Board and Chief Elected Official (CEO) Signatory Page (*form provided*), bearing the original signatures of the Chief Elected Official(s) and the Workforce Development Board Chairman, and attach a copy of the signed document. Name document: Local Area Name Signatory Page.

Note: Mail the signed original Signatory Form to Division Planner.

See attached.

WIOA Title I Programs

NCWorks Career Centers

1. Identify NCWorks Career Center location(s) including Tier 1, Tier 2, Affiliate, and Specialized sites; On-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth services provider is on-site and, if so, youth services offered. Use the NCWorks [Career Center Chart](#). [WIOA Section 121(b)(1)(A) and (b)(1)(B)] Name document: Local Area Name Career Centers.

Chart for PY 2018 is attached – plan will be updated once PY 2019 operator and service providers are finalized.

2. Provide the date and process for when the competitive procurement of the One-Stop Operators(s) occurred. Include the expected length of the contract (one-four years).

The one-stop operator for PY 2017 was procured competitively as part of a jointly designed RFP for both one-stop operators and Adult/Dislocated Worker services in the TriadWorks region, with a Guilford County addendum describing local needs. This RFP was released on www.guilfordworks.org on March 3, 2017 as well as emailed to all entities and training providers that had expressed interest in being on the Guilford County WDB Bidder's List. An advertisement was also posted in three local newspapers from March 10-12. A bidder's conference was held March 15, and proposals were due on April 3. The WDB voted to re-award the contract to ResCare Workforce Services on May 19, with an effective start date of 7/1/17. The WDB Skills Committee voted on May 9, 2018 to extend ResCare's contract for an additional year, with an effective start date of 7/1/18.

The WDB elected to issue a separate RFP for one-stop operation for PY 2019; when this process is finished the plan will be updated.

3. What strategies have been used to better meet the needs of individuals with barriers to employment and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and leveraging resources and capacity within the local workforce development system?

The WDB has worked, through committee structure, to identify and develop ways to enhance access to employment and training programs to those that have significant barriers to employment. Strategies include, but are not limited to strategic partnerships through our NCWorks Partners Network of Guilford County; increased use of social media outlets to broadcast hiring events, workshops and community resources; partnering and implementing initiatives with key community partners

that leverage multiple funding sources to remove barriers; as well as increasing our presence at community based and social service sites to reach customers that would not otherwise access one-stop services.

4. How are training programs such as apprenticeship, on-the-job training, and other work-based learning opportunities leading to industry-recognized credentials aligned with employers' needs, and marketed to support talent development?

The WDB couples work-based learning opportunities with instructional training programs to targeted industry clusters. WDB helps to formulate sector strategies in collaboration with industry and education partners help identify industry-recognized credentials to bring awareness to job seekers and other stakeholders regarding in-demand career opportunities. Specific credentials are in the industry clusters of Aviation, Advance Manufacturing, Construction, Healthcare, and Transportation & Logistics to address industry needs. Staff market work-based learning opportunities through our career centers, partner networks, and various media outlets.

Business Services

1. Please state and briefly describe the priorities of Business Service Representatives and/or Employer Services staff.

Business Service Representatives' (BSRs) charge by the WDB is to focus on targeted industry clusters in the areas of Advance Manufacturing, Transportation & Logistics, Healthcare (Allied)/Nursing, and Aviation. BSRs consult with new and existing businesses to deliver customized workforce development solutions in partnership with economic developers, community colleges and other stakeholders. More importantly, BSRs help navigate and convene a complex network of education, government and private sector resources to build a workforce that meets current and future needs while boosting competitiveness and profitability. This effort can be from a local and regional standpoint.

2. Please describe the efforts the Workforce Development Board has made to deliver business services on a regional basis. Please describe the efforts the Workforce Development Board has made to deliver business services on a regional basis.

The WDB regularly collaborates and delivers business services on a regional basis through established partnership as follows:

TriadWorks (WDBs) – Working within this consortium of four (4) WDB's in the Piedmont Triad Area, our WDB collaborates to create similar business services programs and policies to increase continuity and service offerings to businesses across the region; regardless of county boundary. We also collaborated through TriadWorks on the development and certification of four (4) Certified Career

Pathways (Aviation, Healthcare, Advanced Manufacturing, Transportation and Logistics.

Piedmont Regional Workforce Alliance (PRWA) – The WDB Business Services Representatives regularly participates in this Alliance of Workforce Development Professionals, eleven (11) community college systems, and multiple industry experts to glean best practices and better coordinate efforts to address businesses and job seekers needs such as customize training and mass recruitment.

Piedmont Alliance for Triad Health (PATH) - WDB Business Services Representatives regularly participates also participates in this collaborative advisory council to advocate for and further develop the healthcare workforce to meet the current and emerging needs of healthcare employers serving twelve (12) counties in the Piedmont Triad region. This collaborative has a business led council that includes WDBs, community colleges, universities, and K-12 systems. This counsel play a crucial role in the Healthcare Careers Pathway.

The WDB also coordinates and delivers regional Worker Dislocation services to business that have a footprint, or employee-base, that spans across multiple counties or WDB areas. Information and key partners are involved in the delivery of information sessions, as well as provision of services available to both the business and displaced workers.

3. Describe how the Board leverages existing business organizations (chambers, economic developers, community colleges, universities, etc.) to promote work-based learning activities.

The WDB has a strong partner network including the identified organizations in the question along with other partner agencies to promote work-based learning activities through (partner) referrals, community events, and various collaborations. The WDB convenes and participates in regularly scheduled meetings to discuss workforce issues within the region. WDB also collaborates with partners to address those concerns by aligning our efforts and our resources in an efficient manner. The WDB also uses the WDB website and social media outlets to market work-based learning opportunities such as Facebook and LinkedIn.

4. Complete the following chart (by placing an X in each applicable box) to demonstrate work-based learning opportunities available in the local Workforce Board area. *[Expand form as needed.]*

On-the-Job Training	Local Incumbent Worker Training	Internships	Job Shadowing	Paid/Unpaid Work Experience	Specify Others:
X	X	X		X	

5. Please complete the following chart.

Business Services Elements		Executed by Board staff (x)	Executed by Service Provider staff (x)	Executed by other (x)	Briefly explain
a.The Workforce Development Board uses initiatives designed to meet the needs of employers in the corresponding region. [WIOA Section 108 (b)(4)(B)]					
	Incumbent Worker Training Programs	X			WDB currently administers incumbent worker sponsorship through our I Cubed 3 Small Business Training Grant.
	On-the-Job Training	X	X		The WDB provides funds to businesses to help address their work-based learning needs. BSRs lead this effort by executing OJT contracts and OJT Training Plans, etc... BSRs also work closely with career center staff to identify job seekers to fill job openings.
	Customized Training	X		X	WDB works with businesses help create customized training if businesses are not eligible for customized training funds through the Community College System.
	Work Opportunity Tax				

Business Services Elements		Executed by Board staff (x)	Executed by Service Provider staff (x)	Executed by other (x)	Briefly explain
	Credits	X	X		Work Opportunity Tax Credits can be generated by WDB staff and/or Service Provider staff.
	Business Edge Layoff Aversion			X	This service is primary executed by our partners business services partners at the NC Commerce Department. BSRs will provide the proper referrals for businesses in need of this service.
	Sector Strategies	X			BSRs collaborate with industry and education providers to address industry needs regarding recruitment, training, and labor market trends.
	Career Pathways Initiatives	X	X		WDB coordinates these efforts in a regional collaborative with the other WDBs that make up TriadWorks. BSRs train service provider staff to help execute these initiatives.
b. The Workforce Development Board coordinates and promotes entrepreneurial skills training and microenterprise services. [WIOA Section 108 (b)(5)]		X			Provide information on resources to assist entrepreneurs through partner networks such as the Small Business Center (SBC) at Guilford Technical Community College, Chamber of Commerce, Guilford Merchant’s Association (GMA), The Nussbaum Center and other local government entities that work with up and coming business owners.
c. The Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals' career				X	The WDB helps support youth apprenticeship efforts by candidate referrals through the NCWork Career Centers to Guilford Apprentice Partnership (GAP); also work closely with the Regional Apprenticeship Rep., NC Community

Business Services Elements		Executed by Board staff (x)	Executed by Service Provider staff (x)	Executed by other (x)	Briefly explain
advancement					College System when referring businesses interested in registering for apprenticeships while connecting adults to these opportunities.
d. The Workforce Development Board coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as described in WIOA section 134(a)(2)(A). [WIOA Section 108 (b)(8)].		X	X		The WDB takes the lead on local rapid response efforts as they are passed along from NC Commerce. WDB coordinates resources based on company and impacted employees' needs.
e. The Workforce Development Board collaborates in the alignment of economic development efforts. [WIOA Section 108 (b)(4)(A)(iii)].		X			WDB works closely with local economic developers through the Guilford County Economic Development Alliance to serve new and existing industries. The Guilford County Economic Development Alliance (GCEDA) is an economic development partnership amongst Guilford County, City of Greensboro and City of High Point.
f. The Workforce Development Board facilitates the engagement of businesses, including small business employers and in-demand sector occupations [WIOA Section 108		X			BSRs primary focus is on the targeted industry clusters in the areas of Advance Manufacturing, Transportation & Logistics, Healthcare, and Aviation. BSRs provide a number of forums to engage with businesses including power luncheons, career pathway events, one-on-meetings, etc...

Business Services Elements		Executed by Board staff (x)	Executed by Service Provider staff (x)	Executed by other (x)	Briefly explain
(b)(4)(A)(i)(ii)].					
g. The Workforce Development Board provides an analysis of workforce in the region, including labor force employment and unemployment data, labor market trends, and educational and skill levels of workforce in the region, including individuals with barriers to employment [WIOA Section 108 (b)(1)(C)].		X		X	BSRs provide a monthly Labor Market Overview report to the WDB and other stakeholders of the Greensboro/High Point region. BSRs also provide customized labor market information to businesses, economic developers, and other stakeholders. The reports can include wage analysis and economic impact studies through a labor market software tool called JobsEQ. JobsEQ is Software as a Service that gives you 24-hour online access to our labor market data by Chmura.
h. The Workforce Development Board collaborates with business and industry leaders to provide an analysis of the regional economic conditions to include existing and emerging in-demand industry sectors and occupations, and knowledge and skills needed to meet the employment needs of employers in those		X		X	BSRs meet with various stakeholders to engage in a discussion regarding industry challenges and labor market trends. BSRs generate economic impact studies through a labor market software tool called JobsEQ by Chumra to add support and direction to the discussion.

Business Services Elements		Executed by Board staff (x)	Executed by Service Provider staff (x)	Executed by other (x)	Briefly explain
industry sectors and occupations [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].					

Performance and Accountability

1. Examine the local Board's current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2018 and previous Program Years (reports available via FutureWorks).
 - a. What are the primary factors in the local area that impact performance levels (both positively and negatively)?

Jobseeker and employer relationships have the greatest impact on performance. Good jobseeker experiences encourage continued engagement with WIOA program until the participant reaches their career goals. Similarly, good hiring experiences drives employer engagement with career centers. Since the WDB serves as an intermediary between jobseekers and employers, maintaining quality customer service with both groups and effectively how to bring them together for job placements affects hiring rates. Quality job preparedness training also improves a jobseeker's ability to acquire their own job. Total program enrollment also plays an important role in performance indicators; a percentage-based indicator system means that low enrollments within any of the programs will reduce the stability of outcomes, as fewer anomalies have greater weight.

General economic conditions affect how likely jobseekers are to seek out and engage in WIOA services; low unemployment rates have reduced overall customer traffic in both High Point and Greensboro. Unemployment rates also share a correlation with RESEA/EAI applicants, so lay-offs affect dislocated workers at a seasonal level. Dislocated workers are entering jobs that have lower wages than their original job. Their longevity in their former job likely granted them a greater wage than an initial wage at a new job.

Provider partnerships also impact program referrals. More eligible training provider programs in NCWorks has increased the number of adults receiving OST services through NCWorks.

- b. What strategies are in place to maintain or improve performance?

The WDB works with partners to monitor performance throughout the year. We monitor performance using center performance measures as outcome indicators. When these indicators fall behind monthly goals, the WDB and partners identify the factors affecting performance and corrective strategies to improve performance.

The WDB coordinates integrated leadership meetings to discuss and solve procedural issues affecting performance across functional areas.

The WDB's strategic initiatives coordinator oversees new projects, such as the justice served initiative, to try new programming that could improve system-wide performance by providing new types of community/business engagement.

- c. If the local Board is not on track to meet yearly performance indicator goals, please discuss what corrective actions/steps would be undertaken to address the concern.

Median earnings for Dislocated Workers is below target. Engaging a greater portion of Dislocated Workers in career training will help them to achieve greater wages. The strength of the Adult median wage outcomes shows that career training leads to higher wage outcomes for WIOA participants.

- d. How is performance information shared throughout the hierarchy of staff? In particular, please detail how the Board addresses performance data in its relationship with its contractor and how case managers are using performance data to drive local area performance.

Local performance measures are determined through negotiations among the WDB, WDB staff, and contractors. The WDB accepts DOL and NCWorks Commission performance requirements and issues those to applicable contractors as part of their Statements of Work. With these performance measures established up-front, Board Staff hold contractors accountable for achievement of all three sets of performance goals. Contractors and partners, such as DWS staff, incorporate these performance measures into team and individual performance goals. Through this process, every level of the system establishes accountability to the performance measures. The Board and managers discuss performance measures at least monthly, and then managers discuss performance with their teams to guide plans of action.

2. In recent years, many Workforce Development Boards have seen decreasing population counts for the number of Dislocated Workers served. Please describe the strategies the Board has in place to ensure this population is sufficiently (proportionately) represented in the performance pool. Be sure to include whether the Board makes use of nontraditional Dislocated Worker definitions (such as any individuals who are long-term unemployed and can, therefore, be considered Dislocated Workers) in the response.

The Board's strategy to increase Dislocated Worker numbers is two-fold. First, the Board is working with its DWS partner to identify participants applying for Unemployment Benefits in the career centers to draw a greater portion of these applicants into the WIOA program. By following up with participants who received unemployment benefits but exhausted those benefits after 12 weeks and offering services, the program can access a greater portion of dislocated workers and better identify long-term (12-week) unemployed individuals.

The second strategy is to more appropriately identify individuals who enroll as adults but who could be dislocated workers. This process includes identifying long-term unemployed individuals and enrolling them as adults rather than as dislocated workers. Furthermore, identifying displaced homemakers and self-employed individuals as dislocated workers would balance the proportion of adults

to dislocated workers. Since adult enrollments has not been an issue, this balance of identification is the primary concern.

3. The Measurable Skill Gains measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe how the Board makes use of the information the Measurable Skill Gains measure provides as a means of ensuring the Board reaches its Credential Attainment indicator goal.

The Board uses Measurable Skill Gains as a way of monitoring long-term contact among participants and case managers during Occupational Skills Training programs that last longer than one semester. Individuals who complete their programs and earn a measurable skill gain should also receive a credential. Our staff members are good at identifying successful program completion and recording appropriate credentials for those participants.

4. Please describe the process for monitoring service providers in the local area. Include details such as how it is conducted, who is involved, how often, et cetera.

Local service providers are monitored by Guilford WDB's program monitor. The program coordinator works with program managers, administrative staff, and case managers working under the service providers. Two annual monitoring reviews examine service providers' contractual obligations. Specific programmatic monitoring occurs for eligibility validation, supportive services, ITA expenditures, Work Experience contracts, On-the-Job Training contracts, and Eligible Training Providers; conducted at least annually. Bi-monthly activity system closure, soon-to-exit, and caseload reviews monitor for any discrepancies that would require further investigation. Overall, these reviews check that programs are following federal, state, and local policies and that information in NCWorks meets data validation requirements.

The city of Greensboro's internal auditor also monitors service providers' budgetary controls annually.

Adult and Dislocated Worker Services

1. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that ensures an arm's-length relationship between the Workforce Development Board and service delivery. Identify any service provider contract extensions.

Note: While Final Regulations Section 679.410 (b) and (c) provide exceptions to the competitive procurement process, WDBs *must* have an arm's-length relationship to the delivery of services.

The AD/DW WIOA programs for PY 2017 was procured competitively as part of a jointly designed RFP for both one-stop operators and Adult/Dislocated Worker services in the TriadWorks region, with a Guilford County addendum describing local needs. This RFP was released on www.guilfordworks.org on March 3, 2017 as well as emailed to all entities and training providers that had expressed interest in being on the Guilford County WDB Bidder's List. An advertisement was also posted in three local newspapers from March 10-12. A bidder's conference was held March 15, and proposals were due on April 3. The WDB voted to re-award the contract to ResCare Workforce Services on May 19, with an effective start date of 7/1/17.

The WDB did not elect to issue a new RFP for PY 2018; The WDB Skills Committee voted on May 9 to extend ResCare's contract for an additional year, with an effective start date of 7/1/18.

The WDB has not yet finalized the provider for PY 2019; the plan will be updated when this occurs.

As the programs are competitively procured and service delivery is provided under the contract, there is an arm's-length relationship between the provider and the WDB.

2. Attach the Local Workforce Development Board's Adult and Dislocated Worker (DW) service providers chart effective July 1, 2019 using the [Adult/Dislocated Worker Service Provider List](#) provided. Name document: *Local Area Name Adult and DW Providers 2019*.

PY 2018 chart is attached – PY 2019 provider not finalized. Plan will be updated once this is completed.

3. Describe how and when eligible training providers are reviewed at the local level and how customers are informed they have choices in choosing their providers. Define what "significant number of competent providers" means in the local area. Include whether the local Workforce Development Board uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. Name document: *Local Area Name Eligible Training Providers Policy*. [Division Policy Statement 21-2015]

The WDB's policy is attached, which covers the ETPL review process as well as the performance measures.

During the IEP development process and in subsequent case management activities, all potential training participants are advised that they have choice in selecting approved training providers once they are approved for a specific training curriculum.

In addition, the WDB has a Skills Development Committee that ensures that there are adequate numbers of competent training providers that align with the approved industry clusters throughout the Local Area. Examples of competent training providers throughout our Local Area are Community Colleges, for profit training providers, as well as four year universities that provide training services with Aviation, Healthcare, Advanced Manufacturing, Transportation and Logistics. Although the WDB has not quantified a “significant number”, an annual review of approved providers is conducted and recommendations for adding or removing does occur at the WDB level.

4. Describe follow-up services provided to Adults and Dislocated Worker.

Per Training and Employment Guidance Letter (TEGL) 19-16 and Section 134(C)(2)(A), funds described shall be used to provide career services, which shall be available to individuals who are adults or dislocated workers through the one-stop delivery system and shall, at a minimum, include—...(xiii) follow up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

Customers receiving individualized career services are tracked for four quarters after the customer is gainfully employed and/or a case closure has been completed in NCWorks. Talent Development Consultants make contact with the customer at least once per quarter to determine current status by verifying that the customer is still working with the company established at exit, or has obtained new employment, or find themselves unemployed or is interested in services to assist with increasing salaries/position within present employment situation. In the event a customer has changed employment, staff attempt to obtain all verifying information for the new company. If customer is unemployed, staff invites them to re-engage with the one-stop system and provide the steps that lead to assistance.

Follow-up information/status is recorded in NCWorks under the appropriate quarter’s follow up section with case notes of conversation. For customers that have retained employment through four complete quarters, no additional activities are recorded, allowing them to exit the NCWorks system.

Youth Services

1. Describe the local area's Youth Program design. [WIOA Section 129(c)(1)(A)]

See attachment "Guilford County WDB Youth Program Design."

2. How does the local area ensure the Individual Service Strategy (ISS) identifies appropriate services based on the objective assessment and is linked to youth performance indicators, career pathways and program elements? [WIOA Section 129(c)(1)(B); Page 1508]

The local area ensures that each young adult has an Individualized Service Strategy (ISS) and that each ISS, at a minimum, addresses the following: 1) employment, education, and personal development goals; 2) service objectives and a service plan of action needed to achieve the identified goals; and 3) documented services provided and results.

Youth staff review assessment results that become part of the ISS. All activities planned will be in alignment with the individual young adult's current level of functioning in all areas. Assessment results will be used to help NEXTGEN participants gain an understanding of their career-relevant personal qualities and explore career fields that are most compatible with their assessment results.

Youth are trained on the credentials, certifications, and experience needed for a job seeker to qualify for a position within the chosen career pathway. Using the ETPL, Youth staff will educate the job seeker on available training options, typical time commitment, costs associated with the training, and other critical information in order for the job seeker to make an informed decision.

Youth staff are trained on the performance indicators, and the youth management team provides a monthly status report providing updates and accountability for those indicators.

3. Describe the local area strategy to ensure youth program activities lead to a High School diploma or its equivalent or a recognized postsecondary credential and post-secondary education and training opportunities. [WIOA Section 129(c)(1)(C)]

For youth that have not yet completed their GED/HSD, the Local Area serves eligible youth through direct recruitment activities, delivers academic training to attain their GED/HSD, and places them on career pathways in local demand occupations. The Youth service provider collaborates with Guilford County Schools to identify dropouts, gather referrals from GTCC's Adult Education programs of young adults pursuing a GED who need assistance, and perform community outreach with social services, public housing, and public assistance agencies.

For youth who do have a GED/HSD, the Local Area identifies individuals who are interested in pursuing further education but need assistance to improve basic skills. The Youth provider providers training to youth that have been identified to lack applicable technical or vocational skills needed to obtain employment through providing scholarships to approved training providers. The Grantee will leverage short-term training options, in-center work-readiness workshops, and robust partnerships to ensure participants have a full continuum of training options.

4. Describe the local strategy to prepare youth for unsubsidized employment, including with small employers, specifically those that include in-demand industry sectors and occupations of the local and/or regional labor markets. [WIOA Section 129(c)(1)(C)(v)]

In addition to the training opportunities described in answer 3, The Local Area provides work experience (internship) opportunities. Work Experience activities may take place in conjunction with at least one of the following classroom-based activities: work readiness training, academic training and GED preparation, or occupational training.

Youth staff develop and manage work-based learning opportunities for young adults. Internships, job shadowing, mentoring, and employer visits, will be used as appropriate to assist young adults gain exposure to the industry and occupation they have chosen to pursue. All opportunities will be structured with specific learning objectives and staff will spend time reflecting with young adults about what they learned as a result of participation and how it may have affected their career decision-making process.

The WDB staff's Business Services Unit that serve businesses throughout Guilford County is also leveraged to provide updates on career pathways and opportunities with business partners.

5. Please complete the [Youth Program Elements chart](#) provided to demonstrate how the local Workforce Development Board ensures each of the 14 youth program elements is made available to youth participants.[WIOA Section 129(c)(2)(A)] Name document: Local Area Name Youth Program Elements

See attached.

6. How does the local area ensure that the minimum of 20 percent of funds is spent on work experience and is the local area expending the 20 percent minimum on work experience? [WIOA Section 129(c)(4)]

To meet the requirement to expend 20% of funds on work experience activities, the current youth contract requires that 25% of all expenditures are for work experience; progress toward the budget objectives is monitored on a monthly basis using contractor financial reports.

As of April 2019, the local area is not expending the 20 percent minimum. We will continue to stress the importance of this requirement with the youth provider, and are monitoring closely.

7. Does the Workforce Development Board have a standing committee to provide information to assist with planning, operational and other issues relating to the provision of services to youth? [WIOA Section 107(b)(4)(A)(ii)]

The WDB has a standing Youth Committee.

If no, describe how oversight to planning, operational and other issues relating to the provision of services to youth will be provided.

If yes, please provide a response to the following:

- a) Provide the committee's purpose/vision.

The WDB Youth Committee vision includes:

- **creation of a community network that offers opportunities to all youth to build a career through multiple options and opportunities;**
- **to forge a meaningful relationship with the Guilford County Schools in order to build a system that connects WIOA eligible youth to the NCWorks system, with an emphasis on strong connections with the Career Technical Education programs that align with the career clusters supported through the WDB;**
- **to create career planning and pathways for out of school youth to help them enter meaningful employment with opportunities to grow and advance; and**
- **to strengthen communication resources to youth through NCWorks, social media, and community partnerships**

- b) Provide the committee's top three goals or objectives for PY 2019.

The committee agree to make their priority to:

- **Improve communication and coordination of services with Career and Technical Education schools.**
- **Advocate credential completion/attainment for CTE graduates.**
- **Engage underrepresented populations and disengaged youth in high poverty areas.**

- c) Attach the list of members to include members' agency/organization, one of which must be a community-based organization with a demonstrated record of success in serving eligible youth. Provide the Committee's Chair information in

the first block (who must be a Workforce Development Board member.) Name document: Local Area Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,

See attached.

- d) Complete the following chart for the PY 2019 Youth Committee’s planned meeting schedule to include dates, time and location. *[Expand form as needed.]*

Date	Time	Location (include address and room #)
Weds., February 20th	8:30-10:00 AM (GSO)	2301 W Meadowview Rd, Greensboro, NC; Rm 252
Tues., April 2nd	8:30-10:00 AM (GSO)	2301 W Meadowview Rd, Greensboro, NC; Rm 252
Thurs., May 2nd	8:30-10:00 AM (High Point)	607 Idol St, High Point, NC; Conference Room
Tues., July 2nd	8:30-10:00 AM (GSO)	2301 W Meadowview Rd, Greensboro, NC; Rm 252
Thurs., September 5th	8:30-10:00 AM (GSO)	2301 W Meadowview Rd, Greensboro, NC; Rm 252
Thurs., November 7th	8:30-10:00 AM (GSO)	2301 W Meadowview Rd, Greensboro, NC; Rm 252

8. Provide the date and process for when the competitive procurement of the Youth Programs was completed, to include any contract extensions.

An RFP for youth services was released on www.guilfordworks.org in February 2018 as well as emailed to all entities and training providers that had expressed interest in being on the Guilford County WDB Bidder’s List. Bidder’s conferences were held February 19-20, and proposals were due on March 2. The WDB voted on April 16 to contract with EDSI for one year, with an opportunity for extension. Contract start date will be July 1, 2018.

PY 2019 youth provider has not been finalized; plan will be updated once this occurs.

9. Attach the Local Workforce Development Board Youth service provider’s chart, effective July 1, 2019, using the [Youth Service Provider List](#) provided. Complete each

column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers 2019.

PY 2018 chart is attached – PY 2019 provider not finalized. Plan will be updated once this is completed.

10. Specify if the Local Workforce Development Board plans to offer incentives for youth. If yes, attach the Youth Incentive Policy to include: a) criteria to be used to award incentives; b) type(s) of incentive awards to be made available; c) whether WIOA funds will be used and d) whether the Local Workforce Development Board has internal controls to safeguard cash/gift cards. Name document: Local Area Name Youth Incentive Policy.

Note: Federal funds may not be spent on entertainment costs.

There is no provision for incentives in the PY 2018 Youth contract. Negotiations have not been completed for the PY 2019 contract; if incentives are part of the contract, the policy will be uploaded at that time.

Local Innovations

1. List additional funding received by the local Workforce Development Board to include special grants (Enhancement, Finish Line, Innovation), National Dislocated Worker Grants (disaster), YouthBuild, outside funding and others to include a brief description the source and the amount.

The following grants were active in the PY 18-19 program year:

Grant Name/Kind	Description	Source and Amount
Marketing	Funds for Marketing	DWS, \$5,851
Finish Line	Funds for Finish Line support services and implementation	DWS, \$129,000
Eastern Triad Workforce Initiative	Funds to support regional work-based learning initiative	General Assembly, primary grantee is Community Foundation of Greater Greensboro, \$655,000.
Business Services	Funds for enhancing local business	\$75,000

	services projects	
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2. Describe one local Workforce Development Board best adult/dislocated worker program practice.

WDB collaborated the City of Greensboro’s Neighborhood Development Department and the Salvation Army to develop and implement a pilot program that provides housing and employment opportunities to those that are experiencing homelessness; the initiative is called “Welcome Home”. The program takes individuals currently residing in shelters and provides subsidized housing through the City’s Rapid Rehousing program for up to 24 months. Customers receive a comprehensive housing and barrier assessment, as well as case managed services through Salvation Army to work on removing initial barriers.

Approximately 45 days after enrolling into the program and customers have a housing stability plan, they are referred to NCWorks Career Center for employment and training services. Customers are enrolled in WIOA case managed services and develop an Individualized Employment Plan that will lead them to permanent employment. In addition to specialized employability skill workshops, customers participate in transitional employment opportunities, up to 1,000 hours, to develop workplace skills that are aligned with their long-term employment goals.

This best practice was initiated in January 2019 and we have seen tremendous potential to scale this beyond the homeless population into other vulnerable and underrepresented customer bases.

3. Describe one local Workforce Development Board best youth program practice.

The WDB’s NextGen program launched an exciting new Leadership program for its participants called, NextGeb Youth Ambassador Leadership Program. The goal of the Youth Ambassador program is to empower NextGen participants to engage in community events, serve as peer-to-peer mentors, and to be liaisons within their communities, communicating the benefits and impacts of the NextGen program.

Youth Ambassadors build leadership skills through regular engagements within the community, whether at a young adult career fair, community resource event, or by holding peer-to-peer recruitment drives. We have found that their ability to speak in public, communicate clearly and effectively, and convey important, detailed information are enhanced throughout their participation. The Ambassadors learn and apply the importance of being a reliable peer-to-peer mentor for potential young adult participants, and are given license to share their personal back-stories and lend context to their enrollment into NextGen.

Recent endeavors have seen the Youth Ambassadors plan and execute a “Lunch & Learn” event where barriers to employment and education were centered around potential

participation in NextGen services. Youth Ambassadors give our NextGen program a distinct advantage in outreach and promotion, conferring a generational narrative aimed at connecting with underserved populations in Guilford County.

NextGen will continue to give participants the opportunity to build leadership skills through the Youth Ambassador program by seeking additional ways in which these exceptional young adults can design and implement projects that serve the needs of their communities.

4. Describe one local Workforce Development Board regional strategy that has yielded positive results.

The WDB, through the Eastern Triad Workforce Initiative, partnered with businesses, Public School systems, community colleges, as well as community based organizations across four counties to increase awareness and participation in workforce related programs. The WDB development board worked collaboratively with its neighboring Workforce Development Boards to increase participation in incumbent worker and On the Job training services among employers across the region. Leveraging public awareness resources provided through the initiative, we were able to utilize pitch decks and program related marketing materials to share consistent messaging about the benefits of the programs; beyond these particular work based learning opportunities.

Regionally, the initiative has seen nearly a 250%+ increase in IWT/OJT participation. Our partners in the initiative continue to look at scaling this across the 14 counties in our region.

5. Describe one local Workforce Development Board Incumbent Worker or other business services best strategy.

The WDB works closely with industry training providers to address business incumbent training needs. This collaboration includes working closely with Customized Training at Guilford Technical Community College with assisting businesses not eligible for customized training and/or businesses needing assistance with training sponsorship. BSRs also work with other industry-training providers to assist businesses they are working needing assistance with training sponsorship. Businesses receive assistance via a reverse referral from the training vendor to the WDB. BSRs provide businesses technical support during the application process. The primary focus of the WDB is on small businesses that employ 250 workers or less through the I Cubed 3 Small Business Training Grant.

PY 2019 Local Area Plan Required Policy Attachments

1. The following policies must be attached as separate documents in the PY 2019 Plan. Name documents: Local Area Name, Policy Name.

Please make a notation below if the Policy has been revised for Program Year 2019.

Policy	Attached (Yes/No)	Revised for PY2019 (Yes/No)
1. Adult/ Dislocated Worker Work Experience Policy (PS 10-2017)	Yes	New version is in review process, plan will be updated once approved
2. Competitive Procurement Policy (PS 19-2017)	Yes	New version is in review process, plan will be updated once approved
3. Conflict of Interest Policy (PS 18-2017)	Yes	No
4. Equal Opportunity Procedures (PS 07-2018)	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy (PS 04-2015)	Yes	No
8. Oversight Monitoring Policy and Tools	Yes	No
9. Priority of Service Policy (PS 03-2017)	Yes	No
10. Youth Work Experience Policy (PS 10-2017)	Yes	No

11. Supportive Services Policy	Yes	No
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2. Designate whether or not you have the following Optional Policies. If yes, attach the policy as a separate document. Name documents: *Local Area Name, Policy Name*. [Example: IWT Policy – Yes. Attached as *Workforce Development Board, IWT Policy*.

Policy	Yes (attached)	N/A
1. Local Area Incumbent Worker Training Policy	Yes	
2. Local Area Needs-Related Policy	No	
3. Local Area Transitional Jobs Policy	Same as AD/DW WEX Policy	
4. Local Area Youth Incentive Policy	No	

3. Individual Training Accounts (ITAs) are required [Regulations Section 680.300] to pay the cost of training provided with Adult and Dislocated Worker funds and limitations on duration and amount may be included [Regulations Section 680.320]. Please provide the following ITA elements in summary:

Individual Training Accounts (ITA) Summary	
Dollar Amounts	\$2,000 first year, \$2,500 second year; \$4,500 lifetime
Time Limits	36 months
Degree or Certificates allowed (Associate's, Bachelor's, other)	No specific restrictions other than 36 month cap; students in four year programs would only be funded for last two years.
Procedures for determining case-by-case exceptions for training that may be allowed	None at this time.
Period of time for which ITAs are issued (semester, school year, short term, etc.)	All of the above.
Supportive Services covered by ITA (uniforms, tools, physical exams, etc.)	All support services are covered if they are required for the training.
Other	

4. Please specify the supportive services provided by the local Board Supportive Services Policy. List specific items under Supplies, Emergency and Other, as identified in the local Policy. *[Expand form as needed.]*

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
Yes	Yes	Any uniforms/tools/etc needed to gain employment	Crisis and financial counseling, housing expenses, medical/dental/vision expenses	

Required Attachment Checklist from Plan Instructions:

- Signed copy of Consortium Agreement (if applicable)
- Administrative Entity Organizational Chart
- Workforce Development Board List ([form provided](#))
- Workforce Development Board By-laws
- Local Area Organizational Chart
- Local Area Certification Regarding Debarment * ([form provided](#))
- Local Area Signatory Form* ([form provided](#))
- Local Area NCWorks Career Center System ([form provided](#))
- Local Area Adult and Dislocated Worker Services Providers ([form provided](#))
- Local Area Eligible Training Provider Policy (*optional*)
- 14 Youth Program Elements Chart ([form provided](#))
- Local Area Youth Committee Meeting Schedule (*optional*)
- Local Area Youth Committee Members (*optional*)
- Local Area Youth Services Providers ([form provided](#))
- Local Area Youth Incentive Policy (*optional*)

*Mail signed and unfolded *originals* to assigned Division Planner at N.C. Division of Workforce Solutions at:

313 Chapanoke Road, Suite 120, 4316 Mail Services Center, Raleigh, NC 27699-4316.

Appendix

Bylaws Required Elements...	A
Bylaws Guidance ...	B
Guidance for Meetings via Electronic Means ...	C
Local Workforce Development Board Membership Requirements ...	D

