Workforce Innovation and Opportunity Act

Local and Regional Workforce Development Area Plans

Comprehensive Four-Year Title I Plan for PY 2020 July 1, 2020 – June 30, 2024
Local Title I WIOA 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. The WIOA Program Year (PY) 2020 Plan is to provide current information and be effective July 1, 2020 - June 30, 2024 and will include all current local policies. The local and regional plan will support the alignment strategy described in the 2020-2024 NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. North Carolina Governor Roy Cooper’s mission is to ensure North Carolinians are better educated, healthier, and have more money in their pockets so that they can live more abundant, purposeful lives. The cornerstone to achieving this goal is to help people get good-paying jobs to support themselves and their families. Through NC Job Ready, Governor Cooper’s workforce development initiative, North Carolina is working to build a stronger and better workforce. NC Job Ready is built on three core principles: education and skills attainment are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system. In addition, Workforce Development Boards shall comply with WIOA Sections 106 through 108 in the preparation and submission of the plan.

Through its strategic planning efforts, the NCWorks Commission developed a vision and mission for North Carolina’s Workforce System. This vision is to build a job-ready workforce to strengthen North Carolina companies, attract new businesses, and ensure our state can adapt to a changing economy. The mission of the state’s workforce development system, is to ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity, and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.

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


Plan Submission and Due Date
The Local Plan must be submitted through Workforce Information System Enterprise (WISE), the Division’s web-based financial system. **The due date is May 18, 2020.** 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.
I. 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.

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.

<table>
<thead>
<tr>
<th>Name: Chris Rivera</th>
<th>Title: Executive Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization: City of Greensboro</td>
<td>Address: 2301 W Meadowview Rd, Greensboro, NC, 27407</td>
</tr>
<tr>
<td>Phone number: 336-373-4174</td>
<td>Email address: <a href="mailto:chris.rivera@greensboro-nc.gov">chris.rivera@greensboro-nc.gov</a></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name: Nancy Vaughan</th>
<th>Elected Title: Mayor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government: City of Greensboro</td>
<td>Address: PO Box 3136, Greensboro NC 27402</td>
</tr>
<tr>
<td>Phone number: 336-373-2396</td>
<td>Email address: <a href="mailto:nancy.vaughan@greensboro-nc.gov">nancy.vaughan@greensboro-nc.gov</a></td>
</tr>
</tbody>
</table>

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:** Chris Wilson  
**Title:** Assistant City Manager  
**Business Name:** City of Greensboro  
**Address:** PO Box 3136, Greensboro NC 27402  
**Phone number:** 336-373-3815  
**Email address:** Christian.wilson@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)].

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Address</th>
<th>Phone number</th>
<th>Email address</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Greensboro</td>
<td>n/a</td>
<td>PO Box 3136, Greensboro NC 27402</td>
<td>336-373-2002</td>
<td>n/a</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Address</th>
<th>Phone number</th>
<th>Email address</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Parrish</td>
<td>City Manager</td>
<td>City of Greensboro</td>
<td>PO Box 3136, Greensboro NC 27402</td>
<td>336-373-2002</td>
<td><a href="mailto:david.parrish@greensboro-nc.gov">david.parrish@greensboro-nc.gov</a></td>
</tr>
</tbody>
</table>

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. Attached.

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 www.sam.gov 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)

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.

Kimberly Fernandez.

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. If the Board membership is not in compliance currently, provide the statement here.

* Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories.

The Chief Elected Official must establish by-laws consistent with applicable local procedures, state and federal laws to include WIOA Final Rules and Regulations 679.310(g). The Board shall submit by-laws that clearly demonstrate all WIOA and North Carolina required elements described in Appendix A. Additional by-laws guidance and electronic meeting formats have been provided in Appendix B and Appendix C.

Attached.

11. Attach the Workforce Development Board by-laws including date adopted/amended. By-laws must include the required elements found in Appendix A. Name document: Local Area Name WDB by-laws.

Attached.
12. To demonstrate that the attached Workforce Development Board By-laws comply, complete **By-Laws Required Elements – Crosswalk chart**.

**Attached.**

*Sunny 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)]*

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

*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)]*

*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*

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.**

**Attached.**
15. Complete the following chart for the PY2020 Local Workforce Development Board’s planned meeting schedule to include time, dates and location. [Expand form as needed.]

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 6, 2020</td>
<td>8:30am-10:30am</td>
<td>NCWorks Career Center, 2301 W. Meadowview Rd., Greensboro, NC 27407</td>
</tr>
<tr>
<td>April 2, 2020</td>
<td>8:30am-10:30am</td>
<td>GoTo Meeting 1-872-240-3412/Access Code 862-696-181</td>
</tr>
<tr>
<td>July 9, 2020</td>
<td>8:30am-10:30am</td>
<td>NCWorks Career Center, 2301 W. Meadowview Rd., Greensboro, NC 27407</td>
</tr>
<tr>
<td>August 6, 2020</td>
<td>8:30am-10:30am</td>
<td>NCWorks Career Center, 607 Idol St., High Point, NC 27262</td>
</tr>
<tr>
<td>October 1, 2020</td>
<td>8:30am-10:30am</td>
<td>NCWorks Career Center, 2301 W. Meadowview Rd., Greensboro, NC 27407</td>
</tr>
<tr>
<td>November 18, 2020</td>
<td>12:00pm-2:00pm</td>
<td>2020 Annual Luncheon-TBD</td>
</tr>
<tr>
<td>December 13, 2020</td>
<td>8:30am-10:30am</td>
<td>NCWorks Career Center, 607 Idol St., High Point, NC 27262</td>
</tr>
</tbody>
</table>

**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 Certification Form.*

**Note:** Document must bear the original signature of the Administrative Entity signatory official. Mail the signed Certification form (page 27) original to Division Planner.

**Attached. Originals mailed 5/18/20.**
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 the assigned Division Planner.

**Attached.** Originals mailed 5/18/20.
II. Local Area Strategic Planning

Each local Workforce Development Board (WDB) shall develop and submit a comprehensive four-year local Plan. The local Workforce Development Board is required to keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Plans will require an annual modification. North Carolina has implemented integrated services delivery with an enhanced emphasis on regional planning and services. This approach is consistent with federal, state and regional initiatives and opportunities. North Carolina’s workforce development system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults and youth. To enhance services to all these constituents, aligning workforce development planning and services with regional labor markets is both effective and productive. North Carolina Governor Roy Cooper’s NC Job Ready is built on three core principles: education and skills development are the foundation to a strong and resilient workforce; an employer-led workforce development system is key to the growth of a highly skilled and job ready workforce; and local innovation is critical to a dynamic and effective workforce system.

Locally, WDBs are creatively working to address the new challenges of job growth and expansions. With low unemployment rates, Boards continue to have a shortage of middle-skilled level workers. As a Board and workforce system, Boards are leveraging resources and engaging in new partnerships that include the business community, economic developers, chambers of commerce, NCWorks Career Centers, community colleges, public schools, and community partners. Working together, Boards are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.

1. Describe how the local Workforce Development Board and partners address local challenges for job growth and business expansions?

The Guilford County WDB has an experienced staff and strategic partners that meets with businesses/industry on a regular bases. This engagement consist of canvassing business needs; skill mapping to refine specific competencies required for job seekers and the emerging workforce force. WDB Business Services Representatives and partners provide a number of services to address local job growth and business expansion including analyzing labor market data, WBL training, industry sector meetings, screening/placement services, hiring events, mass recruitment and assessments. The WDB has developed strong relationships with businesses through strategic planning to effectively assess employer workforce needs and gain their commitments to hire jobs seekers through our system.

2. Provide a description of the Workforce Development Board’s strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]
The WDB has four major goals for preparing our workforce. These goals are also shared by the other boards in the TriadWorks region and include youth and individuals with barriers to employment within the goals. More detailed information about services to those target groups is included later in this document.

Goal #1 – Impact
To maximize the workforce development system to provide a skilled workforce to improve the quality of life and create opportunities for individuals in the TriadWorks region. Key objectives include:

- Prioritizing training services for in-demand occupations;
- Increasing the capacity to assess and screen individuals based on employer and industry need;
- Advocate for and facilitate the development of training programs for in-demand occupations;
- Establish and adopt accountability measures that reflect local economic conditions, job growth and NCWorks Commission and WIOA common performance measures;
- Promote Work Ready Community initiatives; and
- Ensure high-level customer satisfaction for jobseekers and employers through regular surveying of businesses and customers.

Goal #2 – Partnership and Collaboration
Foster collaboration and build relationships with committed partners and stakeholders to strive for common goals and to become a catalyst for change. Key objectives include:

- Foster industry-led collaborations that align with each of the board-approved industry clusters (Aviation, Healthcare, Advanced Manufacturing, Transportation/Logistics);
- Establish and nurture relationships with key stakeholders across the region to identify community and business needs and drive initiatives that create greater access to services and a well-qualified workforce; and
- Prioritize and lead workforce system re-design and integration initiatives.

Goal #3 – Systems Capacity
Enhance the quality of workforce development delivery systems and programs to become the “go to place” for responsive solutions to meet customer needs. Key objectives include:

- Gather information from employers that informs critical skills employees need to enter and success in today’s workforce;
- Engage education and training providers, economic developers, and private-sector WDB members in program planning;
• Provide technical assistance to employers, particularly small businesses, by providing guidance and resources that support entrepreneurial development and business retention;
• Support structured work-based learning opportunities, inclusive of Apprenticeship and Incumbent Worker Training programs;
• Collaboratively identify funding resources and revenue streams to enhance our capacity to deliver services; and
• Increase the leadership capacity of our WDB through regular meetings, information gathering, analysis and sharing, and training.

Goal #4 – Communication and Marketing
Develop a multi-faceted communications and marketing plan connecting our communities and their stakeholders to workforce development services and resources. Key objectives include:
• Improve communications among workforce boards in our region;
• Improve communications between TriadWorks and the NCWorks Commission and Division of Workforce Solutions;
• Implement a marketing and communication plan that increases awareness and addresses the needs of key audiences.

Our goals include specific measures that determine the level of achievement. Measures include the common measures shared by the core partners as well as individual measures at the regional and local board level. NCWorks Commission board performance measures are recognized and measured at the local level as well.

3. Considering the analyses described in the Regional Strategic Planning Section III, describe strategies to work with the entities that carry out the core programs that align resources available to the Local Area to achieve the strategic vision and goals. [WIOA Section 108(b)(1)(F)]

The WDB will utilize a number of strategies to work with the core programs to achieve regional and local goals to include:
• Consistently utilize labor market tools such as NCWorks, LEAD, O*Net, AccessNC and JobsEQ to forecast emerging occupations;
• Regularly assess skill requirements for training opportunities based on employer demand;
• Collectively support business engagement efforts across partners;
• Convene employer groups with training providers and core partners to implement skills development opportunities that more effectively include at-risk populations;
• Utilize a business information system across the core partners that effectively gathers and shares information that informs joint planning and training development initiatives;
• Collect and analyze employer satisfaction information that serves to increase efficiency of service to employers;
• Develop, promote and support career pathways in key occupational sectors;
• Integrate core partners fully into service delivery system within the NCWorks system;
• Continue working through the WDB/Community College collaboration, known as Piedmont Regional Workforce Alliance (PRWA), to align training in occupational skills and soft skills with jobseeker and employer needs;
• Develop specific communication and outreach strategies that target individuals most at need for services including basic skills deficient, justice-served, and unemployed and underemployed individuals; and
• Establish relationships with potential alternative funding sources to enhance services provided by all the core partners.

4. Describe Local Area’s workforce development system, including identifying the programs included in the system, and how the Workforce Development Board will work with the entities administering core programs and other workforce development programs to support alignment and provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). [WIOA Section 108(b)(2)]

Our local workforce development system is actualized by the two NCWorks Career Centers and the WDB Business Services Unit in Guilford County. All core programs are represented through the Career Centers, either on a full-time basis with the Wagner-Peyser, Adult, Dislocated Worker and Youth services or on a part-time basis with Adult Literacy/Community College, Senior Services, Community Action and Vocational Rehabilitation. Other partners and programs included in the workforce development system and that have a physical or partnership presence at NCWorks Career Centers include the Triad Workforce Solutions Collaborative, Community Foundation of Greater Greensboro, United Way, Greensboro and High Point Housing Authorities, Reading Connections, Faith Action, Goodwill industries, Chambers of Commerce, Step Up Greensboro, Salvation Army, Guilford County Public Schools, Triad Adult and Pediatric Medicine, Urban Ministries, National Caucus and Center on Black Aging, Welfare Reform Liaison Project and the Guilford County Department of Social Services.

The WDB’s Business Services Unit collaborates with business-focused staff from each of the WIOA core partners as well as those staff from other partner agencies that engage in employer contact such as the Chambers of Commerce and Economic Development entities in the county. All core partners have participated for a number of years in the NCWorks Partners Network of Guilford County, many of whom are represented in the WDB membership.

All of these connection points and well-established partnerships are focused on aligning service strategies designed to significantly decrease duplicity of services and reduce touch
point that often result in confusion among employers and jobseekers relative to having workforce needs met.

5. Provide a description of how the Workforce Development 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 Workforce Development Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]

The WDB and its Career Center partners currently engage the community’s job seekers through partnerships and direct community engagement to expand access to program services. The WDB has developed a partnership network, called the NCWorks Partnership Network of Guilford County, which engages community partners to share updates on Career Center services and encourages greater collaboration among the network. Career Centers have also established public outreach models, whereby WDB Business Service Representatives and the Career Center Employment Solution teams coordinate regular events with employers to expand business exposure to the career centers and its services. Talent Development and Outreach Consultants also attend or host local community events to engage community members who may not have known about the NCWorks Career Center system. Our High Point Career Center developed a unique showcase of community resources and employers in coordination with the High Point Housing Authority, engaging over 200 members of High Point’s public housing communities.

Guilford currently has 4 established Certified Career Pathways. These pathways are in the Advanced Manufacturing, Aviation, Healthcare, and Transportation/Logistics industries. The WDB Business Services team continues to work with local industries to consider how additional career pathways might be developed, such as information technology and skilled trade occupations. The career pathways that are developed are incorporated into core programming by developing and approving training programs to prepare job seekers for careers in these high-demand, high-wage-potential occupations.

Co-enrollment is not a usual method of engaging participants due to the complications it creates regarding case management and provision of participant services. Rather, individuals are enrolled based on their eligibility for programs and which program will provide the participant the highest level of service for achieving the participant’s goals.
Postsecondary credentials and the attainment of career-relevant credentials remain a central component of our services and the outcomes we seek to achieve. Our program maintains a system of a user-driven training program approval process. The WDB staff follows up on jobseeker requests to approve programs, researching the viability of the career path and the strength of the programs that seek eligible training provider list approval. Any individual who is eligible for WIOA services and has a clear need for occupational training to pursue their career goals is suitable for training assistance.

6. Describe the Workforce Development Board’s use of 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 regional strategy to meet the needs of businesses. [WIOA Section 108 (b)(4)(B)].

The WDB has formulated long-term business and industry relationships through the use of and participating in strategic workforce initiatives. We help to formulate sector strategies in collaboration with industry and education partners to help identify industry-recognized credentials to bring awareness to job seekers and other stakeholders regarding in-demand career opportunities. Our WDB has several Work Based Learning (WBL) opportunities and programs that are administered directly by the Board and/or through collaborations with strategic partners. These include:

- **Incumbent Worker Training Grant (IWTG):** WDB administers an IWTG called I-Cubed 3 Business Training Grant for businesses seeking to upskill their existing workforce to address skill gaps;
- **On-the-Job Training (OJT):** WDB provides funds for on-the-job training to businesses. Our competitively procured WIOA Adult and Dislocated Worker service provider leads this effort by executing OJT contracts, developing OJT Training Plans, conducting regular follow-up throughout the training period, as well as disbursing wage reimbursements to employers;
- **Customized Training:** WDB staff works with the Community College System to address employer workforce needs through customized training programs;
- **Work Opportunity Tax Credits:** WTOC can be generated by WDB Business Services and/or partner staff (DWS) for referrals to NC Department of Commerce;
- **Layoff Aversion:** BSR’s refer at-risk businesses to our State DWS partners Business Edge Program to address the business viability concerns;
- **Sector Strategies:** BSR’s collaborate with industry and education providers to address industry needs regarding recruitment, training, and labor market trends.
The WDB has a strong partner network with economic development, education providers, and other community partners to promote our initiatives and 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 initiatives and activities. During this COVID-19 pandemic, the WDB is constantly seeking creative and innovative ways to engage with businesses and partners remotely and by virtual means.

7. Describe how the Workforce Development Board coordinates and promotes entrepreneurial skills training and microenterprise services. [WIOA Section 108(b)(5)]

The WDB participates in Chamber of Commerce Small Business Entrepreneur initiatives and encourages customers in the NCWorks Career Centers to explore additional opportunities for small business startup, including supporting The Forge, the nationally-recognized makerspace entity in Greensboro that encourages and develops entrepreneur skills in the manufacturing sector. WDB also shares resources with individuals such as the Guilford Technical Community College Small Business Administration (SBA) Program and the Nussbaum Center for Entrepreneurship, to assist them in their entrepreneurial endeavors. WDB is currently looking at training options that individuals interested in entrepreneurship receiving sponsorship though WIOA funding can receive.

8. Describe how the Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals’ career advancement. [WIOA Section 108(b)(5)]

The WDB became a “Sponsor” of an adult apprenticeship program under “GuilfordWorks” in partnership with the Forge, Guilford Technical Community College, and ApprenticeshipNC as of March 31, 2020. This program was developed with an initial occupational focus on welding to be followed by IT networking, machining, and industrial maintenance trades. Selected apprentices will have the opportunity to participate in a 10 week Pre Apprenticeship Program through the Forge (Makerspace). WDB Business Services is currently in discussion to implement an IT apprenticeship around cybersecurity with a pre-apprenticeship component attached to this program. WDB also supports a local youth apprenticeship initiative called Guilford Apprenticeship Partners (GAP) through providing youth referrals from our youth program services.

The WDB budgets a portion of OJT and ITA training resources, to potentially sponsor individuals who enter registered apprenticeship and pre-apprenticeship programs in order to promote a more active use of apprenticeships in Guilford County. The WDB also has active appointed member and staff representation on a
local youth apprenticeship program called Guilford Apprenticeship Partners (GAP). As of April 2020, GAP has 180 apprentices connected to 35 employers.

9. Provide a description of how 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)] In addition, specifically describe the coordination and delivery of services to businesses to include the following [WIOA Section 108(b)(8)]:

   a. Systems that are used to determine economic trends and partners within your Early Warning Network to help identify those businesses that are expanding and/or struggling.
   b. Local resources that are provided to help struggling businesses avert or prevent layoffs, and
   c. Explain coordination with TAA to maximize resources and prevent duplicative services.

The WDB Business Services Unit, during rapid response activities, works closely with the NC Department of Commerce to coordinate efforts when addressing the needs of companies impacted by mass layoffs and/or closings. Representatives from the Integrated Services Delivery Team, which includes management level staff from DWS and the WDB, describe career center (NCWorks) services to businesses and their impacted employees. Those services have included providing customized workshops, web portal accesses dedicated to individual companies to gather information and facilitate scheduling, screening/referral for impacted employees for targeted hiring events, onsite eligibility determination and organizing job fairs with companies that need the skill sets of laid off workers. WDB utilizes a number of systems and resources to coordinate and deliver services to impact businesses:

   a. WDB works with strategic partners and utilizes tools to help identify economic trends of businesses expanding or are at-risk for downsizing/closing. These partnerships and tools include economic development partners, the Chamber of Commerce’s, Business Edge (NC Dept. of Commerce), Community College (Customized Training Programs), Small Business & Technology Development Center (SBTDC) and Chmura JobsEQ.
   b. Local resources are referred by WDB to at-risk businesses to help prevent layoffs. These resources include Small Business & Technology Development Center (SBTDC), Business Edge, Chamber of Commerce services.
   c. Guilford County WDB has both WIOA and TAA programs housed in the same location, which creates a powerful mechanism to coordinate WIOA and TAA services and funding. At times, WDB may utilize WIOA resources to assist trade-affected individuals by developing a common framework or tools for individuals to help prevent any service gaps through a co-enrollment.
10. Provide a description of plans, strategies and assurances concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the Local Area through the NCWorks Career Center system. Include how improved service delivery and avoidance of duplication of services are/will be achieved. [WIOA Section 108(b)(12)]

Services are currently integrated between the WDB and the Wagner-Peyser partner (DWS) wholly in both Career Center locations. Staff are not identified by employer or agency but rather as NCWorks Career Center System employees and deliver services by function within the state-approved model of Talent Engagement, Talent Development and Talent Employment Services units.

An Integrated Services Leadership Team comprised of WDB, DWS and contractor local management staff meets bi-monthly to discuss policies, procedures, service levels, and service delivery issues to maintain a consistent level of quality between the centers. This team can be stood up to meet more frequently when there is a need (i.e. during the Covid-19 pandemic).

This integration of services results in streamlined services to customers and eliminates the confusion of which agency is providing a particular service, i.e., services are provided by the NCWorks Career Center.

11. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

There has always been a strong history of coordination and referral between Workforce and Adult Education entities in Guilford County and that relationship continues under WIOA. Guilford Technical Community College and its partner, Reading Connections, participate in joint information sharing and planning activities through the NCWorks Partners Network, a collaborative of workforce and community-based agencies in Guilford County that meets regularly to discuss ways in which to more effectively provide joint services through the NCWorks system. Orientation sessions and other joint activities are shared between partner locations to maximize services. Referrals are routinely made between the organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by the other.

The referral process is especially valuable in the rural areas 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 WDB may step in to assist individuals directly, or through other community partnerships.

12. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the Workforce Development Board and other local entities described in Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Section 108(b)(14)]

The Guilford County NCWorks Career Center Memorandum of Understanding (MOU) includes the local Vocational Rehabilitation office as a partner as described in the Rehabilitation Act of 1973. Cross training, referrals, information sharing and collaboration continue to occur on a consistent basis with both this partner and other non-formalized partners within the one-stop system.

13. Provide a detailed description of the competitive process used to award subgrants and contracts in the Local Area for activities carried out under WIOA Title I. [WIOA Section 108(b)(16)]

RFPs are publicized at a minimum on our Local Area maintained website, the national association of workforce development boards site (NAWB) and other media as needed that will provide for a general circulation throughout the area served. This public notice is made available concurrent with the release of the RFP. This public notice also contains information on the bidders’ conference. The WDB maintains a bidder’s list of all entities that have indicated in writing an interest in providing workforce services in the WDB’s service area. A notice indicating the service or activity being procured, date, time, location of the RFP release, etc., is sent to all individuals on this list, all existing service providers, and others as applicable.

All RFPs shall be released with language which shall include:

- Name and address of the administrative entity.
- Name, address and phone number of person(s) to contact regarding the solicitation.
- General description of the sub-grant program, including identification of the applicable Federal and State laws and regulations with which the selected contractor must comply, including the Workforce Innovation and Opportunity Act; USDOL Regulations 20 CFR Parts 626-631; and any appropriate NC Division of Workforce Development policy issuances.
- The population to be served and minimum service levels to specific target groups.
- An estimate of the number/range of individuals to be served and expected performance results in each activity.
- Requirements for coordination with other workforce entities, as applicable.
- Funding parameters by activity.
- A detailed description of the training and/or services to be provided.
- The period of performance.
- Applicable monitoring and reporting requirements, including, but not limited to, data entry, performance, and financial reporting.
- Other services or requirements (e.g., responsibility for eligibility determination, WDB policy on support payments, audit requirements and work statement requirements) that will affect proper budgeting by the bidder.
- Prohibition against subcontracting without WDB approval.
- Line item budget of proposed costs, including any profit to be realized and/or funds to be contributed.
- Documentation to be supplied by the bidder to establish its programmatic and financial capability to perform the work.
- Requirements for preparation and submission of the proposal, due date and time, content and format, number of copies and location/person where the bid should be submitted.
- Process and procedures by which proposals will be evaluated for competitiveness, including identification of specific criteria which will be used.
- Description of the procedures for responding to bidder inquiries and a schedule for the receipt of proposals, approximate dates for review and award.
- Conditions under which the completed contract may be modified and extended for additional years, if applicable.
- Grievance procedures for contesting the procurement process.
- Affirmative action assurance that the bidder will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Investment Act, the Non-traditional Employment for Women Act of 1991; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 34.

At the WDB’s discretion, procurement may be for either single or multi-year program proposals and contracts may be for a single year or multiple years. Multi-year contracts may not exceed a three (3) year period. Such multi-year contracts shall include provisions for first year funding and activity levels and provisions and conditions for the negotiation of subsequent year funding and activity levels.
Bidders will be required to submit their qualifications to be a service provider. The provider, at a minimum, shall submit a brief description of the following: 1) organizational structure and experience; 2) personnel standards; 3) financial system; 4) latest audit; 5) bonding coverage; 6) procurement procedures; and, 7) monitoring procedures. A log will be maintained of all bidders that have requested and been sent an RFP.

A potential bidders’ conference shall be held after the RFP becomes publicly available. To maintain fair and open competition, the answers to questions that arise from the bidders’ conference shall be provided to all entities on the bidders’ list and all entities that have requested an RFP. These answers will be posted within 4 business days on the RFP website.

Amendments to solicitations will be accepted if submitted within the time frames of the original solicitation requirement. The closing submission date must be clearly stated in the RFP. Where late proposals come in, these shall be accepted and the date and time recorded. A letter shall then be sent to the bidder returning its proposal package and explaining why it is not being considered. The WDB reserves the right to accept or reject any and all proposals received in response to the RFP. Obligation to the bidder is contingent upon the availability of grant funds. No legal liability on the part of the WDB for payment of any money shall arise unless and until funds are made available to the WDB for procurement. The bidders shall be responsible for all costs involved in the development of the proposal.

The intent of the evaluation process is to certify that each proposal received meets the basic submission requirements (Proposal Review Criteria) and to determine the quality of each proposal.

The evaluation process may be divided into the following major steps: 1) a general review of the proposals; 2) an evaluation of the vendor’s qualifications; 3) an evaluation of the technical aspects of the proposal; 4) an evaluation of the cost aspects of each proposal; and, 5) an evaluation of demonstrated performance, effectiveness, potential for meeting performance goals, costs, and quality of training.

In concert with the WDB and its committees, the local WDB staff shall utilize a process for conducting technical evaluations and the review of the proposals received and for recommending contractors. Using the evaluation criteria contained in the RFP, the local WDB staff will review all proposals that meet the submission requirements and will submit summary reports of all proposals received to the WDB/WDB committee along with recommendations for contractors it deems best able to operate the program efficiently and effectively, with price and other factors considered. At its discretion the WDB/WDB committees may conduct additional reviews or direct WDB staff to obtain additional information.
After evaluation and recommendation of the proposals received by the WDB committee, the final selection of service providers will be made by the WDB. The WDB will have the final authority for selection of service providers.

Final selections will primarily be based on, yet not limited to, effectiveness, demonstrated performance, potential for meeting performance goals, costs, quality of training, participant characteristics, past workforce development experience and performance of the bidder and non-duplication of services.

Communication will be sent to each successful and unsuccessful bidder that contains the WDB decisions related to that procurement.

14. Provide a brief description of the actions the Workforce Development Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the NCWorks Commission. [WIOA Section 108(b)(18)]

We include the NCWorks Commissions goals and performance standards in all of our contracts and track the metrics, along with federal and local performance metrics. These metrics are included in Board reports, especially employer metrics to ensure that employer and job seeker metrics are periodically reviewed for remaining on track. For instance, the employer penetration of Guilford is tracked quarterly, and our penetration rate was 7% in PY2018. The contractors’ maintenance of these standards are formally reviewed at the time of contract monitoring, when all performance metrics are reviewed.

III. Regional Strategic Planning

North Carolina is defined by an expansive geography that covers over 53,000 square miles and spans from the mountains in the west, to the piedmont region in the state’s center to the coastal plain region in the east. This expansive geography contributes to the state’s diverse mix of rural communities, small towns, cities, metropolitan areas and regional economic centers, each with its own unique industrial composition. Part of North Carolina’s economic development strategy includes organization of the state’s 100 counties into eight multi-county regions called Prosperity Zones, which are intended to help ensure economic growth across all areas of the state, by leveraging regional economic, workforce and educational resources. Overlaying the eight prosperity zones are North Carolina’s 23 Local Workforce Development Board areas that facilitate the delivery of workforce services to the state’s citizens and employers.

Local Workforce Development Boards are to continue, or begin, formal interaction based on regional geography aligning with labor market areas. The following regional configurations will be used for submission of this Regional Plan:
• Western Region: Southwestern and Mountain Areas WDBs;
• Northwest Region: High Country, Western Piedmont, and Region C WDBs;
• Piedmont Triad Region: Piedmont Triad Regional, Guilford County, DavidsonWorks, and Regional Partnership WDBs;
• Southwest Region: Centralina, Charlotte Works, and Gaston County WDBs;
• North Central Region: Kerr-Tar, Durham, and Capital Area WDBs;
• Sandhills Region: Lumber River, Cumberland County, and Triangle South WDBs;
• Northeast Region: Rivers East, Northeastern, and Turning Point WDBs; and
• Southeast Region: Eastern Carolina and Cape Fear WDBs.

1. Provide an analysis of the regional economic conditions to include: a) existing and emerging in-demand industry sectors and occupations; as well as conditions that contribute to potential layoffs and closures and, b) knowledge and skills needed to meet the employment needs of employers in those industry sectors and occupations. Include sources used and business involvement in determining needs. [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].

The availability of talent is a top concern for Piedmont Triad. Providing companies with plentiful access to a sustained pipeline of workers with the skills necessary for operational success is vitally important. The workforce in the region is seen as a competitive advantage. The region has thousands of training and education programs aligned with our key sectors. The significant higher education assets are providing education and training to advance our economic development goals. A critical factor the Piedmont Triad region’s long-term economic success is ensuring and prioritizing the alignment of education and workforce efforts.

Data from EMSI, Bureau of Labor Statistics (BLS), the US Census Bureau and the NC Department of Public Instruction indicates that during the past decade, the Piedmont Triad region’s population has swelled by more than 125,000 individuals. The region’s population growth has been broad-based, with increases across every age and racial/ethnic group. Despite healthy levels of population growth, the effects of the Great Recession continue to linger in the Piedmont Triad.

a) The Piedmont Triad’s emerging industry clusters complement several traditional sources of economic activity within the region. Existing and emerging in-demand industry sectors include Back Office, Entertainment, Healthcare Aerospace, Biomedical and Automotive. Continued growth in the region will be seen in occupations such as Production, Logistics, Management, Business & Finance, Computer & Math, and Health Care.

EMSI data highlighted the global forces on the future of work in the region. This examined scenarios expected to have a major impact on job loss. From a demographic perspective, the decline in labor force participation and increase in the number of retiring workers may exacerbate workforce shortages. The urbanization trend is
expected to continue driving more talent and innovation into metros and away from already struggling rural areas. Additionally, increase use of automation and the use of advanced technologies resulting in skills gaps are all conditions that contribute to potential layoffs and business closures.

b) In a survey of nearly 300 Piedmont Triad companies, more than 75% of surveyed firms reported experiencing difficulty filling open positions during the past 12 months. Employers reported the greatest difficulty in recruiting skilled labor and technical positions. The most widely cited barriers to finding new employees are the lack of workers with the right technical and soft skills. Employers repeatedly cited critical & analytical thinking skills, interpersonal/teamwork skills, and good attendance as especially difficult skills to find among local workers. With more than 80% of surveyed companies in the Piedmont Triad anticipating hiring additional employees in the next 2 years and the most robust hiring expected to occur among new professional positions, the crunch for talent may become even more pronounced in the years ahead.

2. Describe how the regional strategic vision aligns with the NCWorks Commission’s 2019-2021 Strategic Plan.

TriadWorks, a collaborative of four workforce development boards within the Piedmont Triad region, fosters a vision of collaboration and cooperation with its workforce system partners that encourages employers and customers to seek services from the NCWorks system with confidence. To achieve this vision, the Directors of the four member Workforce Development Boards within TriadWorks meet at least quarterly to formulate policies or processes that support regionalism, as well as align with the strategic plan of the NCWorks Commission. Specifically:

- **Goal 1:** TriadWorks continues to develop and provide impactful programs and services that prepare our workers to succeed by increasing their skills and educational attainment.
  - TriadWorks collectively supports increased career awareness activities through the development and distribution of certified career pathway models. Our four workforce development boards have certified pathways within the Aviation, Healthcare, Advanced Manufacturing and Transportation/Logistic industries and distributes this information to customers, community partners and business throughout the Piedmont Triad region.
  - TriadWorks continues to support and advocate for increased educational attainment by engaging with secondary and postsecondary educational partners. Each of our Workforce Development Boards has submitted letter of support for the MyFutureNC initiative and continue to develop local response to ensure that 60% of our workforce possesses, or attains, a high-quality postsecondary degree or credential.
TriadWorks has developed consistent policies that promote and provide access to job training in in-demand occupations around the Triad area. Our policies support occupational skills training scholarships within four industry clusters and work-based learning opportunities with similar limits. Our purpose in doing this is to align policies to better serve our businesses and customers in a cohesive manner and remove potential barriers to access to services.

- Goal 2: TriadWorks continues to create a workforce system that is responsive to the needs of our economy by fostering employer leadership.
  - TriadWorks supports efforts to increase work-based learning opportunities by collaborating with industry partners and collaborating with community partners to expose students and customers to high-waged, in-demand occupations. Our four workforce development boards continue to provide job shadowing, work experience, internship, on the job training and pre-and-registered apprenticeship opportunities to members of our communities to increase exposure and access to career opportunities.
  - Each of our workforce development boards has approved the Job Training and Incumbent Worker Training Policies to facilitate employers providing structured skill enhancement training for new and existing employees.
  - TriadWorks continues to participate and engage with industry-led partnership and quickly responds to evolving business needs throughout our local areas. Significant regional industry-led partnerships continue to be Piedmont Alliance for Triad Healthcare (PATH), which is a collaborative serving the 12-county Piedmont Triad region. PATH identifies allied healthcare training needs and demands within the region and seeks to increase healthcare workers to meet workforce needs. TriadWorks maintains staff presence and supports the collaborative through the provision of labor market information, service and programmatic alignment and distribution of training resources to customers entering allied health careers.

- Goal 3: TriadWorks promotes that replication of creative solutions to challenging workforce problems by supporting local innovation.
  - TriadWorks continues to participate in regional, state and national workforce focused conferences. These conferences are attended by local education and workforce development partners and highlight best practices that can be replicated at the local level, as well as strengthens the knowledge base of practitioners and enables better services to communities we serve.

- Goal 4: TriadWorks continues to promote system access, alignment, integration and modernization through strategic partnerships and implementation of technologies.
o One way that TriadWorks promotes access, alignment and integration is through our participation and co-leadership of Piedmont Regional Workforce Alliance (PRWA), which is a collaborative of our four workforce development boards and the region’s eleven community colleges. PRWA works together to cultivate processes and regional programs that further develops a work/skill-ready workforce throughout our region. PRWA promotes a broader understanding of competencies, increased awareness of existing programs, fostering the development of new programs, as well as sharing of information to glean best practices across the region.

o Each of our workforce development boards regularly promotes the NCWorks Career Center brand throughout the region and have links to the NCWorks Online portal on our websites. We host regular meetings with regional and local partners to highlight the benefits of NCWorks services to increase awareness among stakeholders in the Piedmont Triad region.

o The Piedmont Triad region also commissioned a Talent Alignment Strategy report in which an online portal to attract and retain talent within the region was created to connect individuals to regional information, resources and employment opportunities.

o Our workforce development boards independently and collectively measure, assess and report on the effectiveness of our systems. Through quarterly meetings, we discuss current and best practices to create alignment throughout the region from models that work.

3. Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Section 108 (b)(1)(C)].

From a labor perspective, the Piedmont Triad Region’s geographic location also provides it with significant flex capacity. The Piedmont Triad currently imports more than 150,000 workers from outside the region. At the same time, more than 165,000 Piedmont Triad residents work outside the region. Continued employment growth throughout the Piedmont Triad region will make it easier for employers to attract additional outside workers while increasing the opportunity to keep more residents employed locally.
Labor force participation in the Piedmont Triad largely mirrors the national level. Male participation in the labor force is around 10% higher than female participation. Those age 55 to 64 comprise 15% less of the workforce than any other age bracket. Hispanics in the Piedmont Triad are participating in the labor force 10% more than any other race and at a higher rate than the US average.

Prior to the Coronavirus outbreak, unemployment rates in the Piedmont Triad had steadily declined since the end of the Great Recession. Before the pandemic, the unemployment rate in the region was identical to the national average. Unemployment characteristics in the Piedmont Triad very closely mirrored those at the national level. Males were more likely to be unemployed than females, veterans were more likely to be unemployed than non-veterans. Black/African-American workers were almost twice as likely as White workers to be unemployed. Collectively, data findings and employer survey results suggest that the Piedmont Triad may encounter labor shortages across a variety of occupations, particularly in the aerospace, transportation, medical, and manufacturing sectors.

The total number of all graduates in the Piedmont Triad soared 28% during the past 5 years, more than twice the national average. The Piedmont Triad is a
significant producer of graduates in Health Care, Business, and Liberal Arts/Multicultural Studies. Together these three degree groups make up 45% of all graduates in the region. However, since 2010, the largest growth in graduate output was in more technical/trade-related clusters like Construction, Personal Services, and Mechanics & Machine Repair.

The Triad region has a history of producing and attracting skilled labor. The skill levels of the workforce continue to increase, along with demand. Job growth in the region is expected to Increase dramatically, which will require the Triad region to grow its ability to successfully produce and attract skilled labor. Fortunately, the region has a demonstrated track record of increasing local talent production.

Individuals with barriers to employment make up a large portion of the available labor pool in the Triad region. This group possesses needed skills, but data shows that they are their labor participation rates are very low. Reasons uncovered by the data were gender disparity, lack of available jobs and a skills mismatch, an increase in the population with disability claims and criminal records. Also, a decline in predominantly blue-collar occupations.

4. Describe strategies, used to facilitate engagement of businesses and other employers, including small employers and in-demand industry sector occupations. Describe methods and services to support the workforce system in meeting employer needs. [WIOA Section 108 (b)(4)(A)(i)(ii)].

A major strategy utilized in the Piedmont Triad Region was to engage business and education leaders in a regional Talent Alignment Strategy. The purpose of the Strategy was to ensure education and workforce development efforts were aligned with the needs of employers and to coordinate existing education and workforce development initiatives currently underway throughout the region. Ultimately, the project was aimed to create the next generation workforce that the Piedmont Triad will need to propel its economy forward. The strategic planning process was a joint initiative between the regional economic development agency, regional chambers of commerce and key funding partners. Avalanche Consulting and the Council for Adult & Experiential Learning (CAEL) were engaged to facilitate and prepare the Strategy, to include the following:

- **Phase 1: Workforce Analysis** will determine the makeup of the region’s labor force and identify the industries and occupations that are thriving.

- **Phase 2: Supply-Demand Gap Analysis** will identify what skills the workforce currently has, what skills employers need, and how to fill in gaps in the workforce pipeline.
Phase 3: Talent Alignment Strategy will provide recommendations on how to align and improve the region’s talent pipeline.

Stakeholder Input took place throughout this process and continues. Focus groups and interviews were facilitated with stakeholders in the region, supplemented by an employer survey. A Steering Committee consisting of industry, education, and workforce leaders from throughout the Piedmont Triad serve as advisors to the project.

A multi-faceted and collaborative approach to tackling the regional workforce shortages outlined in the reports was key. The consulting team provided recommendations on how Piedmont Triad leaders should collaborate to address specific shortages as well as broader global trends that will impact workforce availability in the region. Business, education and workforce leaders were given 6 broad goals, of which 3 were chosen to be the immediate focus for the region:

- **GOAL 1:** The Piedmont Triad is recognized as an attractive destination to live, work, and learn. Develop a dedicated talent attraction and retention website. Utilize additional marketing tools for outreach activities.

- **GOAL 2:** Employer engagement in the Piedmont Triad is coordinated, consistent, and results-oriented. Establish Sector Partnerships for each target industry. Develop regional data sharing agreements and a central repository for talent-related information. Create a Regional Leadership Forum. Optimize how employers connect with students and graduates.

- **GOAL 3:** Discouraged populations are engaged in the workforce and supported in upskilling opportunities. Expand programs that enable discouraged populations to re-enter the workforce. Inform discouraged populations about career advancement resources in the region. Promote on-the-job funding and program development offered through the workforce development system. Highlight and promote the value of a post-secondary credential for the workforce.

The group has moved forward with the development of a regional talent attraction and retention portal, contracted with CAEL to conduct additional research and asset mapping on the disengaged population and investigated ways of increasing general employer engagement. All of these efforts are the meet the identified needs to employers within the region.

5. Describe strategies and services used to coordinate workforce development programs and economic development. [WIOA Section 108 (b)(4)(A)(iii)].

**Economic Development representatives are integral members of all the local Workforce Development Boards. Business Services Representatives from local WDBs**
have regular communication with Economic Development Directors in order to collaborate, listen and share information. Economic Development partners bring WDB Business Services staff to the table when a new business is looking to locate in the local area, or when an existing business is looking to expand its operations, and information is provided on services available to the business. It is extremely important for Boards to have close relationships with economic development in order to keep abreast of new and expanding businesses and the opportunities to provide services to them.

Regionally, Business Services Representatives work together and coordinate efforts because individual Boards have shared customers (employers) and shared interest in viable training solutions for a work-ready workforce; collaboration with EDs is a win-win for the workforce system and the employers. It is the plan for all Boards within TriadWorks to continue to build and strengthen the relationships we have with Economic Development partners. In turn, we will continue to share intelligence we gain from them with our training partners.

6. Outline regional transportation issues related to workforce development and ways the region is/will address needs identified. Include a description and map of the regional commuting patterns. [WIOA Section 108(b)(11)].

Our region currently has more than 900,000 residents participating in the workforce. The Piedmont Triad imports more than 150,000 workers from outside the region. At the same time, more than 165,000 Piedmont Triad residents work outside the region. Our region has established a solid transit infrastructure to accommodate talent moving within. Below are commuting patterns recognized within our region:
Whereas the region has robust transportation infrastructures in place, we remain challenged with the interconnectivity of multiple public transit systems that often make those reliant on them somewhat challenged in connecting to employment outside of their communities.

The Piedmont Triad region is home to seven public transportation systems: SKAT (Rockingham County), YVEDDI (Davie, Stokes, Surry and Yadkin Counties), WSTA (Winston Salem), GTA (Greensboro), Hi-Tran (High Point), DCTS (Davidson County) and PART (regional). PART, the regional transit system that connect the local systems throughout our region in moving our residents in and out of counties for services and employment opportunities. We continue to experience challenges with community members being able to rely on inter-community transit systems to get to and from employment; often having to expend 1-3 hours of commute times or having to decline specific work hours due to the disconnect.

Our regional workforce boards will continue to work with local transit leaders, public officials and community stakeholders to create resolution to this issue. We see this as an opportunity to strengthen our public transit systems and align them with current workforce and business needs.
7. Describe how the region coordinates with area secondary education, community colleges and universities to align strategies, enhance services and avoid duplication of services. [WIOA Section 108(b)(10)].

One major collaborative effort between WDBs and Community Colleges for the past few years has been the Finish Line Grant initiative which was introduced by Governor Cooper in 2018. Statewide, local Workforce Boards applied for grants in conjunction with their local community college partner in order to help community college students who were near “the finish line” in obtaining their credentials. Success was achieved by providing supportive services in the event of emergency circumstances, i.e. car repair, housing assistance, etc. Collaboration between the four Boards of TriadWorks ensured all Boards had a system in place to serve customers in the manor the grant required: application process within a three-day time line.

In addition to offering training conducted by the community colleges in the local areas’ offerings of service, the TriadWorks WDB directors also meet regularly with community colleges through the Piedmont Regional Workforce Alliance. The Piedmont Regional Workforce Alliance was formed in 2009 through the mutual interest and efforts of the TriadWorks regional workforce development board collaborative and the community colleges within the Piedmont Triad region.

Some of the goals of PRWA are:
- Collaboratively streamline program offerings and trainings across regional partners
- Expand strategic partnerships
- Increase opportunities for experiential learning
- Promote value of membership in PRWA and value of regionalism
- Maximize regional resources
- Provide opportunities for communication among stakeholders in region
- Meet workforce needs of business and industry
- Utilize Labor Market Information (LMI) to meet business and industry workforce needs

This group meets quarterly and a TriadWorks’ Director co-chairs alongside a community college representative. TriadWorks Boards take turns providing administrative support to this group by compiling documents, taking meeting minutes, and scheduling meetings.

In addition to working with the community colleges though the PRWA, TriadWorks also works closely with career and technical education counselors at the high schools. To further avoid duplication of efforts, the CTE coordinator from each local school system has a seat on each local Board’s Youth Council/Youth Committee.

Additionally, the PATH (Piedmont Alliance for Triad Healthcare) group was started by the TriadWorks consortium of WDBs in 2007 to be an employer-led committee to address the needs of healthcare employers in the region. Other members of the committee include: area community colleges, Goodwill Industries, area AHECs,
regional universities and K-12 public schools. This group meets quarterly and are committed to helping TriadWorks identify and prepare for future in-demand healthcare occupations.

8. Provide details on how the region addresses workforce issues specifically related to its a) cities and/or towns; b) suburban areas; and c) rural areas.

TriadWorks has a strong history of identifying and supporting each other regarding local area issues that affect us regionally. The breadth of experience of the TriadWorks members allows the region to solve problems in our larger cities, in the suburbs, and in the rural areas that comprise a significant portion of our counties geography. We recognize that each unique area has its own challenges that demand customized solutions.

Our region strives to address workforce issues specifically related to its cities and/or towns, suburban areas or rural areas through the development of the NCWorks Career Centers which have been strategically located within the community based upon population, employment opportunities, commuting patterns and access to education and training opportunities.

One substantial strength in addressing regional workforce issues is the healthy workforce partnerships we've established within the TriadWorks region. A history of good working relationships, open communications about problems affecting multiple communities, and joint efforts to address previous issues, help set the stage for collaboration on issues of regional interest. Within each of our local workforce areas, economic development agencies, local chambers, community colleges, non-profit and community organizations, employers, local elected officials, and other partners work together to ensure that workforce challenges and issues are being addressed.

Our region will continue to spearhead initiatives that bring together employers and training providers, working closely with the community colleges to ensure that we support the short- and long-term training programs that employers in our region want and need while meeting the needs of all our communities no matter the size or need.

9. Briefly describe how the NCWorks Career Centers serve military veterans.
Military veterans are a priority of service population in all NCWorks Careers. Veterans who visit NCWorks Career Centers benefit from cross-trained staff who work with Veterans Services staff from DWS (DVOPs and LVERs) to provide military men and women and their families with assistance in finding employment and supportive services.

Additionally, we collaboratively hold or participate in job fairs for veterans, as well as hold NCWorks Online job postings for 24 hours for veteran priority. One of the most meaningful outcomes of achieving career pathway certification is the development of on- and off- ramps that target veterans. Our Career Center facilitators and Welcome Center/Resource Room staff help veterans identify transferrable skills using the O*NET and My Next Move websites. We also use the information obtained from Veteran Services representatives to inform our approved demand occupations list.

10. Provide details on how the region is prepared to respond to serve victims of national emergencies or hurricane disasters.

TriadWorks will follow state and federal guidance on serving victims of national emergencies or hurricane disasters. In the past 4 years North Carolina has been hit by two Hurricanes, Hurricane Matthew in 2016 and Hurricane Florence in 2018 and most recently the Covid-19 pandemic.

The USDOL awards National Dislocated Worker Grants to provide resources to states to respond to large and unexpected numbers of dislocated workers due to events that have caused significant job losses. These funds will allow TriadWorks to expand the service capacity of dislocated worker training and employment programs in order for workers to quickly become reemployed.

In 2018-2019, we were able to use WIOA funds to serve victims of Hurricane Florence who had relocated to the TriadWorks region after being displaced from their homes in the coastal areas. NCWorks Career Centers provided a variety of employment and training services to individuals to assist them with retraining and immediate job placement.

Recently, with the Covid-19 pandemic, our NCWorks Career Centers have stopped in-person services; however, all centers have continued to offer services virtually and by phone. TriadWorks has used our websites and various forms of social media to provide jobseekers and employers with information related to Covid-19. WDB websites have dedicated resource information with the latest updates. Individuals have been informed of methods of filing unemployment insurance claims including a list of who is eligible and information on the time limits for receiving benefits. Job seekers have been notified of businesses still hiring during the pandemic while
employers looking at layoffs or closing have been provided information on filing a WARN notice.

Our Business Services teams have been busy speaking with employers regarding their immediate needs and inquiring whether local companies are able to pivot their production to manufacture personal protection equipment (PPE) or provide other Covid-related services. Some companies have increased their hiring to ramp up their normal services or production. For companies willing and able, the state Business Services team has partnered with organizations who have made up a team of experts to help companies pivot production.

COVID-19 is having a negative impact on workers and businesses throughout our region and its effects will surely be felt for some time. TriadWorks has closely monitored resources that are likely to be available to us due to our status as Workforce Development Boards and are pursuing those opportunities such as the National Dislocated Worker Grant as they are made available.

IV. NCWorks Commission

The NCWorks Commission recommends policies and strategies that enable the state’s workforce and businesses to compete in the global economy.

The Commission is designated as the state’s Workforce Development Board under the federal Workforce Innovation and Opportunity Act. Led by a private sector chair, the 33-member Commission includes representatives from the business community, heads of state workforce agencies, educators, and community leaders. All members are appointed by the Governor.

Mission of the NCWorks Commission: To ensure North Carolina has an innovative, relevant, effective, and efficient workforce development system that develops adaptable, work-ready, skilled talent to meet the current and future needs of workers and businesses to achieve and sustain economic prosperity; and to ensure North Carolinians are ready for the jobs of today and tomorrow by increasing access to education and skills training, fostering employer leadership to prepare workers, and supporting and scaling local innovation.

The NCWorks Commission developed its 2019-2021 Strategic Plan based on four overall goals:

**GOAL 1: Prepare workers to succeed in the North Carolina economy by increasing skills and education attainment.**

Education is the foundation to a strong workforce. As the skill requirements of jobs increase and change rapidly, businesses need to find people with the right skills for the jobs they create, and North Carolinians need access to training so they can be ready for those jobs.
1. Briefly describe how the local Workforce Development Board plans to prepare workers to succeed in the North Carolina economy by increasing skills and education attainment. Think about the myFutureNC goal of increasing the total number of additional post-secondary credentials by 400,000 by the year 2030. What strategy does the local Workforce Development Board have to support this goal?

GWDB will engage and strengthen relationships with partners and employers in the process of identifying workforce needs and developing and maintaining industry specific programs/initiatives linking secondary, adult education and community-based programs to post-secondary industry recognized credentialed programs. This effort consists of a partnership among technical community colleges, primary and secondary schools, workforce and economic development, employers, labor groups, and social service providers.

Increasing the focus on serving the most vulnerable; justice served individuals, veterans, the long-term unemployed, youth & young adults, single parents, individuals with disabilities, homeless individuals, older/seasoned workers, and low-income individuals; GWDB will establish a referral process utilizing NCCare360 intended at connecting more Guilford County community organization participants with the workforce system and education/training opportunities. The coordination of these programs and referral service work to minimize the obstacles experienced by the WIOA-eligible individuals who already encounter considerable barriers to employment.

GWDB will expand education and training opportunities to help job seekers access high growth jobs; also revising the Individual Training Account (ITA) policy that effectively addresses the workforce needs of priority and critical industries in the local area, and ensure equitable access for all job seekers that qualify for the training based on a more suitable assessment process. This strategy supports individuals with unique levels of skills and experiences earn industry credentials, remain engaged in education and employment, and attain self-sufficiency. A localized taskforce has been established to supplement the work of the myFutureNC and goals established under this group.

For the past year, the Community Foundation of Greater Greensboro has been meeting with various community partners to discuss interest in launching an initiative focused on making Guilford County’s workforce one of the most educated in the state. More specifically, a goal has been established to have 60% of our community achieve some level of post-secondary education by the year 2030; the initiative has been named “60 x 30”. This task force, which consists of local business, education, economic development and workforce development leaders, is charged with developing the plan to address the workforce challenges that lie ahead for Guilford County.

Since the inception of the COVID-19 pandemic, times have changed rapidly over the last several weeks, and the need for this work has never been more important. In
addition to providing a pathway for high school students to finish high school and obtain the necessary post-secondary educational credentials to enter the job market, the anticipated upcoming period of high unemployment can be an opportunity for many to increase their education level and provide opportunities for new careers when the inevitable recovery comes. The work of this task for will ensure that our constituents will receive the support that this community has always shown in times of trouble.

2. Briefly describe how the local Workforce Development Board plans to promote access to job training for high-demand fields.

Guilford County Workforce Development Board (GWDB) projects to continue leveraging the region’s strong profile to raise public awareness of the growing, high demand (job driven) training opportunities in the various sectors. With the addition of a Marketing and Communications Coordinator, the GWDB will develop a progressive strategic marketing & outreach plan specifically targeting residents and students traditionally underrepresented in the job market, including but not limited to: justice served individuals, veterans, the long-term unemployed, youth & young adults, single parents, individuals with disabilities, homeless individuals, older/seasoned workers, and low-income individuals.

GWDB will improve communication about career options and pathways through;
- Clear career pathway information/resource materials including LMI, salary data
- Engagement with potential students, administration, and external stakeholders for branded information sessions
- Reinforced marketing and outreach through multiple avenues—in classes, career centers, counseling sessions, digital media, etc

3. Briefly describe how the local Workforce Development Board plans to increase access to education for individuals with barriers.

GWDB will facilitate continuous improvement and access to education for individuals with barriers by ensuring universal access to the inclusive career centers across Guilford County. GWDB links expanding levels of education, training, credentials, and support services for specific occupations in a way that improves the progress of individuals with varying proficiencies and needs; increasing the focus on serving the most vulnerable job seekers.

GWDB will expand its access to education and training by identifying creative and non-traditional strategies to engage both the public and new partners with initiatives such as “Code Guilford” a community Coding Workforce Initiative that addresses the community’s growing need to expose our workforce to technology-based careers.
We will continue to strengthen existing partnerships and create new collaborations to help adults, youth, and dislocated workers recover from the economic recession as forecasted to result from the COVID-19 pandemic, which have impacted Guilford County’s economy.

GWDB Career Centers are electronic access points to digital resources providing appropriate services to students and jobseekers. Wi-Fi accessibility allows for use of internet services as well as resource computers to those students in need of computer access for continuing studies.

The GWDB will also continue to support the existing and emerging educational partnerships/programs for an integrated workforce system by collaborating with education & training providers to encourage departments to deploy innovative industry-sector virtual courses that align with the high growth demands of local area businesses.

**GOAL 2: Create a workforce development system that is responsive to the needs of the economy by fostering employer leadership.**

Employer-led job training programs have the best career outcomes. Employers know best what skills their workers need, and employer involvement is key for workforce development and job readiness. Businesses that invest in developing North Carolina’s workforce will benefit from well-trained employees and a more innovative and diverse workplace that better reflects its community.

4. Briefly describe how the local Workforce Development Board makes local employers aware of the wide array of business services offered.

The WDB Business Services Team convenes industry sector meetings with employers across the spectrum to discuss industry needs, trends, and resources from WDB. The WDB has a strong partner network of partner agencies to help promote our wide array of services including work-based learning initiatives, labor market data, recruitment & screening, worker dislocation services, etc. WDB 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 our services such as Facebook and LinkedIn.

5. Briefly describe how the local Workforce Development Board plans to enhance work-based learning projects to a broader range of local employers.

The WDB convenes events and engages with employers to discuss workforce issues within the region through a number of formats including lunch & learns, webinars, conference calls and other industry sector strategy engagements. WDB collaborates with partners to address those concerns by aligning our efforts and our resources in an efficient manner. 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 partner with other industry-training providers to assist their business customers needing assistance with training sponsorship. Businesses receive assistance via a reverse referral from the training vendor to the WDB business services. The WDB recently became a Sponsor of an adult apprenticeship program under “GuilfordWorks” in partnership with the Forge, Guilford Technical Community College, and ApprenticeshipNC as of March 31, 2020. This program was developed with an initial occupational focus on welding to be followed by IT networking, machining, and industrial maintenance trades. Selected apprentices will have the opportunity to participate in a 10 week Pre Apprenticeship Program through the Forge (Makerspace). WDB Business Services is currently in discussion to implement an IT apprenticeship around cybersecurity with a pre-apprenticeship component attached to this program.

6. Briefly describe how the local Workforce Development Board works with local elected officials to ensure viable local business representatives are appointed to the local Workforce Development Board?

The Chief Elected Official (CEO) of the Consortium, as designated through the fully executed Consortium agreement, appoints voting members to the WDB consistent with federal and state laws governing the composition of the WDB. Nominations for Board vacancies are made through a nomination committee appointed by the Chair, for which are then submitted to the Executive Committee for review, prior to submitting to the CEO for appointment.

General Membership has been established in accordance with the provision of the WIOA Public Law 113-128 and subsequent amendments. The WDB maintains compliance through the reflection of business representation as follows:

A. At least 51 percent of the members shall be representatives of business in the local area. The business representation must include owners, chief executives, or operating officers or executives with optimum policy-making or hiring authority within the business. Private sector membership shall be representative of in-demand sectors or occupations; and of small, female-owned, and minority businesses.

B. The term of each WDB business representative shall be two (2) years, with the term to expire on June 30th of the respective year. No member may serve more than three consecutive terms. Members may be appointed for the terms at the recommendation of the WDB and approval of the CEO. If members are interested in continuing to serve after the six consecutive years, they may be nominated for an additional term after an intervening period of one year. An additional term of service must be approved by the WDB and the CEO.

C. Members who are no longer actively involved in the work of his/her
membership category within Guilford County shall be required to resign from the WDB seat, and may continue to serve until the position is filled.

7. Does the local Workforce Development Board currently have any sector partnerships established with local or regional businesses? If so, please cite an example.

The WDB currently has four active sector partnerships in the areas of aviation, construction, IT (information technology), and furniture manufacturing. WDB is currently working with the IT sector to develop an apprenticeship around the area of cybersecurity. WDB has collaborated with the Construction Industry to create an entry-level course regarding craft skills in the areas of carpentry, plumbing, and electrical. WDB is working with area furniture manufacturers in partnership with the High Point Economic Development Corporation to address their workforce deficiency in the areas of sewing, cutters, and upholstery. And WDB has created aviation training opportunities through our industry partners and GTCC.

**GOAL 3: Promote replication of creative solutions to challenging workforce problems by supporting local innovation.**

Communities across North Carolina are developing great local models of workforce development. North Carolina should build on those successes and replicate them in more places to continue building and expanding innovative solutions.

8. Briefly describe how the local Workforce Development Board provides new and innovative solutions to support growth of the local workforce system.

GWDB facilitates the development of innovative solutions to support growth by ensuring strategies and practices implemented are forward thinking, aligning with not only the current demands but also the projected needs of employers, job seekers, and the local economy. Advances in telecommunications and technology allow for seamless and remote connections to workforce development services. The use of technology to remove barriers and enhance engagement to services is a significant shift to serving those in need.

With the integration of the Virtual OneStop System (VOS) participants have access to a variety of tools that can merge employment data, build résumés, and track job searches. GWDB also introduced Zipwhip; a cloud messaging service that uses software linking landline phone numbers to the SMS. This allowed workforce development staff the ability to send and receive customer texts from their existing desktop, web and/or mobile. Initially utilized for increased customer service engagement, GWDB quickly pivoted its use during the stay at home orders to quickly provide (SMS) support for
general and instructional questions regarding Job Postings, Job Search, and Unemployment Insurance Benefits.

GWDB is also looking to introduce Virtual Reality (VR) for customer use through Up360; a VR development firm specializing in creating innovative and educational real-world career modules supporting career exploration. This software will allow workforce development the unique ability to train and educate job seekers through practical career programs using virtual and augmented reality; allowing jobseekers to explore various career paths (HVAC, Welding, Equipment Operator, Electrician, etc.) in a realistic and immersive environment.

In July of 2019 GWDB, in collaboration with Welfare Reform Liaison Project Inc., GTCC, North Carolina A&T, and Guilford County School launched Code Guilford; a Community Coding Workforce Initiative that addresses the community’s growing need to expose our workforce to technology-based careers. GWDB purchased 40 iPads to provide a unique educational opportunity for cohorts of underrepresented students attending targeted Title I schools, as well as out-of-school youth/young adults, and adults to gain exposure into the exciting world of computer science through a fun, hands-on and interactive summer camp.

9. Has the local Workforce Development Board received any (Federal, State or Local) funding for local innovative projects? If so, please list these grants.

We did not receive any innovation grants in PY 2019.

**GOAL 4: Promote system access, alignment, integration, and modernization.**

North Carolina’s workforce system includes multiple agencies, programs, and funders. Collaboration, policy alignment, systemic communication, integration, and modernization of the workforce system will ensure a strong and healthy workforce system that can adapt to a changing economy.

10. Briefly describe how the local Workforce Development Board plans to increase NCWorks brand awareness.

The Guilford County Workforce Development Board, known after this as GuilfordWorks, will utilize a series of outbound and inbound marketing techniques, to raise awareness of the services provided by NCWorks as well as GuilfordWorks.

Outbound marketing consists of traditional marketing methods, including paid advertising, promotional items, events, even guerilla marketing. Inbound uses lead nurturing techniques, such as online, SEO, social media, and content marketing. Outbound marketing channels will include things like print, pay-per-click advertising, local trade magazines, radio, press releases, promotional items, and other
methodologies. Inbound marketing will take the form of social media engagement, email marketing, website/blog entries, videos, podcasts, and other value-added content. Together, we hope to incorporate both inbound and outbound marketing methods to increase audience growth and retention, not only for NCWorks and its services, but for GuilfordWorks and its myriad of programs as well.

11. Briefly describe any local area best practices on modernization of local career centers.

The career centers base their modernization practices on a simple strategy: finding and implementing innovative approaches through an initial piloting phase, to build capacity, before rolling out a more permanent programming model.

Over the past year, the career centers have developed pilot programs for modernizing our system. They have joined the state’s push for a VOS Greeter check-in system to improve participant engagement. They have also developed new customer feedback system using ZipWhip text-based software. The career centers have centralized their marketing strategies to develop a more coherent social media strategy. The career centers have also engaged city departments and networks to develop a greater media presence. In the past summer, the career centers launched a collaborative coding camp with local education partners for youth of all ages, young adults. That pilot has developed into multiple IT-related training programs being developed by the Board and career centers.

The system has also adapted well to rapid-modernization, as evidenced by the COVID response. As the career centers closed to the public, it rapidly developed a call center system to address real-time customer needs while also developing online resources, and a text-based scheduling service.

12. Briefly describe how the local Workforce Development Board plans work toward increased alignment with other local workforce system partners. How will you work together to ensure North Carolinians receive more comprehensive services across a broader range?

The WDB continues to work collaboratively with a variety of workforce partners to create greater alignment of our systems and the services we collectively provide throughout our region. This is achieved through regular face-to-face meetings, joint strategic initiatives, cooperative partnerships, representation on taskforces, boards and committees, etc. We frequently collect and share information and develop strategies to expand services broadly to maximize our impacts to the community.

One way that we continue to work towards alignment is through our participation and co-leadership of Piedmont Regional Workforce Alliance (PRWA), which is a collaborative of four workforce development boards and the regions eleven community colleges. PRWA works together to cultivate processes and regional programs that further develops a work/skill-ready workforce throughout our region. PRWA promotes a broader understanding of competencies, increased awareness of
existing programs, fostering the development of new programs, as well as sharing of information to glean best practices across the region.

We also continue to partner with local industries and workforce partners on a regional initiative aimed to increase awareness of adult and dislocated worker services and youth apprenticeship opportunities. The Eastern Triad Workforce Initiative is the first General Assembly funded workforce program that expands and aligns programs and services across four counties in our region. The initiative documents our alignment and reports it to the state so this pilot program may be scaled.

13. Briefly describe how the local Workforce Development Board is supporting Executive Order No. 92—Employment First for North Carolinians with Disabilities. Employment First is a national movement which recognizes that all citizens, including individuals with significant disabilities, are capable of full participation in integrated employment and community life.

The WDB has established partnerships with local and regional Vocational Rehabilitation organizations, as well as representation from a WIOA Title IV service provider. Through a fully executed MOU, the WDB has an established referral process in which our systems can coordinate services, particularly to those that have been identified as persons with disability. Our agencies share in the information and best practices of employment services, and particularly surround mass, or in-center hiring events.

As our career center staff conduct recruitment efforts for local employers, we regularly involve our partners, Vocational Rehabilitation included, to identify qualified candidates to be referred and connected to employment opportunities. Our staff, regardless of disability status, advocates for employment opportunities to enhance ones chances of success. As opportunities arise to enhance employment services through work-based learning programs, our entities leverage applicable service offerings to create the best service options for the individual. As employers invest in hiring persons with disabilities that require reasonable accommodations, we work to connect our employer to applicable resources.

V. 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 2020 is attached. The WDB approved the operator and service providers at the April 2 board meeting.

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 2019 was procured competitively using an RFP. This RFP was released on www.guilfordworks.org on February 18, 2019 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 the Triad Business Journal. A bidder’s conference was held March 1, and proposals were due on March 15. The WDB voted to award the contract to Two Hawk Workforce Solutions on April 26, 2019 – contract was initially one year with two options to renew. The WDB voted to extend the contract for the first year option on April 2, 2020.

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, incumbent worker training, 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.

5. Provide a brief description of the NCWorks Career Center system in your local area and include how Career and Training Services are provided. [WIOA Section 121(e), 134(c)]

There are two state-certified NCWorks Career Centers in the Local Area. The Center in High Point (at 607 Idol Street) was certified in 2014 and the center in Greensboro (at 2301 W. Meadowview Road) was certified in 2015.

Both centers are fully integrated with the primary staff partners being the WDB-contracted Program Operator and the Division of Workforce Solutions. Both centers are managed by Program Operator staff under contract to the WDB.

Customers entering any of the NCWorks Career Centers are greeted and referred to the receptionist desk to determine the reason for the visit. Both centers utilize a Virtual One Stop (VOS) Greeter system to sign in and track customers visiting and accessing services in the Centers. Staff are available within three Functional Areas to assist and direct customers after determining the reason for visiting. The three (3) functional areas are Talent Engagement, Talent Development and Employment Solutions. There is signage to clearly mark areas to assist in the location of classrooms, public rest areas and different resource areas to meet customer needs.

Talent Engagement
When a customer comes to the Center and has not been dually enrolled in Wagner Peyser and WIOA basic career services, the individual is directed to the Talent Engagement Staff Work Area. This area provides one-on-one or group orientation explaining the services provided at the Workforce Career Center, and the dual enrollment in Wagner Peyser and WIOA basic career services application is completed. Other services provided are: job matching, Product Box services and customer self-assessment to determine the next step.

Talent Development
Customers referred to this area will receive services and resources such as resume development, referral to classes and referral to workshops. Scholarships are available for skilled training. Assistance is provided with refining profiles on NCWorks, online resumes and applications. Other services include determining a customer’s career cluster, area of interest and other Product Box offerings. WIOA individualized career services and job matching services will be provided as appropriate.

Employment Solutions
When the customer is deemed job ready, ongoing job referrals and support in use of NCWorks is available by all staff working in the Employment Solutions function. This includes customized hiring events, information about other hiring events outside of the center and other employment functions.

6. Describe how local Workforce Development Boards determine the need for enrollment in Training Services.

All customers enrolled in individualized career services will have an Individual Employment Plan (IEP) that includes the employment goal(s) and objectives to achieve the listed goal(s).

Once the IEP is created and agreed upon by both the customer and the Talent Development Consultant, implementation begins. The acquisition of credentials to support the customer’s marketability is a necessity in many cases. The following steps are followed to make a determination if skill-specific training is required to reach self-sufficiency:

- Review resume for related experience and/or transferrable skills
- Utilize the local Labor Market Information to help determine the viability of pursuing training in the desired field
- Instruct customer to register for all HRD workshops/sessions that are needed designed to help with soft skill barriers
- Instruct customer to register and complete all assessments needed to make decision on next steps
- Have customer research training provider options
- Instruct customer to complete and submit their FAFSA
- Based on selected training provider and cost of training, review all funding streams
- Complete all required documentation required to create ITA and/or Supportive Services vouchers
- Enroll into Training Services

7. Describe how follow-up services are provided through the NCWorks Career Centers. [WIOA Section 134(c)(2)(xiii)]

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.

8. Describe how new NCWorks Career Center staff are trained in the integrated services delivery system model and at what point do they have full access to NCWorks.gov and the timeline for accomplishing the training for new staff. Describe the staff development activities that reinforce and improve the initial training efforts.

Local integrated training teams provide training as new policies and procedures are introduced, as well as providing ongoing training as a refresher to existing staff as required. Additional customer service training is provided through the One Stop Operator’s proprietary system and other Center staff are included in this training.

The WDB’s objective is to train all new contractor staff within the first week of employment in use of NCWorks and WDB policies; training is delivered jointly by WDB staff and the One Stop Operator. The methods and content of training vary based on job description, but typically involve using the NCWorks training site to provide hands-on training in eligibility determination and case management tools.

Staff development/training related to partner agencies, local, state and federal program services will be conducted on a monthly basis or as needed. Sessions are facilitated by management, with agency subject experts presenting on behalf of their organization. Another means for providing cross-training is delivered during the monthly on-site meetings. Center staff and community partners meet monthly to share and up-date information on program services and resources. Brochures, pamphlets and other written materials are easily accessible and are bounteous in the resource center. Also, partner informational sessions are conducted for customers to gain additional knowledge about various community services.

9. Describe how the Workforce Development Board holds the NCWorks Career Center operator and contractors accountable for activities and customer outcomes in the Center.
Contract agreements with the one stop operator, adult, and youth services contractors are very specific in terms of the types of activities to be provided and the specific outcomes associated with the contract.

The contractors provide detailed monthly reports regarding outcomes, expenditures, successes and difficulties which is formally reviewed with key contractor and WDB staff to identify trends, both positive and negative and to identify corrective actions. Regular monitoring also occurs per an established schedule during the year with additional monitoring added in specific areas as deemed necessary by WDB management staff.

10. Describe how the Workforce Development Board facilitates access to services provided through the NCWorks Career Center delivery system, including remote areas, using technology and through other means. [WIOA Section 108(b)(6)(B)]

The WDB facilitates access to services through the marketing of center services and events through social media outlets such as Facebook, LinkedIn, Twitter and YouTube, as well as through established community partnerships. NCWorks Online is used to identify customers for job openings, hiring and networking events and provide specialized training opportunities to customers throughout Guilford County. The WDB encourages public and faith based organizations throughout Guilford County, inclusive of rural areas, to use NCWorks and its services with customers and also facilitates community forums and round table discussions.

11. Describe Local Area strategies and services that will be used to strengthen linkages between Boards and the NCWorks Career Center system and unemployment insurance programs. [WIOA Section 108(b)(4)(A)(iv)]

Customers participating in unemployment insurance programs are serviced by integrated staff (WIOA/WP) beginning with Talent Engagement; first time customers are identified and orientated to comprehensive career center services and offerings, prior to mandatory EAI/RESEA appointments. Customers that visit the center and attend mandatory EAI or RESEA appointments are assessed for work readiness, as well as potential barriers to employment, and are referred to integrated functional areas for assistance.

12. Describe how the Local Workforce Development Board has implemented a business services team and how they are supported by NCWorks Career Center integrated services staff.

The WDB implemented a Business Services team with the charge to focus on targeted industry clusters in the areas of Advanced Manufacturing, Transportation & Logistics, Healthcare, and Aviation. BSR’s consult with new and existing businesses to deliver
customized workforce development solutions in partnership with economic developers, community colleges and other community stakeholders.

BSRs connect employers to the NCWorks Career Center to post their employment opportunities, conduct hiring events, and provide WBL opportunities and employer information sessions to potential job seekers. Our goal is to connect employers with talent through NCWorks Career Center(s) when addressing businesses' short term and long term workforce needs. BSRs also provide staff feedback on industry trends directly from businesses and labor market data.

13. Describe how entities within the NCWorks Career Center system, including Career Center operators and partners, will comply with Section 188, if applicable, and 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. [WIOA Section 108(b)(6)(C)]

The NCWorks Career Center and partners comply with all provisions included in the Americans with Disabilities Act. All Centers have been officially evaluated for accessibility to facility and technology and continues to provide access to programs and services to persons with disability. Materials are provided to individuals who self-disclose a need. Centers have TTY and other ADA equipment available.

14. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: Local Area Name Service Flow Chart 2020. Described in attachment.

15. If applicable, attach the Memorandum of Understanding (MOU) among the local Workforce Development Board and partners concerning operation of the NCWorks Career Center system. (A MOU guide is attached for your reference as Appendix X). [WIOA Section 121(b)(A (iii)]. Name document: Local Area Name NCWorks Career Center MOU. Attached.

16. Describe how the Workforce Development Board uses a portion of funds available to the Local Area to maintain the NCWorks Career Center system, including payment of the infrastructure costs of Career Centers. [WIOA Section 121(b)(1)(A)(ii) and (h)]

The Guilford WDB reserves program funds from the three formula grants to budget for infrastructure costs related to the Career Centers. These funds are allocated across the grants based on customer visits.
17. Describe the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 108(b)(6)(D)]

The roles and contributions are set out in the Guilford County IFA, Attached. The local area completes the infrastructure funding agreement on an annual basis using the guidelines and format set by DWS.

18. Describe the Workforce Development Board’s method for planning oversight, review process and frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service. [WIOA Section 121(a)(3)]

The Integrated Services Leadership Team (ISLT) currently consists of the WDB Director, the DWS Regional Operations Director, DWS local managers, contractor managers, and key WDB management staff. This team is scheduled to meet at least bi-monthly to discuss Career Center operations and address other planning and evaluation needs. The WDB Director relays information about the results of this process to the WDB One-Stop Center Committee, which is tasked with oversight of the one-stop delivery system. This information is also provided to the Executive Committee of the WDB and/or full membership of the WDB as appropriate.

19. Describe how NCWorks Career Centers are using the integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by NCWorks Career Center partners. [WIOA Section 108(b)(21)]

All centers utilize the NCWorks Online intake system per both state and local guidance and procedures.

VI. Employer Services

1. Please briefly describe the efforts of the Business Services Representatives and/or Employer Services staff in the following areas:
   - Promoting work-based learning opportunities to employers
   - Exploring/promoting sector strategies with employers
   - Utilizing employer data to inform priorities
   - Making employer referrals to Agricultural Services and/or Foreign Labor 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, 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. (possibly duplicative of items above)

   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 participate 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 council 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 partners with employers and other organizations 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. Please describe business services partnership efforts in the areas of education, economic development and with employers.

The WDB has a number of partnerships to support various workforce and economic development initiatives. 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 to upskill their incumbent workers. BSRs also work with other industry-training providers to assist businesses in need of assistance with training sponsorship to address skill-gaps. 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 through the I Cubed 3 Business Training Grant.

The WDB Business Services collaborates with economic developers assisting in attracting new businesses and expansions through strategic planning. WDB provides workforce intelligence including labor market data, recruitment and screening, WBL grants, meeting space, and technical support regarding employment issues.

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.

VII. Performance

1. Examine the local Board’s current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2019 and previous Program Years (reports available via FutureWorks).

   a. What are some of the factors in the local area that impact performance levels (both positively and negatively)? Be sure to consider factors such as the unemployment
rate, factory closures/openings, weather events & natural disasters that may have impacted the area, as well as internal operational factors that may impact the local area’s performance.

The system has been dealing with a low unemployment rate below 5% since PY2017. The low unemployment rate has contributed to lower levels of participation and increased levels of engagement with individuals with greater barriers to employment, such as justice-served, long-term unemployed, and basic-skills deficient individuals. These groups have greater service needs and more prevalent lifestyle circumstances that reduce employment outcomes.

Another factor that’s negatively impacting the Young Adult cohort during PY2019 is the previous year’s transition in service providers. The transition in service providers led to a caseload of participants who were familiar with the older service provider and who would not engage and continue services with the new service provider. The loss of contact with those participants, many of whom were in training programs, limited the current service provider’s ability to provide follow-up to ensure individuals completed their programs and record credential successes. This drop-off in contact coupled with a low occupational skills training enrollment rate in the first year hurt the service provider’s ability to balance out the drop-offs with new credential successes.

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

Since the program has been engaging participants with greater barriers to employment, the focus of the programming has been on addressing those barriers through local partnerships and internal programming. Individuals have received greater levels of supportive services and more ITA funds have been expended to prepare those individuals into skilled career pathways.

The Young Adults program has prioritized occupational skills training enrollments to increase the number of young adults who can attain credentials, increasing the program’s chance for achieving successful percentage outcomes.

A greater emphasis has been placed on participant follow-up this year and going forward to encourage engagement with participants who are not employed after exiting the program, or who still need time to finish their training programs. This engagement provides additional opportunities to help those participants gain positive outcomes in the year following program exit.

c. In the event the local board is not on track to meet yearly performance indicator goals, please discuss what corrective actions/steps would be undertaken to address this situation.

As with any of the federal measures, a 6-month to 1-year lag exists in performance outcomes. Therefore, the Board pro-actively engages in more immediate program
outcomes in the current program year to keep these metrics on track. The Board’s career center measures, tracked on a monthly basis to track case closure employment outcomes of WIOA participants and credential attainment, keep providers focused on working with participants through their ISS’s towards the successful completion of services. Enrollment goals within the program also ensure that enough participants are gaining access to intensive case management services and that providers are not just enrolling a few individuals with high chances for successful outcomes.

d. How is performance information shared throughout the hierarchy of staff? Please detail how the Board addresses performance data in its relationship with its contractor(s) and how case managers are using performance data to drive local area performance.

Those center performance metrics are established with the One-Stop Operator contract, but the center performance metrics also reflect contract goals tied to service providers’ profit mechanisms in their contracts. Since the profit mechanic sets a standard of required performance for the service provider to receive that provider, specifically a 75% minimum threshold, the contractors are incentivized to succeed. The performance reports are calculated by Board staff each month, but contractors are also reporting on performance metrics each month.

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 the nontraditional Dislocated Worker definitions (such as any individuals who are long-term unemployed and can, therefore, be considered Dislocated Workers) in the response.

Decreases in DW representation in populations served over the years is most attributable to the low unemployment rates of individuals across the state, which have remained under 5% since 2017. Since dislocation events traditionally require large layoffs or closures to elicit large numbers of dislocated workers, the low displacement rate of businesses over the past few years and consequent fewer dislocated worker enrollments reflects a positive state of the economy rather than a program dilemma. However, the COVID pandemic will likely lead to a large upswing in dislocated workers over the next few years as our economy is forced to radically adjust to a new world order.

The past few years have also seen a large influx of adult cases due to the Governor’s Finish Line Grant program, without any resources to also seek and develop dislocated worker numbers. So the state’s own initiatives have tilted service delivery towards adult services and away from dislocated worker services.
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.

Over the past two years, we have reinforced the new real-time indicator among staff members as we began tracking Measurable Skill Gains. The measure has provided a method for our Board to determine the level of connectivity between case managers and participants undergoing current occupational skills training programs. By using the measure as a barometer of connectivity, we can better ensure that case managers are following up with participants and able to reach them at the end of their training program to acquire the necessary credentials. Measurable skill gains also reflect successful progression of basic education courses as participants work to pursue their GEDs.

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.

Service providers are monitored through contract monitoring and specific program reviews throughout the year according to a monitoring schedule. These monitoring reviews involve case file reviews for TEGL and policy statement compliance, interviews to outline a clear sense of the processes, and financial document review where necessary to ensure fiscal accountability and appropriate fiscal control processes are in place. Service providers are involved in the initial and final interviews to explain the process and receive feedback. An official report is sent to the service provider upon completion to detail findings, recommendations, and technical assistance requests. In addition to these formal review processes, the program monitor will review cases at the time of data correction requests or when participant complaints arise to spot-check how the system handled the participant’s case throughout the process. Contract monitoring reviews occur once a year, but specific programming reviews of areas such as work experiences, supportive services, on-the-job training, occupational skill training ITAs, career pathways, eligible training providers, and participant eligibility are managed once to twice per year depending on how well initial review reveals the system is doing.

VIII. Equal Opportunity

1. Describe processes to ensure individuals are not discriminated against based on age, disability, sex, race, color or national origin. [WIOA Section 188].
The Local Area will adhere to all laws related to discrimination referenced in WIOA Section 188 and will also adhere to all non-discrimination procedures and policies in place through the City of Greensboro’s administrative structure.


Attached.

3. Describe methods to ensure local Equal Opportunity procedures are updated.

The local area Guilford County EO Procedures/Nondiscrimination Plan is maintained in a binder by the local area EO Officer, who conducts annual on-site monitoring for the Greensboro and High Point NCWorks Career Centers.

The Guilford WDB EO Officer reviews the local EO procedures annually and communicates with the Division of Workforce Solutions WIOA Equal Opportunity Officer to ensure all Guides and EO Monitoring Tools are up-to-date.

The local area EO Officer participates in an annual EO Oversight & Review and ensures the following are in place for compliance:

a. Annual EEOC center staff training takes place.
b. Binders containing EO Laws are maintained in both Career Centers.
c. EO Posters in both English and Spanish are placed within both Career Centers, which provide the contact information for the current local area EO Officer.
d. The EO tagline is in place on center communications, such as brochures and flyers;
e. The WDB Monitoring Tool is updated and adheres to 29 CFR 37.
f. Ensure that participant files, which are reviewed contain the required EO data and statistical date is kept on file.
g. Feedback and communication is provided to center staff regarding EO Monitoring.
h. Files and documentation of reviews, including the WDB complaint log are kept on file.

IX. Adult and Dislocated Worker Services

1. Describe the local Workforce Development Board’s vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery and expected outcomes. Describe how this vision will improve the employment outcomes for this population.
The Guilford Workforce Development Board plans to develop education and workforce training opportunities that empower residents to achieve financial security and career fulfillment while developing a workforce that meets employer needs. By supporting Guilford County’s overall economic plan to diversify, develop entrepreneurial opportunities, and foster job creation and talent attraction to Guilford County, we can strive to build a more prosperous and resilient economy that can adjust to economic disruptions at regional, national, and global scales. To achieve this vision, Guilford Workforce Development Board will build partnerships and employer relationships that expand the opportunities and economic wellbeing of jobseekers in the local economy. We will continue to build career pathways and program pipelines that can accelerate career transitions into new industries. Our partnerships will provide participants holistic services to develop financial security and self-sufficiently build wealth. We will also prepare for an increasingly disruptive economy by coordinating with entrepreneurship and innovative programs to prepare job seekers for a growing gig economy. Through adaptive programming and a resilient networks of partnerships, we can address employment opportunities for individuals while also reducing the impact of the barriers to employment that they faced coming into the programs. By encouraging entrepreneurship and small business growth, we also plant the seeds for the biggest driver of job creation in local communities.

Our services will strategically target historically disenfranchised groups and economically distressed communities to maximize our impact. We will work with local organizations to promote our services to their participants, and we will engage in community events and engage in high-level service promotion through multiple media formats to encourage community engagement with our career centers. By directly engaging and developing programs that engage the highest need individuals, our teams can develop the skill sets necessary to help individuals with the highest level of barriers, developing our “service muscle.” By developing a system that can handle the toughest challenges, we are best positioned to handle any economic conditions. This strategy will not lead to the percentage chance of successful employment outcomes for individuals with whom we engage, but it does provide the groups we work with the highest improvement in employment outcomes, when looking at long-term employment and wages.

The Career Center’s programming will be participant-centered and strengths-based. The staff will create clear expectations and boundaries to establish a safe and supportive environment, so participants are comfortable with their Career Advisors. Staff will follow up frequently and consistently with participants, employing various outreach methods. A participant service experience that focuses on strengths-based support will improve the participant experience of job seekers, which should positively impact overall engagement, improve our ability to properly assess and deliver services, and maximize our impact on participants’ employment success.

2. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services. Include how services are provided and the
capacity to address the identified education and skill needs of the workforce and the employment needs of employers. Describe plans to address any weaknesses identified. [WIOA Section 108(b)(1)(D)]

The Adult and Dislocated Worker education and training services currently provides a comprehensive system for providing services to participants. The system involves a comprehensive method of interest and aptitude assessment, career planning, and case management to work with individuals on achieving their goals. Our assessment tools include traitify, Work Keys, TABE, ProveIt exams, and the NCWorks online skills interests tools. Our talent development case managers engage the participants in developing the career skills they need to achieve their goals. Then the employment solutions team works with the prepared job seekers to acquire career opportunities.

Our career pathways provides strong employment outcomes for individuals seeking to enter the logistics and healthcare fields, which comprise the largest group of ITA training opportunities for participants involved in WIOA programming. Most of our program participants engage in occupational skills training to prepare for either career transitions or advancement in a settled career pathway. Our case managers work to provide supportive services for participants as they undergo these training programs and to engage them with employment opportunities after they complete their programs.

The system typically receives complaints about the overall navigation of the system, moving from team to team to receive services. Participants all undergo the same enrollment and orientation process, and through a mechanism of escalation they are over time introduced to more intensive case management services as they engage with the system. For participants who have specific needs that they can articulate, they can be moved quickly to the appropriate team. However, when customers do not know what services they need, they may be bounced between functional areas as case managers attempt to properly assess what services the participant needs next to achieve their goals. Our system has been developing clearer referral processes to minimize these instances among participants and better track participant progress.

The system’s engagement mechanisms with employers and job seekers has not had a stronger survey and formal feedback mechanism than center comment cards and the ncworks online surveys. With a new ZipWhip text service, the career centers have piloted and will be able to expand a stronger feedback mechanism with job seekers and employers to collect a broader set of feedback from individuals engaging with our system, to improve our information gathering and ability to respond to system challenges.

3. 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 one-stop operator for PY 2020 was procured competitively using an RFP. This RFP was released on www.guilfordworks.org on January 31, 2020 as well as emailed to all entities and training providers that had expressed interest in being on the Guilford County WDB Bidder’s List. The RFP was also posted on the NAWB website. A bidder’s conference was held February 14, and proposals were due on February 28. The WDB voted to award the contract to EDSI on April 2, 2020 – contract will be initially one year with two options to renew.

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.

4. Attach the Local Workforce Development Board’s Adult and Dislocated Worker (DW) service providers chart effective July 1, 2020 using the Adult/Dislocated Worker Service Provider List provided. Name document: Local Area Name Adult and DW Providers 2020.

Attached.

5. 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. [PS 06-2019]

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.

6. Describe follow-up services provided to Adults and Dislocated Workers.

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.

X. Youth Services

USDOL provides funds to states who in turn provide local workforce areas resources to deliver a comprehensive array of youth services that focus on assisting out-of-school youth and in-school youth with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities. USDOL and North Carolina’s priorities are:

- Out-of-School Youth – A minimum of 75 percent of the Youth funds allocated local areas, except for the local area expenditures for administration, must be used to provide services to OSY;
• Work Experience – Not less than 20 percent of Youth funds allocated to the local area, except for the local area expenditures for administration, must be used to provide paid and unpaid work experiences; and a
• Focus on Partnering – Co-enrollment encouraged where appropriate with Title II and IV.

USDOL also focuses on the following WIOA Performance Indicators:
• Employment, education, or training during the 2nd quarter after exit
• Employment, education, or training during the 4th quarter after exit
• Median earnings during the 2nd quarter after exit
• Credential Attainment Rate
• Measurable Skill Gains
• Effectiveness in serving employers (system-wide measure, not program specific)

NOTE: Performance is Section VII.

1. Provide a general overview of the local current total population (within five years) of the Title I WIOA eligible youth by Local Workforce Development Board area. Include the following general information for the local Workforce Development Board area:

In-School Youth Analysis
a. Approximately, what number of the Youth are ages 14-21?
   a. Assuming even distribution inside age cohort, and 2018 populations equivalencies, approximately 145,000 youth are ages 14-21.
   b. Approximately, what percentage of these youth are low-income (eligible for WIOA In-school program)?
      Approximately 92,000 young adults between ages 15 and 24 are living in poverty
   c. Approximately, what number of these Youth are in the current school dropout statistics?
      a. 89.4% graduation rate reflects an 10.6% rate of seniors off-track,

Out-of-School Analysis
a. Approximately what number of Youth ages 16-24 of the current total population (within five years) make up the population?
   a. Approximately 77,600 ACS 2018
   b. Youth ages 16-24 represent what % of the population?
      a. Approximately 15%
   c. What are the general educational levels of this age group?
      a. See analysis below.
   d. What is the general employment status of this age group?
      a. See analysis below.

In-School Youth Analysis
According to the NC OSBM State Demographer 2019 projections of NC Counties, there are 64,577 youth aged 14-21 in Guilford County, representing about 12.1% of the total...
population of 534,346. The Guilford County Schools 2019 report shows 10.6% of seniors are defined as off-track, putting them at-risk of dropping out or aging out of the system. The most recent dropout rate, reported in 2016, was 2.2%

**Out-of-School Youth Analysis**

According to the American Community Survey for 2018 estimates, there are 76,422 youth aged 16-24 in Guilford County, representing about 14.3% of the total county population. Of the 57,094 youth aged 18-24, 11.3% do not have a high school diploma, about 24.9% received only a high school diploma, about 54.2% had some college or an associate’s degree and 9.7% have a bachelor’s degree or higher. 36,600 of the 71,257 youth between ages 16 and 24 are in the labor force. Among the young adults (16-24) in the labor force, 85% are employed and 15% are unemployed.

2. Based on the assessment above, does the local Workforce Development Board plan to serve In-School Youth?

Yes.

3. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108 (b)(9)].

In addition to the specific programs and outreach provided to youth by the WDB program provider, there are a number of other programs in Guilford County that provide workforce, leadership training, counseling, work experience opportunities and similar services. Those other providers include City of Greensboro, YMCA, YWCA, Salvation Army Boys and Girls Club, Center for Youth Family and Community, Youth Focus, One Step Further, and the Greensboro and High Point Youth Councils.

Specific services for youth with disabilities include services provided through ARC, Guilford Center, Social Services and Guilford County Schools.

4. Describe the local area’s broad Young Adult (NextGen) Program design to include:
   a. Providing objective assessments;
   b. Supportive service’s needs;
   c. and developmental needs of each participant, for the purpose of identifying appropriate services and career pathways for participants. [WIOA Section 129(c)(1)(A)]
A. Youth will complete an objective assessment at the time of program intake to identify high-level barriers, career goals, and developmental needs. Assessment tools will provide a holistic view of a young adult’s circumstances, looking beyond career circumstances and objectives, but also into their housing, mobility, educational, and family life needs and goals. Youth advocates may adjust their assessment of the participant’s needs as circumstances change while going through the program.

B. Supportive services will support the young adults by developing temporary bridges to overcome employment-related barriers while youth advocates work with the young adults on developing permanent solutions to those barriers that the young adults can reliably undertake on their own, with time and resources.

C. The Youth Program is designed to provide all 14 service elements of WIOA, but it will especially emphasize the career development of young adults through a leadership program (Youth Ambassadors), career exploration and skill development (Work Experiences), occupational skills training, adult education to earn high school diplomas, and additional workshops and seminars that can help young adults acquire skills in financial literacy. Young adults’ developmental needs are also engaged through lunch and learn sessions, an evening mentorship meeting program, and traditional youth advocate case management.

5. 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)]

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.

6. Describe the local area’s broad Young Adult (NextGen) Program design to include:
   a. Employment Goals, and
   b. Education Goals.

The local NextGen program is designed to engage young adults in a comprehensive service program that follows their individually developed career goals while engaging them with skill development activities throughout the program. Young adults enter the program through an orientation meeting after an initial intake with a youth advocate. During that orientation process, the individual is assessed for eligibility, undergoes a needs assessment and interest assessment, and develops an individualized career plan. Once enrolled into the program, the individual engages in soft skills development, basic educational attainment, and career services counseling to develop the foundations of their career skills. Once those foundations are established, the young adult can pursue training opportunities and work-based learning opportunities. Most young adults will engage in work-based learning through work experiences to maximize their exposure to career paths of interest. Once the young adults have developed their career interests and technical skills, advocates can work with young adults on entry-level employment opportunities.

The education goals for young adults will always entail an occupational skills training goal for new participant enrollments into training programming, to encourage the expenditure of training funds on participants. A work experience goal is also established to encourage work-based learning opportunity expenditures. Those enrollment goals then determine credential goals for each year, as youth advocates are expected to develop successful training outcomes for their participants.

Employment goals are set with young adults as case closures with employment. Cases will be expected to reach a successful conclusion with either an employment or entrance into a long-term education program (2/4-year degree curriculum) for young adults.

7. Where does the local area plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Service Provider Offices, or Hybrid situations. Explain if it is both NCWorks Career Centers and Provider Offices or some other option.
For the PY 2020 program year, the local area plans to serve the young adults through the NCWorks Career Centers.

8. What new local higher-level goals (not traditional performance measures) are in place to serve the young adult (NextGen) population to include new outreach strategies and interactions with this population outside of the office/NCWorks Career Center setting? Do these improve employment outcomes and retention (or other identified local needs) for this population?

Goal 1: Developing a holistic picture of self-sufficiency for young adults that can incorporate additional factors that align with goals of local government, non-profit, and private partners.
Goal 2: Establishing a clear feedback system to listen to the lived experience of young adults and design the program around those experiences.
Goal 3: Conducting business outreach and engagement to grow the number and quality of employer relationships, to expand the opportunities available to young adults.
Goal 4: Engage partnerships to develop better ways of coordinating resources and activities to align and expand access to program services.

9. Provide a description and assessment of the type and availability of youth (NextGen) workforce activities in the Local Area, including activities for youth who are individuals with disabilities. Include identification of successful models of such youth workforce investment activities being used and/or planned. [WIOA Section 108(b)(9)]

This is the same question as 3.

10. Provide the Workforce Development Board’s approach to meeting the required 75% minimum (NextGen) youth expenditures on out-of-school youth and include special outreach efforts and highlight planned program design. [WIOA Section 129(a)(4)(A)]

The program will spend 75% of funds minimum on out-of-school young adults by focusing its enrollments on young adults who are preparing to exit or have already exited the school system and are seeking career opportunities. The Program has established partnerships with Guilford County Schools and Guilford Technical Community College to specifically recruit young adults who are part of the CTE programming and preparing to graduate from high school but not seeking college opportunities and to recruit adult education students pursuing their GEDs.
As a systematic safeguard, the Board will maintain this minimum standard by reviewing monthly expenditures of Out-of-School and In-School young adults and review OSY and ISY enrollment rates to check that both reflect a prioritization of out-of-school youth activity in the programs.

11. Describe how the local Workforce Development Board partners, aligns, and leverages, as appropriate with:

a. Title II Adult Education and Family Literacy Act program resources and policies;
b. Title IV Vocational Rehabilitation program resources and policies;
c. Integrates adult education with occupational education and training and workforce preparation, as Boards as the creation of career pathways for youth. [USDOL TEGL 8-15]

a. The WDB and its youth contractor work closely with Guilford Technical Community College on identifying and serving dropout youth. Cross referrals occur between the GTCC Basic Education/GED programs and the NCWorks Career Center staff. NCWorks staff refer dropout youth to GTCC for enrollment in GED and Basic Education programs, including programs that combine Basic Education/GED attainment with skill-specific training such as the Certified Nursing Assistant program, which is beginning to show positive results. A program focused on aviation training is also being developed that will combine GED instruction and skill-specific training. GTCC also makes referrals to NCWorks for existing Basic Education/GED students who need additional help with career planning, job search or scholarships for skills training.
b. NCWorks youth staff go onsite to provide support for school-based job clubs that are operated by the NC Division of Vocational Rehabilitation and coordinate services with VR counselors to maximize funding and case management opportunities for enrolled youth.
c. Youth are actively recruited for training opportunities in career pathway special initiatives including unique programs in aviation and logistics career sectors, as well as the nursing aide program that serve as springboards for more advanced training over time, including provision of supports such as work experience opportunities and child care subsidy while in training.

12. Describe how follow-up services will be provided for (NextGen) youth.

Note: All youth participants must receive some form of follow-up for a minimum duration of twelve months.
Enrolled youth are tracked for four quarters following case closure in WIOA. Youth Case Managers 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.

13. Specify if the Local Workforce Development Board plans to offer incentives for (NextGen) 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) 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.

Yes; policy attached.

14. If the Local Workforce Development Board does not offer incentives for (NextGen) youth, please explain why.

N/A.

15. Describe the local area strategy to ensure youth (NextGen) program activities lead to a High School Diploma or its equivalent or a recognized post-secondary 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.

16. Describe the local strategy to prepare the youth (NextGen) 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)]

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.

17. 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

Attached.

18. How does the local area ensure that the minimum of 20% of funds is spent on work experience and is the local area expending the 20% minimum on work experience to include an estimate of expenditures that will be paid wages to youth.? [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 2020, 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.

19. 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.

a. If no, describe how oversight to planning, operational and other issues relating to the provision of services to youth will be provided.
b. If yes, please provide a response to the following:
c. Provide the committee’s purpose/visions.

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 and by developing a holistic framework of engaging youth at every level of barrier they might face;
- 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;
- engage businesses to expand the opportunities available to youth through both intern programming and external workforce development opportunities;
- 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 with young adults by developing adequate mechanisms to collect their lived experiences regarding our programs.

d. Provide the committee’s top three goals or objectives for PY 2020.
Goal 1: Develop a sufficient feedback mechanism for collecting program and community experiences of young adults in Guilford County.
Goal 2: Develop partnerships that more holistically cover young adults’ needs.
Goal 3: Expand partnerships and business engagement to provide young adults a sufficient range of work-related experiences and opportunities.

e. 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,

Attached.

f. Complete the following chart for the PY 2020 Youth Committee’s planned meeting schedule to include dates, time and location. [Expand form as needed.]

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 14, 2020</td>
<td>8:30am</td>
<td>Remote - GoToMeeting</td>
</tr>
<tr>
<td></td>
<td>10:00am</td>
<td></td>
</tr>
<tr>
<td>May 12, 2020</td>
<td>8:30am</td>
<td>Remote - GoToMeeting</td>
</tr>
<tr>
<td></td>
<td>10:00am</td>
<td></td>
</tr>
<tr>
<td>July 14, 2020</td>
<td>8:30am</td>
<td>2301 W. Meadowview Road, Greensboro, NC</td>
</tr>
<tr>
<td></td>
<td>10:00am</td>
<td>Room # 207</td>
</tr>
<tr>
<td>Sept. 15, 2020</td>
<td>8:30am</td>
<td>2301 W. Meadowview Road, Greensboro, NC</td>
</tr>
<tr>
<td></td>
<td>10:00am</td>
<td>Room # 207</td>
</tr>
</tbody>
</table>

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

The one-stop operator for PY 2020 was procured competitively using an RFP. This RFP was released on www.guilfordworks.org on January 31, 2020 as well as emailed to all entities and training providers that had expressed interest in being on the Guilford County WDB Bidder’s List. The RFP was also posted on the NAWB website. A bidder’s conference was held February 14, and proposals were due on February 28. The WDB
voted to award the contract to EDSI on April 2, 2020 – contract will be initially one year with two options to renew.

21. Attach the Local Workforce Development Board Youth service provider’s chart, effective July 1, 2020, 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 2020.

Attached.

XI. 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, Foundation, outside funding and others to include a brief description the source and the amount.

<table>
<thead>
<tr>
<th>Grant Name/Kind</th>
<th>Description</th>
<th>Beginning and End date</th>
<th>Source and Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telework Grant</td>
<td>Support teleworking during covid-19</td>
<td>4/29/20-6/15/20</td>
<td>DWS; $4,500</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>2019 Infrastructure Cost-Sharing</td>
<td>1/10/20-12/31/20</td>
<td>DWS; $283,037.20</td>
</tr>
<tr>
<td>Finish Line Support</td>
<td>2019 Finish Line Support</td>
<td>10/3/19-6/30/20</td>
<td>DWS; $250,000</td>
</tr>
<tr>
<td>Finish Line Operations</td>
<td>2018 Finish Line Operations</td>
<td>7/10-19-6/30/20</td>
<td>DWS; $105,000</td>
</tr>
</tbody>
</table>

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

A best practice employed with the Adult/Dislocated Worker Program was to utilize the scanning method to forward the enrollment packets to customers instead of printing hard copies for them. This helped to expedite this particular step in the process of servicing customers.

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

Within the NextGen program the program utilizes Microsoft SharePoint to manage internally scanned documents and electronic files. SharePoint allows youth advocates the
ability to make changes to documents in-real-time and reduces the time spent sending emails or distributing hard copies of information and/or data.

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

The NCWorks Partners Network of Guilford County, which focuses on supporting the Guilford County community by positive collaboration of resources and services provided by each partner within the network. For example, the High Point Housing Authority was in need of some career classes that would be taught to participants enrolled in the Family Self-Sufficiency Program. These classes are taught on a bi-monthly basis with topics ranging from Resume Preparation to Understanding the Difference between a Job and a Career. Some of these participants have visited the High Point Career Center and enrolled in NCWorks online and have begun to participate in some of the services offered.

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

The career centers’ Business Services team employed the use of the Formstack platform to post available jobs in the local area. This process begins with the team contacting employers who’ve posted job openings on the NCWorks job board to: (1) Make certain the job(s) are still available, and (2) Update any contact information and application processes. These positions are then loaded onto Formstack for the team to use when referring customers to employers. These forms have also been made available for employers (that may not have the relevant information needed for posting onto neworks.gov) to complete during the recent pandemic to allow local businesses to highlight open positions to be posted onto the GuilfordWorks website as well.
XII. Program Year 2020 Local Workforce Development Board Plan Required Policy Attachments

1. The following policies are required to be attached as separate documents in WISE as part of the PY2020 Comprehensive Regional Plan. Name documents: *Local Area Name, Policy Name*.

In the first column, state if it is attached or why it is missing and when it can be expected.

In the second column mark *only* if the policy has been changed/revised since PY2019 and requires a special review for PY 2020 and has not been previously submitted to the Division.

Do not add an empty document in WISE as a “placeholder”.

<table>
<thead>
<tr>
<th>Required Local Policies and DWS Reference</th>
<th>Attached (Yes/No)</th>
<th>Revised for PY2020 (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adult/Dislocated Worker Work Experience Policy (PS 10-2017)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>2. Competitive Procurement Policy (PS 19-2017, Change 1)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>3. Conflict of Interest Policy (PS 18-2017)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures (PS 07-2018)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I (PS 20-2017, Change 1)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>6. Individualized Training Account Policy</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>7. On-the-Job Training Policy (PS 04-2015, Change 1)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>8. Oversight Monitoring Policy, Tool and Schedule</td>
<td>Yes</td>
<td>No; except schedule</td>
</tr>
<tr>
<td>9. Priority of Service Policy (PS 03-2017)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>10. Youth Work Experience Policy (PS 10-2017)</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>11. Local Supportive Services Policy</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>12. Local Sampling Policy/Self-Attestation Procedures &amp; Monitoring Schedule</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
2. Designate whether the following local Optional Policy is included and used at the local Workforce Development Board and is included in the Plan or write “N/A” implying “Not Applicable”, the Workforce Development Board does not have this policy and therefore does not use these services.

In the second column mark only if the policy has been changed/revised since PY2019 and requires a special review for PY 2020 and has not been previously submitted to the Division.

Do not add an empty document in WISE as a “placeholder”.

If “Yes”, load the policy as a separate document. Name documents: Local Area Name, Policy Name. [Example: IWT Policy – Yes. Attached as Board Name IWT Policy.]

<table>
<thead>
<tr>
<th>Optional Local Policies</th>
<th>Yes- the Board has a policy or N/A (Not Applicable)</th>
<th>Revised for PY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Local Area Incumbent Worker Training Policy</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>(PS 17-2017, Change 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Local Area Needs-Related Policy</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>3. Local Area Transitional Jobs Policy</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>4. Local Area Youth Incentive Policy</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Individual Training Accounts (ITA) Summary</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dollar Amounts</strong></td>
<td>$2,000 first year, $2,500 second year; $4,500 lifetime</td>
</tr>
<tr>
<td><strong>Time Limits</strong></td>
<td>36 months</td>
</tr>
<tr>
<td><strong>Degree or Certificates allowed</strong></td>
<td>No specific restrictions other than 36 month cap; students in four year programs would only be funded for last two years.</td>
</tr>
<tr>
<td><strong>Procedures for determining case-</strong></td>
<td>None at this time.</td>
</tr>
</tbody>
</table>
by-case exceptions for training that may be allowed

| Period for which ITAs are issued (semester, school year, short term, etc.) | All of the above. |
| Supportive Services covered by ITA (provide examples such as 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.]

<table>
<thead>
<tr>
<th>Transportation</th>
<th>Childcare</th>
<th>Supplies (include examples)</th>
<th>Emergency (include examples)</th>
<th>Other (include examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Any uniforms/tools/etc needed to gain employment</td>
<td>Crisis and financial counseling, housing expenses, medical/dental/vision expenses</td>
<td>Finish Line Grant services are addressed separately in the policy</td>
</tr>
</tbody>
</table>
Required Attachment Checklist from Plan Instructions

Please confirm all required attachments are loaded in WISE. If not, provide an expected date of arrival.

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

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participant’s Responsibilities.

(Before completing this certification, read the instructions on the following page which are an integral part of the certification.)

1) The prospective primary participant certifies, to the best of its knowledge and belief, that it and its principals:

   a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;

   b) have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

   c) are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

   d) have not within a three-year period preceding this certification had one or more public transactions (federal, state or local) terminated for cause or default.

2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

_____________________________________________________________
Printed Name and Title of Authorized Administrative Entity Signatory Official

_____________________________________________________________
_Signature
Date
Instructions for Certification

1. By signing and submitting the certification signature page with this proposal, the prospective primary participant is providing the certification set out above.

2. The inability of a person to provide the certification required above will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out above. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.

3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participants, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.

6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible or voluntarily excluded from participation in this covered transaction.

7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled “A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction,” provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, ineligible or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement programs.

9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
Boards affirm that the Local Area Workforce Development Board (WDB) and the Chief Elected Official(s) of the Local Area, in partnership, have developed and now submit this update to the Comprehensive, Strategic Regional and Local Area Plan in compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014 and instructions issued by the Governor under authority of the Act.

______________________________
Submission Date

Workforce Development Board Chair

______________________________
Typed or Printed Name

______________________________
Typed or Printed Title

______________________________
Signature

______________________________
Date

Chief Elected Official

______________________________
Typed or Printed Name

______________________________
Typed or Printed Title

______________________________
Signature

______________________________
Date