

GuilfordWorks Workforce Development Board

North Carolina Modification for Local Area Workforce Development Workforce Innovation and Opportunity Act Title I Plans

July 1, 2022 – June 30, 2023

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

Introduction and Instructions

The Workforce Innovation and Opportunity Act (WIOA) requires each Local Area Workforce Development Board (WDB) to develop and submit, in partnership with the chief local elected official, a comprehensive four-year plan. Four-Year Plans were submitted in May 2020.

In North Carolina, annually, each Local Area WDB, in consultation with the chief local elected official, is to provide updates to the Comprehensive Four-Year Plan. The WIOA Program Year (PY) 2022 Plan is to provide current information and be effective July 1, 2022 - June 30, 2023 and will include required current local policies. The Local Area 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, Local Area WDBs shall comply with WIOA Section 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

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

North Carolina policy information is available at <https://www.nccommerce.com/jobs-training/workforce-professionals-tools-resources/workforce-policies>. Local Area WDBs should reference the North Carolina [WIOA Unified State Plan](#).

Local Area Plan Submission and Due Date

The Local Area Plan must be submitted through Workforce Information System Enterprise (WISE), the Division's web-based financial system. The due date is **May 6, 2022**. Each attachment must be submitted and labeled separately in either Word, Excel, or PDF format. Attachments not submitted separately will not be accepted. Forms requiring original signatures may use DocuSign® (or similar) and may be uploaded in WISE. If original signatures are obtained, forms must be mailed (and uploaded in WISE) to the Local Area WDB's assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

I. **Local Area WDB verview**

The Local Area WDB Overview provides important contact information that is used throughout the Division of Workforce Solutions (DWS). It is important that this section remain current during the Program Year. Updates should be submitted to the Local Area WDB’s assigned DWS Planner when changes occur.

In the first section and anywhere else in the Local Area Plan, please include the appropriate salutation along with Titles such as Dr., The Honorable, Chairperson, and Judge. Thank you.

1. Provide the Local Area WDB’s official (legal) name as it appears on the local Consortium Agreement established to administer the WIOA or, if not a Consortium, in the formal request for Local Area designation.

Guilford Workforce Development Consortium. The Consortium Agreement is attached.

2. Provide the Local Area WDB ’s official name.

GuilfordWorks Workforce Development Board

3. Provide the name, title, organization name, address, phone number, and email address of the Local Area WDB Director.

Name: Chris Rivera	Title: Executive Director
Organization: City of Greensboro	Address: 301 S. Greene St. Greensboro, NC 27401
Phone number: 336-373-4174	Email address: chris.rivera@greensboro-nc.gov

4. Provide the name, elected title, local government affiliation, address, phone number, and email address of the Local Area WDB’s Chief Local Elected Official (CLEO).

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

5. Provide the name, title, business name, address, phone number, and email address of the individual authorized to receive official mail for the CLEO, if different than question 3.

Name: Chris Wilson	Title: Deputy 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

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

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

7. Provide the name, title, organization name, address, phone number and email address of the Administrative/Fiscal Agent’s signatory official.

Name: Taiwo Jaiyeoba	Title: City Manager
Organization: City of Greensboro	Address: PO Box 3136, Greensboro NC 27402
Phone number: 336-373-4365	Email address: Taiwo@greensboro-nc.gov

8. 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.

9. 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].

Unique Entity Identifier (UEI): CGWAKNW9BAD5

10. Provide the name of the Local Area WDB’s Equal Opportunity Officer who shall be responsible for assuring that discrimination does not occur in its programs or projects. (CPS 10-2021)

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11. Provide each Local Area WDB members’ name, business title, business name and address, phone number and email address on the provided form. The first block is reserved to identify the Local Area WDB chairperson (*form provided*). Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: *Local Area WDB Name Board List*.

Note: Please complete the entire form. Check the block on the form provided certifying compliance with required WIOA Local Area WDB business nomination process.

If a Local Area WDB list is not in compliance, please provide the current list and state the expected date that a compliant list will be provided (detailing vacant positions).

Use and identify categories as indicated on the form. Do not change required category names except to clarify those with multiple categories and do not count those names twice. Identify any names representing a dual category with an asterisk (*).

Attached.

12. Briefly describe how the Local Area WDB works with local elected officials to ensure viable local business representatives are appointed to the Local Area WDB in compliance with WIOA Section 107.

The Chief Local 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 Local Area WDB shall submit by-laws that clearly demonstrate all WIOA and North Carolina required elements described in [Appendix A](#). Additional by-laws guidance/template and electronic meeting formats have been provided in [Appendix B](#).

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.**

13. Attach the Local Area WDB By-laws including date adopted/amended. By-laws must include the required elements found in [Appendix A](#). Name document: *Local Area WDB Name By-laws*.

Attached.

14. To demonstrate that the attached Local Area WDB By-laws comply, complete [By-Laws Required Elements – Crosswalk chart](#).

Sunshine Provision - The Local Area WDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the Local Area WDB, including information regarding the Local Area Plan prior to submission of the Local Area 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 Area WDB. [WIOA Section 107(e)]

Attached.

15. Describe how the Local Area WDB will make copies of the proposed Local Area Plan available to the public. If stating the Local Area Plan will be on the Local Area WDB website, provide link. [WIOA Section 108(d)]

Public Comment - The Local Area WDB shall make copies of the proposed Local Area 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 Local Area Plan is made available; and, include with submission of the Local Area Plan any comments that represent disagreement with the Local Area 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 in Guilford County, board membership, current opportunities for requests for proposals to provide WIOA services, WDB meeting schedules, and other workforce news and initiatives relevant to our local area.

16. Attach a copy of the Local Area WDB’s organizational chart with an ‘effective as of date.’ Include position titles. Name document: *Local Area WDB Name Organizational Chart*.

Attached.

17. Complete the following chart for the PY2022 Local Area WDB’s planned meeting schedule to include time, dates, and location. *[Expand form as needed]*

Note: All Local Area WDB meetings shall be held in accessible facilities. All materials and discussions should be available in an accessible format upon request as indicated under North Carolina specific requirements detailed in [Appendix A](#).

Date	Time	Location (include address and room #)
Thursday, January 6, 2022	8:30am-10:30am	Join Zoom Meeting: https://zoom.us/j/2303942669 Meeting ID: 230 394 2669
Thursday, March 3, 2022	8:30am-10:30am	Join Zoom Meeting: https://zoom.us/j/2303942669 Meeting ID: 230 394 2669
Thursday, May 5, 2022	8:30am-10:30am	Join Zoom Meeting: https://zoom.us/j/2303942669 Meeting ID: 230 394 2669
Thursday, July 7, 2022	8:30am-10:30am	Join Zoom Meeting: https://zoom.us/j/2303942669 Meeting ID: 230 394 2669
Thursday, September 8, 2022	8:30am-10:30am	Join Zoom Meeting: https://zoom.us/j/2303942669 Meeting ID: 230 394 2669
Thursday, November 3, 2022	8:30am-10:30am	Join Zoom Meeting: https://zoom.us/j/2303942669 Meeting ID: 230 394 2669

18. 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, 2 CFR 180, participants’ responsibilities.] Name document: Local Area WDB Name Certification Form.

Will be attached and mailed once signed.

Note: Document must have the original signature or DocuSign® (or similar) of the Administrative Entity signatory official. If using original signatures, mail the signed [Certification form](#) to the assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

19. Submit the original Local Area WDB and Chief Local Elected Official (CLEO) Signatory Page ([form provided](#)), bearing the original signatures of the Chief Local Elected Official(s) and the Local Area

WDB Chairperson, and attach a copy of the signed document if not using DocuSign® (or similar). Name document: Local Area WDB Name Signatory Page.

Note: If using original signatures, mail the [Signatory Page](#) to the assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316.

Will be attached and mailed once signed.

II. Local Area WDB Strategic Planning

The Local Area WDB is required to keep the Local Area Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Area 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 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 Initiative 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. Employers in Local Area WDB areas continue to have a shortage of lower-wage, entry-level and middle-skilled level workers. As a Local Area WDB and workforce system, Local Area WDBs 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, Local Area WDBs are paving the way for an even stronger economy through sector partnerships and career pathways initiatives.

1. Provide a description of the Local Area WDB's strategic vision and goals for preparing an industry-driven, 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 and how it aligns with regional economic growth, industry sectors, and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

Goal 1: Position the WDB as the convener, connector and hub of equitable workforce development services in Guilford County.

- **Strategy #1:** Create a conceptual framework that describes our initiatives to enhance economic development and workforce services.
- **Strategy #2:** Cultivate strategic partnerships that facilitate board member leadership on local, state and federal workforce issues.
- **Strategy #3:** Create educational opportunities for stakeholders to better understand public workforce development programs and how we promote equitable opportunities in our community.
- **Strategy #4:** Promote diversity, equity and inclusion through active engagement with in-demand employers, education institutions and job-seekers in the talent development process.

Goal 2: Facilitate customized workforce solutions for business and industry that prepare qualified candidates and advance current workers' careers.

- **Strategy #1:** Ensure career pathways are aligned with targeted, in-demand and emerging occupations.
- **Strategy #2:** Create engagement opportunities to better understand how workforce development can support industry needs.
- **Strategy #3:** Align our workforce solutions with existing local initiatives.

- **Strategy #4:** Create talent pipelines for K-12 learners, post-secondary learners and career-interested individuals

Goal 3: Affect positive change for our stakeholders.

- **Strategy #1:** Identify common outcomes among our core and strategic partners.
- **Strategy #2:** Develop mechanism to gather information and create strategies to maintain a constant stream of communication to demonstrate our impact with stakeholders.
- **Strategy #3:** Provide work-ready and career-oriented employment channels for the new emerging workforce.
- **Strategy #4:** Create a strategic marketing campaign toward our stakeholders, positioning us as their first option to help address workforce challenges in a mutually beneficial way.

To enhance services to youth, the WDB and its Emerging Workforce (Youth) Committee will continue to apply the following strategies and other individuals with barriers:

- 1. 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;**
 - 2. 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;**
 - 3. engage businesses to expand the opportunities available to youth through both intern programming and external workforce development opportunities;**
 - 4. to create career planning and pathways for out of school youth to help them enter meaningful employment with opportunities to grow and advance; and**
 - 5. to strengthen communication with young adults by developing adequate mechanisms to collect their lived experiences regarding our programs**
2. Provide a description of how the Local Area WDB, working with the entities carrying out core programs, will expand access to employment, training, education and supportive service for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Local Area WDB 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. Include how these strategies will be a result of regional economic and employer-driven priorities. [WIOA Section 108(b)(3)]

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;**
- **GuilfordWorks supports the development of Career Pathways to ensure training for individuals matches the needs of employers, through workforce and education partners. Career Pathways is a tool to help address employer demands to build a skilled workforce. Collaborating with partners to help create integrated systems of development programs will make certain training individuals and job seekers meet the present and future demands of businesses.**
 - **WDB is seeking to enhance our training tracks through our apprenticeship “Employer Partners” of Gear Up: ASAP through building additional career pathways in the areas of IT and Advanced Manufacturing**
 - **WDB’s career pathways are in alignment with area organizations such as the Community Colleges, K-12 systems, WDBs (TriadWorks), economic development and other workforce entities based on the NCWorks’ Criteria for Career Pathways, 1) Demand-Driven and Data-Informed, 2) Employer Engagement, 3) Collaborative, 4) Career Awareness, 5) Articulation and Coordination, 6) Work-Based Learning, 7) Contain Multiple Points of Entry and Exit including Non-Degree Training Ramps, 8) Evaluation**
 - **WDB’s strategy to avoid duplication is through communication and engagement with other workforce development entities by adhering to criteria points such as the NCWorks Criteria for Career Pathways specifically in the areas for collaboration and articulation/coordination of program offerings. 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;**
- **Establish relationships with potential alternative funding sources to enhance services provided by all the core partners; and**
- **Continue to engage community leaders and strategic partners throughout the local area to enhance awareness of employment and training services available through our Career Centers.**
- **Continuing to engage with partners to identify additional access points in which residents can access services outside of Tier 1 centers and virtually.**

Each of the mentioned strategies will continue to improve access and outcomes of career and training services, while maximizing resources among various stakeholders. Employers will have access to a more skilled/qualified pipeline of workers in the local area.

3. Describe the Local Area WDB’s use of **each** of the following initiatives: incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, layoff aversion, utilization of effective business intermediaries, and other employer 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 established business and industry relationships through developing and participating in strategic workforce initiatives. We continue to support the formulation of sector

strategies, in collaboration with industry and education partners to help identify industry-recognized credentials that bring awareness to job seekers and other stakeholders regarding in-demand career opportunities. Our WDB continues to provide a number of Work Based Learning (WBL) opportunities and programs that are administered directly by the Board, our sub recipient service provider, and/or through collaborations with strategic partners. These include:

- **Incumbent Worker Training Grant:** The WDB Business Services staff administers incumbent worker training services for businesses seeking to upskill their existing workforce to address skill gaps;
- **On-the Job Training:** We continue to provide WIOA funds for on-the job training services to local businesses. Our competitively procured WIOA Adult-Dislocated Worker and Young Adult 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:** Our Business Services staff works closely with Guilford Technical Community College 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:** Business Services staff continues to refer at-risk businesses to our State DWS partners Business Services team to address the business viability concerns;
- **Sector Strategies:** Our WDB collaborates with industry and education providers to address industry needs regarding recruitment, training, and labor market trends; this work is led through the WDB's Business and Education Intelligence Committee.

The WDB has strong partnerships with local and regional economic development agencies, education providers, and other community partners which promote our work through (partner) referrals, community events, and various collaborations. The WDB convenes and participates in regularly scheduled meetings to discuss workforce issues within the region. Our WDB also collaborates with partners to address those concerns by aligning our efforts and resources in an efficient manner. We continue to leverage our website and social media outlets to market initiatives and activities, for the purposes of expanding our reach and strengthening collaboration.

4. Provide a description of how the Local Area WDB coordinates workforce investment activities—including strategies, enhancing services, promoting participation in training programs, and avoiding duplication of services - carried out in the Local Area with the provision of Adult Education and Literacy activities. [WIOA Section 108(b)(13)]

GuilfordWorks continues to partner with Guilford Technical Community College Reading Connections to coordinate Adult Education and Literacy activities directed under WIOA. Our agencies regularly 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 co-managed services through a connected workforce ecosystem. Orientation sessions and other joint activities are shared between partner locations to maximize AEFL services to residents throughout our community for the purposes of avoiding duplication of 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, which surround the Guilford County local area. 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 established community partnerships.

5. Provide a description of cooperative agreements, as defined in WIOA Section 107(d)(11), between the Local Area WDB 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 service 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 to include 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. Regular cross training, referrals, information sharing and collaboration continues to occur on a with both this partner and other non-formalized partners within the one-stop system. An appointed Vocational Rehabilitation representative serves on the WDB and is available to staff for ongoing technical assistance and guidance in ensuring that individuals with disabilities are able to equitably access services through our NCWorks Career Centers, while be adequately represented and advocated for, for employment opportunities. Our Adult, Dislocated Worker and Youth service provider staff advocate for persons with disabilities within established networks of employer partners; at times this is done collaboratively with VR partners.

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

The WDB has reviewed and aligned the NCWorks Commissions strategic goals into its recently adopted strategic plan. As program and initiatives are developed in the local area, WDB staff works to ensure that it is consistent with the focus of the Commission. Staff continues to monitor, review and integrate NCWorks Commission Policies into local area processes, procedures and policies. The WDB will continue to incorporate local data, DWS and Commission policies to ensure that the local area continues to provide impactful employment and training services throughout Guilford County. The Board will work with staff to develop performance and financial dashboards that will allow continuously monitor and drive continuous improvement efforts and remaining a high-performing local area WDB.

7. Explain the strategic plan for how the region will respond to national emergencies (such as the Covid-19 pandemic) or weather disasters to serve victims (such as aversion activities) and utilize special grants efficiently throughout the recovery period.

GuilfordWorks continues to follow state and federal guidance on serving victims of national emergencies or weather disasters. In the past 5 years North Carolina has been hit by two Hurricanes, Hurricane Matthew in 2016 and Hurricane Florence in 2018, a local tornado disaster in Greensboro, NC in 2018 and most recently the Covid-19 pandemic in 2020.

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 allow GuilfordWorks and regional workforce board partners to expand the service capacity of dislocated worker training and employment programs in order for workers to quickly become reemployed.

In response to the Covid-19 pandemic, our local area has had to modify our service delivery strategies by adopting a hybrid approach to offering employment and training services to our community. We have leveraged telework resources provide through the Division of Workforce Solutions to ensure that staff had adequate technology needed to provide virtual services. Our local area also received Covid-19 NDWG resources to target our services to those that were significantly impacted by the pandemic. To be support our community through emergencies like Covid-19, we leveraged various forms of print, television, radio and social media to provide jobseekers and employers with information related to Covid-19 and services available through our NCWorks Career Centers. We maintain regular communication with Triad area WDB's to ensure that services are aligned and that we are leveraging partnerships and resources to serve businesses and residents effectively throughout the region.

8. Discuss the increase and expansion of service delivery and awareness efforts to reengage individuals with barriers (include dislocated workers, disconnected youth/high school dropouts, women, people of color in hard to reach communities, individuals with disabilities) to help reconnect the disconnected workforce. More importantly, clarify how success is measured.

GuilfordWorks has focused on increasing both service delivery and awareness to reengage individuals with barriers via multiple channels. The Systemic Barriers Taskforce was established to focus on the barriers that individuals who reside in socially and economically impacted communities may experience. The COVID-19 pandemic has negatively impacted these communities relative to employment and other essential needs that may lead toward gaining and maintaining self-sufficiency. Some of these highly impacted communities across Guilford County reached unemployment rates as high as 24% in September 2020. This alarming unemployment rate urged GuilfordWorks to take immediate action in regard to extending its services into the community.

The Systemic Barriers Taskforce constructed a plan to increase educational, training, and employment services in the highly impacted areas of the Guilford County Community. Four goals were established to meet the needs of the community (*specifically dislocated workers, disconnected youth/high school dropouts, women, people of color in hard to reach communities and individuals with disabilities*) and the mission of the organization:

1. Implementation of continuous staff development and training

Measures of success:

- *Operational/Career Center Management will have re-occurring trainings. Training would give all staff an avenue to convene collectively, exchange and gain knowledge and to share ideas and information.*
- *Operational/Career Center Management will continuously communicate via regularly scheduled meetings in regard to needs for additional support and training to GuilfordWorks management.*
- *Operational/Career Center Management will facilitate monthly training/ orientation alongside partner organizations to continuously inform staff of upcoming initiatives, services, tools available etc.*

2. Continuous training and educating of community partners

Measures of success:

- *Monthly communications will be provided to community partners as a reminder for continuous trainings and informational sessions.*
- *Operational/Career Center Management will participate in community organization/neighborhood association meetings regularly.*

The NCWorks Career Center will leverage the use of the GuilfordWorks Mobile Unit to provide on-site service awareness to partner programs, community organizations, and residents.

3. Increase organizational presence and offering of services within highly impacted communities.

Measures of success:

- *A virtual and paper Mobile Career Center reservation process will be created by GuilfordWorks' staff and implemented by Operational/Career Center Staff.*
- *Operational/Career Center Management will regularly convene and coordinate with partnering agencies to align resources and events to serve the community at-large.*
- *A Mobile Career Center calendar will be created to track outreach initiatives*
- *A monthly report will be provided by the Strategic Initiatives Manager regarding Mobile Career Center data (i.e. events, communities served, etc.)*

9. Provide an overview of how the region partners with NC Community Colleges, UNC institutions, and independent colleges in the local areas to prepare workers to succeed by using skills and education attainment with a focus on equity and inclusion.

GuilfordWorks has an assortment of partnerships to support various workforce and economic development initiatives which focuses on equity and inclusion of the full workforce spectrum, ensuring every member of our community has equitable access to employment opportunities in high-waged/in-demand jobs. This collaboration comprises the Business & Industry Department at Guilford Technical Community College (GTCC) with assisting businesses not eligible for customized training and/or businesses needing assistance with training sponsorship to upskill their incumbent workers. GuilfordWorks partners closely with GTCC's HRD services to help address soft skill training for a developing pipeline of job seekers and incumbent workers. We also work with other industry-training providers to assist businesses in need of assistance with training sponsorship to address skill-gaps.

10. Please describe how the Local Area WDB engages with local and regional Economic Developers.

The WDB has a great relationship with our local and regional economic developers to help support various workforce and economic development initiatives. This engagement can take place through strategic planning, industry sector meetings, direct promotional outreach via virtual and/or one-on-one presentations to key decision makers. This collaboration includes assisting new businesses and expansions. WDB provides an assortment of offerings including workforce intelligence including labor market data, recruitment and screening, work-based learning (WBL) grants, meeting space, and technical support regarding employment issues.

WDB works closely with the Business & Industry Dept. at Guilford Technical Community College to assist businesses not eligible for customized training and/or to assist businesses needing training assistance through WDB sponsorship to upskill their incumbent workers. WDB business services representatives (BSR) work with other industry-training providers to assist businesses they are working needing assistance with training sponsorship. This collaboration is usually through economic and workforce development initiatives.

11. How many new/expansion economic development projects has the Local Area WDB engaged in during the previous program year? Please indicate the type/number of services provided.

The WDB has assisted economic development with approximately 11 new/expansions over the past year. These services includes providing workforce intelligence, recruitment and screening such as hiring events both in-person and virtual; providing interview/meeting space; WBL services such as OJTs, Work Experience, Incumbent Worker Training Grants, and labor market information such as labor & wage trend analysis and economic overview Reports.

12. Identify the Career Pathways developed by the Local Area. Complete the chart below.

Pathway Name	Partner WDBs	Year the pathway was developed	Number of trainees (to date) who have utilized the pathway
Aviation	TriadWorks <i>(GuifordWorks, DavidsonWorks, PTRC, and Regional Partnership)</i>	2017	199
Healthcare (Registered Nursing)	TriadWorks	2016	367
Advanced Manufacturing	TriadWorks	2017	402
Transportation & Logistics	TriadWorks	2017	1026

13. In addition to facilitating the development of career pathways, also describe the review process for in-demand career pathways to determine if new pathways are needed, or if current pathways should be updated or removed based on the needs of the industry.

a. Include plans for new career pathways.

- b. Explain how career pathways in the local area are in alignment with other partners/stakeholders' (DPI, community colleges, myFutureNC, universities, etc.) existing pathways or if they are duplicates.
- c. Describe the strategy to avoid duplication efforts.

GuilfordWorks supports the development of Career Pathways to ensure training for individuals matches the needs of employers, through workforce and education partners. Career Pathways is a tool to help address employer demands to build a skilled workforce. Collaborating with partners to help create integrated systems of development programs will make certain training individuals and job seekers meet the present and future demands of businesses.

- a) **WDB is seeking to enhance our training tracks through our apprenticeship “Employer Partners” of Gear Up: ASAP through building additional career pathways in the areas of IT and Advanced Manufacturing**
- b) **WDB’s career pathways are in alignment with area organizations such as the Community Colleges, K-12 systems, WDBs (TriadWorks), economic development and other workforce entities based on the NCWorks’ Criteria for Career Pathways, 1) Demand-Driven and Data-Informed, 2) Employer Engagement, 3) Collaborative, 4) Career Awareness, 5) Articulation and Coordination, 6) Work-Based Learning, 7) Contain Multiple Points of Entry and Exit including Non-Degree Training Ramps, 8) Evaluation**
- c) **WDB’s strategy to avoid duplication is through communication and engagement with other workforce development entities by adhering to criteria points such as the NCWorks Criteria for Career Pathways specifically in the areas for collaboration and articulation/coordination of program offerings.**

14. Provide a description of Local Area WDB’s capacity to provide workforce investment activities to address education attainment and skill needs of high-demand fields - strategies for awareness and cultivation efforts to increase access to education and postsecondary credentials and certificates, availability of learn-and-earn opportunities (internships, apprenticeships, summer employment) and supportive services for hard-to-reach communities.
- a. Explain strategies that include NextGen, NCCareers.org and any awareness models for success.

Acting in its capacity as the Workforce Development Board for Guilford County, GuilfordWorks invests in employment and training solutions and services that support the system’s capacity to address the educational and skill needs of the workforce, including individuals with barriers to employment, while simultaneously addressing the employment needs of local area businesses. Workforce development activities in Guilford County include a range of employment, training and education services delivered by a broad network of partners within the nonprofit, economic, workforce development, and education sectors.

The achievement of our system is predicated upon the availability and quality of services and activities, provided by a network of partners, funded both directly and indirectly by GuilfordWorks to address the labor supply and demands of our local area. Specifically:

- **Our ability to seek flexible funding that supports innovative strategies, enabling the testing of leading best practices**
 - *CareerLabsvR- innovative and educational software that allows 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.

- *Mobile Career Center- a 12-station, state-of-the-art, fully-accessible computer lab launched to provide career and employment outreach services to communities throughout Guilford County*
- *TechQuest- US DOL initiative to provide pre-apprenticeships and IT and IT-related apprenticeships to unemployed, underemployed, and incumbent workers*
- *Techboost- US DOL initiative to provide IT and IT-related industry sector-based work-based training opportunities*
- *Career NDWG Grant- US DOL initiative to facilitate employment and training services prioritizing service delivery to individuals of color, women, single parents, and disconnected youth/ young adults in historically marginalized communities*
- **Standing history of successfully organizing and implementing occupational and sector-based strategies, which serve the needs of employers, and creates equitable opportunities for career seekers**
- **Emergent relationships with economic development partners that result in increased alignment between workforce development and economic development activities supporting lower, mid-level, and advanced talent pipelines**
- **Continued evolution of an integrated services model, that offers streamlined service delivery, greater efficiency and consistency structured in Human Centered Design**
- **Growing expertise in (pre) -apprenticeship models for a more consistent feature in investment strategies (*Gear Up / ASAP (Adult Specialized Apprenticeship Program)*) yield**
- **We continue to expand or partnerships in providing summer/year-round work experiences and support services to young adults through our NextGen program. Our collaboration with the 500 Jobs – Youth Summer Employment initiative focuses on engaging young adults in hard to reach, marginalized areas of our community. Our NextGen Youth Advocates leverage nccareer.org to provide program services to enrolled youth, as well as to young adults they engage through community events.**

III. 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 WDB under the federal Workforce Innovation and Opportunity Act. Led by a private sector chair, the 37-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.

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.

1. Briefly describe how the Local Area WDB engages with local employers and informs them of the wide array of business services offered. Include how the Local Area WDB ensures collaboration with other employer-facing workforce program representatives, such as Vocational Rehabilitation, Agriculture Services, Foreign Labor, Re-Entry, and Veterans Services, through processes and procedures for information sharing and efficient employer customer service delivery.

GuilfordWorks has a mix of new and experienced staff and strategic partners that meet with businesses/industry frequently. 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 (BSR) and partners provide an assortment of services to address local job growth including analyzing labor market data, WBL training, industry sector meetings, screening/placement services, hiring events, mass recruitment and assessments. Also BSRs work closely with NCWorks operation staff to help coordinate these efforts.

GuilfordWorks 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. Based on an employer needs assessment WDB convenes the necessary resources to help address the employer's needs. This includes collaborating with regional and local area partners such as Veteran Services, Re-Entry organizations, VR, foreign labor resources such as Church World Services, NC African Services Coalition and others to provide the most comprehensive response to better service our business customers. WDB also provides cross referrals to NCWorks Agricultural Services to meet with agricultural employer consultants when needed.

Industry sector strategies and engagement are encouraged by WDB business services staff wherever the opportunity is applicable. This can take form of informing employer leadership on the options available and benefits related to sector strategies. Many times GuilfordWorks acts as a convener for employers within the sector to address sector needs. BSRs collect and provide employer data to the Board. The data provided is analyzed through LMI tools such as Chmura JobsEQ and at times through the Department of Commerce's Labor and Economic Analysis Division. Also data is provided which is sourced from local area employer contacts. BSRs also gather data via surveys. Data is preemptively gathered to provide the Board information as they make data informed decisions regarding local area priorities.

During this COVID-19 era a lot of the tools we utilize to deliver customer service and information is through virtual tools such as Microsoft Teams, Zoom, Premier Virtual (job fair/seminar platform) and Chmura JobsEQ (LMI tool). The WDB also uses the WDB website and social media outlets for information sharing.

2. Please provide a brief overview of the business services team within the local area. Please identify the individual staff roles the Local Area WDB utilizes to conduct business services (that is Business Services

Representative (Local Area WDB staff), subrecipient staff, Business Engagement Coordinator, NCWorks Career Center Manager, DWS staff, Disabled Veterans Outreach Program, identify who makes regional and local employer referrals to Agricultural Services and/or Foreign Labor staff, etc.)

The GuilfordWorks WDB Business Services Unit has a mix of new and experienced staff along with 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 (BSRs) 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.

GuilfordWorks Business Services has an industry sector approach when engaging with area businesses. Currently there are three (3) BSRs and a manager that make up GuilfordWorks' Business Services Unit. Melissa Smith's (BSR) industry sectors are Aviation, IT, and Advanced Manufacturing and she is also is the WDB Apprenticeship Coordinator. Joyce Rice's (BSR) industry sector focus in the areas of healthcare, furniture, and advance manufacturing with an additional emphasis in the High Point community. Matt Felts' (BSR) industry sectors includes transportation and logistics, craft skills trades and advance manufacturing. The BSRs all have some aspects of advance manufacturing because it is such a large vocal point in the Guilford County business community. Fred Henry manages the business services unit and also works closely with economic develop regarding new and expansion projects and labor market data.

3. Briefly describe how the Local Area WDB plans to increase NCWorks brand awareness at the local level (consult NCWorks Commission new 2021 Strategic Plan).

GuilfordWorks continues to engage businesses and residents in our local area in traditional and nontraditional ways. To support residents in accessing employment and training services, we continue to utilize our mobile career center to provide workforce services to job seekers from the community in which they live. We leverage this asset to support business recruitment efforts and rapid response services as needed, for local businesses. Our mobile career center is branded with the NCWorks logos, website, as well as illustrations of occupations that are in-demand throughout Guilford County.

In addition to leveraging our mobile career center, we have established a strong social media presence to communicate information to our businesses and residents. We have great followership on Facebook, LinkedIn and Instagram; with frequent visitation to our GuilfordWorks website. To ensure information is shared, we regularly release press releases for services that are offered through the NCWorks Career Centers, and promote our services through media interviews with local television stations.

We intend to continue the above strategies in the coming program year, while identifying additional ways to engage our community, while promoting the NCWorks brand.

4. Describe how the Local Area WDB and the partners identify and address local challenges for job growth and business expansions.

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.

The GuilfordWorks has experienced staff and strategic partners that engage with industry/businesses on a regular basis. Our engagement consist of assessing business needs, as well as skill mapping to refine specific competencies required for job seekers and the emerging workforce force. We work closely with our local chamber of commerce and economic development partners to hear the concerns of local businesses and collaboratively develop solutions to address them. Our Business Services Representatives and partners provide a numerous services to address local job growth and business expansion including analyzing labor market data, work-based learning (training), industry sector meetings, screening/placement services, hiring events, mass recruitment and assessments. Our local area has developed strong relationships with businesses through strategic planning to effectively assess employer workforce needs and gain their commitment to hire jobs seekers through our NCWorks system. GuilfordWorks has utilized new strategies of engagement through various virtual platforms and drive-thru events to ensure job growth and business expansion needs are met.

5. Briefly describe how the Local Area WDB provides new and innovative solutions to support the growth of the local workforce system.

GuilfordWorks continues to develop of innovative solutions to support growth by ensuring strategies and practices implemented are forward thinking, aligned not only with current industry 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 participation in employment and training 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. We also invested in a Virtual Reality (VR) platform for customers use through Up360; a VR development firm specializing in creating innovative and educational real-world career modules supporting career exploration. This software allows 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.

As part of a center redesign, we have implemented an Innovations Lab, which is a technology centered space designed to introduce individuals to emerging skills and training for the future. Building on the success of *Code Guilford*; a Community Coding Workforce Initiative that addresses the community's growing need to expose our workforce to technology-based careers. We intend to deliver interactive training on coding, programming, automation, and more.

Our local area has recommitted itself to aligning workforce investment, education and economic development to drive a collective response to labor market challenges. We continue to use projected labor market data alongside employer insight to direct strategic initiatives that address workforce issues faced by an emerging workforce keeping in line with developing technology trends.

6. Is the Local Area WDB engaged in work-based learning? If so, please describe how the Local Area WDB is engaged in work-based learning projects with local employers.

Our local area convenes events and engages with employers to discuss workforce issues within the region through a variety of means. This interaction starts with businesses one-on-one and industry sector discussions. We conduct this discussion through numerous events and tools such as lunch & learns, webinars, conference calls and virtual platforms. GuilfordWorks collaborates with partners to address those concerns by aligning our efforts and our resources in an efficient manner. We also work closely with industry training providers to help address business training needs for closing skill gaps. This collaboration includes working closely with Guilford Technical Community College's (GTCC) Business & Industry Department with assisting businesses that have contacted them however are not eligible for customized training. At times, these businesses need assistance with training sponsorship.

Our Business Services team also partners with other industry-training providers to assist their business customers needing assistance with training sponsorship. GuilfordWorks became a sponsor of an adult apprenticeship program called GuilfordWorks Adult Apprenticeship Program in 2020. This was in partnership with the Forge, GTCC, and ApprenticeshipNC and in response to the growing need to create apprenticeship opportunities for marginalized adults in our community. We continue to build on the success of this program by engaging pre-apprenticeship and registered apprenticeship employer partners, while increasing our engagement with customers that may benefit from this work-based learning opportunity.

IV. NCWorks Career Centers

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.

For any documents that are missing or are unnecessary based on the response provided, please state, "No document is loaded and/or it will be loaded by the XX date".

1. Identify PY 2022 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 service provider is on-site and, if so, youth services offered. Use the PY 2022 NCWorks [Career Center Chart](#). [WIOA Section 121(b)(1)(A) and (b)(1)(B)]
Name document: Local Area Name PY 2022 NCWorks Career Centers.

Attached.

2. Provide the name(s) of the current service provider(s), date, and process for when the competitive procurement of the One-Stop Operator(s) occurred. Include the expected length of the contract(s) (one to four years).

Eckerd Connects operate our Adult-Dislocated Worker Services, Educational Data Systems, Inc. (EDSI) operates our Youth Services and Two Hawk Workforce Services serves as the One Stop Operator for the local area. 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 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, and the second year option on April 1, 2021. On March 4, 2022, the WDB voted to renew the One-Stop Operator contract for a fourth year, allowable under law, due to state-level realignment conversations.

3. Provide a brief description of 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-subrecipient Program Service Provider(s) and the Division of Workforce Solutions. Both centers are currently managed by our Division of Workforce Solutions partner.

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**
 - **This area provides one-on-one or group orientation explaining the services provided at the NCWorks Career Center. Other services provided are: job matching, connection to additional services available through our product box, as well as a 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 skill 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.

a. Provide a description of how Career and Training services are provided to adults.

Customers that have earnings below \$16.25 per hour and have identified barriers to employment are enrolled in Title I Adult services. Career Center staff conduct comprehensive interviews and assessments with adult participants and collaboratively develop individual employment plans (IEP's) with the customer to address identified barriers. In instances where post-secondary education is necessary, individual training accounts (ITA's) are provided to the customer. It is likely that additional support services are necessary to ensure successful completion of services, for which support services are provided to the customer in accordance with the local area support services policy. In the event additional supports are needed that are not covered in policy, staff will work to connect customers to resources via our partners network. Additional career services such as work readiness workshops, career exploration and placement assistance are provided to customers for the purposes of facilitating employment opportunities in high-waged, in-demand occupations in our community. Upon completion of career and training services, staff provide follow-up services for 12 months; ensuring employment retention is maintained. If the customer loses employment, or requires additional services, they are invited back into the program.

b. Provide a description of how Career and Training services are provided to dislocated workers.

Customers that have received notices of layoff, are unemployed or have not worked for more than thirteen weeks, and have identified barriers to employment are enrolled in Title I Dislocated Worker services. Career Center staff conduct comprehensive interviews and assessments with customers and collaboratively develop individual employment plans (IEP's) with the customer to address identified barriers. In instances where post-secondary education is necessary, individual training accounts (ITA's) are provided to the customer. It is likely that additional support services are necessary to ensure successful completion of services, for which support services are provided to the customer in accordance with the local area support services policy. In the event additional supports are needed that are not covered in policy, staff will work to connect customers to resources via our partners network. Additional career services such as work readiness workshops, career exploration and placement assistance are provided to customers for the purposes of facilitating employment opportunities in high-waged, in-demand occupations in our community. Upon completion of career and training services, staff provide follow-up services for 12 months; ensuring employment retention is maintained. If the customer loses employment, or requires additional services, they are invited back into the program.

c. Provide a description of how Career and Training services are provided to youth.

Customers between the ages of 16-24 and meet WIOA youth eligibility requirements are enrolled in Title I Youth Services. Youth complete an objective assessment, in collaboration with our Youth Advocates, to identify high-level barriers, career goals, and developmental needs. Our team takes 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. As youth are enrolled in career and training services, an individual service strategy (ISS) is developed

to create a roadmap for success for the young adult. The ISS includes career and training services, aligned with the 14 elements outlined in law. In instances where post-secondary education is necessary, individual training accounts (ITA's) are provided to the young adult. It is likely that additional support services are necessary to ensure successful completion of services, for which support services are provided to the customer in accordance with the local area support services policy. In the event additional supports are needed that are not covered in policy, staff will work to connect customers to resources via our partners network. Additional career and training services such as work readiness workshops, career exploration, work experience and placement assistance are provided to customers for the purposes of facilitating employment opportunities in high-waged, in-demand occupations in our community. Upon completion of career and training services, staff provide follow-up services for 12 months; ensuring employment retention is maintained. If the customer loses employment, or requires additional services, they are invited back into the program.

4. Describe how Local Area WDBs 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**

5. 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.

6. Describe how

- a. New NCWorks Career Center staff (DWS, service providers, and partner staff) are trained in the integrated service delivery system model (include a training timeline).
- b. Long after the initial start date does staff have full access to [NCWorks.gov](https://www.ncworks.gov)?
- c. The staff development activities reinforce and improve the initial training efforts.
- d. Describe the specific training that staff receive around diversity, equity, and inclusion.

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 subrecipient service provider's proprietary system and in nearly every case, all Center staff are included in this training; unless training is specific to employer of record matters.

The WDB's objective is to train all new subrecipient staff within the first week of employment in use of NCWorks and WDB policies; training is delivered jointly by WDB staff, the One Stop Operator, WIOA service provider and DWS leadership. 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 (virtually and in-person as appropriate). Center staff and community partners meet bi-monthly to share and up-date information on program services and resources. Brochures, pamphlets and other written materials are easily accessible in the resource center. Also, partner informational sessions are conducted for customers to gain additional knowledge about various community services. In addition to EEO training that is provided annually through DWS' EEO Officer, Mose Dorsey, the WDB will continue to identify additional training resources for staff to participate in; inclusive of leveraging our fiscal/administrative entities Office of Diversity and Inclusion and the NCWorks Training Center.

7. Briefly explain coordination with the Trade Adjustment Act (TAA) to maximize resources and prevent duplicative services.

GuilfordWorks 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, GuilfordWorks 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.

8. 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.

9. Briefly describe how the NCWorks Career Center serve persons with disabilities.

GuilfordWorks has established partnerships with local and regional Vocational Rehabilitation organizations, as well as has representation from a WIOA Title IV service provider on the Board. 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.

10. Briefly describe the integrated service delivery strategy for serving employers and how the Local Area WDB staff and staff within the NCWorks Career Center coordinate outreach strategies and services to maximize resources and prevent duplicative services.

NCWorks Career Center staff and community partners meet bi-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, employer informational sessions are conducted to gain additional knowledge about various employer incentives and opportunities for partnership. GuilfordWorks often collaborates and delivers business services on a regional basis to support various workforce and economic development initiatives for businesses expansions, relocation or downsizing through established partnerships.

11. Describe Local Area WDB strategies and services that will be used to strengthen linkages between Local Area WDBs 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 further assistance and enrollment into WIOA individualized career services, as appropriate.

12. Attach a flowchart for services – flowchart must include:
- initial one-on-one interviews with customers,
 - NCWorks.gov dual registration,
 - skills assessments, and
 - determination of the need for further services.

Name document: Local Area WDB Name Services Flowchart 2022.

Attached.

13. Attach the Memorandum of Understanding (MOU) between the Local Area WDB and partners concerning operation of the NCWorks Career Center system. [WIOA Section 121(b) (A (iii))] Name document: Local Area WDB Name NCWorks Career Center MOU.

Attached.

14. Describe the Local Area WDB's method for providing oversight to include:

- the review process and the frequency of review for the NCWorks Career Center system in the Local Area, including processes for ensuring quality customer service; and
- the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 121(a)(3)] [WIOA Section 108(b)(6)(D)]

The Integrated Services Leadership Team (ISLT) currently consists of the WDB Director, the DWS Regional Operations Director, DWS local managers, subrecipient managers, and key WDB management staff. This team meets throughout the program year to discuss Career Center operations and address other planning and evaluation needs. The ISLT hosts weekly flash briefings on system events and needs as a way of ensuring quality customer service and enhanced communication. The WDB Director relays this information to the Executive Committee of the WDB and/or full membership of the WDB as appropriate, as well as shares applicable information that has been directed by the WDB which impacts services and operations within the Career Centers.

The roles and contributions are set forth in the Guilford County WDB Infrastructure Agreement and NCWorks Career Center Partner Memorandum of Understanding (MOU), attached. The local area completes the infrastructure funding agreement on an annual basis using the guidelines and format set by DWS and WDB Executive Director Council leadership, as well as updates its partners MOU annually, as needed.

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

With the integration of the Virtual OneStop System (VOS) staff have access to several features which allow the career centers to provide services remotely; staff can review (required) documentation customers have scanned via computer or smart phone, assign documents for signature that customers can sign via smart phone, both of which allow staff to enroll and serve individuals into workforce specific services.

The purchase of webcams have allowed staff working remotely to provide a more connected method in serving job seekers and employers. This along with Zoom, Microsoft Teams, and Premiere Virtual has enabled out Career Centers to maintain a presence in the community by hosting virtual job fairs, community/ resource events, and ongoing workshops.

16. How does the Local Area WDB use data to monitor and track performance measures for serving individuals and business? Be specific about what systems are used, how regularly the Local Area WDB looks at these sources, and how the Local Area WDB might change the strategies based on the data.

We include USDOL negotiated performance standards in all of our subrecipient contracts. Additionally, we assimilate USDOL performance guidance listed in TEGL 10-16, and locally defined performance metrics into each contract. These metrics are included in Board reports. One data source used to monitor and track such measures is the integrated reporting system in NCWorks.gov. A combination of individual and employer report analysis allows the Board to review both employer penetration and the effectiveness of jobseeker services from multiple perspectives. We use this source frequently, on a weekly and monthly basis. For example, running individual service reports for our two One-Stop career centers weekly allows us to build a wider picture of activity trends in one center, compared to another. This prompts discussion around the distribution of WIOA career services for different customer groups served in each center.

Additionally, we have designated users that utilize Title I and Title III performance reporting in FutureWorks Bi, which serves as a critical tool in analyzing outcomes on a quarterly basis. Agreements with the One-Stop Operator, Adult/Dislocated Worker, 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 progress towards performance measures, expenditures, successes and difficulties. The maintenance of such measures are discussed during monthly meetings with local leadership and key WDB staff, and undergo a formal review at the time of annual contract monitoring.

In support of continuous improvement, we have adopted a more data-driven approach to identifying and correcting areas of underperformance. One example is using our data sources to evaluate local comprehension of contractor performance obligations. This allows us to deliver a consistent, focused regimen of training for contractors, to ensure reliable Title I and Title III data entry. In this way, our instruments used to monitor data can withstand external factors that may affect performance reporting; the outcome is a more strategic approach to corrective action plans executed for areas of underperformance.

V. Employer Services

1. Please briefly describe the efforts of the Business Services Representative and/or Employer Services staff in the following areas:
 - a. Utilizing regional and local employer data to inform priorities.
 - b. Making regional and local employer referrals to Agricultural Services, Foreign Labor and Veteran Services.
 - c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].
 - d. Including Historically Underutilized Businesses.

Our Business Services Representatives (BSRs)/Employer Services (ES) staff leverage a variety of resources to stay informed regarding regional and local employer data. This starts with our business/industry engagement team hosting one-on-one meetings with local businesses and joint industry sector meetings. GuilfordWorks uses a LMI tool, Chamura JobsEQ, to analyze labor market data on multiple levels in the areas of workforce development, economic development and education.

BSR and Employer Services staff connect employers interested in services around agriculture to agricultural employment consultants to help employers fill their labor needs; this often requires our team to engage and partner with state-level Division of Workforce Solutions staff to provide technical assistance and added resources. These team members also process foreign labor job orders, register farm labor subrecipients, and provide migrant housing consultations.

GuilfordWorks has a number of strategic partnerships that support various workforce and economic development initiatives. This collaboration comprises the Business & Industry Department at Guilford Technical Community College (GTCC) with assisting businesses not eligible for customized training and/or businesses needing assistance with training sponsorship to upskill their incumbent workers. GuilfordWorks works closely with GTCC's HRD services to help address soft skill training for a developing pipeline of job seekers and incumbent workers. We also work with other industry-training providers to assist businesses in need of assistance with training sponsorship to address skill-gaps.

Our Business Services collaborate with economic developers, supporting new businesses and expansions through strategic planning. GuilfordWorks provides workforce intelligence including labor market data, recruitment and screening, WBL grants, meeting space, and technical support regarding employment issues. In addition, we partner with local chamber of commerce and city and county departments to support historically underutilized businesses that are in need of workforce development services, or interested in providing services through the competitive bid process for our organization

2. Please describe the efforts of the Local Area WDB staff, Employer services staff and career center staff have made to deliver business services on a regional basis in the following areas:
 - a. Utilizing regional and local economic data to inform priorities [WIOA Section 108 (b)(1)(A)(i)(ii) and (B)].
 - b. Collaborating with employer-facing partners such as Agricultural Services, Foreign Labor and Veteran Services to meet employer needs and jobseeker recruitment efforts.

- c. Providing local and regional Rapid Response services, including identifying struggling and at-risk businesses and providing services to help avert layoffs. [WIOA Section 108 (b)(8)]
3. Please describe employer-focused partnership efforts in the areas of education and training and economic development in the following areas:
 - a. Enhancing the use of On-the-Job Training (OJT), Incumbent Worker Training (IWT), apprenticeships, and other work-based learning opportunities to support the regional economy and individuals' career advancement.
 - b. Coordinating and promoting entrepreneurial skills training and microenterprise services. [WIOA Section 108 (b)(5)]
 - c. Participating in regional economic strategic planning and economic development recruitment, retention and expansions with employers, education partners and economic developers. [WIOA Section 108 (b)(4)(A)(iii)].

GuilfordWorks has strong partnerships which support various workforce and economic development initiatives. This collaboration comprises the Business & Industry Department at Guilford Technical Community College (GTCC) with assisting businesses not eligible for customized training and/or businesses needing assistance with training sponsorship to upskill their incumbent workers. We continue to work closely with GTCC's HRD services to help address soft skill training for a developing pipeline of job seekers and incumbent workers. In addition, we also work with other industry-training providers to assist businesses in need of assistance with training sponsorship to address skill-gaps within their existing workforce.

Through collaborations with our local chamber of commerce, we meet regularly to discuss local entrepreneurial opportunities, as well as share information with members that could benefit from our services and connections throughout their launch experience. We have also collaborated with Clark University to provide entrepreneurial training opportunities to individuals through its CEOh! Program. Through this, individuals were educated on how to start a business, build business plans, secure capital, as well as mentorship opportunities. We continue to integrate this into other initiatives in our local area.

Our Business Services collaborates with economic developers supporting new businesses and expansions. We provide workforce intelligence including labor market data, recruitment and screening, WBL grants, meeting space, and technical support regarding employment issues. Our team consults with new and existing businesses to deliver customized workforce development solutions in partnership with economic developers, community colleges and other stakeholders to address industry needs. More importantly, we 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/or a regional standpoint.

Our GuilfordWorks Adult Apprenticeship Program helps the WDB build on the partnerships with industry through "Employer Partners" and education providers to help upskill the local workforce through work-based learning coupled with related classroom instruction.

VI. Performance

U.S. Department of Labor (USDOL) has the following WIOA Performance Indicators:

- Employment Rate – 2nd Quarter After Exit

- Employment Rate – 4th Quarter After Exit
- Median Earnings – 2nd Quarter After Exit
- Credential Attainment Rate
- Measurable Skill Gains
- Effectiveness in Serving Employers (system-wide measure, not program specific)

1. Examine the Local Area WDB’s current Adult, Dislocated Worker, and Youth performance on the Federal Primary Indicators of Performance for PY 2021 and prior Program Years. (Reports available via Future Works)

- a. What are some of the factors in the Local Area WDB that impact performance levels both positively and negatively? Be sure to consider factors such as the unemployment rate, factory closures/openings, economic development recruitment, retention and expansion efforts, regional industry growth priorities, and weather events and natural disasters that may have impacted the area, as well as internal operational factors that may impact the Local Area WDB’s performance.

(Note: Provide at least two examples of positive factors and two examples of negative factors that have impacted the performance levels in your Local Area WDB, with an explanation of each).

Over the past two years, Guilford County’s unemployment rate has averaged above 7%, with the highest peak at 14.7%; this has been a direct result of the ongoing COVID-19 pandemic. Our high unemployment rate along with, increased layoffs/ business closures, the digital divide for customers lacking internet access once the career centers transitioned to remote services, and the growing concerns of the pandemic have contributed to lower levels of participation and increased levels of engagement with individuals with greater barriers to employment. These groups have greater service needs and more prevalent lifestyle circumstances that have reduced employment outcomes.

As our economy has continued to recover and business have begun hiring at greater levels, additional unforeseen circumstances like “the great resignation”, and shifts in worker expectations and demands which have resulted in sluggish labor participation rates, have impacted our service levels and performance in part. GuilfordWorks continues to increase our community-based programming and services to enhance awareness of employment opportunities, as well as to provide services to those in-need from the community in which they live.

Guilford County has experienced tremendous economic development activities over the past year; with major employers like Toyota, Publix, LT Apparel and Boom Supersonic coming to the area. This level of job growth will create additional opportunities for our system to upskill individuals within the local area to meet employer needs, while enhancing our service levels and performance over the next few years. The average wages for these companies, as well as existing industries in Guilford County will significantly increase our median earnings performance rate over the next few years as well.

- b. Discuss whether or not participants that have been served and/or enrolled as a result of COVID-19 differ in characteristics as compared to participants who have historically been served by the Local Area WDB. If so, how do these differences impact service delivery and performance?

As a result of COVID-19, participant enrollments continue to be disproportionately impacted. Overall, the NextGen Youth and Adult/Dislocated Worker Programs have seen a -27% change in the average number of individuals enrolled into a WIOA program. The Youth & Young Adult populations served continue to see a decrease in engagement/ enrollment relatively compared to pre-pandemic characteristics, at -43%. Despite the overall decrease in enrollments, one unique change among the programs is seen by the number of Dislocated Workers served, where there is an increase in 21% compared to PY2019.

Race & ethnicity were largely impacted during COVID compared to pre-COVID, see chart below:

	PY19	PY20	PY21
All Participants	7808	3992	5703
% African American	64%	55%	60%
Asian	2%	3%	1%
Hispanic	4%	5%	<1%
American Indian	1%	1%	3%
White	22%	29%	<1%

- c. Discuss how your Local Area WDB’s industries and business sector have been impacted by COVID-19.

(Note: Include which industries and businesses have been permanently affected, which are recovering or perhaps are expected to recover, and how these industry changes may impact how the Local Area approaches serving its participants).

The COVID-19 pandemic has impacted our Local Area industries and business sectors on numerous levels. Restaurants, retail and hospitality businesses were heavily hit especially during the early spring/summer (2020) shutdowns as businesses grasped for ideas regarding safety protocols to engage with their customers and employees. Our manufacturing sectors also wrestled with safety concerns. Several small restaurants and small manufacturing establishments have permanently closed, while some others furloughed employees. However there are a few manufacturers that have experienced an uptick in their operations due to their nature of business as it relates to COVID-19; these include manufacturers of personal protective equipment (PPE) and cleaning supplies. Also retailers that sold PPE and cleaning solutions saw an increase in business.

As industries are slowly recovering, businesses are putting more safety protocols in place including re-fitting their work spaces and providing personal protective equipment to their workers. Other industry/business sectors have made a paradigm shift to their order of operations such as incorporating teleworking, limiting work hours, and working in smaller cohorts, for certain occupations. COVID-19 has also changed the way businesses now utilize technology with the increased use of medical tools (*temperature checks*), virtual platforms, conference calls and other digital apparatus.

COVID-19 continues to impact local businesses throughout Guilford County. Whereas hiring has steadily increased, businesses remain challenged in identifying the workforce to occupy those positions. There is still hesitancy among those looking to go back to work, in relation to health and safety concerns. The pandemic has positioned businesses to not only shift operational practices, but

have had to significantly increase wages and offer sign-on bonuses to encourage job seekers to accept employment opportunities.

2. What strategies and methods are in place to maintain or improve performance?

(Note: Include information about tracking performance, ensuring accountability of positive performance outcomes, and training. Consider including the following information: Who is responsible for tracking performance? Which reports are reviewed? Are Future Works reports used? If so, how often? How are staff held accountable? How often is training provided to staff)?

GuilfordWorks continues to make concerted efforts to outline strategic measures to ensure we fulfill our mission to create equitable opportunities for our community and region. As such, it is vital that our performance reflect our efforts towards this mission. As a first step, we have outlined, defined, and communicated goals and performance objectives with all staff and team members.

As goals have been outlined, we've implemented revised performance dashboards allowing the team to review current performance while also leveraging the information to "predict" future outcomes. While dashboards are maintained by operational staff, GuilfordWorks leadership/ staff verify information (weekly-monthly) via NCWorks and/ FutureWorks accessing the following reports (but not limited to):

- Active Enrollment
- Case Closure Employment
- Exited Cases
- Credentials
- Services Provided Individuals
- Exploring Performance* FutureWorks
- Benchmarking* FutureWorks

Though staff training is ongoing, most often training should be conducted whenever we identify a skill or knowledge gap in the workforce, implement new equipment/ technology, and/or when regulatory guidelines modify compliance requirements.

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

(Note: This question is intended to be hypothetical and is seeking what plan the Local Area WDB has in place to address failing performance if it were to occur. Answers should address how the Local Area WDB monitors performance, communicates with staff, strategies for training and/or addressing potential issues, and follow-up accountability measures).

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.

Performance indicators are reported monthly on a required monthly report from the subrecipient. These numbers are also reviewed and confirmed by the WDB program monitor. If performance issues are identified, subrecipient leadership are immediately notified; depending on the level or duration of deficiency, there could be a variety of actions or steps required. The WDB works with subrecipient leadership to determine if the deficiency is being caused by keying errors in NCWorks (which would require training staff to correct these issues) or if the deficiency is related to process or programmatic issues (which would require more in-depth conversations to address).

In the contracts with service providers, the following is a requirement: *Quality Improvement Plan(s) for any performance measure that is more than 10% below target for the month for which the monthly report is submitted. Quality Improvement Plans shall include performance measure that has been missed, action steps that will take place to bring performance within standard, and projected date of completion of action step(s).*

Ongoing monitoring of performance reports will occur by Grantor staff. If Grantee performs below 75% towards assigned performance standards within two consecutive quarters, a corrective action recommendation may be submitted to the workforce development board.

4. How is performance information shared throughout the hierarchy of staff? Please detail how the Local Area WDB addresses performance data in its relationship with its service provider(s) and how case managers are using performance data to drive Local Area WDB performance.

(**Note:** This question should address how frequently [monthly, quarterly, etc.] performance information is shared and by what method/medium [e.g. print-out, electronically, verbally through meetings, etc.], how the performance information shared may differ for the various levels of staff at the Local Area WDB, and specifically for case managers, how performance data is shared with them and how they, in turn, use this information in their roles.)

GuilfordWorks maintains regular communication with our subrecipient services providers through; one-on-one sessions with program managers, directors, and operator, leadership team meetings, and all staff “town hall” conversations.

Performance information is also shared by program managers with staff weekly during all-staff meetings with strategic conversations on reviewing best practices and finding solutions to under-performance. Performance indicators and up-to-date data are also displayed on whiteboards (virtual and physical) to give staff a daily reminder of where the program stands. Thusly, staff are ever-aware of where program performance stands and they are able to use this information to focus daily tasks on opportunities for improvement. The information allows them to be, not only intentional in their daily work, but also provides urgency to their actions.

5. The Measurable Skill Gains (MSG) measure is a real-time indicator denoting participants who are making demonstrable progress on a track toward Credential Attainment. Please describe how the Local Area WDB makes use of the information the MSG measure provides as a means of ensuring the Local Area WDB achieves its Credential Attainment indicator goal.

(**Note:** For this question, describe the methods and/or strategies in using the MSG measure as a means of tracking Credential Attainment. Who is responsible for tracking the MSG performance indicator? Are the Roster Reports in FutureWorks utilized? If so, how? Who is this information provided to, and then used by, career advisors, the Local Area WDB, or other staff.)

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. Since this is an exit based measure. Credentials can be obtained during program participation or within one year following exit from the program.

We will utilize FutureWorks to identify opportunities to increase common measures. Opportunities surrounding Credentials will be a priority with it being the greatest chance for additional successes. We will also, identify areas for staff to provide additional support to exited participants during our Follow-Up process. FutureWorks will likewise enable us to track the numerator and denominator on Credentials for participants currently enrolled, giving us a real-time look at opportunities to improve successful capture of credentials.

6. 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.

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 Business and Education Intelligence 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.

7. Define what “significant number of competent providers” means in the Local Area WDB. Include whether the Local Area WDB uses more strict performance measures to evaluate eligible training providers. Attach if a separate policy. *Local Area WDB Name ETPL Policy.*

The WDB’s policy is attached, which covers the ETPL review process as well as the performance measures. We define “significant number of competent providers” as those that have, and maintain suitable performance outcomes, as well as an adequate number of qualified training providers to upskill individuals throughout the local area to meet employer needs.

The WDB has a Business and Education Intelligence 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.

VII. 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.

2. Attach the Local Area WDB’s current Equal Opportunity (EO) Complaint Grievance Procedure to address EO requirements [29 CFR 38.35]. Name document: *Local Area WDB Name EO Complaint Grievance Procedure*.

Attached.

3. Describe the methods used 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.

This policy is attached in WISE as Guilford County EO Complaint and Grievance Procedure.

The Guilford County 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 38.
- 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.

VIII. **Adult and Dislocated Worker Services**

1. Provide an analysis of the strengths and weaknesses of existing Adult and Dislocated Worker education and training services.
 - a. 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.
 - b. 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 Work Keys, TABE, ProveIt exams, and the NCWorks online skills interests tools. Our talent development consultants 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 development consultants 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.

2. 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 Local Area WDB and service delivery.
 - a. Identify any service provider contract extensions.

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

The Adult/DW service provider 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. The WDB voted in favor of a first year extension on April 1, 2021. On March 4, 2022, the WDB voted to release an RFP for Adult and Dislocated Worker Services; which a solicitation was released on March 5, 2022. A timeline was established, with bids being due on April 1, 2022; the WDB voted on May 5, 2022 to award the A-DW services contract to Eckerd Connects, with services scheduled to commence on July 1, 2022.

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.

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

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. 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, and the second year option on April 1, 2021. On March 4, 2022, the WDB voted to renew the One-Stop Operator contract for a fourth year, allowable under law, due to state-level realignment conversations.

4. Attach the Local Area WDB’s Adult/Dislocated Worker Service Provider list effective July 1, 2022 using the PY 2022 [Adult/Dislocated Worker Service Provider List](#) provided. Name document: *Local Area WDB Name PY 2022 Adult/Dislocated Worker Service Provider List*.

Attached.

5. Describe the Local Area WDB’s vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, services delivery, and expected outcomes.

GuilfordWorks has made a concerted effort to outline strategic measures to ensure we fulfill our mission to create equitable opportunities for our community and region. As such, it is vital that our performance reflect our efforts towards this mission. As a first step, we have outlined, defined, and communicated goals and performance objectives with all staff and team members.

As goals have been outlined, we've implemented revised performance dashboards allowing the team to review current performance while also leveraging the information to "predict" future outcomes. While dashboards are maintained by operational staff, GuilfordWorks leadership/ staff verify information (weekly-monthly) via NCWorks and/ FutureWorks accessing the following reports (but not limited to):

- Active Enrollment
- Case Closure Employment
- Exited Cases
- Credentials
- Services Provided Individuals
- Exploring Performance* FutureWorks
- Benchmarking* FutureWorks

6. Describe the Local Area WDB's method for ensuring that a sufficient number of adults receiving individualized career and training services in the Local Area are from one of the following priority of services categories: public assistance, low-income individuals and individuals who are basic skills deficient. [134(c)(3)(E), 3(24)]

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." Through adaptive programming and a resilient network 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 through the utilization of partnerships, leveraging of resources and strategic stationing of the mobile career center in disadvantaged communities. 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.

7. 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.

8. Please describe the process for monitoring the service provider in the Local Area WDB. Include details such as how it is conducted, who is involved, and how often.

Service providers are monitored through contract monitoring and specific program reviews throughout the year according to a monitoring schedule.

Annually, comprehensive contract reviews are completed by the Accountability Specialist and Administrative Services Manager. This monitoring practice involves sample case file reviews for TEGE and policy statement compliance, interviews to outline a clear sense of the processes, and financial documentation review, where necessary, to ensure fiscal accountability and appropriate fiscal control processes are in place. Service provider staff 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 reviews cases at the time of data correction requests. When participant complaints arise, the monitor assesses how the system handled the participant's case throughout the process. Specific WIOA programmatic reviews of areas are managed once to twice per program year, depending on how monthly reviews reveal the system is doing. Such reviews include examining work experiences, supportive services, on-the-job training, occupational skill training and Individualized Training Accounts (ITA), career pathways, eligible training providers, and participant eligibility. The program monitor samples supporting documents of allowable cost and activity information for accuracy and validation.

Our local area monitoring procedures are standardized and integrated into a formal Monitoring Guide that is reviewed by the program monitor before each audit period; this ensures consistent, transparent auditing procedures for each service provider.

IX. 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 (OSY) – A minimum of 75% of the Youth funds allocated to Local Area WDBs, except for the Local Area WDB expenditures for administration, must be used to provide services to OSY;*
- *Work Experience – Not less than 20% of Youth funds allocated to the Local Area WDB, except for the Local Area WDB 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.*

1. Provide a description and assessment of the type and availability of youth workforce activities in the Local Area WDB, 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)]

The workforce activities in this local area are Work Experiences (WEX), On the Job trainings (OJT), and Pre-Apprenticeship and Ambassador programs that are offered to all of our participants. The assessments before COVID-19 were TABE, CRC, and Working Smart and Career Assessments (Traitify and O’Net- My Next Move). During COVID we were able to assess with TABE and the Career Assessments and virtual workshops. Post COVID our hopes are to be able to assess with CASAS, Career Assessments, CRC, Working Smart along with career based virtual workshops scheduled by the program which include Resume Building, Interviewing Skills, Professional Etiquette and Workitude workshops prior to being placed in a WEX, OJT or Pre-Apprenticeship Activities. There are some instances with participants with disabilities where they will receive the workshop sessions on a one- on- one bases.

Youth Workforce Activity	For Persons with Disabilities?	Brief Assessment/Model Used	Success Rating
WEX	Yes	Objective, TABE, Career Assessments	100%
OJT	Yes	Objective, TABE, Career Assessments	100%
Pre-Apprenticeships	Yes	Objective, TABE, Career Assessments	-----
Ambassador Program	Yes	Objective, TABE, Career Assessments	100%

2. Describe how the Local Area WDB’s broad Young Adult (NextGen) Program design is unique to include:

- providing objective assessments;
- supportive services needed; 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.**

3. How does the Local Area WDB 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)] How does the provider ensure the ISS is unique to the individual?

The NextGen program ensures that guidance is shared with all youth staff involved in providing assessment and the development of ISS plans. This requires that each youth participant be provided an objective assessment of their academic levels, skill levels and service needs., which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests and aptitudes (including interest and aptitudes for non-traditional jobs) supportive service needs and developmental needs for the purpose of identifying appropriate services and career pathways for each participant.

The ISS is unique to the individual because we allow the participant to describe what they desire for the future (i.e., dreams and aspirations without limits). We use relevant information from assessments (e.g., desires regarding relationships and potential jobs and roles), and team input. We have the participant describe what the vision means to the person in terms of how they define success. We analyze existing skills and resources available to achieve this vision and additional supports and skills needed, including Assistive Technology if relevant.

Young Adult staff 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.

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

4. Describe the Local Area WDB's 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 provides 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.

5. 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 12 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.

6. Where does the Local Area WDB plan to serve the young adults (NextGen): NCWorks Career Centers Tier 1, Tier 2, Specialized Centers, Services Provider Offices, or Hybrid situations? Explain if it is both NCWorks Career Centers and Provider Offices or some other option.

The WDB has authorized the local area to open a standalone Young Adult (Emerging Workforce) Center in Greensboro, NC. For the PY 2022-23 program year, the local area plans to serve young adults through our NCWorks Career Center – High Point, and Emerging Workforce Career Center – Greensboro.

7. Attach the Local Area WDB Youth Service Provider's chart, effective July 1, 2022, using the PY 2022 [Youth Service Provider List](#) provided. Complete each column to include specifying where Youth Services are provided. Name the document: *PY 2022 Local Area WDB Name Youth Service Provider List*.

Attached.

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

The youth service provider 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. The WDB voted in favor of a second year extension at the April 1, 2021 board meeting, The WDB subsequently voted in favor of a third year extension at the March 4, 2022 board meeting.

9. Provide the Local Area WDB'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)] (CPS 09-2021)

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.

10. How does the Local Area WDB ensure that the minimum of 20% of funds is spent on work experience and is the Local Area WDB expending the 20% minimum on work experience to include an estimate of expenditures that will be paid wages to youth? If the Local Area WDB has not been meeting the minimum of 20% of funds, please explain additional measures to be taken this year. [WIOA Section 129(c)(4)] (CPS 09-2021)

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 subrecipient financial reports.

11. Does the Local Area WDB have a dedicated full-time Youth Business Services Representative (or similar title) at the Local Area WDB level or at the Provider level, and if so, state which level and how many?

The local area does not have a full-time Youth Business Services Representative at the WDB level, but does have a Youth Work-Based Learning Coordinator that interfaces with local businesses to advocate for and place young adults into employment

12. Does the Local Area WDB have a re-entry program for young adults? If yes, please briefly describe it.

The local area does not have a dedicated re-entry program for young adults.

13. Describe how the Local Area WDB 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 Local Area WDB's and the creation of career pathways for youth. [USDOL TEGL 8-15]
 - a. **GuilfordWorks and its youth subrecipient 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.**

14. Specify if the Local Area WDB 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 Area WDB's internal controls to safeguard cash/gift cards.

Name document: Local Area WDB Name Youth Incentive Policy.

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

Yes, attached.

15. If the Local Area WDB does not offer incentives for (NextGen) youth, please explain why.

n/a

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 Area WDB ensures each of the 14 youth program elements is made available to youth participants. Be certain to complete both columns to demonstrate partnerships and potential use of shared funding. [WIOA Section 129(c)(2)(A)] Name document: Local Area WDB Name Youth Program Elements Chart

Attached.

18. Does the Local Area WDB 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)]

Yes, there is a standing Emerging Workforce committee that provides these services.

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

6. **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;**
7. **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;**
8. **engage businesses to expand the opportunities available to youth through both intern programming and external workforce development opportunities;**
9. **to create career planning and pathways for out of school youth to help them enter meaningful employment with opportunities to grow and advance; and**
10. **to strengthen communication with young adults by developing adequate mechanisms to collect their lived experiences regarding our programs**

- b) Provide the committee's top three goals or objectives for PY 2022.

1: Develop a sufficient feedback mechanism for collecting program and community experiences of young adults in Guilford County.

2: Develop partnerships that more holistically cover young adults' needs.

3: Expand partnerships and business engagement to provide young adults a sufficient range of work-related experiences and opportunities

- c) 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 Local

Area WDB member.) Name document: Local Area WDB Name Youth Committee Members. [WIOA Section 107(b)(4)(A)(ii)] and,

Membership chart is attached.

- c. Complete the following chart for the PY 2022 Youth Committee’s planned meeting schedule to include dates, time, and location. *[Expand form as needed.]*

Date	Time	Location (include address and room #)
4/18/2022	2:00pm -- 3:00pm	Zoom
6/20/2022	2:00pm – 3:00pm	Zoom
8/15/2022	2:00pm – 3:00pm	Zoom
10/17/2022	2:00pm – 3:00pm	Zoom
12/16/2022	2:00pm – 3:00pm	TBD

Local Area WDB Innovations

1. List additional funding received by the Local Area WDB to include special grants (Finish Line, Youth Initiative), NC Job Ready Workforce Investment Grants, National Dislocated Worker Grants (NDWG) (disaster), YouthBuild, Foundations, NCWorks Commission, and outside funding to include a brief description of the source and the amount.

Grant Name/Kind	Description	Beginning and End date	Source and Amount
Infrastructure	2020 Infrastructure Cost-Sharing	12/5/20-12/31/21	DWS; \$324,974.38
Eastern Triad Workforce Initiative	CARES act funding to increase local area infrastructure + response to COVID.	3/1/20-12/30/20	CARES act, administered by Community Foundation of Greater Greensboro; \$490,677.50
Finish Line Operations	2019 Finish Line Operations	10/5/20-6/30/21	DWS; \$125,000
Business Services	2020 Business Services Grant	12/5/20-12/31/21	DWS; \$50,000
NDWG	2020 NDWG	4/16/20-3/31/22	DWS; \$278,291
NDWG	2021 CAREER NDWG	9/24/2021-9/23/2023	DOL; \$3,000,000

2. Describe one of the Local Area WDB's best or promising Adult/Dislocated Worker program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

On September 28, 2021 Guilfordworks was awarded a \$3,000,000 grant from the U.S. Department of Labor to provide employment and training services throughout Guilford County. Through the grant GuilfordWorks will prioritize service delivery to individuals of color, women, single parents, and disconnected youth/ young adults in the communities of High Point and Greensboro. The project will essentially provide participants with supportive services and training, including internships and apprenticeship programs, to move individuals into higher paying career paths; expand virtual technology applications; create and execute outreach campaigns to priority populations including veterans; and organize and maintain strategic partnerships to optimize use of resources.

Partnering organizations within designated census tracts will provide physical space for participants to access training and resources right in their own neighborhoods, minimizing transportation and childcare barriers and the need to commute to the NCWorks Career Center. We are committed to meeting people where they are, and these neighborhoods contain a high density of individuals who are eligible for and who can benefit from our services. Embedding

dedicated staff in these communities will allow us to engage an estimated 4,000 individuals in basic services over two years. Through this funding, GuilfordWorks can expand in our mission to create equitable opportunities for our community and region – addressing systemic challenges broadened by the pandemic.

3. Describe one of the Local Area WDB's best or promising youth program practices that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

The NextGen program has increased its outreach and presence in the Guilford County community through the implementation of several best practices:

- **NextGen has reached out to community partners and attended monthly meetings and collaborate with referrals.**
- **Our Youth Advocates have been on site at GTCC Greensboro and Main St High Point one day each week. The Advocates are enrolling the students at GTCC.**
- **NextGen has developed a program presentation that is presented virtually to community partners of the NextGen process from beginning to the end and sharing some of our success stories and our outreach activities. This has been a great success. Partners are excited about our services. Partners referral have increased.**
- **Flyers have been created to present our OJT and WEX experiences to employers**
- **NextGen has implemented QR codes prescreen: The QR code directly links the applicant to the prescreen and upon completion is sent to our referral email. The Youth Advocates daily check the emails for prescreens and it is easier to track referrals in real time. This has made the process more efficient and easier to service potential Next Gen clients when staff is unavailable to meet at the center. Talent engagement is able to provide the QR for clients to complete the form within 2-3 minutes. This is more effective and also less time consuming .**
- **Implemented a team email: Prescreens are now sent to the team email so that all Youth Advocates have access. This is more effective when one team member is absent all team members can retrieve information.**
- **Employment coaching e-form: This was created to reduce emails to BSR staff for participants that are seeking employment. This e-form makes it easier for clients to pinpoint what they are seeking, schedule, transportation, pay range, etc. They can also include their resume, so that the BSR can make faster connections to partners. This has yielded quicker results for closure to employment.**
- **Providing PPI required documents to Talent Engagement: This is recent, but is helpful so that potential Next Gen clients are able to gather their documents while they are waiting for intake. The goal that is being achieve is speeding up the intake process to maintain engagement to increase follow through with enrollments.**
- **Referrals to community partners: With an increase in ISY that do not meet Next Gen requirements, we have started to look at who/where participants should be referred to for further assistance. The hopes is to provide referral services to support the clients that we can't assist, but also to engage more with community partners to increase reverse referrals.**

Additionally, the Greensboro NCWorks NextGen Program will be transitioned into a new separate location, in the Summer 2022, that will be solely for the young adult population. The New Emerging Workforce Center, is located in a centralized location, within walking distance from the public

transit system in Greensboro, NC. The location is also stationed near other community resources that provides services to youth: Greensboro Parks and Recreation and the Bryan YMCA. This youth-focused center, will allow for more participant-focused engagements, easier access to services and the ability to foster an environment that is tailored to the younger populations. This state of the art facility will entail classrooms, meeting rooms, open space for networking and large gatherings, and bountiful technological devices to allow participants to stay connected and participate in a hybrid environment.

4. Describe one of the Local Area WDB's best or promising regional strategy that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

Collaboration is and has been a tried and proven strategy for creating innovative approaches for successful outcomes. This COVID-19 environment has created some challenges to engage in large groups but it has also created opportunities to conduct business differently. During the months of the forced business shutdowns, GuilfordWorks purchased a virtual job fair platform called Premier Virtual to conduct business by supporting employers' hiring needs virtually. This virtual job fair platform has been a valuable tool utilized within our system and it helps support our industry sector approach even on a regional level. Through Premier Virtual, we have hosted approximately 18 events in conjunction with operations and administrative staff. GuilfordWorks has also partnered with other WDBs to help support employers with operations in multiple counties through virtual hiring events.

Most recently, on March 30, 2022, GuilfordWorks partnered with PATH (Piedmont Alliance for Triad Healthcare) to host a regional virtual healthcare career hiring event using the Premier Virtual platform acquired in 2020. PATH is an employer led workforce partner aiming to expand workforce development in the Piedmont Triad Region through the assembly of key stakeholders: Industry Partners, Education and Workforce Development Boards. The regional event covered territories aligning with four workforce development board territories including GuilfordWorks, DavidsonWorks, PTRC (Piedmont Triad Regional Council) and Regional Partnership. The strategy for regional success was to leverage the network of all four workforce systems and duplicate communication and promotional efforts with employers and NCWorks consumers (job seekers and employers).

The structure of the hiring event included 21 registered booths with footprints in one or more of the four regional areas (Davidson-Davie-Surry, Guilford, Forsyth, & Alamance). Each booth was customizable with capacity for multiple recruiters to enhance engagement activity with attendees. Attendees could apply for jobs located in the geographic region of their choice from the moment they entered the virtual event lobby. Job seekers were required to complete a profile and upload their resumes. They were also directed to register with NCWorks. Job seekers could then enter the event and apply for jobs with their resume, with any open position in the platform in addition to speaking directly with employers about job opportunities. Both job seekers and employers had access to an open tech support virtual room to ask questions for support.

The event yielded 126 registrants and 87 visitors, 1450 booth employer booth visits, 2377 chat messages, 192 submitted resumes, 150 job postings, 900 vacant positions. Many employers have shared feedback on having multiple interviews scheduled with the intention to follow up on their

results. We will continue to survey employers and job seekers to help gather data on their experience and job placement

5. Describe one of the Local Area WDB's innovative business services strategies. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

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. GuilfordWorks became the first WDB in the Piedmont Triad to become a recognized Sponsor of an Adult Apprenticeship Program. Our apprenticeship program was initially called the GuilfordWorks Adult Apprenticeship Program however we have recently rolled out the new program name called Gear Up: ASAP (Adult Specialized Apprenticeship Program). This program was developed with a focus on underserved communities such as minorities, women, veterans, justice served, older youth, adults and dislocated workers. The Gear Up: ASAP initial occupational focus on welding to be followed by IT networking, machining, and industrial maintenance trades. Selected apprentices have the opportunity to participate in a our pre-apprenticeship program through our “Pre-Apprenticeship Partner” the Forge (Makerspace). Other pre-apprenticeship partners add to our program are with RTriad and the Nehemiah Community Empowerment Center in the areas of cybersecurity analysis and computer support specialist. WDB also helps support 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 Work Experience (WEX), OJT and ITA resources to fund components of an apprenticeship and/or pre-apprenticeship (WEX) to help offset employer costs of those components, the “Related Instruction” and the “On-the Job Training” for individuals who enter registered apprenticeship and pre-apprenticeship programs in order to promote a more active use of apprenticeship in Guilford County. Gear Up: ASAP currently has six apprenticeship “Employer Partners” and three “Pre-Apprenticeship Partners” with various training tracks and more to come.

6. Describe one of the Local Area WDB's best or promising virtual services strategies that has yielded positive results. Provide any evidence that you have collected or plan to collect to suggest this practice is effective.

GuilfordWorks 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. In detail:

- **Video Interviewing and Training Preparation (NextGen has been assisting youth/ young adults via phone, email and videoconferencing. One of their initiatives includes working with relevant partners to get students access to digital tools & resources so that out-of-school youth could continue to make progress towards their educational goals)**

- **Virtual job fairs and recruitment events (*Premiere Virtual* - virtual event platform designed to facilitate virtual career fairs that connect employers and job seekers in real-time via text chat and/or video interviews)**
- **Professional Skills Training (Virtual cohort based workshops designed to address in-demand employability skills)**

7. Describe how the Local Area WDB's inform other Local Area WDB's of best or promising regional workforce practices.

GuilfordWorks continues to share best and promising practices with Local WDB's via bi-weekly meetings with the Executive Director's Council. The 23 WDB Directors meet regularly to discuss workforce issues, provide strategic support to the NCAWDB, as well as share best practices within our respective local areas with one another. Over the past year, we have shared information regarding our community-based programming, virtual career exploration technology, as well as the deployment of mobile career center. In addition, we have provided best practices via the NCWorks Commission's spotlight on local innovations and other statewide webinars, highlighting partnerships with Coursera and Youth engagement.

8. Describe one of the Local Area WDB's business engagement practices that demonstrated employers taking charge and driving the agenda.

The WDB has formulated long-term business and industry relationships through the use of our workforce initiatives. WDB has an Industry Sector engagement approach that helps 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.

The WDB has a strong partner network 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. An example of this type of industry sector engagement is through our relationship with PATH (Piedmont Alliance for Triad Healthcare). PATH is a regional employer led organization made up of healthcare systems and providers, WDBs, community colleges and universities, K-12 systems, and other workforce development organizations within the Piedmont Triad. This group was formed to address workforce development and pipeline concerns for healthcare employerposrs in the occupational areas of allied health and nursing.

Program Year 2022 Local Area WDB Plan Required Policy Attachments

1. The following policies are *required* to be attached as separate documents in WISE as part of the PY 2022 Local Area Plan. The Local Area Plan is not complete without these documents. Name each document: *Local Area WDB Name, Policy Name*.

- In the first column, state if the policy is attached or why it is missing and when it can be expected. If two of the policies have been combined, please make a notation.
- In the second column mark “Yes” *only* if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add an empty document in WISE as a “placeholder”.

Required Local Area WDB Policies	Attached (Yes/No). If no, why?	Revised for PY 2022 (Yes/No) and needs review
1. Adult/Dislocated Worker Experience Policy (not offered)	No	No
2. Competitive Procurement Policy	Yes	No
3. Conflict of Interest Policy	Yes	No
4. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures	Yes	No
5. Financial Management Policy for Workforce Innovation and Opportunity Act Title I	Yes	No
6. Individualized Training Account Policy	Yes	No
7. On-the-Job Training Policy	Yes	No
8. Oversight Monitoring Policy, Tool and Schedule	Yes	No
9. Priority of Service Policy	Yes	No
10. Youth Work Experience Policy	Yes	No
11. Supportive Services Policy	Yes	No
12. Sampling Policy/Self-Attestation Procedures & Monitoring Schedule	Yes	No

2. Designate whether the following local *Optional Policy* is included and used at the Local Area WDB and is included in the Local Area Plan or write “N/A” implying “Not Applicable”, if the Local Area WDB does not have this policy and; therefore, does not use these services.

- In the second column mark “Yes” *only* if the policy has been changed/revised since PY 2021 and requires a review for PY 2022 and has not been previously submitted to the DWS.
- Do not add a blank document in WISE as a “placeholder”.

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

Optional Local Area WDB Policies	Yes- the Local Area WDB has a policy or N/A (Not Applicable)	Revised for PY 2022 (Add Yes or N/A for this column)
1. Local Area WDB Guidance for Local Incumbent Worker Grants	Yes	No
2. Local Area WDB Needs-Related Policy	n/a	n/a
3. Local Area WDB Transitional Jobs Policy	Yes	No
4. Local Area WDB Youth Incentive Policy	Yes	No
5. Local Area WDB Guidance for Finish Line Grant	Yes	No

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

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

Individual Training Accounts (ITA) Summary	
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	N/A

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

Transportation	Childcare	Supplies <i>(include examples)</i>	Emergency <i>(include examples)</i>	Other <i>(include examples)</i>
Yes	Yes	Any uniforms/tools/etc needed to gain employment	Crisis and financial counseling, housing expenses, medical/dental/vision expenses	Finish Line Grant services are addressed separately in the policy

Note: The Local Area WDB must adequately safeguard all forms of supportive services payments (i.e., gas cards, cash, gift cards, etc.) and assure that they are used solely for authorized purposes. The Supportive Services Policy must include the Local Area WDB’s internal controls to safeguard supportive services. The internal controls must address issuance, storage, and reconciliation of supportive services throughout the area.

Attachment Checklist from Local Area Plan Instructions

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

1. Local Area WDB Signed copy of Consortium Agreement (*if applicable*)
2. Local Area WDB Administrative Entity Organizational Chart
3. Local Area WDB Board Members ([*form provided*](#))
4. Local Area WDB By-laws
5. Local Area WDB By-laws Required Elements Crosswalk ([*form provided*](#))
6. Local Area WDB Organizational Chart
7. Local Area WDB Administrative Entity Certification Regarding Debarment * ([*form provided*](#))
8. Local Area WDB Workforce Development Area Signatory Form* ([*form provided*](#))
9. Local Area WDB NCWorks Career Centers ([*form provided*](#))
10. Local Area WDB Adult and Dislocated Worker Service Provider ([*form provided*](#))
11. Local Area WDB Eligible Training Provider Policy
12. Local Area WDB 14 Youth Program Elements Chart ([*form provided*](#))
13. Local Area WDB Youth Committee Meeting Schedule (*optional*)
14. Local Area WDB Youth Committee Members (*optional*)
15. Local Area WDB Youth Service Provider ([*form provided*](#))
16. Local Area WDB Youth Incentive Policy (*optional*)
17. Local Area Adult/Dislocated Worker Work Experience Policy
18. Competitive Procurement Policy
19. Conflict of Interest Policy
20. Nondiscrimination/Equal Opportunity Standards and Complaint Procedures
21. Financial Management Policy for Workforce Innovation and Opportunity Act Title I
22. Local Area WDB Individualized Training Account Policy
23. On-the-Job Training Policy
24. Local Area WDB Oversight Monitoring Policy, Tool, and Schedule
25. Priority of Service Policy

- 26. Youth Work Experience Policy
- 27. Local Area WDB Supportive Services Policy
- 28. Local Area WDB Sampling Policy/Self-Attestation Procedures and Monitoring Schedule
- 29. Local Area WDB Incumbent Worker Training Policy (*optional*)
- 30. Local Area WDB Needs-Related Policy (*optional*)
- 31. Local Area WDB Transitional Jobs Policy (*optional*)
- 32. Local Area WDB Youth Incentive Policy (*optional*)
- 33. Local Area WDB Guidance on Finish Line Grants (*optional*)
- 34. Memorandum of Understanding
- 35. Customer Flow Chart
- 36. Local Area WDB Guidance for Finish Line Grant (*optional*)

* Mail signed and unfolded *originals* to assigned DWS Planner at N.C. Division of Workforce Solutions, 4316 Mail Service Center, Raleigh, NC 27699-4316. DocuSign® (or similar) signature pages may be uploaded in WISE.

**Certification Regarding Debarment, Suspension,
and Other Responsibility Matters**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR 180, 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.

Taiwo Jaiyeoba, City Manager

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.

**PY 2022 WIOA Workforce Development Board Members
Effective July 1, 2022 – June 30, 2023**

	Category	Name and Business Title	Name and Business Address	Phone Number	Email Address	Term
1	Business, Chair (Can be one of the required small business seats.)					
2	Business					
3	Business					
4	Business					
5	Business					
6	Business					
7	Business					

PY 2022 WIOA Workforce Development Board Members
Effective July 1, 2022 – June 30, 2023

	Category	Name and Business Title	Name and Business Address	Phone Number	Email Address	Term
8	Business					
9	Business					
10	Small Business					
11	Small Business					
12	Labor Organization, or where none exists, other representative of employees (<i>Identify representative's affiliation- select one and delete other choices</i>)					

**PY 2022 WIOA Workforce Development Board Members
Effective July 1, 2022 – June 30, 2023**

	Category	Name and Business Title	Name and Business Address	Phone Number	Email Address	Term
13	Labor Organization, or where none exists, other representative of employees <i>(Identify representative's affiliation- select one and delete other choices)</i>					
14	Joint Labor-Management, or union affiliated, registered apprenticeship program. Or where none exists, representative of registered apprenticeship program <i>(Identify representative's affiliation- select one and delete other choices)</i>					
15	Adult Education and Literacy eligible under WIOA Title II					
16	Higher Education					

**PY 2022 WIOA Workforce Development Board Members
Effective July 1, 2022 – June 30, 2023**

17	Vocational Rehabilitation Program					
	Category	Name and Business Title	Name and Business Address	Phone Number	Email Address	Term
18	Economic Development					
19	Wagner-Peyser Act					

***Notes:**

-Use the form provided and identify categories as indicated on the form. Do not change required category names, but clearly indicate the category.

-If Local Area WDB has more than 19 total members: 1) add lines to chart and complete all columns for additional members; 2) ensured required percentages are still met, 3) do not count individuals serving dual roles more than once.

By submission of this form, the WDB certifies its compliance with the appointment and nomination process of business representatives from among local business organizations and business trade associations. [WIOA Section 107(b)(2)(A)]

Use attachments sent separately.

Workforce Innovation and Opportunity Act of 2014

Program Year 2022 Local Area Plan Signatory Page
for

GuilfordWorks Workforce Development Board

Boards affirm that the Local Area Workforce Development Board and the Chief Local 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

Chief Local Elected Official

Harley Garrison

Nancy Vaughan

Typed or Printed Name

Typed or Printed Name

WDB Chair

Mayor, City of Greensboro

Typed or Printed Title

Typed or Printed Title

Signature

Signature

Date

Date

Directions for Completing Attachment NCWorks Career Center System

Complete the **Attachment** on the next page to describe the Local Area WDB's One-Stop Career Center system.

Column A- include each One-Stop Career Center(s)' name and street address, host facility, and hours of operation.

Column B- specify the type of Career Center and list all counties served by site. Type of Center Designation: Tier 1, Tier 2, Specialized, Affiliates.

Add location of Youth Sites if not included with above designations.

Column C- list the on-site partners, identify funding source and agency name such as Title I (Adult and Dislocated Worker, Youth, Job Corps, YouthBuild, National Farmworkers and Native American Programs), Wagner-Peyser, Trade Act, Career and Technical Education. Career Center Partners should, at a minimum, reflect required WIOA partners (WIOA 121(b)(1)(B)).

Column D- list the Career Center Operator (agency name) and Method of Selection (Competitive, Sole Source to include if contract was extended).

Column E- list the WIOA Providers of Title I Adult and Dislocated Career Services (agency name) and method of selection. (Method of Selection: Competitive Procurement/Sole Source/Contract Extended).

Column F - Functional Manager (manages the day-to-day operations).

Column G- indicate whether WIOA Title I youth services provider are provided on-site (and list provider). Indicate other on-site youth services providers.

Column H- indicate additional on-site partners.

PY 2022 WIOA [WDB Name] NCWorks Career Center Locations

(Effective July 1, 2022)

A. One-Stop Location(s) (Address, Phone number and Hours)	*B. Tier 1 or Tier 2 Specialized or Affiliate	C. On-site Partners	**D. Career Center Operator and Method of Selection	E. Provider(s) of WIOA Title I Adult/DW Career Services and Method of Selection	F. Functional Manager <i>(manages</i> <i>the day-to-</i> <i>day</i> <i>operations)</i>	G. Provider(s) of On-site WIOA Title I Youth Services (and other youth service provider)	H. Additional Partners

*Type of Center Designation:

- Tier 1
- Tier 2

**Method of Selection:

- Competitive Procurement
- Sole Source

-Specialized
 -Affiliates – At locations where A, DW and WP services are provided

-Contract Extended

*See directions on the page above if needed.
 Use attachments sent separately.*

WIOA Adult/Dislocated Worker Service Provider (Organization Name, Address and Phone Number)	Contact Person (Name, Title and Email Address)	County/Counties Served and where services are provided** (One-Stop, Office, and/or Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)

PY 2022 WIOA [WDB Name] Adult/Dislocated Worker Service Provider List

Complete all columns.

*(RFP Conducted: **date here**)*

****Note** where Services are provided: at the One-Stop Centers, the Office location provided, and/or combination. Be specific

Use attachments sent separately.

PY 2022 WIOA [WDB Name] Youth Service Provider List

WIOA Youth Service Provider (Organization Name, Address and Phone Number)	Contact Person (Name, Title and Email Address)	County/Counties Served and where services are provided** (One-Stop, Office, Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)

WIOA Youth Service Provider (Organization Name, Address and Phone Number)	Contact Person (Name, Title and Email Address)	County/Counties Served and where services are provided** (One-Stop, Office, Both)	Type of Organization (State Agency, For-profit, Non-profit, other-specify)	Type of Contract (Cost Reimbursement, Fixed Price, Performance Based, Hybrid, other-specify)

Complete all columns.

*(RFP Conducted: **date here**)*

****Note** where Youth Services are provided: at the One-Stop Centers, the Office location provided, combination. Be specific.

Use attachments sent separately.

PY 2022 WIOA Youth Program Elements Chart

In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, the WIOA Youth Program shall provide elements consisting of the following program elements.

20 CFR §681.470 states that it is not required for local programs to use funds for each program element. Local Area WDB programs may leverage partner resources to provide program elements. However, if the program is not funded with WIOA youth funds, the Local Area WDB must have an agreement in place with a partner organization to ensure that the program element will be offered. If offered by a partner, the program element must be connected and coordinated with the WIOA youth program.

Please denote whether the required WIOA Program Element will be WIOA funded by the Local Area WDB, provided by referral, or both.

	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral by Agreement (Specify Provider)
1.	Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential		
2.	Alternative secondary school services, or dropout recovery services, as appropriate		
3.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities		
4.	Paid and unpaid work experiences that have as a component academic and occupational education, which may include (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities		

PY 2022 WIOA Youth Program Elements Chart

5.	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster		
	WIOA Youth Program Elements	WIOA Funded (Specify Provider)	Referral by Agreement (Specify Provider)
6.	Leadership development opportunities, which may include community services and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate		
7.	Supportive services		
8.	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months		
9.	Follow-up services for not less than 12 months after the completion of participation, as appropriate		
10.	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate		
11.	Financial literacy education		
12.	Entrepreneurial skills training		
13.	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the Local Area WDB, such as career awareness, career counseling and career exploration services		
14.	Activities that help youth prepare for and transition to postsecondary education and training		

Local Area WDB By-laws Required Elements – Crosswalk

NOTE: Elements 1-7 are the Required Elements Designated at WIOA Final Rule 679.310(g).	The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-laws.
1. The nomination process used by the Chief Local Elected Officials (CLEOs) to elect the Local Area Workforce Development Board (WDB) Chair and members.	
2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expires in a given year.	
3. The process to notify the CLEO(s) of a Local Area WDB member vacancy to ensure a prompt nominee within 90 days of the vacancy.	
4. The proxy and alternative designee process that will be used when a Local Area WDB member is unable to attend a meeting and assigns a designee as per the requirements of 20 CFR 679.110(d)(4).	
5. The use of technology such as phone and web-based meetings, that will be used to promote Local Area WDB member participation (20 CFR 679.110(d)(5)).	
6. The process to ensure Local Area WDB members actively participate in convening the workforce development system’s stakeholders, brokering relationship with a diverse range of employers, and leveraging support for workforce development activities.	
7. A description of any other conditions governing appointment or membership on the Local Area WDB as deemed appropriate by the CLEO(s); (20 CFR 679.310(g)(1-7)). Note: Answer may be N/A.	

Local Area WDB By-laws Required Elements – Crosswalk

North Carolina Specific Requirements That Must be Specified Within the By-laws.	The Article/Section Where the Required Elements are Located Within the <i>Current</i> By-laws.
8. The adopted generally accepted parliamentary procedure, such as Robert’s Rules of Order, chosen by the Local Area WDB.	
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.	
10. The Local Area WDB’s policy assuring attendance and participation of its members.	
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Local Area WDB positions.	
12. Any standing committees the Local Area WDB has established shall be included in the by-laws.	
13. The Local Area WDB’s conflict of interest policy, which may not be any less stringent than the requirements of the Commission’s Policy Statement, shall be referenced in the by-laws.	
14. The process the Local Area WDB will take when expedient action is warranted between Local Area WDB meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Local Area WDB.	
15. Local Area WDB meetings will be held in accessible facilities with accessible materials available upon prior request.	
16. The Local Area WDB will meet no less than four times per program year.	

Appendices

NC Local Area WDB By-laws Required Elements

[A](#)

By-laws Guidance

[B](#)

Local Area WDB Membership Requirements

[C](#)

NC Local Area WDB By-laws Required Elements

At a minimum the Local Area WDB by-laws must include the following items for DWS approval.

When submitting the Local Area WDB by-laws, please specify the section (provide a clear crosswalk) where the following required elements are located within the submitted by-laws.

NOTE: Elements 1-7 are the *required* elements designated at WIOA Final Rule 679.310(g).

1. The nomination process used by the CLEO(s) to elect the Local Area Board Chair and members.
2. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year.
3. The process to notify the CLEO(s) of a Board member vacancy to ensure a prompt nominee within ninety (90) days of the vacancy.
4. The proxy and alternative designee process that will be used when a Board member is unable to attend a meeting and assigns a designee as per the requirements of 20 CFR 679.110(d)(4).
5. The use of technology such as phone and web-based meetings, that will be used to promote Board member participation (20 CFR 679.110(d)(5)).
6. The process to ensure Board members actively participate in convening the workforce development system's stakeholders, brokering relationship with a diverse range of employers, and leveraging support for workforce development activities.
7. A description of any other conditions governing appointment or membership on the Board as deemed appropriate by the CLEO(s); (20 CFR 679.310(g)(1-7)).

North Carolina specific requirements that must be specified within the by-laws:

8. The adopted generally accepted parliamentary procedure, such as Robert's Rules of Order, chosen by the Board.
9. Whether an appointee filling a vacancy will serve the remainder of the unexpired term or be appointed for a new full term.
10. The Board's policy assuring attendance and participation of its members.
11. Quorum requirements to be not less than 51% constituting 51% of the total filled Board positions.
12. Any standing committees the Board has established shall be included in the by-laws.
13. The Board's conflict of interest policy, which may not be any less stringent than the requirements of the DWS's Policy, shall be referenced in the by-laws.
14. The process the Board will take when expedient action is warranted between Board meetings, such as calling a special meeting or allowing the Executive Committee to act on behalf of the Board.
15. Board meetings will be held in accessible facilities with accessible materials available upon prior request.
16. The Board will meet no less than four times per program year.

Note: This template is provided for guidance purposes only. It contains sample language that may be used in by-laws development. It is not required that Boards utilize this template or language within.

This template reflects multiple counties within a Consortium. Single-county Boards and non-Consortia will need to adjust their by-laws accordingly.

NAME HERE WDB by-laws

Article 1
Name and Purpose

Section 1. Name

The name of this organization shall be the NAME HERE Board (hereinafter referred to as the “Board”).

Section 2. Purpose and Responsibilities

The purpose for which the Board is organized is to perform all functions of a WDB and Local Workforce Development Area as set forth in the Federal Workforce Innovation and Opportunity Act of 2014 (“WIOA”), or the corresponding provision of any applicable federal or state laws of related purpose and the rules and regulations promulgated thereunder, and Section 143B-438.11 of the North Carolina General Statutes and to perform such functions with the NAME HERE WDB.

The Board services area shall encompass the counties of COUNTY NAME(s) HERE.

The Board responsibilities shall include:

1. Develop and submit Local Area Plan annually to the Governor, a comprehensive 4-year Local Area Plan, in partnership with the Chief Local Elected Official.
2. Perform workforce research and regional market analysis.
3. Convene local workforce development system stakeholders to assist in the development of the Local Area Plan and identify non-federal expertise and resources to leverage support for workforce development activities.
4. Lead efforts to engage with a diverse range of employers and with entities in the region involved.

5. Lead efforts with representatives of secondary and postsecondary education programs in the Local Area to develop and implement career pathways within the Local Area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers.
6. Lead efforts in the Local Area to identify proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers in the local workforce system, and to identify and disseminate information on promising practices carried out in other local areas.
7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and jobseekers.
8. Conduct program oversight.
9. Negotiate and reach agreement on local performance accountability measures.
10. Designate or certify one-stop operators, subrecipients, and service providers and, in appropriate circumstances, terminate for cause the eligibility of such operators.
11. Coordinate activities with education and training providers in the local area.
12. Develop a budget for the activities of the Local Area WDB consistent with the Local Area Plan and the duties of the Local Area Board and subject to the approval of the Chief Local Elected Official.
13. Annually review the physical and programmatic accessibility provisions of all one-stop centers, as well as locations for subrecipients and service providers, in the local area, in accordance with the Americans with Disabilities Act of 1990.

Article 2

Board Members

Section 1. Appointment

There shall be a Board of no more than NUMBER HERE Board members. Members of this organization shall be appointed by the following procedure: The Chief Local Elected Official (of the XXXX County Board of Commissioners, hereinafter referred to as the CLEO) shall appoint members based on nominations from the following: local business organizations; local education agencies; vocational education institutions, community-based organizations, and higher educational institutions; and private and proprietary schools; state or local labor organizations and other interested organizations.

The number of business sector nominees shall be at least 51% of the number of individuals to be appointed and are appointed from amongst individuals nominated by local business organizations

and business trade associations. The nominated candidate or company must be a member of the nominating organization. A majority of the Members shall be representatives of businesses in the local area (including small businesses or organizations representing businesses that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area) and are owners, chief executives or operating officers, or other business executives or employers with optimum policy making or hiring authority. The members of the local Board shall represent diverse geographic areas within the local area.

Section 2. Composition

Organized Labor and Community Based Organizations: Not less than 20% of the Members shall be representatives of the workforce within the local area, who:

- (i) shall include representatives of labor organizations, who have been nominated by local labor federations, or other representatives of employees;
- (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists.
- (iii) may include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
- (iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth;

Education and training activities: The Board shall include representatives of entities administering education and training activities in the local area, who:

- (i) shall include a representative of eligible providers administering adult education and literacy activities under Title II of the WIOA;
- (ii) shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
- (iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to training;

The Board shall include representatives of governmental and economic and community development entities serving the local area, who:

- (i) shall include a representative of economic and community development entities;
- (ii) shall include an appropriate representative from the State Employment Service Office under the Wagner-Peyser Act serving the local area;
- (iii) shall include an appropriate representative of the programs carried out under Title I of the Rehabilitation Act of 1973, serving the local area;
- (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance, and
- (v) may include representatives of philanthropic organizations serving the local area; and

This Board may include such other individuals or representatives of entities as the Chief Local Elected Official determines appropriate.

Section 3. Tenure

All appointments will be for a two-year term to expire on June 30 of each respective term. No member shall serve more than three (3) consecutive terms (6 years) or a total of five (5) terms (10 years) in any one appointed position. An individual whose initial appointment is to fill an unexpired term or an initial staggered term of less than two years, shall be eligible to serve the number of full-length terms other members are eligible to serve, unless, prior to the time for reappointment that individual has already served six consecutive years. Members may be reappointed at the discretion of the Chief Local Elected Official subject to the term limitations outlined in this section.

Terms shall be staggered to ensure that at any given time a percentage of the members are experienced in WDB functions.

The Board shall advise the Consortium Counties of potential Board member vacancies prior to the end of the term. In the case of a midterm vacancy, an immediate replacement shall be requested of the Consortium County represented by the departing Board member. The appointed Board member shall fill the remaining term of office.

The Board shall not compensate Board Members for their services, but by resolution of the Board, a fixed sum and expenses, if any, may be allowed for attendance at each regular or special meeting of the Board.

Section 4. Termination for Cause

By two-thirds majority vote of the membership or by action of the Chief Local Elected Official, a member may be removed for cause from the Board. Cause would be for such actions as malfeasance, misconduct, or any action which would be deemed not in the best interest of the Board; or three (3) unexcused absences from regular scheduled meetings within the preceding twelve calendar months. Notice that a removal vote that may be taken for cause must be included on the agenda of said meeting. The Chair shall send a precautionary letter to the said Board member upon two (2) unexcused absences within the preceding twelve calendar months prior to the next meeting.

Section 5. Resignation

Letters of resignation must be submitted to the NAME HERE WDB Chair. Three consecutive absences without justification and no response to the above referenced letter from the chair will be considered acceptable terms for resignation. Justification must be submitted in writing. The Board Chair has the authority to accept or deny justification.

Section 6. Vacancies

Upon vacancy of any position on this Board, the procedure in Article II, Section 1, will be followed to provide replacement representation to complete the remainder of that term of appointment.

Article 3 **Meetings**

Section 1. Regular Meetings

The Board shall meet at a public location at such time and place as determined by the Chairperson. All meetings must be held in an accessible facility, in accordance with the Americans with Disabilities Act (ADA) requirements. All materials must be in an accessible format (i.e., large print, Braille, interpreter, etc.), as needed or indicated.

The Board will meet no less than four times per program year. Regular Board meetings are face to face; however, Board members may attend meetings via conference call, video communications and other alternative methods.

Five working days' notice shall be delivered to each member stating a reasonable time, date and place of the meeting and the meeting's purpose unless deemed an emergency by the Chair or Executive Committee calling for said special meeting.

Section 2. Special Meetings

The Chair of the Board and Committee Chair may, when deemed necessary, call a special meeting of the Board via conference call, video communications, or alternative media sources for transacting any business designated in the call.

Section 3. Quorum

At all meetings (regular or special) of the Board, a majority of the Board members present constitutes a quorum for transacting business. A quorum shall require the participation of Board members constituting 51% of the total filled Board positions. Proxy representatives who are unable to cast votes shall not count toward meeting the quorum requirement. Votes may be cast via electronic medium for remote attendees. The act of the majority of the Board members present at a meeting at which a quorum is present shall be the act of the Board. However, a two-thirds vote of those present shall be required to amend any provision of these by-laws.

Section 4. Conduct of Meetings

All meetings of this Board shall be conducted in accordance with the latest edition of Robert's Rules of Order.

Section 5. Open Meetings

Local Area Board Conducts Business Openly: The Local Area Board must conduct its business in an open manner as required by WIOA sec. 107(e), by making available to the public, on a regular basis through electronic means and open meetings, information about the activities of the local Board. (20 CFR 679.390) This includes:

- a. Information about the Local Area Plan, or modification to the Local Area Plan, before submission of the Local Area Plan;
- b. List and affiliation of Local Area WDB members;
- c. Selection of one-stop operators;
- d. Award of grants or contracts to eligible training providers of workforce investment activities including providers of youth workforce investment activities;
- e. Minutes of formal meetings of the Local Area Board; and
- f. Local Area Board by-laws, consistent with § 679.310(g).

Section 6. Proxy Representation and Voting

A member may designate a representative to attend a meeting of the Board in his/her absence. The proxy must meet the membership criteria for the member's affiliation type. The proxy will count toward the appointed member's attendance. The representative may participate in discussions and may vote so long as the member provides written voting instructions to the Chair allowing his/her proxy representative to cast votes in accordance with the written voting instructions.

Each Board member present shall be entitled to one (1) vote on each matter for which a vote is taken. Votes may be cast telephonically or via electronic medium.

Section 7. Conflict of Interest and Voting

No WDB member (whether compensated or not) shall engage in any activity, including participation in the selection, award or administration of a sub-grant or contract supported by WIOA funds if a conflict of interest, real or apparent would be involved. Such a conflict would arise when:

- i. The individual,
- ii. any member of the individual's immediate family,
- iii. the individual's partner, or
- iv. an organization which employs, or is about to employ any of the above, has a financial interest in the firm or organization selected for the award.

No WDB member, member of his/her immediate family, officers, employees, or agents of the WDB member's agency or business, shall neither solicit nor accept gratuities, favors, or anything of value from subrecipients, potential subrecipients, or parties to sub agreements.

A WDB member shall not cast a vote on, or participate in, any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member.

No WDB members shall participate in a governmental decision including voting on a matter (including recommendations, appointments, obligating or committing the WDB to a course of action) when such action influences a decision or exercises judgement in making a decision. Any member with a potential or actual conflict of interest shall comply with requirements for public disclosure and recusal.

Article 4

Organization

Section 1. Officers

The officers of this Board shall be a Chair, a Vice-Chair, and a Secretary.

Section 2. Election of Officers

Officers of this Board shall be elected in June for two-year terms. The Chair and Vice-Chair will be elected from among the members who are representatives of the business sector. The secretary will be elected from among all members.

The Chair shall appoint a nominating committee to recommend officers who shall be elected from the Board's business sector membership and shall begin their term at the beginning of the new program year effective July 1. These officers shall serve until their successors are elected and qualified or until they are no longer Board members. If an officer is unable to complete his/her term the Board shall elect a successor to complete the remaining portion of the original term. The Vice-Chair shall not be required to succeed the Chair at the end of the Chair's term of office.

Section 3. Chair

The Chair shall preside at Board meetings, designate standing and ad hoc committees deemed appropriate and appoint their Chair and members. The Chair shall not vote except in the case of a tie, in which event he/she shall cast the deciding vote.

Section 4. Vice-Chair

The Vice-Chair shall assume all duties and responsibilities of the Chair in his/her absence from meetings. In the event that the office of Chair is vacated before the end of the term, the Vice-Chair shall assume the office in an acting capacity until such time as the Board elects a new Chair.

Section 5. Secretary

The Secretary shall be responsible for proper notification of meetings, review, and submission of the minutes to the Board, and shall carry out any other duties deemed appropriate by the Chair. Local Area staff will serve as support personnel in performing these duties.

Section 6. Executive Committee

The Executive Committee shall consist of the Chair, Vice Chair, Secretary (from a sector other than business), and the previous Chair or Vice-Chair. As determined by the Chair of the Board, chairs of Board committees will attend Executive Committee meetings. Responsibilities of the Executive Committee are as follows: make standing committee assignments and coordination among committees, prepare recommendations to Board on state and national issues, act as needed between regularly scheduled Board meetings, and develop immediate and long-range goals for Board concurrence.

Section 7. Vacancy

If an office becomes vacant, the Board shall elect a successor at its next meeting.

Article 5 **Committees**

Section 1.

The Chair of the Board shall have the power, except as otherwise provided in this Article, to appoint the members of any Committee for a term of two (2) years. No Committee, except as elsewhere provided in this Article, shall take any action or position on behalf of the Board, bind the Board, or exercise the authority of the Board in the management of the Corporation. The Chair of all the Committees shall be members of the Board. The Executive Committee of the Board shall meet at the call of the Chair of the Board or the written request of any two (2) members of the committee. The Board's other Committees shall meet at the call of their respective Chair or the Chair of the Board.

Section 2.

Electronic meetings shall be permissible in lieu of face-to-face committee meetings at the discretion of the Committee Chair. An electronic meeting of the Committee occurs when Board members are in different locations, connected by electronic means, through audio, video, or both. All votes taken during an electronic meeting shall be by roll call. All scheduled electronic meetings shall be held in such a way that all members participating can hear each other at the same time. When speaking, each member will be asked to clearly identify himself, so that proper recognition is given and recorded. All Board policies, administrative practices, and by-laws shall apply equally to electronic meetings.

Section 3.

The Local Area WDB may establish standing committees to provide information and assist the Board in carrying out its responsibilities (20 CFR 679.360).

**Article 6
Amendments**

Section 1. Amendment Procedure

Board by-laws can be amended at any regular Board meeting provided the proposed amendment(s) has been submitted in writing to the Board members at least two weeks prior to the meeting.

Section 2. Vote Needed

The by-laws shall be amended upon affirmative vote by a two-thirds majority of the Board.

**Article 7
Severability**

In the event that any of the rules, regulations, restrictions, covenants, or conditions of these by-laws are held to be partially or wholly invalid or unenforceable for any reason, such holding shall not affect, alter, modify, or impair in any manner any of the other terms, provisions, rules, regulations, restrictions, covenants, or conditions contained herein.

Adopted This NUMBER DATE Day of MONTH, YEAR.

Signed:

Board Director Printed Name and Signature

Date

Chief Local Elected Official Printed Name and Signature

Date

Board Chair Printed Name and Signature

Date

Guidance Regarding Meetings and Conferencing via Electronic Means

All public WDB meetings and Committee meetings will be held at specified times and places which are convenient and open to the public.

The Board believes it is in the best interest of its members, systems, and customers that the fullest participation and attendance in all meetings be achieved whenever possible. Furthermore, it recognizes that the use of electronic, audio or video conferencing for meeting attendance and voting requirements is permissible so long as the meeting is conducted in accordance with the Sunshine Provision.

The Board in all of its regular and special, standing committee, and ad hoc committee meetings complies with and intends to comply with the provisions of the Sunshine Provision. Therefore, the Board hereby adopts this policy, to be used when needed, to make use of the capabilities for conferencing by electronic means or any other type of audio or video conferencing for its meetings *or* any of the standing committee and ad hoc committee meetings as set forth and adopted according to the following rules as applicable:

- A. All pertinent provisions of the Sunshine Provision must be complied with, including specifically the proper notice of any regular or special meeting, the proper record keeping or minutes of each meeting, the appropriate agenda preparation for each meeting, which in addition shall be posted along with the notice of the meeting; and, in particular, any use of closed sessions shall be in compliance with the provisions of WIOA.
- B. All Board and Committee members attending meetings by electronic conferencing shall be entitled to vote as if they were personally and physically present at the meeting site so long as a quorum is, in total, present and accounted for, and their votes shall be recorded by the Board Director.
- C. A Board or Committee member who attends a meeting by electronic, video, or audio conference must provide notice to the Board Director at least 24 hours prior to the meeting unless such advance notice is impracticable.
- D. The location of the meeting included on the notice shall be equipped with a suitable transmission system (e.g., a speakerphone) in order that the public audience, the members in attendance and any staff in attendance will be able to hear any input, vote, or discussion of the conference and that the member attending by electronic means shall have a similar capability of hearing and participating in such input, vote, or discussion.
- E. As the Board or its committees begin each new matter of business, the Chair will check with all remote locations(s) where members are to ensure that each such connection is active.

- F. When a motion is made, and seconded, and discussion regarding the motion begins, the Chair will check that the connection with remote location(s) where members are present is active. Prior to closing discussion and taking any vote, the Chair will ask all remote location(s) where member(s) is(are) present whether there are any additional comments, questions, or information to be added to the discussion.

- G. All decisions will be made using majority rule except when a higher vote is required. There will be no muting of any connections with remote location(s) where members are present at any time. There will be no sidebar discussions.

- H. The procedures outlined above shall also apply to each Board and its Committee members.

Local Area WDBs Membership Requirements

Representative of Business	Who May Satisfy the Requirements
<p>(WIOA Section 107(b) (2)(A))</p>	<p>The majority of the members of the Local Area WDB must be representatives of private sector business in the local area. At a minimum, two members must represent small business as defined by the U.S. Small Business Administration. Business representatives serving on Local Area WDBs may also serve on the State Board. Each business representative must meet the following criteria:</p> <ul style="list-style-type: none"> • be an owner, chief executive officer, chief operating officer, or other individual with optimum policy making and hiring authority; • provide employment opportunities in in-demand industry sectors or occupations, as those terms are defined in WIOA section 3(23); and provide high-quality, work-relevant training and development opportunities to its workforce or the workforce of others (in the case of organizations representing business as per WIOA Sec. 107(b)(2)(A)(ii); and • are appointed from among individuals nominated by local business organizations and business trade associations. <p><i>[In North Carolina, examples of allowable business organizations may include chambers of commerce, trade organizations, large non-profit organizations, such as Rex Hospital, and for-profit organizations, such as Duke Hospital, depending on the specific circumstances. Examples of unallowable business organizations include the N.C. Department of Public Safety or other state or municipal agencies.]</i></p>
<p>Representative of Workforce</p> <p>(WIOA Section 107(b)(2)(B))</p>	<p>Not less than 20% of the members of the Local Area WDB must be workforce representatives. These representatives:</p> <ul style="list-style-type: none"> • must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives; <p><i>[Employee representatives must come from organizations that advocate, enhance, or protect the rights of a group of employees. In North Carolina, such examples include the North Carolina Association of Educators (NCAE), the State Employees Association of North Carolina (SEANC), and the National Guard Association). The National Council for Accreditation of Teacher Education (NCATE) is an example of an organization that is not allowable as a labor organization.]</i></p> <ul style="list-style-type: none"> • must include one or more representatives of a joint labor management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a

	<p>representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists, and may include:</p> <p>In addition to the representatives enumerated above, the Local Area WDB may include the following to contribute to the 20% requirement:</p> <ul style="list-style-type: none"> • one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and <p><i>[In North Carolina, examples of allowable community-based organizations include organizations such as Goodwill and community action agencies.]</i></p> <ul style="list-style-type: none"> • one or more representatives of organizations that demonstrated experience or expertise in addressing the employment, training, or education needs or eligible youth, including representatives of organizations that serve out-of-school youth. <p><i>[Community College representatives would not be appropriate for this category.]</i></p>
<p>Representatives of Education and Training</p> <p>(WIOA Section 107(b) (2)(C))</p>	<p>The balance of Local Area WDB membership must include:</p> <ul style="list-style-type: none"> • At least one eligible provider administering adult education and literacy activities under WIOA Title II; • At least one representative from an institution of higher education providing workforce investments activities, including community colleges; and • At least one representative from each of the following governmental and economic and community development entities: <ul style="list-style-type: none"> • Economic and community development entities; • The State Employment Service Office under the Wagner-Peyser Act (29 U.S. C. 49 et seq.) serving the local area; and • The programs carried out under Title I of the Rehabilitation Act of 1973, other than Sec. 112 or part C of that title. <p>In addition to the representatives enumerated above, the CLEO may appoint other appropriate entities in the local area, including:</p> <ul style="list-style-type: none"> • Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education and training needs for individuals with barriers to employment; • Governmental and economic and community development entities who represent transportation, housing, and public assistance programs; • Philanthropic organizations serving the local area; and • Other appropriate individuals as determined by the CLEO.

Note: The Division of Workforce Solutions may request additional information from Local Area WDBs on representatives and the organizations they represent at any time in order to determine compliance with these requirements. The final determination on whether requirements are met is made by the Division of Workforce Solutions.