North Carolina Instructions
for Local and Regional
Workforce Development Area Plans

Workforce Innovation and Opportunity Act

Title I

Four-Year Plan
July 1, 2016 – June 30, 2020
Amendment-Oct. 6, 2016 (Pages 3 and 39)
Instructions

Introduction

The Workforce Innovation and Opportunity Act (WIOA) requires each workforce development board to develop and submit, in partnership with the local chief elected official, to the state a comprehensive four-year plan. The WIOA four-year plan will be effective July 1, 2016 - June 30, 2020.

The local and regional plan will support the alignment strategy described in the draft NC Unified State Plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the NC Unified State Plan. Workforce Development Boards shall comply with WIOA Sections 106 through 108 in the preparation and submission of the plan.

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

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

North Carolina policy information is available at www.nccommerce.com/workforce. Local Workforce Development Boards may reference the draft North Carolina WIOA Unified State Plan. WIOA Title I Acronyms and WIOA Title I Helpful Definitions have been provided as Appendices A and B to this document for easy reference.

Plan Submission and Due Date

The Local Plan must be submitted through WISE. The due date is May 9, 2016. Each attachment is provided as an individual Word document and should be submitted separately. Forms requiring original signatures may be mailed to the assigned Planner at: N.C. Division of Workforce Solutions, 4316 Mail Services Center, Raleigh, N.C. 27699-4316.
I. Local Area Outline

A. Local Area Overview

The Local Area Overview provides important contact information that is used throughout the Division. It is important this section remain current. Updates should be submitted to the Division Planner when changes occur especially to contact names and addresses in questions Section A 1-10.

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

NW Piedmont Workforce Development Board.

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

<table>
<thead>
<tr>
<th>Prefix</th>
<th>First Name: Wendy</th>
<th>Last Name: Walker-Fox</th>
<th>Suffix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Workforce Board Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization Name</td>
<td>Piedmont Triad Regional Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address</td>
<td>1398 Carrollton Crossing Drive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Kernersville</td>
<td>State  NC</td>
<td>Zip Code 27284</td>
</tr>
<tr>
<td>Phone</td>
<td>336-904-0300</td>
<td>Fax 336-904-0308</td>
<td>E-mail <a href="mailto:wwalkerfox@ptrc.org">wwalkerfox@ptrc.org</a></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Prefix</th>
<th>First Name: Ernest</th>
<th>Last Name: Lankford</th>
<th>Suffix</th>
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</thead>
<tbody>
<tr>
<td>Title</td>
<td>Stokes County Commissioner</td>
<td></td>
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</tr>
<tr>
<td>Organization Name</td>
<td>Local Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address</td>
<td>2766 NC 8 Hwy N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Danbury</td>
<td>State  NC</td>
<td>Zip Code 27016</td>
</tr>
<tr>
<td>Phone</td>
<td>336-593-2448 or 336-414-8785</td>
<td>Fax N/A</td>
<td>E-mail <a href="mailto:ernestlankford@embarqmail.com">ernestlankford@embarqmail.com</a></td>
</tr>
</tbody>
</table>
4. Provide the name, title, business name, address, telephone number and e-mail address of the individual authorized to receive official mail for the Chief Elected Official, if different than question 3.

<table>
<thead>
<tr>
<th>Prefix</th>
<th>First Name: Darlene</th>
<th>Last Name: Bullins</th>
<th>Suffix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Clerk to the Commissioners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization Name</td>
<td>Local Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address</td>
<td>Post Office Box 20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Danbury</td>
<td>State NC</td>
<td>Zip Code 27016</td>
</tr>
<tr>
<td>Phone</td>
<td>336-593-2448</td>
<td>Fax</td>
<td>N/A</td>
</tr>
</tbody>
</table>

5. Provide the name, address, telephone number 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)].

<table>
<thead>
<tr>
<th>Prefix</th>
<th>First Name: Matthew</th>
<th>Last Name: Dolge</th>
<th>Suffix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Executive Director</td>
<td></td>
<td></td>
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<tr>
<td>Organization Name</td>
<td>Piedmont Triad Regional Council</td>
<td></td>
<td></td>
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<tr>
<td>Address</td>
<td>1398 Carrollton Crossing Drive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Kernersville</td>
<td>State NC</td>
<td>Zip Code 27284</td>
</tr>
<tr>
<td>Phone</td>
<td>336-904-0300</td>
<td>Fax</td>
<td>336-904-0308</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Prefix</th>
<th>First Name: Matthew</th>
<th>Last Name: Dolge</th>
<th>Suffix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Executive Director</td>
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<td>Zip Code 27284</td>
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<tr>
<td>Phone</td>
<td>336-904-0300</td>
<td>Fax</td>
<td>336-904-0308</td>
</tr>
</tbody>
</table>
7. Attach a copy of the Administrative Entity/Fiscal Agent’s organizational chart with an ‘effective as of date’. Name document: Administrative Entity Name Organizational Chart.

Piedmont Triad Regional Council Organizational Chart

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

DUNS No. 144190667. Yes, we are registered with SAM and the status is current

Composition of the local Workforce Development Boards shall comply with WIOA Section 107. Local Workforce Development Board Membership Requirements have been provided as reference at Appendix C.

9. Provide the Workforce Development Board member’s name, business title, business name and address, telephone number and e-mail address. The first block is reserved to identify the Board chairperson. Indicate all required representation and indicate if vacant. [WIOA Section 107(b)(2)]. Name document: Local Area Name WDB List.

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

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

**NW Piedmont WDB List** We have three (3) individuals on our Board where their terms will expire June 30, 2016 (two are for “Business” representatives and one for Higher Education). We have notified the Forsyth, Rockingham and Surry County Commissioners of our need to re-fill these categories on our Board. To date we have not received their appointees but will follow up with each county if a representative is not appointed before July 1, 2016.

10. Attach the Workforce Development Board By-laws including date adopted/amended. Name document: Local Area Name WDB By-laws.

**NW Piedmont WDB By-Laws** Each Board member reviews, signs and dates the By-Laws upon appointment or revisions and a copy is retained with the Board files.
Sunshine Provision - The local board shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the local board, including information regarding the Local Plan prior to submission of the Plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and on request, minutes of formal meetings of the local board. [WIOA Section 107(e)]

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

Board meetings are open to the public and the dates, times, and locations of the meeting are posted on the Piedmont Triad Regional Council’s website, www.ptrc.org, at the beginning of each calendar year. Minutes and other relevant information regarding the Board and Local Area are regularly updated on the website for review by the public.

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

12. Describe how the workforce development board will make copies of the proposed Local Plan available to the public. [WIOA Section 108(d)]

The Plan is posted on the Piedmont Triad Regional Council’s website: www.ptrc.org for review by a specified date. The Local Area e-mails each Board member and ask that they review the Local Plan on the website and provide comment by a specified date.

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

NW Piedmont WDB Organizational Chart

14. Provide the Local Workforce Development Board’s planned meeting schedule to include time, dates and location.

NW Piedmont WDB Meeting Schedule 2016
15. List the county/counties that comprise the Local Area. List the July 1, 2016 population estimates by county (ies) in the Local Area. (Reference: North Carolina State Demographics “County/State projections,” found at www.demog.state.nc.us or, if another source is used, identify source.)

<table>
<thead>
<tr>
<th>County(ies)</th>
<th>Population</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caswell</td>
<td>23,627</td>
<td><a href="http://www.demog.state.nc.us">www.demog.state.nc.us</a></td>
</tr>
<tr>
<td>Davie</td>
<td>41,474</td>
<td><a href="http://www.demog.state.nc.us">www.demog.state.nc.us</a></td>
</tr>
<tr>
<td>Forsyth</td>
<td>371,646</td>
<td><a href="http://www.demog.state.nc.us">www.demog.state.nc.us</a></td>
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<tr>
<td>Rockingham</td>
<td>92,543</td>
<td><a href="http://www.demog.state.nc.us">www.demog.state.nc.us</a></td>
</tr>
<tr>
<td>Stokes</td>
<td>46,786</td>
<td><a href="http://www.demog.state.nc.us">www.demog.state.nc.us</a></td>
</tr>
<tr>
<td>Surry</td>
<td>73,834</td>
<td><a href="http://www.demog.state.nc.us">www.demog.state.nc.us</a></td>
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<tr>
<td>Yadkin</td>
<td>37,457</td>
<td><a href="http://www.demog.state.nc.us">www.demog.state.nc.us</a></td>
</tr>
</tbody>
</table>

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

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

   NW Piedmont WDB Debarment Form

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

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

   NW Piedmont WDB Signatory Page
B. Local Area Planning

Each local Workforce Development Board shall develop and submit a comprehensive four-year local Plan. The local Workforce Development Board is encouraged to keep the Plan up to date and fluid as events and funding changes occur which may require local area responses. Local Plans will require a modification at least every two years to reflect labor market changes and economic conditions.

1. Provide a description of the Workforce Development Board’s strategic vision and goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment. Include goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency. [WIOA Section 108(b)(1)(E)]

The Northwest Piedmont Workforce Board along with the three other Boards that comprise TriadWorks agreed to support a regional plan for the Piedmont Triad Area two years ago. It was important that we align our resources and provide consistency to the delivery of services from the Career Centers and Business Services. TriadWorks reviewed the NCWorks Commission on Workforce Development’s strategic plan to align the regional plan. Our local Board endorsed the Commission’s strategic plan during the April 2015 meeting. TriadWorks regional plan will focus on four goals:

1) Impact—Maximize the Workforce Development System to provide a skilled workforce to improve the quality of life and create opportunities for individuals in the TriadWorks region.
   Objectives:
   a) Identify the major in-demand occupations and prioritize training services.
   b) Increase our capacity to assess and screen based on employer criteria.
   c) Facilitate the identification and development of training programs for in-demand occupations
   d) Adopt accountability measures for the TriadWorks region that reflect economic conditions, job growth, and common measures
   e) Promote CRC as a viable credential for work-ready job seekers
   f) Ensure high-level customer satisfaction for job seekers
   g) Expand employer services and ensuring high-level customer satisfaction for employers

2) Partnership and Collaboration—Foster collaboration and build relationships with committed partners and stakeholders to strive for common goals and to become a catalyst for change.
   a) Foster industry-led collaboration that align with each of the Board-approved regional clusters (e.g., Piedmont Alliance for Triad Healthcare (PATH)
   b) Lead workforce system redesign and integration initiative in the TriadWorks region.
   c) Identify and prioritize TriadWorks initiatives (e.g., Work-Ready Community, Adult Literacy, four (4) State Certified Career Pathways, services to Veterans,
expansion of employer engagement and recruitment, and comprehensive sharing of data between partnering agencies)

3) Systems Capacity-Enhance quality of workforce development delivery system to become the “go to” place for responsive solutions to meet customers’ needs.
   a) To enhance our planning process, gather information from employers to affirm which critical skills employees need to enter and succeed in today’s workforce.
   b) Engage education and training providers, Economics Developers, and private-sector Board members in program planning.
   c) Provide technical assistance to employers, especially small businesses, by providing guidance and resources that support entrepreneurial development and business retention.
   d) Identify potential funding resources and revenue streams to enhance our capacity to deliver services
   e) Increase leadership capacity of our Workforce Boards

4) Communication & Marketing-Develop a multi-faceted communications and marketing plan connecting our communities and their stakeholders to workforce development services and resources
   a) Improve communication among Workforce Boards in the TriadWorks region
   b) Improve communication between TriadWorks and the NCWorks Commission on Workforce Development

The recurring theme throughout the regional strategic plan is communication, analyzing and effective delivery.

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

Locally Board staffs have been meeting with partners from the Department of Social Services and Vocational Rehabilitation monthly to discuss the changes that have occurred with the workforce system over the past two years. This discussion has been important to showcase customer flow (Integrated Service Delivery), NCWorks Management Information System, Assessment tools available and the relationships that are currently in place that have created a more efficient and responsive workforce delivery system for employers and jobseekers.

We then have encouraged our career partners to share what challenges they are facing in supporting their primary customer. We then discuss how we can leverage resources to support our mutual customers to achieve the desired outcome, self-sufficiency.

Based on this strategy we have in place a referral system from the Community College, Department of Social Services, Vocational Rehabilitation, and other local agencies that provide workforce services that utilizes a reciprocal referral agreement. This form whether the customer enters with either of the career agencies or the NCWorks Career Center will introduce the customer to partner staff and indicate the reason for their visit to their agency
or the career center. Career agencies have agreed they will monitor the referrals and based on the number of customers seeking services from the NCWorks Career Center will determine if staffing from their agency at the Career Center is appropriate. The conversations have been positive. Locally we are hopefully that working together in this manner will lead to co-location of career staff to the Career Center.

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

The Local Area supports seven counties, Forsyth (Metropolitan area, Winston Salem), and six Rural Counties: Caswell, Davie, Rockingham, Stokes, Surry and Yadkin Counties, the population of the Local Area exceeds approximately 650,000.

The Board provides oversight to three (3) Certified Center in Forsyth, Rockingham and Surry Counties. There are nine SHARE sites strategically located in the Local Area, as well as a Mobile Career Center (equipped with 10 work stations, a master computer terminal, internet accessible, Conference area and work station), audio, DVD, copier, scanner, fax, printer, and phone. The Mobile Career Center is handicapped accessible. The Comprehensive Centers have on-site or are connected via technology with the following programs and services:

WIOA support to Adults, Dislocated Workers (WIOA Employment and Training Activities and Youth (WIOA Activities), Veterans Services, Job Corp, Wagner Peyser, Adult Literacy, Vocational Rehabilitation, Service Corp (Job Corp affiliate), on-line access to Department of Social Services resources.

Partners meet monthly to discuss alignment of resources, staffing of Career Centers to maximize effectiveness of all programs. The State mandate for each Board to have two (2) State Certified Career Pathways resulted in the closer partnership between the Workforce Board, Community Colleges, K-12, local agencies rendering workforce services and input from the business community. TriadWorks Regional Boards are working collaboratively in developing and sharing four (4) Career Pathways across our region. The targeted demand occupational areas where Career Pathways will be developed are: Nursing (NW Piedmont WDB), Aviation (Guilford WDB), Advanced Manufacturing (Regional Partnership WDB), and Logistics (Davidson Works WDB). The identification of key partners, in addition to obtaining feedback and engagement from employers, are critical in developing the Pathways. On and off ramps for adult and dislocated workers are also key in the development to assure that job seekers are informed of the different points of entry and exit. Staff providing career counseling on Career Pathways within K-12, Community Colleges and Four Year Institutions, and in the Career Centers will be explaining the
Pathway consistently and with one voice as they meet with Youth, Adults, Dislocated Worker, Veterans, etc.

4. Provide a description of how the Workforce Development Board, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the Workforce Development Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Section 108(b)(3)]

The Local Board views the Career Pathways as an opportunity to receive an industry recognized credential which is stackable as well as having more engagement of employers in describing the skill gaps. The completion of an industry recognized credential is a Local Workforce Board performance measure. Meetings with Career Center partners have been our opportunity to share and discuss the coordination of resources that are available to staff, jobseekers and employers. The Local Area has encouraged Career Center partners to share with Career Center staff tools that would make Career Center services more accessible. Partners are encouraged to dual enroll mutual customers which expands the customer access to available services whether, funding for training, transportation support, childcare, credentialing fees, etc.

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

One of the regional focuses for TriadWorks is entrepreneurial skills training and microenterprise. We connect new businesses to the Community Colleges’ Small Business Centers for training and support. WIOA funding will cover the cost of training. The Business Service Representatives also provide information and technical support on Work-Based Learning Opportunities and Incumbent Worker Grant options when the business is in a position to take advantage of this resource. The TriadWorks website provides a variety of human resources to support small businesses. These include an employer handbook, offer letter, criminal background check form, employee policies and forms, employment application, and termination letter. Please visit website at: www.triadworks.org, click on Business Solutions, this page will provide a menu of services available.
6. Describe how the Workforce Development Board enhances the use of apprenticeships to support the regional economy and individuals’ career advancement.

The Business Services Staff have indicated employers have not been eager to register an apprenticeship due to the costs incurred by the employer. Even though the employer’s investment will result in a highly skilled employee, the fact remains, the training is costly to the employer. Locally we have assembled a menu of support services that are available to the employer to offset the cost of training. That menu includes: OJT, Work Experience, Incumbent Worker Grants, technical support from Business Services for other grant opportunities, access to training facilities at no cost to the employer, use of Mobile Career Center, (1) free profile, assessments for incumbent workers, recruitment and assessment of new workers, labor market information, etc. TriadWorks has met with Commerce Apprenticeship Staff to review companies that have current apprenticeships and those who had apprenticeships, but discontinued offering the training. Commerce Apprenticeship, Community College Customized Training and Workforce Development Business Services staffs agree to join forces to promote apprenticeships by including apprenticeship in marketing materials for employer outreach and when appropriate joint employer visits.

7. Provide a description of how the Workforce Development Board coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as described in WIOA Section 134(a)(2)(A). [WIOA Section 108(b)(8)]

When A WARN Notice is filed with Commerce, the state representative will contact the Local Area Director to coordinate a meeting with the company’s local leadership team to provide information on the services available with the NCWorks Career Centers. The Workforce Staff will share with the company a survey form to be completed by the workers being impacted. The survey provides demographic information of the individual as well as a checklist of services or classes they would like to participate in. The team would also gather data from the company regarding the workers that have been impacted. This information will assist in identifying other partners that would need to be a part of the employee orientation sessions. The local Team will then discuss scheduling employee orientations sessions to share the Workforce System’s resources.

Initially, the workers will be registered in NCWorks whether in the Career Centers or online at other locations. Instructions will be provided to access NCWorks from their home. The orientation session will cover: short term interventions such as job search assistance, career counseling, labor market and job vacancy information. All dislocated workers will participate in a common assessment to provide the foundation for the initial start of a job search, career development process, or the decision making process for further education. Career services will be available to all dislocated workers to include:

- Outreach and Intake
- Labor market information to include demand occupations, wages and required skills.
- Unemployment benefits information
- How to access eligible providers of training services in NCWorks
- Information on available supportive services and the referral process to such services if appropriate
- Financial aid information
- Job search and job placement assistance
- When appropriate, career counseling
- Testing and assessment of skill levels, aptitudes, abilities and supportive service needs
- Follow-up
- Comprehensive assessment to identify barriers to employment and to establish employment goals
- Development of an employment plan to identify goals, barriers and services necessary to achieve employment goals
- Discussion on Career Pathways
- Case management for those seeking training services
- Pre-vocational (CAREER Essential and Soft Skills Training) services such as work behavior skills, learning skills, personal maintenance skills and communication skills

The decision on the level of Career Services displaced workers are based on the evaluation of the comprehensive assessment data, the in-depth interview, and case management results. Individuals are administered a variety of tests and they must have the skill prerequisites for the training selected, and the training program selected must be linked to job opportunities in the local area. Individualized Career Services may include:

- Occupational skills training, including non-traditional training, Career Pathway discussion
- Workplace training with related instruction, which may include Cooperative Education programs.
- Skills up-grading and retraining
- Entrepreneurial training
- Adult education and literacy activities in combination with training activities listed above
- Work-Based Learning activities
8. Provide a description of plans, strategies and assurances concerning maximizing coordination of services provided under the Wagner-Peyser Act and services provided in the Local Area through the NCWorks Career Center system. Include how improved service delivery and avoidance of duplication of services are/will be achieved. [WIOA Section 108(b)(12)]

All NCWorks Career Center Staff have received cross-trained to enroll in Adult Basic Career Services. The Local Board approved closing the NCWorks Career Centers on Friday afternoons at 12:00 to allow for staff professional development, staff meetings which include a discussion on the Career Center’s customer flow and ability to “hand off” customer for the next level of service. This time will also allow for follow-up to make sure customers do not fall between the cracks. The staff has been informed that dollars allocated for training regardless of the sources are to be leveraged for each customer. The NCWorks Career Center leadership team meets monthly to discuss center operations and the effectiveness of service deliver, best practices, customer service, and partner collaborations.

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

Based on the educational demographics of the Workforce Area, Adult Literacy continues to be a primary focus of the Workforce Board. Below are statistics that support the Board’s focus.

<table>
<thead>
<tr>
<th>Rank in the State</th>
<th>County</th>
<th>% of the population over 25 years of age without a high school diploma or GED</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Caswell</td>
<td>30.83%</td>
</tr>
<tr>
<td>75</td>
<td>Davie</td>
<td>21.91%</td>
</tr>
<tr>
<td>85</td>
<td>Forsyth</td>
<td>18.01%</td>
</tr>
<tr>
<td>24</td>
<td>Rockingham</td>
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</tr>
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<td>52</td>
<td>Stokes</td>
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<tr>
<td>13</td>
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<td>32.97%</td>
</tr>
<tr>
<td>46</td>
<td>Yadkin</td>
<td>27.97%</td>
</tr>
</tbody>
</table>

Data from Census Scope for 2000, [www.censusscope.org](http://www.censusscope.org)

The Board has partnered with the Community College to support Adult Learners in increasing their Basic Skills by offering using assessments tools during the case management process to determine the reading and math levels of jobseekers. All staff have been trained to administer the TABE (Test of Adult Basic Education). When job
seekers are assessed and reading at least than an 8th grade level or math skills are below an 8th grade level they are referred to a Basic Skills/GED Class for remediation. If the job seeker does not have a GED or High School diploma, they are encouraged to attend a Basic Skills Class. The Local Area supports 1 comprehensive Career Center that has GED classes on site, and 4 SHARE sites that offer Adult Basic Education Classes/GED. Referrals are made to the Community College or a Community College supported site in their perspective counties.

For some jobseekers completing their High School Diploma maybe a long term task, so the job seekers are also encouraged to participate in occupational skills training at the same time, so they can see their progress toward getting the training and education required to compete successfully in the labor market.

The Board is also in discussion with the Community College regarding on-line access for Adult High School. Based on formal and informal assessments the Career Center Staff and jobseekers will determine what career pathway is most appropriate to pursue.

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

Under the Workforce Innovation and Opportunity Act, rendering services to persons with disability is mandated and a priority. A Regional Vocational Rehabilitation agency representative continues to serve on the Workforce Development Board providing valuable feedback on the needs of job seekers with a disability. For job seekers with a disability that resides in a rural county that does have a Vocational Rehabilitation office are referred to the nearest Vocational Rehabilitation office that serves that county. Through a collaborative partnership between the NW Piedmont WDB, Vocational Rehabilitation, and Pepsico (subsidiary of Pepsi), and the NCWorks Career Center, screening/recruitment for Customer Service Representatives with Pepsico specific for only persons with disabilities has been a successful best practice of a partnership that has led to employment opportunities as Customer Service Representatives for customers with barriers to employment.

All NCWorks Career Center Staff have received cross-trained to enroll in Career Services. The Local Board approved closing the NCWorks Career Centers on Friday afternoons at 12:00 to allow for staff professional development, staff meetings which include a discussion on the Career Center’s customer flow and ability to “hand off” customer for the next level of service. This time will also allow for follow-up to make sure customers do not fall between the cracks. The staff has been informed that dollars allocated for training regardless of the sources are to be leveraged for each customer.
The Local Area still maintains a local Area Leadership Team that meets monthly to
discuss activities in the Career Center, and if the activities are meeting the needs of
employers and job seekers. The NCWorks Career Center leadership team meets monthly
at each certified center to discuss center operations and the effectiveness of service
delivery, customer service, and partner collaborations.

Career Center partners have met to create employer/jobseeker outreach materials that
combine all resources regardless of agency. Resources that are specific to a certain
population are labeled as NCWorks Career Center services.

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

   NW Piedmont Job Training Consortium Procurement and Appeals Policies

12. Describe methods used to track Adult, Dislocated Worker and Youth performance
measures throughout each Program Year and plans for continuous improvement of
performance.

   The Northwest Piedmont Workforce Development Board in addition to the Common
Measures has added additional measures that are imperative to track. Please review
attachment.

   Staff has been instructed to use an Excel Spread Sheet to monitor the progress of the
customer in career services. What is most critical to the Board is the ability to know that a
customer has participated in training did they exit to a career based on the training they
received. The Board is concerned that the NCWorks system does not provide this
information.

   The SuperUser has been given the responsibility to periodically review with management
successful completers, those who have gone to work.

   Workforce Boards have also invested in FutureWorks to track performance locally
compare performance regionally, state and nationwide.

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

The Northwest Piedmont Workforce Development Board will continue to function as a high-performing Board by continuing to offer:

1) Training programs that respond to real-time labor market analysis.

The Board reviews data from several sources: Piedmont triad regional Council Planning Department, LEAD (Commerce), NCWorks, DOL and feedback from regional employers, commuting patterns, etc. The Board realizes that it must use every reliable source of data that will provide a consistency in what data indicates but at the same time what are employers saying. Real-time data should confirm what the employers are indicating. This information is shared with partners, Public Instruction, Community Colleges and Universities to ensure that training programs offered are meeting the needs of employers and jobseekers.

2) Assessment tools that measure an individual’s prior knowledge, skills, competencies and experiences, and that evaluate such skills, and competencies for adaptability, to support efficient placement into employment or career pathways.

The Board continues to invest in assessment tools to guide the workforce center staff as they assist the customer with making the right choices for their career pathway. Leveraging assessment tools used by Public Instruction, Community College and the Military increases the level of support available to workforce center staff, employers and jobseekers.

3) Assessing the effectiveness and continuous improvement of NCWorks Career Centers.

The Local Board in an effort to ensure that staffs were kept informed and service delivery was consistent across the six county local area hired a NCWorks Systems Manager. The role of this individual is to ensure that workforce center staffs receive professional development and credentialing to ensure they are providing services to employers and jobseekers at a high level of professional competence. Career center staffs are empowered to make suggestions to improve service delivery.

The Board has established a NCWorks Career Center committee to provide support and additional oversight to the Career Centers.

The Board has created an online customer service tool that can be accessed via the Board’s website that will offer more anonymity to customer feedback.

The Board has established a partnership with the North Carolina Public Library System to provide career services in rural counties for customers that would drive over 45
minutes to a Career Center. Center staffs work a part-time schedule to support jobseeker, while Library Staff has agreed to register jobseekers into NCWorks.

4) Ensure technology is accessible to individuals with disabilities and individuals residing in remote areas.

The Board reviews yearly accommodations for persons with disabilities and their ability to access services and participate in training. Our partner with Vocational Rehabilitation has been asked to review our centers in each county to recommend accommodations that would increase accessibility of services to this population of customers.

Staffs have met with the Community College to discuss distance learning and the options available for customers in rural areas to access training on-line. The Community College has been receptive to the recommendation and will review options based on location, bandwidth and other technical support that would be required.

The NCWorks Career Center Committee will also include the use of technology in expanding the reach of the workforce system to customers that have barriers that would hinder their ability to visit a NCWorks Career Center. The Mobile Career Center (equipped with 12 work stations, Internet accessible, Conference area and work station), audio, DVD, copier, scanner, fax, printer, and phone the Mobile Career Center is also handicapped accessible.

14. Describe how Performance Data, Data Validation, and NCWorks Online oversight is provided by the local Workforce Development Board?

Board staff meets regularly with the Management of the contracted staff to discuss expectations with regards to performance, validation and compliance in NCWorks On-Line. The Local Area SuperUser communicates with the Contracted Managers to discuss issues, errors and the needed changes in NCWorks On-Line. Board staff additionally reviews FutureWorks and the Board developed spreadsheet that tracks expenditures, credentials and other measurable statistics. The SuperUser also monitors the electronic files stored on Laserfiche to assure that proper eligibility and program documentation has been secured.
C. NCWorks Career Centers (One-Stop Delivery System)

The Workforce Innovation and Opportunity Act (WIOA) establishes a one-stop workforce delivery system and requires there be at least one One-Stop location (NCWorks Career Center) in each local workforce development area. These NCWorks Career Centers provide workforce development services as well as access to other programs and activities carried out by One-Stop partners identified in the WIOA.

A Tier 1 NCWorks Career Center is a physical location, open full-time as defined by the local Workforce Development Board, at which integrated services delivery is fully implemented and where services on-site include at least Trade Adjustment Act, Veterans Employment Services, Wagner-Peyser, Title I WIOA Adult and Title I WIOA Dislocated Worker.

A Tier 2 NCWorks Career Center is a physical location, open to the public at least 16 hours a week, at which paid, trained staff are available to serve customers during all hours of operation. These are locations whose primary purpose is to provide workforce services and are considered by the workforce development board to be a part of their one-stop delivery system. These locations are staffed by at least two paid, trained staff personnel who are paid by a federal workforce funding stream.

WIOA authorizes career services for adults and dislocated workers. There are three types of “career services”: basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career services under this approach provide local areas and service providers with flexibility to target services to the needs of the customer.

In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed. Individuals who are underemployed may include:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual in WIOA Section 3(36); and
- Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment.

Individuals who are underemployed and meet the definition of low-income individual may receive career and training services under the Adult program on a priority basis (Also reference Priority of Services pages 16-17).

Basic career services must be made available to all individuals seeking services served in the one-stop delivery system, and include initial assessment of skill levels including literacy, numeracy, English language proficiency, as well as aptitudes, abilities (including skills gap), supportive service needs, and more.
If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. These services must be available in all one-stop centers.

Individualized Career Services include outreach, intake and orientation, initial assessment of skills levels, labor exchange services (job search and placement, in-demand occupation information); business services for employers; and appropriate referrals to partners and workforce programs. Additional services include specialized assessment, in-depth interviewing, development of an individual employment plan, career planning; internships and work experiences; financial literacy services; English language acquisition and follow-up services for not less than 12 months after the first day of employment.

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the workplace is an appropriate type of follow-up service.

After receiving an interview and evaluation, adults and dislocated workers who are determined unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through the career services, or be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; or have the skills and qualifications to successfully participate in the selected program of training services; and who select programs of training services that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate; and who are determined to be eligible in accordance with the priority system may be enrolled for Training Services.

Training Services may include occupational skills training, on-the-job training, skill upgrading and retraining, entrepreneurial training; transitional jobs or job readiness training, adult education and literacy activities, including activities of English language acquisition, and more.

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

In the Northwest Piedmont Workforce Development Board Area, seven counties are served and they include Caswell, Davie, Forsyth, Rockingham, Stokes, Surry and Yadkin Counties. There are three workforce centers which have completed Level 1 NCWorks Certification requirements. Those centers are located in Winston-Salem (Forsyth County), Mount Airy (Surry County) and Madison (Rockingham County). The comprehensive center for the region is located in Winston-Salem (Forsyth County).

Oversight of the Northwest Piedmont workforce area is a collaborative effort between the Northwest Piedmont Workforce Board and the Division of Workforce Solutions which is a part of North Carolina Department of Commerce.
Staffing in the workforce centers are comprised of integrated staff from:

- Adult and Dislocated Worker Workforce Innovation Opportunity Act staff (Employer of Record Piedmont Triad Regional Council)
- Division of Workforce Solutions staff (Employer of Record NC Department of Commerce)
- Staff members who work for a variety of partner agencies providing support services in each area they are designated to serve.

Youth (In School and Out of School) are served in each of the seven counties served in the workforce region. Service delivery for youth services is dependent upon the vendor providing the services within the county they serve, but are always able to use the local workforce centers as needed and on demand to meet the needs of youth customers.

People seeking access to the workforce system may do so by accessing NC Works Online from any computer with Internet capability. For comprehensive services including WIOA, Trade, Veteran’s services, Former Offender Services and to access staff assistance, they may visit one of the certified sites and be served through the Integrated Customer Flow to access these services.

Workforce services are offered in each of the seven counties served by the Northwest Piedmont Workforce Board area. Shared Network Access Points, or SNAP sites are located in six counties to make access to technology and assistance in accessing NC Works Online outside of our three certified sites. In addition, staff support from WIOA and WP staff are made available in strategically determined areas where demand is highest. Because of this, access to staff knowledge and program services offered at the certified sites are available for 16 hours a week in three (Davie, Stokes and Yadkin) counties. SNAP sites must comply with ADA regulations within their service and building infrastructure, must provide their own staff who are willing to be trained in use of NC Works Online, and operate on a consistent schedule. The area workforce board is responsible for providing training for staff. Additional support in the way of staffing and equipment are determined on an on demand basis to provide for the needs of job seekers in rural areas.

Services offered in the workforce centers include the full spectrum of job seeker services including: job search assistance, assistance with use of NCWorks Online, career guidance, basic assessment to determine needs, comprehensive assessment programs (including but limited to Career Ready 101, TABE, Prove It, COAB, Bennett Mechanical), resume development assistance, access to technology, interviewing skills development, access to classes to improve basic skills and employability (on or off site), skills training currently in demand in the local area (on or off site), credential attainment (CRC, Other Industry Specific Credentials), Trade Assistance, WIOA Adult and Dislocated Worker, Youth programs (on or off site), services for certain segments of the population (disabled, veterans, displaced homemakers, Adults with low literacy attainment, Speakers of Languages other than English, former offenders, professionals), and other classes (GED, HRD, Adult High School Equivalency), and offerings. Partner agencies may offer their services to career center customers as part of Product Box...
offerings within the center, as well as at other locations in the community or via technology.

In addition to basic services, assisting with accessing jobs is a critical part of the services provided at the career center. On-site employer visits to match potential candidates with employer’s needs as well as proper job matching in NCWorks through the job seeker’s profile is an essential function of the career center. This may be accomplished through hiring events, job fairs, or other services to employers. Access to the career center and NC Works Online assistance to local employers is crucial to meet the local demands of the business community. The career centers are a conduit to access Local Veteran’s Employment Representatives, Business Service Representatives, and Business Services staff at local centers.

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

The Northwest Piedmont Workforce Development Board strives to offer guidance to the NCWorks Career Center Managers as well as the WIOA contract holder as to effective methodology for enrolling customers into training services that will prove beneficial to the economic prosperity to the customer.

Several demand industry clusters have been identified in our region which includes Medical Careers, Transportation and Logistics, Aviation, and Advanced Manufacturing. Individuals seeking careers in these industries are given preference as having a better return on investment in their career goals. Other training requests are reviewed on a case by case basis to assess demand in the area in which the customer resides or plans to relocate. Review of local and regional labor market information is the main tool used to achieve this, however direct employer feedback as to their current and predicted demands also strongly taken into consideration into making such decisions. Employers provide this feedback to our NCWorks Career Center Managers, our Business Services Representatives and directly to the Board. This information is shared amongst the fore mentioned entities.

In addition to assessing the chosen career pathway for appropriateness the individual making the request must go through a suitability process to determine appropriateness of the chosen career path. One of the main items assessed is the ability for the customer to gain self-sufficiency without training services. The goal is for the customer to obtain a similar salary from a prior wage at a job (if it was a livable wage or better) or to obtain a better wage than from prior employment. In addition, key factors such as interests, academic ability and other barriers to success are assessed and a determination is made to say yes the customer is appropriate at this time, or the customer has work to do in certain areas before a decision can be made, or the chosen career path is inappropriate at this time to be pursued under our training program. At that time individual counseling is attempted in order to assist the customer to choose a more appropriate career path, or tap into other resources that might assist the person with their original plan.
3. Describe how follow-up services are provided through the NCWorks Career Centers.  
[WIOA Section 134(c)(2)(xiii)]

Staff members provide follow up services to customers who have successfully completed WIOA programs. Upon enrolling in WIOA services, the customer is informed that follow up services will be provided and cooperation in participation in follow-up services are requested at that time.

Staff members track quarterly follow up needs through setting up alerts in NCWorks to alert the staff that a follow up session is due with the customer. Follow up is documented in NCWorks via a case note and if a service is delivered then through a service code as well.

Follow up can take different formats but usually is provided via phone conversations with the exited customer. Information is gathered including ongoing job placement success, trouble-shooting problems in the workplace, additional training needs and discussing about any other needs that the program might can offer assistance. If additional action is needed, then enrollment back into the program can be initiated as long as 90 days from case closure have occurred. Follow ups can also be in the format of speaking with employers to obtain needed documentation of continued employment. Contact and communication with the customer can also take place via email, social media, texting and in person.

4. Describe how new NCWorks Career Center staff are trained in the integrated services delivery system, dual enrollment of customers in WIOA Titles I & III and have full access to NCWorks.gov and the timeline for accomplishing the training for new staff. Describe the staff development activities that reinforce and improve the initial training efforts.

NC Works Career Center staff members were initially trained through hands on classroom training in small groups in the use of NCWorks Online prior to its launch in August 2013. Ongoing training occurred with matching WIOA and WP staff together to learn the dual enrollment process into WP and WIOA services in NCWorks Online. Partner Staff received training as well in the use of NC Works Online. A refresher in aspects of using NCWorks Online was launched in the summer 2015 for experienced partner staff and to train new partner staff in the use of NCWorks Online.

New Career Center Staff receive one-on-one or small group training in the use of NCWorks Online within the first two weeks of employment with the Workforce Board Accountability Specialist, who is one of the region’s Super Users of the NCWorks Online system. The Accountability Specialist also communicates changes, issues and new policies to staff as the need arises. Additional staff training may also be planned and implemented quickly based on the understanding needs of staff.
As changes occur in the system our Accountability Specialist will announce changes via email to program managers to share with staff members. If staff need additional assistance in understanding the Accountability Specialist is always available to answer questions or give one on one tutorial session with staff. If many changes occur, group training opportunities are planned and implemented to assure staff understands the changes in the system and how to correctly operate the website and input expected data.

Upon introduction of WIOA and the changes in the legislation, WIOA staff and WP Staff were trained in a group training session together. Program managers were encouraged to pair WP staff with WIOA staff for ongoing training in WIOA practices and case management. Ongoing training over the next program year will be made available to facilitate better understanding of the complexities of WIOA. WIOA staff participates in the EAI and RESEA sessions and two of our Centers are in the process of training DWS TAA staff to enroll customers for Individualized Career Services.

5. Describe how the Workforce Development Board works to improve Career Center operations by working with state and regional Division of Workforce Solutions staff.

The Northwest Piedmont Workforce Board strives to assure that our staff members are supported in their efforts to work effectively in the NCWorks Career Centers. An NCWorks Career Center Sub-Committee has been created with NCWorks Center Managers as well as Board Members to meet regularly to assess the needs of the center staff to have the training and tools needed to be able to perform their jobs effectively. In addition, the Board is committed to professional development being provided to staff members who indicate an interest in working towards development of more skills and professional mobility within the field.

Ongoing training is encouraged with the Training Center initiates a workshop or class that will prove beneficial to our staff. In addition, more training is in the works for the upcoming program year for boosting technology skills as well as providing for the customer’s needs in our centers. Periodic training surveys are given to staff to assess ongoing training needs.

6. Describe how the Workforce Development Board holds the NCWorks Career Center operator and contractors accountable for activities and customer outcomes in the Center.

Performance measures outcomes are expected as part of the contract for Adult and Dislocated Worker Services offered in our NCWorks Career Centers. The operator of the center is expected to fully support the goals of the Board and the contacter’s efforts to reach the performance outcomes. Expected outcomes include numbers of customers enrolled into Individualized Career Services under WIOA, customers entering and successfully completing training goals, acquisitions of a Career Readiness Certification at the Silver or above level as well as other credentials, and the ultimate outcome of sustainable employment that meets the self-sufficiency benchmark set by the local area (+200% of
poverty level). Heavy emphasis on customer’s developing a career pathway is exceeded within the performance expectations.

Review of ongoing success in reaching expected performance is reviewed bi-monthly at the Board’s Executive Committee and subsequently reported to the full Board.

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

Workforce services are offered in each of the seven counties served by the Northwest Piedmont Workforce Board area. Shared Network Access Points, or SNAP sites are located in six out of seven counties served (Rockingham County has an NCWorks Career Center with no SNAP Sites) to make access to technology and assistance in accessing NC Works Online outside of our three certified sites. In addition, staff support from WIOA and WP staff are made available in strategically determined areas where demand is highest. Because of this, access to staff knowledge and program services offered at the certified sites are available for 16 hours a week in three (Davie, Stokes and Yadkin) counties. SNAP sites must comply with ADA regulations within their service and building infrastructure, must provide their own staff who are willing to be trained in use of NC Works Online, and operate on a consistent schedule. The area workforce board is responsible for providing training for staff. Additional support in the way of staffing and equipment are determined on an on demand basis to provide for the needs of job seekers in rural areas. In addition, a Mobile Unit is available to go to outlying areas to serve customers in rural and urban areas. The Mobile Unit has 10 computers for customer use (plus one master terminal for staff), Internet access, printers, scanners, and qualified staff for operation.

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

Career center staff will strive to enroll as many people receiving unemployment benefits into WIOA Career Services as appropriate. Career center staff must assist EAI and RESEA customers on a weekly basis and all of these customers are introduced to WIOA services during the orientation sessions. Customers being served under the upcoming RESEA program are a natural fit for WIOA Career Services and are strongly encouraged to enroll and be served by this program to maximize long term job placement potential.

9. Describe how the Local Workforce Development Board connects NCWorks integrated services to:
   a) persons with disabilities;
Referred to VR to access those services to help support employment success

b) returning veterans and skilled military retirees;
Assessed by career center staff with veterans’ questionnaire used in our career center, then qualified veterans are directed to in-house DVOP’s. Many veterans are served in our general population.
c) Temporary Assistance to Needy Families (TANF) recipients;
Referred to WIOA Adult Services to receive Career Services
d) Trade Adjustment Act (TAA) and Rapid Response Activities;
Referred to TAA (if TAA petition approved by DOL) and then enrolled into WIOA Dislocated Worker Career Services
e) individuals with other barriers to employment; and
Basic assessment offered to all incoming customers determines referral to product box offerings and other resources
f) additional specific populations, if applicable
Youth assessed for appropriateness of service in tour centers, referred to Youth Services if they meet criteria

10. Describe how entities within the NCWorks Career Center system, including Career Center operators and partners, will comply with Section 188, if applicable, and provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. [WIOA Section 108(b)(6)(C)]

The NCWorks Career Center of Forsyth County and NCWorks Career Center of Surry County are in compliance with ADA regulations. An EO review is still in effective for these centers. The NCWorks Career Center of Rockingham County recently moved from its long standing location and the new location has recently been assessed and the report is forthcoming. Once the report is received needed modifications to the location will occur to assure compliance with ADA regulations. Compliance is monitored annually by the WDB and by NC Commerce. All computers have built in disability settings that people with disabilities may access in the settings of the computer. In addition, each center has an ADA compliant computer station for customers with a variety of accessible software including JAWS and Zoom Text to choose from if the customer prefers one of these programs instead of the internal disability settings in the computer.

Each career center has a TTY available. Staff members are able to use the 711 NC Relay system in that it is a user friendly system. Deaf and Hard of Hearing individuals usually use texting on cell phones and this is allowed in our career centers as a method of communication.

If career center staff encounter customers with rare needs due to the level of their disability assistance from Vocational Rehabilitation will be accessed for borrowing equipment to serve the customer during their job search. Vocational Rehabilitation may also need to be on hand to provide technical expertise to career center staff to serve the needs of job seekers with disabilities.
11. Describe the integrated customer service process for participants. Attach a flow chart for services to include initial one-on-one interviews with customers, including NCWorks.gov dual registration, skills assessments, and determination of further services. Name document: *Local Area Name Service Flow Chart 2016.*

**NW Piedmont WDB Service Flow Chart 2016**

12. Attach the Memorandum of Understanding (MOU) among the local Workforce Development Board and partners concerning operation of the NCWorks Career Center system. (A MOU guide is attached for your reference as Appendix D). [WIOA Section 121(b)(A (iii)]. Name document: *Local Area Name NCWorks Career Center MOU.*

*NW Piedmont WDB NCWorks Career Center MOU (Still Securing Signatures)*

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

The WDB uses workforce funds for infrastructure of the Career Centers. Purchase of computers, software, licenses for assessments, scanners, copiers, printers, WIFI access, internet access and IT staff expertise supports the technology needs in the career center, in conjunction with DWS technology contributions. SNAP sites receive equipment for needs to serve customers who use the SNAP sites to supplement their job search efforts.

WDB also pays for contracted staff salaries, board staff and for program offerings of WIOA Adult and Dislocated Worker and WIOA Youth. In addition, WDB pays for staff training and certifications.

In Forsyth County, WDB pays part of the lease payments for the career center. In addition, WDB pays the lease for the NCWorks Career Center since it moved to Madison, NC in western Rockingham County. There is an agreement in place between NC Commerce and WBD for finding different parts of the center (technology, internet, staffing)

The Mobile Unit (Soon to be called and branded as the Mobile NC Works Career Center) is fully funded by the WDB. The Mobile Unit has 10 computers for customer use (plus one master terminal for staff), Internet through WiFi Access, printers, scanners, meeting area with smart board technology. The Mobile Unit is fully ADA accessible. The Mobile Unit has a Career Facilitator assigned to it that has CDL endorsements necessary to drive the unit. The board does have a fee schedule for the unit and NC Commerce contributes to the annual cost in exchange for use at events and Rapid Responses as needed.
14. Describe the roles and any resource contributions of the NCWorks Career Center partners. [WIOA Section 108(b)(6)(D)]

**Note:** Per USDOL FAQ January 28, 2016, local agreements for funding one-stop infrastructure costs must be in place by Program Year 2017 and must satisfy the requirements of WIOA Section 121(h).

Each partner involved in the NCWorks Career Center in their area are welcome to have extensive presence in the center, as well as mutually agreed upon contributions of staff, resources, equipment and program offerings to serve the job seekers in the career center. Given current conditions, most partners are experiencing lack of ability to share many resources indicated earlier for the centers.

At this time, the area community colleges (Forsyth Tech, Surry CC and Rockingham CC) offer staffing in the resource rooms with Employability Specialists from the colleges individual HRD programs to work with job seekers as a product box functions, and at times in other functions as well. These staff members may assist with enrollment into the system, assisting in creating a complete profile in NCWorks Online including background information, internal and external resumes, skills checklists for job matching in the system, virtual recruiters and applying for jobs found in NCWorks Online. Other tasks they may assist with include creation of traditional resumes, interviewing skills, job search tactics, soft skills, use of technology, social media, how to approach employers and any other need the job seeker may have. They also are a direct referral source to the community college they represent for additions classes and services they may access on campus or other locations. Surry Community College also operates the Educational Opportunity Center as part of the TRIO program in all counties but Forsyth (it is a rural county initiative). EOC staff members are available to assist customers with applying to schools as well as completing the FAFSA.

In the Forsyth and Surry Career Centers, classes are also available to career center customers. Surry has HRD classes on a scheduled and routine basis for customers to access to assist with job search needs. The Forsyth Center has an Employability Lab, equipped with computers and technology contributed by Forsyth Tech, with a staff member who can work with people on their specific job search needs, much in the manner as a coach would do. ESL classes are also offered at night at the Forsyth Career Center and GED classes for Service Corps participants.

Rockingham Community College offers many classes on campus and at three area Goodwill Centers in the county. The NCWorks Career Center of Rockingham County has moved to a new location that has more space and the center manager is in communications with Rockingham Community College to provide more classes and workshops of interest to the community.

Vocational Rehabilitation and Social Services in the counties we serve are welcome to use the center to meet with customers and serve customers in our centers. At this time, Rockingham Career Center has a representative that holds office hours one afternoon a
week to serve customer who may benefit from services offered at VR. The Forsyth Center has a room used by VR staff member, and that usage fluctuates depending on the staff member’s case load and needs of the system. The Surry career center has an active relationship with VR and the staff member from VR is the facilitator of the Partnership Meetings for the county partners that meet at the Surry Career Center on a quarterly basis. Social Services in all of the counties are always available. Negotiations are currently taking place in Surry and Forsyth counties for more collaboration between agencies due to the changes in the laws about food stamp participants and engagement in programs to maintain benefits in absence of a job. Negotiations with the other counties are forthcoming.

The area school systems are involved with the workforce system, however, most of the partnership is through the youth providers who operate our individual county youth programs.

Goodwill Industries of NWNC has a strong partnership with the area workforce centers in Surry and Forsyth Counties. In Surry County, they have offered a staff member two days a week to the center to assist customers with using the NCWorks Online system as well as general job seeker assistance. In Forsyth County, Goodwill operates a Professional Center, and has created the center within the upstairs part of the career center. Two full time staff members work with professional job seekers with their special job search needs. In addition, Goodwill has offered a staff member to work as a 2nd floor receptionist, receiving guest and acting as a point of entry on the 2nd floor of the career center.

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

The Customer Satisfaction Survey is online and is found on the WDB website. Customers have access to the website through marketing materials found in the centers. Staff members are encouraged to request customers complete the satisfaction survey at completion of service delivery. Customers may opt to complete the survey at another location and business card take-alongs are available and visible to customers who wish to complete the survey at their leisure. The survey link is on the face page of the WDB website in a prominent location. In addition, links to the survey are included in electronic communications to customers who are signed into and using NCWorks Online including newsletters and welcome correspondences that are sent to new enrollees into the NCWorks Online system.

Results are collected by the NCWorks Systems Manager and results of items needing immediate attention, good or bad, are shared with the center manager via email. Results also will be shared at Leadership Team meetings every other month as well as one demand for quality control follow up for center certification review. A determination of how information will be used for quality control is on a case by case basis.
16. Describe how NCWorks Career Centers are using the integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by NCWorks Career Center partners. [WIOA Section 108 (b)(21)]

Career Center staff use NCWorks Online to enroll customers into WP and WIOA services. Staff members also assist job seekers with the use of NCWorks Online as the primary tool for looking for jobs and for job matching. Customers are given guidance and assistance in the proper use of completing their profile and setting up their virtual recruiter to maximize job matching to potential contact by employers who may see the customer’s profile.

Staff members also use NC Works Online for management of programs including Trade Assistance, WIOA Adult/Dislocated Worker/ Youth programs. Staff may create IEP’s, case notes, and notate services provided, assessment results and track activities within the system.

17. Identify NCWorks Career Center location(s) including Tier 1 and Tier 2 sites; on-site partners; how NCWorks Career Center operator(s) are designated; provider(s) of WIOA career services and method of selection; whether youth services provider is on-site and, if so, youth services offered. Use form provided. [WIOA Section 121(b)(1)(A) and (b)(1)(B)]

Name document: Local Area Name Career Centers.

NW Piedmont WDB Career Centers

D. WIOA Title I Programs

Adult and Dislocated Worker Services

1. Describe the local Workforce Development Board’s vision for serving the WIOA eligible Adults and Dislocated Workers to include high level goals, outreach strategies, service delivery and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

The Northwest Piedmont Workforce Development Board’s reason for being is to bring together innovative employers and skilled, motivated employees ready to help these enterprises flourish. The Board strives to collaborate with service partners and to serve employers, workers, and job-seekers with the aim of everyone embracing and enacting an ethic of continuous improvement and leaving complacency and inflexibility at the door.

The Northwest Piedmont Workforce Development Board plans to step up integration of the WIOA Adult and Dislocated Worker staff and Wagner-Peyser staff at all three of its NCWorks Career Centers by having shared functionality enter what were once programmatic roles associated with workers of one funding source but not the other. The
Board aims to render services more seamlessly via continuous engagement with service partners to foster and sustain a shared concept of career pathways relevant to our regional economy. Our services will remain customer-centered through continued dedication to the counsel and case-management model of facilitating customers’ economic progress. The Board will strengthen present ties and forge new ones with area employers to ensure our responsiveness to businesses’ needs and to economic shifts. We will facilitate preparing workers for success by addressing their need for specific occupational skills, additional proficiency in reading and math, and for bolstered social intelligence necessary for teamwork and continuous employment and advancement and offer them opportunity to build on successes through additional training and counsel. Lastly, we will use regional data, NCWorks, and feedback from employers, customers, and service partners to check the effectiveness of our service delivery strategies and implement reforms and redirect efforts as necessary.

The Board will seek and reach out to members of the labor force needing improved or additional occupational skills, soft skills, or skills pertinent to academic preparedness through a variety of means and will expect the same of the service provider it contracts to enact services for Adult and Dislocated Workers. The Board and its contracted service provider will promote services at job fairs and rapid responses. The contracted service provider will continue introducing WIOA services to orientation sessions offered by community colleges for prospective students considering occupational courses of study approved by the Board. This has worked well with truck driver training offered by Caldwell Community College in partnership with Surry Community College, and the plan is to expand it into such arenas as nursing assisting and surgical technology and central sterile processing. Contracted staff members have also succeeded in getting machining students at Surry Community College interested in WIOA services when these students discovered their Pell funds were insufficient to cover summer semester and the instructors allowed contracted staff members to address the group about Adult and Dislocated Worker services. More such opportunities will be sought to complement services already being received by those utilizing occupational skills training as part of their plan to advance themselves economically. Contracted staff members have worked in partnership with the local area’s Wagner-Peyser former offender specialist to reach out to individuals economically hampered by criminal offenses and ties with other service agencies dedicated to this subset of our labor force are being forged. Contracted staff also plan to step up outreach to Spanish speakers at agencies designed for them and to increase presence at the local area’s largest Goodwill community resource center to make services known to its customers. The plan is also to be in communication with area employers, including staffing services, about credentials and skills attainments they would like for their present staff members to obtain and present opportunities for WIOA assistance to these workers. Outreach will also include inculcating relationships with community and 4-year college counselors to identify students who may benefit from our services and continuing working with area Head Start agencies to bring on board parents and
guardians of the children being instructed by this provider of early childhood educational services.

The Northwest Piedmont Workforce Development Board and the agency it has contracted for delivery of Adult and Dislocated Worker services employ a fairly broad range of approaches to delivery of services and plans to broaden it and enrich it in the following arenas.

A. Further codification of regional career paths in partnership with other boards and area educators and training providers.

B. Collaboration with area educators and training providers to provide a more diverse range of instructional formats (online, preceptorial, tutorial, internships) with more scheduling options to encourage our shared customers who are working to continue their learning and to enhance their potential for advancement.

C. Engaging the faith community and behavioral health service providers to assist in establishing and maintaining peer support groups of unemployed and underemployed individuals participating in WIOA and/or Wagner-Peyser services to preserve or improve their emotional well-being and prevent social death while working through economic dislocation or longer-running disadvantages.

D. Continuing the tradition, with improvements, of our contracted career facilitators serving as mavens connecting customers to people and resources that will lead to improving their economic footing while serving as partners in accountability for what customers do with these resources and the plans made for progress in individual careers. Over the 4-year period in question, career facilitators will receive instruction in topics helpful in case management and supporting individuals career development, including exposure to ideas in cognitive behavioral therapy.

E. Career facilitators will seek opportunities to complement, rather than duplicate, services provided by partner agencies to enable shared customers to be served more comprehensively.

F. Supporting training which instills or increases foundational and specific job skills aligned with occupations identified as in-demand within the local area and region and giving additional weight to interpersonal, self-management, and problem-solving skills linked to vocational success. Offering on-the-job training for instruction in occupational skills not readily available in classrooms and work experience assignments for gaining real-life guided practice in soft skills and skills acquired through classroom instruction.
G. Determining service needs through interviewing and formal assessments.

H. Training of WIOA contracted staff at NCWorks Career Centers to enter and monitor job orders and training of their Wagner-Peyser colleagues to become involved in follow-up services to participants in Adult and DW services who have otherwise met their Employment Plan goals and to provide case management to Adult and DW participants who are in phases of their Employment Plans where training funds are not yet being expended.

I. Using one or more NCWorks Career Centers, Goodwill Community Resource Centers, or community college sites (or some combination thereof) to serve as a training center where students are WIOA Adult and Dislocated Worker participants who are receiving case management by contracted staff and are receiving holistic instruction in soft skills, foundational skills, occupational skills training for entry level work in health services, logistics, customer service, machining, or logistics, and real-life application of the training being received.

J. Utilizing contracted program support (clerical and administrative) staff to perform ISD functions at centers to give contracted career facilitators more opportunity to perform outreach where potential customers are most likely to be found and to form and strengthen networking links with allied service providers.

The expected outcomes are that Adult and Dislocated Worker staff will serve 720 individualized career services enrollees in a given year. Of these participants, 468 will complete training goals set forth in their Employment plans and 504 will obtain unsubsidized employment. Of these, 454 will retain employment for at least 90 days. 576 will obtain a silver or better Career Readiness Certificate. 284 will obtain a recognized credential, and 256 will enter job-related training. Those who enter employment will enjoy an average wage of $24,000.00 per year and 65% will enjoy self-sufficiency (exceeding 200% of the poverty level) at exit.

Employment outcomes will be improved by attention to assessed customer needs, to relevant training, the accountability fostered through case managed counsel, to preparation for self-marketing, and to the totality of the individuals enrolled.

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

Strengths of Existing Adult and DW Education/Training Services
1. Local Area boasts experienced staff reinforced by enthusiastic, idealistic team members of more recent vintage. Staff members hail from diverse vocational backgrounds (private sector and human services).
2. Local Area has developed tools for capturing information on performance outcomes to compensate for what is not easily aggregated by the state’s MIS system.
3. Local Area has fostered partnerships with community colleges, employers, Head Start, and agencies geared toward the needs of former offenders and is reconnecting with social services and VR agencies to identify individuals who can become shared customers and benefit from the assistance of multiple agencies in workforce preparedness, skills training, job search assistance, job retention, and career advancement through recognized or unconventional pathways.
4. Local Area staff members possess an informed idea of demand occupations in the service area.
5. Business Services representatives provide Local Area staff with valuable intelligence about job opportunities and job creators’ needs through their continuous engagement with the employment community.
6. Local Area staff members work in partnership with Business Services representatives to expedite connecting jobseekers to employers through work-based learning opportunities.
7. Staff members harbor willingness to try new approaches, forge new partnerships, and seek under-engaged populations in delivery of workforce opportunity and innovation services.
8. Staff members consider and promote best interests of customers and partners in implementation of workforce opportunity and innovation services.
9. Local area has provided work-based learning opportunities for connecting job seekers and job creators when instruction in technical skills employers seek of employees is not available from Local Area’s educators. Work-based learning opportunities have been particularly effective in meeting the workforce needs of smaller firms the community colleges may not consider as much when designing instructional programs.
10. Local Area has made available the Career Ready 101 assessment and self-instruction tools for installing or reinforcing the habits and mind and personal effectiveness essential for job retention and promotion known as “soft skills” (listening, teamwork, etc.).
11. Local Area has made available work experience opportunities for enhancing workforce preparedness via real-life exercise of soft skills and enculturation into the norms and expectations of work.
12. Employer input into events such as job fairs and screenings has enhanced staff members’ understanding of employers’ needs.
13. Staff members often demonstrate willingness to research, build networks of allies and information sources, and become go-to resource people.

14. Staff members often develop rapport with jobseekers, representatives of service partners, and representatives of employers.

15. Local Area presently has 5 staff members who are proficient-to-fluent in Spanish who are stationed in both our largest county and the outlying rural counties.

Weaknesses of Existing Adult and DW Education/Training Services

1. Staff reductions have led to Adult/DW team members having to spend a disproportionate share of their time in ISD center functions with correspondingly less time for reaching out to target populations, especially Spanish speakers, where they are likely to be found.

2. Staff members need to communicate with partners more continuously to identify more individuals being served by or in contact with these agencies who can benefit from Adult/DW services.

3. Aims expressed by job seeking customers and some of the schools that refer them to us in hopes of our supporting them in classes do not always coincide with having a pipeline of workers ready to meet the needs of incoming or expanding employers.

4. Job seekers are not held accountable to taxpayers for failures to follow through when training services dollars are spent on them.

5. Staff members vary in their willingness to engage partners, develop rapport with customers, and serve as go-to resource people.

6. Some job seekers hold to outdated notions of work and study being seen as separate pursuits at separate times in life rather than concurrent activities needed for long term economic advancement.

7. Staff members still need to become more regular assigners of the Career Ready 101 family of assessments to their customers.

Present Manner of Educational/Training Service Delivery and Capacity to Address Identified Service Needs of Employers

A. Present Means of Educational/Training Service Delivery

1. Assessments of aptitudes, basic skills, soft skills, vocational interests, values, occupational skills, and transferable skills are available through staff along with interpretations. Customer interviews and selected assessments help inform career pathways and manner of preparation without allowing the instruments to predetermine options.

2. Career Readiness Certification preparation is available to all participants via online access and community college labs.
3. Basic PC skills are available through classes offered at NCWorks Career Centers and at community colleges.

4. Trainings which prepare students for credentialed entry level work and advancement in what have been identified by the Board as demand occupations are available through class work offered by community colleges or private vendors.

5. Trainings to meet employers’ needs that are less tied to credentials or that are too arcane for training providers to address at reasonable cost can be handled through on-the-job training.

6. Instruction in soft skills can be addressed to varying extents through community colleges’ Human Resources Development classes.

7. The Local Area supports jobseekers in obtaining state and industry-recognized credentials and licensing in a variety of occupational roles, especially in the fields tied to demand occupations which have been identified and recognized by the Board.

8. The Local Area supports job seekers who strive to advance beyond entry level to subsequent stretches of a career path through additional appropriate training and attainment of additional credentials.

B. Identified Needs of Employers

1. Workers who possess occupational skills particular to an employer’s prevailing workplace.
2. Workers who consistently exhibit the self-regulation, attentiveness, and sense of shared enterprise collectively known as soft-skills.

C. Capacity to Address Employers’ Needs

1. Specific job skills – On-the-job training is a proven means for assisting the employer in reducing identified skills gaps of new employees.
2. Soft skills – We have the capacity to address jobseekers’ shortfalls in this area through assessment in Career Ready 101 and assignment of specific modules from this teaching tool. Staff will reinforce this instruction by coaching customers to develop a repertoire of strategies for addressing soft-skills deficiencies. Combined with real-life practice in work experience assignments for those with troubled or absent work histories, customers should be much readier to be referred to job openings and to employer who need an infusion of workers for expanded operations.
Plans to Address Identified Weaknesses

1. Adult and DW contract holder will work to increase the time available to career facilitators to venture to where they can enroll target populations not yet habituated to frequent the NCWorks Career Centers by first of all having our clerical/administrative staff assume more of the functions of ISD and assist in following up with closed customers to determine improvements in economic fortunes or possibility of needing additional services. Then, under the imprimatur of center managers, Adult and DW staff will teach Wagner-Peyser staff to assist in follow-up and over time draw them into and instruct them to perform case management for customers not yet requiring expenditures of training funds. Eventually, we plan to have Trade staff assist in the full battery of case-managed services.

2. Adult and DW staff and management will seek and develop linkages with a greater number of partner staff who have moved beyond an autarkical mindset to educate them on how our services can complement theirs to get referrals from customers they serve and to give us opportunity to promote services when they have groups of prospective students/customers assembled for orientations or other information sessions.

3. Customer with evidence of or potential for appropriate aptitudes and skills will be made aware of what qualifications are being sought by employers with known expansion plans and alerted to how CRC and other Career Ready 101 proficiencies as well as trainings for specific occupational skills can help get these customers ready for these roles as well as ones for employers that economic developers are trying to attract.

4. We have allowed staff the discretion to have customers (especially those with a history of not finishing what they begin) invest of themselves per financial ability along with support received in training to give them more of a stake in training outcomes.

5. To bolster staff members’ willingness to develop additional relevant areas of expertise, we will use Strengthfinder results and assessment tools on which staff will be practicing to identify areas of interest to develop further knowledge that will result in staff and customers going to them for advice concerning these topics. All staff with the title of career facilitator who have more than a year of experience in that role will complete the Global Career Development Facilitator or Certified Workforce Development Professional course of study if they have not done so already.

6. Staff members’ increasing knowledge of the career pathways identified and emphasized by our regional alliance of Boards (Piedmont Triad Works) will lead to explaining to more customers that a dead end job is not a life sentence if one is willing to study while one works. Success stories of customers who have
advanced the hard but rewarding way of work study should offer models of how to plan and stick with it.

7. Staff members will gain facility for the expanded battery of career ready 101 batteries due to work experience assignments being preceded by assessments of listening and team work skills and followed by post-tests in these competencies in an effort to measure improvement as a possible benefit of these assignments.

3. Provide the date and process for the competitive procurement of the Adult and Dislocated Worker Programs that insures an arm’s length relationship between the Workforce Development Board and service delivery. Include any service provider contract extensions.

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

Timetable: The present contract runs July 1, 2014 through June 30, 2017. The Northwest Piedmont Workforce Development Board decides at its June meeting whether or not to allow the present contractor to continue providing Adult and DW services into second or third year.

In 2014 the Northwest Piedmont Workforce Development Board implemented the following process for competitive procurement of Adult and Dislocated Worker services.

Between October and December 2013, a workgroup from the TriadWorks Consortium met to produce final draft of RFP to be released.

On April 2, 2014, the Northwest Piedmont Workforce Development Board, in conjunction with TriadWorks, released the RFP via legal notice and media announcements and let the notice run for two weeks. The RFP Proposal document and accompanying forms became available for download on April 7, 2014.

A pre-bidders conference took place on April 23, 2014 in which vendors were free to ask questions from 9:30 A. M. until 11:00 A. M.

Vendors had to submit proposals by 5:00 P. M. on May 12, 2014 after being allowed to respond following the pre-bidders conference.

Local administrative staff examined the proposals against a checklist to determine if each proposal met the minimum requirements to be eligible for consideration.

Proposals which met minimum eligibility requirements were sent to the Project Manager of TriadWorks to be given to an advisory committee comprised of Board members other than those from Northwest Piedmont. The advisory committees of each member Board reviewed alternate Boards’ proposals to ensure maximum objectivity. This same process took place for each Board in the TriadWorks region. A vendor was recommended for the
Local Area and the recommendation was forwarded to the Northwest Piedmont Workforce Development Board Executive Committee.

On June 4, 2014 the Executive Committee of the Northwest Piedmont Workforce Development Board voted to approve the RFP. On June 18, 2014, the full assembled Board voted on the Executive Committee’s recommendation and approved the selected vendor.

The contract was then executed and the vendor began implementing the terms of the contract on July 1, 2014.

In May 2016, we received a Policy Statement with regards to Competitive Procurement. With such, the NW Piedmont WDB has started working on an RFP for a contractor to administer Adult and Dislocated Worker services. We are working on a timeline that will allow a contractor to be in place on February 1, 2017 (RFP has been released on-line; local/regional newspapers notified; as well as notification to all listed on the Local Area’s Bidders list). Also for the Forsyth County Career Center Manager’s position, we will not include this position in the RFP that we will be putting out to operate Adult/DW services for the contract period of Jan. 1-June 30, 2016. We will let that position remain with the Board during this period. 2017 is the year our RFP will go out for a contractor to operate our Adult/DW services for the period of 2017-2020 and we are going to include the Forsyth County Career Center Manager’s position in this RFP. The contractor who delivers our Adult/DW services between 2017-2020 will also be responsible for the Forsyth County Career Center Manager’s position and this will be included in this RFP.

The Northwest Piedmont Workforce Development Board observes the following standards regarding competitive procurements.

Northwest Piedmont Workforce Development Board Procurement Policy

I. Background

The Northwest Piedmont Workforce Area is under the authority of the Northwest Piedmont Council of Governments which serves as the Grant Recipient/Administrative Entity for the Workforce Investment Act (WIOA) funds allocated for the operation of WIOA programs in Davie, Forsyth, Rockingham, Stokes, Surry and Yadkin counties. As the Grant Recipient for the funding received under the Act, the local workforce area will be governed by the procurement policy as developed in accordance with Federal, State and local policies and approved for Northwest Piedmont Council of Governments. Additional specific procurement policy requirements will be developed and implemented for the solicitation of WIOA service providers for the operations of programs in the Northwest Piedmont local workforce area and as required by the Act.

II. Procurement Authority

The Northwest Piedmont Workforce Development Board (WDB), in conjunction with the Chief Elected Official(s) (CEOs), has oversight of all phases of the local workforce area’s operations.
and has the responsibility to provide policy guidance for the local workforce area. The WDB has authority for the procurement of services using WIOA funds. The WDB may, at its discretion, delegate certain functions within the procurement process to WDB staff and WDB Committees.

**Responsibilities of the Northwest Piedmont Council of Governments**

A. In concert with the CEOs, the WDB and its committees, the development of the Local Area Plan as required by the NC Division of Workforce Development.
B. Development of all procurement documents.
C. In concert with the CEOs, the WDB and its committees review and evaluate responses to Requests for Proposals (RFPs) and other forms of procurement.
D. The implementation of all WDB procurement decisions.
E. Negotiation of contracts and other procurement agreements and to document the process.
F. Execution of contracts, contract modifications and other awards as approved by the WDB.
G. Processing procurement appeals/protests/disputes/claims.
H. Monitoring of all programmatic and financial contract activities.

**Responsibilities of the Northwest Piedmont Workforce Development Board**

A. Development and approval of the Local Area Plan.
B. Approval and oversight of the procurement process.
C. Approval of WIA program activities and funding levels.
D. Approval and issue Request for Proposals (RFP) and proposal evaluation criteria.
E. Approval of contracts, contract modifications and other awards.
F. Approval of termination of contracts and other awards for non-compliance.
G. Involvement in procurement appeals or protests.

**III. Procurement Planning and Standards**

A. **Planning** – Workforce development needs in the Northwest Piedmont Local Workforce Area shall be identified through strategic planning with the WDB and will be contained in the Local Area Plan. How these workforce needs will be met shall also be contained in the Local Area Plan and identified within the various types of programs and activities planned. Provisions shall be made to avoid the purchase of, or contracting for, unnecessary or duplicative services. Funds provided herein shall only be used for activities which are in addition to those which would otherwise be available in the area in the absence of such funds. The local WDB staff shall be responsible for establishing sufficient time for all phases of the procurement process in accordance with statutory and regulatory requirements to ensure program continuity and fair treatment of potential service providers.

B. **Standards** – All procurements will be conducted in compliance with all applicable Federal, State and local laws, policies and regulations. To the degree possible, all procurement transactions shall be conducted in a manner providing full and open competition. Such transactions shall not, in competitive procurements, contain features which unduly restrict competition. No unreasonable qualifications or requirements will be stipulated that will qualify or disqualify a potential service provider.
All necessary affirmative action steps shall be taken to ensure that minority firms, women’s business enterprises, and community-based organizations are used when possible. The RFP is a request for entities to submit a proposal to operate a specific program or activity that has been planned by the WDB. More specifically, it is a package of program specifications with guidelines or directions for responding to these specifications. Proposals shall be solicited when procuring through the competitive or noncompetitive method. Amendments to solicitations will be accepted if submitted within the time frames of the original solicitation requirement.

Procurements shall not permit excess profit for private for-profit entities.

Unsolicited proposals for workforce services will not be accepted throughout the year. An unsolicited proposal is one for which no request for proposals are made, but the proposal may contain a unique set of services that are needed in the local workforce area. The proposal may be submitted directly to the WDB. The WDB will then determine: (1) if the purpose of the unsolicited proposal is appropriate, and (2) if so, the appropriate classification for inclusion into their workforce development plan as a competitive or noncompetitive proposal. The availability of funding resources will also be considered.

The local WDB staff shall maintain sufficient records to detail the significant history of the procurement (i.e., rationale for method of procurement, selection of contract type, contractor selection or rejection and the basis for contract price). Such records shall consist of detailed WDB minutes, detailed committee reports/minutes, correspondence, proposal reviews, rating/evaluation documents and negotiation records.

IV. **Procurement Methods**

A. **Procurement by Competitive Proposals** – Competitive procurement shall be the method of procurement of workforce services, except as provided for in situations described under the noncompetitive procurement section.

RFPs shall be publicized for a minimum of 30 consecutive days in a sufficient number of newspapers (or other media) (including minority publications where feasible) that will provide for a general circulation throughout the area served. This public notice will be made at least 10 days prior to the release of the RFP. This public notice shall also contain information on the bidders’ conference. A bidder’s list shall be maintained of all entities that have indicated in writing an interest in providing workforce services in the WDB’s service area. This list shall be updated biannually. A notice indicating the service or activity being procured, date, time, location of the RFP release, etc., shall be sent to all individuals on this list, all existing service providers, and others as applicable.

All RFPs shall be released with language which shall include:

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

At the WDB’s discretion, they may procure either single or multi-year program proposals and enter single or multi-year contracts. Multi-year contracts may not exceed a three (3) year period. Such multi-year contracts shall include provisions for first year funding and activity levels and provisions and conditions for the negotiation of subsequent year funding and activity levels.

Proposers will be required to submit their qualifications to be a service provider. The provider, at a minimum, shall submit a brief description of the following: 1) organizational structure and
experience; 2) personnel standards; 3) financial system; 4) latest audit; 5) bonding coverage; 6) procurement procedures; and, 7) monitoring procedures.

A log will be maintained of all bidders that have requested and been sent an RFP.

A potential bidders’ conference shall be held after the RFP becomes publically available. To maintain fair and open competition, the answers to questions that arise from the bidders’ conference shall be provided to all entities on the bidders’ list and all entities that have requested an RFP.

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

The intent of the evaluation process is to certify that each proposal received meets the basic submission requirements (Proposal Review Criteria) and to determine the quality of each proposal. The Youth Council will evaluate eligible providers of youth activities and shall submit a recommendation to the full WDB for their review.

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

In concert with the WDB and its committees, the local WDB staff shall develop a process for conducting technical evaluations and the review of the proposals received and for selecting contractors.

Using the evaluation criteria contained in the RFP, the proposal review will be conducted by WDB staff and the members of a WDB committee created for that purpose. The committee members will be familiar with the programs/activities being solicited and understand what is being requested of the bidders. WDB staff shall provide training, guidance, and/or technical assistance on an as-needed basis to the review committee.

After evaluation and recommendation of the proposals received by the WDB staff and WDB committee or the Youth Council, the final selection of service providers will be made by the WDB. The WDB will have the final authority for selection of service providers.
Final selections will primarily be based on, yet not limited to, effectiveness, demonstrated performance, potential for meeting performance goals, costs, quality of training, participant characteristics, past workforce development experience and performance of the bidder and non-duplication of services.

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

**Intention to Bid Option.** The WDB may use this option when there is a high level of uncertainty regarding the number of proposals which will be received for a workforce service or activity and whether there will be a sufficient number of bids to justify the development of a solicitation. This competitive method maintains the integrity of a competitive procurement process by identifying, through public notice, potential bidders to determine the feasibility of procurement.

**Procedural Requirements.** When using this option, the WDB will develop a set of preliminary training/service specifications for which the WDB intends to request bids. The specifications will include the following parameters:
- date the proposed solicitation will be issued
- specific type of training/services to be performed
- estimated number of participants and/or available funds or ranges, if preferred
- expected period of performance
- geographic area to be served
- specific target groups to be served
- type of contract to be awarded
- expected performance

A public notification will be issued in the same manner as that used for the issuances of RFPs. In addition, letters or e-mail notifications will be sent to all applicable organizations on the bidders’ list, requesting an indication of whether the organization intends to bid on specific training/services which are described in the letter, consistent with the specifications developed. The letter will indicate the date by which a response is to be received.

If the intention to bid process is used and no interest is received, noncompetitive sole source procurement may be used. When one intention to bid response is received, every effort will be made to negotiate the desired training/services with that provider. However, if acceptable training/services cannot be negotiated, the WDB may use sole source procurement to obtain the training/service. A complete history of this process will be documented in the procurement file.

**Limitations.** Sole source procurement will not be used if more than one organization indicated its intent to bid. In this case, a RFP solicitation for the training/services advertised must be developed and transmitted to all who responded to the intention to bid.
B. **Procurement by Noncompetitive Proposals** – Noncompetitive procurement (solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is determined inadequate) shall be used only when the award of a contract is not feasible under small purchase procedures, sealed bids or competitive proposals, and one of the following circumstances applies:

- The service is available only from a single source.
- The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation.
- The awarding agency authorizes noncompetitive proposals.
- After the solicitation of a number of sources, including the current bidders’ list, competition is determined inadequate.

The WDB staff will conduct a cost analysis and contract negotiation process for all noncompetitive procurements. The termination or suspension of a current contractor shall be considered as an emergency under certain conditions; however, termination of an existing contract should not be used to circumvent competitive solicitation. Final approval will be made by the WDB. The WDB staff is responsible for fully documenting this method of procurement. Special attention shall be given to code of standards of conduct, conflict of interest, and safeguarding values normally achieved through competition.

C. **Procurement by Small Purchase Procedures**

Informal quotes for purchases of $500 up to $25,000 may be obtained by written bid, telephone quote, or faxed quote. If small purchase procurements are used, price or rate quotations shall be obtained from a minimum of three qualified sources. When small purchase procurements are used, the purchase shall not be broken down into several purchases merely to be able to use small purchase procedures, and to avoid competitive procurement. Procurement by small purchase procedures may not be used when securing program/activity services.

The purchases of the personal services of consultants are allowed when the deliverables are specifically defined and priced. Consultants and personal services contracts, costing $5,000 and over, **must** have review and written approval by the Division of Workforce Development before the contract is finalized. The request for review by the Division must include:

- The purpose of the contract;
- The cost of the proposed contract;
- The starting and ending dates;
- An assurance of adherence to State and local procurement policies; and
- The funding source to be used.

D. **Procurement by Sealed Bids**
Sealed bids procurement are publicly solicited and a firm-fixed price contract (lump sum or unit price) or other fixed-priced arrangement is awarded to the responsible bidder whose bid, conforming with all the terms and conditions of the invitation for bids, is the lowest in price. In order for sealed bids to be feasible, the following conditions should be present: 1) a complete, adequate, and realistic specification or purchase description is available; 2) two or more responsible bidders are willing and able to compete effectively for the business; and 3) the procurement lends itself to a firm fixed-price contract and the selection of the successful bidder can be made principally on the basis of price. If sealed bids are used, the following requirements shall apply: 1) the invitation for bids shall be publicly advertised and bids shall be solicited from a minimum of two known suppliers, providing them sufficient time prior to the date set for opening the bids. The advertisement must be published for two (2) consecutive days in a sufficient number of newspapers or other media (including minority publications where feasible that will provide for a general circulation throughout the area; 2) the invitation for bids including any specifications and pertinent attachments shall define the services in order for the bidder to properly respond; 3) all bids shall be publicly opened at the time and place prescribed in the invitation for bids; 4) a firm fixed-price contract award will be made in writing to the lowest responsive and responsible bidder; and 5) any or all bids may be rejected if there is a sound documented reason. Procurement by sealed bids may not be used when securing program/activity type services, e.g., on-the-job training.

V. Procurement Records

The Local Area staff shall maintain records sufficient to detail the significant history of procurement, i.e., rationale for method of procurement, selection of contract type and contractor selection and/or rejection. Such record will include:

- Evidence of WDB involvement in the decision-making process.
- A copy of the solicitation package.
- A copy of the public notification.
- Bidders’ list to which notices were mailed.
- List of all organizations/entities sent a solicitation.
- Agenda and minutes of the bidders’ conference, if a conference is conducted.
- A copy of each question and answer issuance, if applicable.
- Log sheet of bids received.
- A copy of each bid which was received.
- Rating and scoring sheets completed in the evaluation process.
- Business operation capability evaluations.
- Documentation of the rationale for selection and funding of any offeror which did not receive the highest score/ranking in the evaluation process.
- Evidence of WDB approval of the procurement.
- Completed cost analysis for each selected bidder.
- Copies of letters sent to both the successful and unsuccessful bidders.
- Completed Memo of Negotiations for each subrecipient contract.
- A copy of any submitted grievance and the resolution of each.
- High risk determinations and special award/contract conditions, if appropriate.
VI. Contracting Standards

action including contract modification and renewals. Contracts shall be for a period not to exceed three (3) years. The contract document used by the WDB will contain, or by reference address the elements contained to the appropriate official policies issued by the NC Division of Workforce Development.

Northwest Piedmont Workforce Development Board
Procurement Appeals Policy

BACKGROUND

The federal Workforce Investment Act (WIA) mandates the establishment and maintenance of a procedure for grievances or complaints about its services and activities from participants, subgrantees, sub-contractors, and other interested persons.

This policy applies to the Requests for Proposal (RFP) process only and provides a procedure to handle complaints by service providers or prospective service providers. For purposes of this document, any use of the words “complaints” or “grievance” refer to the appeals process relating to the procurement of WIA services.

POLICY

Written notification of service provider selection is provided to each entity submitting a proposal. A service provider, potential service provider, or any entity adversely affected in the selection of the service provider may file a complaint. The following steps outline the procedure which these entities may follow to make an appeal of the service provider selection.

A. The service provider, potential service provider, or any entity adversely affected in the operator selection process may file a formal complaint with the Northwest Piedmont Workforce Development Board.

B. The written complaint must specifically state the decision, the basis for the complaint, and the remedy sought by the complainant. All matters not raised in the complaint will be deemed waived.

C. The written complaint must be made to the Chairman of the WDB within 30 days of the date of written notification to all bidders following the selection of service providers. To be considered valid, a copy shall also be sent to the Workforce Development Director within the same time frame.

D. In making a determination, the WDB Chair may call a hearing, at his or her discretion, at which time the Chair may take oral or written evidence and may entertain oral or written
argument. Any entity that could be affected by the complaint shall be notified and permitted the opportunity to be present and/or submit evidence. Any such hearing will be held within 30 days of receipt of the written complaint.

E. The decision of the WDB shall be reached by majority vote. The determination and basis for the determination shall be rendered orally at the conclusion of the hearing and followed up in writing to the complainant and any affected party. The written response will be provided no more than 7 business days following the completion of the hearing.

F. WDB staff will forward information regarding procurement protests to the NC Division of Workforce Development.

G. Interim Determinations by the Workforce Development Board during the Appeals Process.

While a procurement appeal is pending, the initial decision of the WDB regarding service providers shall be followed to avoid interruption in services to customers. The WDB may, however, by majority vote, determine that the initial decision shall be suspended until determination of the complaint and appeal, and may, by majority vote, determine that the situation is an emergency situation necessitating a change in the initial decision pending determination of the complaint and appeal. These interim determinations are not subject to appeal.

4. Provide the date and process for the competitive procurement of the One-Stop Operator(s).

Note: By June 30, 2016, every Local Board must demonstrate it is taking steps to prepare for competition of its one-stop operator. [NPRM Sec. 436.635(b)]

The operator of the NCWorks Career Center of Forsyth County will become a contracted position effective July 1, 2017. Funding for this position will be part of the next contract for Adult and Dislocated Worker services as described in question 3.

Operations of the NCWorks Career Centers of Surry and Rockingham County will continue with Center Managers being DWS staff members.

5. Attach the Local Workforce Development Board’s Adult and Dislocated Worker (DW) service providers chart effective July 1, 2016. Name document: Local Area Name Adult and DW Providers 2016.

NW Piedmont Adult and DW Providers 2016

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. Define what “significant number of competent providers” means in the local area. Include whether the
local Workforce Development Board uses stricter performance measures to evaluate eligible training providers. Attach if a separate policy. Name document: Local Area Name Eligible Training Providers. [Division Policy Statement 21-2015] **There is not a separate policy as the following is the response:

Review of Eligible Training Providers

Contracted staff and their supervisors review newly introduced training providers or newly introduced programs of instruction offered by existing training providers for alignment with occupations defined as in-demand by the Board and for available evidence of instructional efficacy and successful placement of graduates and make recommendations to the Board on whether or not customers should be supported in these offerings. The Board reviews via NCWorks and makes decisions on whether or not to approve the training provider or course of instruction on a continuing basis or just for the particular case of a particular customer. Presently, contracted staff and their supervisors will sometimes support training outside the bounds of occupations identified by the Board as in-demand if a particular customer’s experience, aptitudes, existing skills set, and temperament indicate strong potential for success. Candidates seeking support to enter fields in which relatively few aspirants, even with strong skills, really succeed, such as real estate, have their requests referred to the Board for evaluation.

Contracted career facilitators inform customers of training provider choice by introducing them to the approved training provider listings in NCWorks and urge customers to examine more than one training provider if more than a single option is available in the range of locations where the customers are willing to go study. The individualized employment plan identifies customer choice of training provider and rationale.

A significant number of training providers means that the contracted staff seek to have at least two training providers to suggest customers interested in a particular occupational line, once occupational skills or skills upgrade training become relevant, be able to compare and contrast. Our local area is fortunate that many courses of study that prepare customers for entry level work in demand occupations are on offer with three or more training providers.

While the Board has not spelled out strict performance measures for training programs as a policy at this time, the groundwork is being laid through the collective career pathway definitions underway by the Piedmont Triad Works regional consortium to which the Board belongs. The supervisor of contracted staff is seeking available information about graduation and placement rates (including those into training-related employment) for the three most recent graduating classes for curriculum programs which customers request we support them in completing. The supervisor will share with the Board what is discovered.

7. Provide a description of how the Workforce Development Board will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the
employment needs of local employers, workers and jobseekers. [WIOA Section 108(b)(6)(A)]

The Local Area’s largest NCWorks Career Center (Forsyth County) regularly convenes a management team to discuss, settle upon, and stage improvements in scheduling and processes pertaining to integrated delivery of services. Accords reached on improvements get conveyed to DWS and staff contracted to provide adult and DW services through meetings in which all staff who work out of the center participate.

The NCWorks Career Center of Surry County regularly holds partnership team meetings in which participants communicate news on their agencies’ newest initiatives and emphases. Opportunities for interagency partnerships, mutual referrals, and collaborations with strong potential for helping to meet multiple agencies’ programmatic goals get considered and often implemented. This team has been the birthing ground of job and resource fairs and referrals to community college personnel and students to make them more aware of Adult and DW services.

The Board, the supervisor of contracted Adult and DW services staff, and managerial staff of DWS regularly meet to discuss and reach consensus on where and how improvements can be made to practices followed by all three of the Local Area’s NCWorks Career Centers. This group is the planned vehicle for deciding which additional agency-specific spheres of activity will become shared via cross-training. Team objectives during the period of the Plan include contracted Adult and DW administrative staff helping in job order entry and maintenance and DWS staff assisting in follow-up services with Adult and DW service recipients whose cases have closed and increased involvement in case management.

The TriadWorks consortium of Workforce Development Boards in our region fields work groups on health occupations and on career pathways which seek input from area educators and employers to keep services geared toward the relevant to entry and advancement in the jobs being created in our part of the state.

The Board elicits feedback for improving services by assembling focus groups drawn from the employment community. A recent topic addressed this way has been promotion and conduct of job fairs.

Business Services representatives regularly provide the Board with feedback on what area employers are seeking in skills and how those employers size up the quality of skills training available from the area’s educators.

Contracted Adult and DW services staff remain in communication with training providers to codify and improve referral processes to each other and to educate educators and their clients on what forms of support we can provide and to learn from them what to expect in terms of costs for course supplies and equipment and what preparedness for particular courses of study entails.
The supervisor of contracted Adult and DW services staff conducts regular meetings to provide training on case management topics and to offer opportunity for guest speakers to educate them on various training and career avenues to consider. Planned topics to address during the period spanned by the Plan include additional assessment tools for gauging customer readiness for particular training/career objectives, coaching behaviors, an introduction to cognitive behavioral therapy, follow-up and re-engaging customers who may be readier to pursue individualized career services now than they were during past involvement in adult and DW programming, career pathways, and credential stacking.

Data to drive improvement will be the collective spreadsheet of individualized career services customers and their achievements maintained by contracted career facilitators and the reports from NCWorks shared by the Board’s Accountability Specialist. The two together will permit detecting patterns of success and failure to offer clues about what service strategies work and which warrant reconsideration.

8. Describe how the Workforce Development Board will meet all federal and state Adult and Dislocated Worker performance outcomes and training expenditure requirements.

The contracted Adult and DW staff maintains a collective set of spreadsheets to track participants’ progress toward completion of training, attainment of credentials, securing of employment, and starting wages, among other achievements.

The Board’s Accountability specialist also reports on benchmarks derivable from NCWorks and to determine if contracted career facilitators are meeting caseload expectations and frequency of interaction with customers to ensure continual engagement necessary for success as participants and in follow-up.

The contracted staff will emphasize continuous engagement of customers both through program participation and in follow-up and work to enlist DWS staff to assist in this endeavor. Staff plans to encourage customers to think of career paths in terms of incremental progress in a lifelong quest to keep working and keep learning to boost skills and income.

Contracted staff plan to reach out to targeted populations where such individuals may be found since most will not initially be conditioned to frequent the NCWorks Career Centers. Contracted staff and Board staff plan to engage via committees and one-on-one interaction representatives of service agencies and educational institutions to get mutual referrals going for individuals served by one agency who may benefit from the services of another. Sharing of customers increases the odds of a participant remaining engaged in the behaviors leading to vocational success and by extension programmatic success for both agencies.
Contracted staff plan to reengage customers who may not have obtained employment plan objectives when they were first involved with Adult and DS services but may now be readier to advance.

The Board budgets more for training and customer support than for overhead.

**Youth Services**

**Note:** A reference to Youth Services and Activities is provided as Appendix E.

9. Provide an analysis of Title I WIOA eligible youth by Local Workforce Development Board area. Include the following information for the local Workforce Development Board area:

   **In-School Youth Analysis**
   a) Number of Youth ages 14-21
   b) Youth ages 14-21 represent what % of the population?
   c) What percentage of these youth are low-income (eligible for WIOA In-school program)?
   d) Current school dropout statistics

   **Out-of-School Analysis**
   a) Number of Youth ages 16-24
   b) Youth ages 16-24 represent what % of the population?
   c) What are the general educational levels of this age group?
   d) What is the general employment status of this age group?

**NWP WDB Local Area Youth Analysis**

10. Describe the local Workforce Development Board’s new vision for serving the WIOA eligible Youth to include high level goals, outreach strategies, planned interactions, service delivery, concepts and expected outcomes. Describe how this vision will improve the employment outcomes for this population.

   Youth programs will serve as a catalyst to connect and engage youth with secondary and postsecondary educational opportunities to obtain diploma and recognized credential to compete in today’s labor market; develop workforce and leadership opportunities through holistic actions and cross agency collaborations that provide hands on exposure to the workplace, build appropriate work behaviors/ethics, soft skills, leadership skills, and allow for career exploration; build and strengthen relationship with local employers with the aid of the business services staff; and engage youth in an ongoing assessment and service-planning process.

   Use outreach strategies customized for out-of-school youth such as: reach out-of-school youth where they are, involve partners and community partners in identifying out-of-school
youth, attract out-of-school youth who are busy with work and adult responsibilities, meet out-of-school youths’ immediate, short-term needs first (e.g., employment) while keeping them enrolled to meet long-term needs (e.g., basic skills, occupational skills). Engagement Strategies: Work with youth to identify short-term and long-term employment goals suitable for the local labor market and for their own interests, aptitudes, and abilities, involve out-of-school youth in developing their own customized individual service strategy and provide supportive services as appropriate to enable out-of-school youth to continue in program activities.

The board works collaboratively with youth providers to assess how they can best provide support to ensure positive outcomes for youth.

As youth are engaged in their learning process, developing the needed skills and competencies, and participating in work-based learning activities the likelihood of gaining and maintaining employment and successfully transitioning to adulthood is solid.

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

Training activities are centered and customized on youth’s individual career path, interests and job responsibilities. Work Experience activities gives youth experience in the labor force and helps them choose the right sector to work in. Work experience also equips youth with certain soft skills/job readiness skills sought after by employers. The following providers and business offer a myriad of training and work experience opportunities for youth: Davidson Community College, Surry Community College, Guilford Technical Community College, Forsyth Technical Community College, Fairfield Inn & Suites, Yadkin Valley Chamber, Food Lion, Goodwill Industries, Nursing Homes, Automotive Shops, and Medical Facilities. Leadership Development Activities helps cultivate leadership qualities in youth and empowers youth to become strong leaders in the schools, communities and throughout the world. Activities include youth summits, visits to Washington DC, State Capitol, leadership workshops. Leadership Models: North Carolina Youth Summit, Northwest Piedmont Workforce Board Washington, DC activity, Caterpillar Manufacturing Simulation at Forsyth Technical Community College

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

1) Provide the committee’s purpose/vision.

To provide expertise in youth policy and assist the board with youth employment and training policy and practice; broaden the youth employment and training focus in the community; establish linkage with other organizations serving youth in the local area.

2) Provide the planned Program Year meeting schedule.

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3) List the 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.

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Teresa Pardue (Chair)</td>
<td>DSS</td>
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<tr>
<td>Ken Pruett</td>
<td>Community Youth Liaison</td>
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<tr>
<td>Milton Kennedy</td>
<td>Job Corps</td>
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<tr>
<td>Karen Osburn-Chandler</td>
<td>Surry County Schools (CTE)</td>
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<tr>
<td>Donna Lyon-Carpenter</td>
<td>Surry County Schools (CTE)</td>
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<tr>
<td>Lakisha Jordon</td>
<td>SECU Commons</td>
</tr>
<tr>
<td>Deitrich Hancock</td>
<td>Winston Salem Housing Authority</td>
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</tbody>
</table>
4) Provide the Committee’s Chair information (who must be a Workforce Development Board member.) [WIOA Section 107(b)(4)(A)(ii)]

Teresa Pardue; Department of Health and Human Services
Ph: (336) 679-4210

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

Build partnership with the public school system and the High School Equivalency Programs at the local community colleges to engage dropouts. Staff Outreach to partner orientations such as Health and Human Services, WIC and faith-based organization. Strengthen partnership with Parenting Teen Program and Department of Juvenile Justice and foster care providers. Continue to encourage and stress the importance of skills training and stackable credential. Assist with the college enrollment process, financial aid, establishment of class schedule and ongoing support.

14. Provide the Workforce Development Board’s approach to meeting the required 20% minimum for work experience to include an estimate of expenditures that will be paid wages to youth. [WIOA Section 129(c)(4)]

Program staff periodically attends local chamber meeting, visits/tours local businesses and communicates youth services available. Staff will continue to build and strengthen relationship with local employers with the aid of the business services staff.

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

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

Youth Providers collaborates and partners with Adult Education & Family Literacy Act program and Vocational Rehabilitation staff to assist youth in obtaining the knowledge and skills necessary for employment and economic self-sufficiency. Youth participants can be dual- enrolled in all programs to receive a myriad of services specific to each program in order to better leverage resources. Referrals are made from all entities to ensure the needs of the individual clients are met. Youth Providers are actively engaged in local workgroups to align services across partner agencies. Also, an Adult Education and Vocational Rehabilitation grantee is represented on the Workforce Development Board to promote effective and efficient practices within the local area.

16. Describe how each of the required fourteen program elements will be made available to youth. Complete the Youth Program Elements chart on the provided form. Name document: Local Area Name Youth Program Elements.

NW Piedmont WDB Youth Program Elements

17. Describe how follow-up services will be provided for youth.

Note: All youth participants must receive some form of follow-up for a minimum duration of twelve months.

Follow-up services will be provided for not less than 12 months. Youth staff will utilize the “Follow-Up” alert in MIS system. This alert will notify staff when an Individual on case load has a follow-up date that is nearing. Follow-up services will include leadership development and supportive service activities, regular contact with a youth participant’s employer, including assistance in addressing work-related problems that arise, assistance in securing better paying jobs, career development, and further education, work-related peer support groups, adult mentoring, tracking the progress of youth in employment after training and any other expense allowable during participation. Follow up can take different formats but usually is provided via phone conversations with customer in follow up. Follow ups can also be in the format of speaking with employers, training provider, etc. to obtain needed documentation of continued employment. Contact and communication with the customer can also take place via email, social media, texting and in person.
18. Provide the date and process for when the competitive procurement of the Youth Programs were completed to include any contract extensions.

    NW Piedmont WDB Youth RFP Competitive Procurement

19. Attach the Local Workforce Development Board youth service providers chart, effective July 1, 2016 using the provided form. Complete each column to include specifying where Youth Services are provided. Name the document: Local Area Name Youth Providers.

    NW Piedmont WDB Youth Providers

20. Describe how the Workforce Development Board will meet all federal and state Youth performance outcome requirements.

    For each measure, employment and educational records/forms are used to document and retain information about the progress of the services the youth participants are receiving and entered into NCWorks Online, Laserfiche (LA paperless system). Worksites and educational institutions are frequently visited or communicated with to stay abreast of youth progress and performance. Educational institution provides attendance records and testing results as needed. Program Coordinator routinely meets with Youth, updates individual service strategy, visit GED classroom, institution, receive end of semester grades and other forms of assessment results periodically. TABE Assessment is used to assess the beginning basic skill levels. Youth are assessed periodically, provided tutoring when applicable and referred to basic skills department, Career Readiness lab, or the local literacy project at the community college. Continue to strengthen collaboration with the workforce board business service staff, business and community leaders for continuous support of youth program to help our youth get on a pathway to a better future through work experience opportunities, internships, job shadowing, apprenticeships and other work-based learning opportunities. Once youth are placed in a work-based learning opportunity, program staff is required to receive performance evaluation from worksite supervisor and review with youth participant. Work-based learning opportunities that led to unsubsidized employment are encouraged.

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

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

Provided funding is available, the NW Piedmont WDB will offer incentives for Youth participants.

**NW Piedmont WDB Youth Incentive Policy**

E. **Policies**

1. Provide a description of the Local Workforce Development Board oversight and monitoring process including processes for program and fiscal monitoring. [WIOA Section 107(d)(8)]. Attach a copy of the monitoring policy and tools. Name document: *Local Area Name Oversight and Monitoring PY 2016.*

   **NW Piedmont WDB Oversight and Adult Monitoring Tool PY 2016 & NW Piedmont WDB Oversight and Adult Financial Monitoring Tool PY 2016**

2. Describe processes to ensure individuals are not discriminated against on the basis of age, disability, sex, race, color or national origin. [WIOA Section 188]

   Contracted Program Manager, Board’s EO Officer(s), Accountability Specialist as well as DWS Monitors and Equal Opportunity officer monitors compliance with review of files to assure the Rights and Complaint document has been reviewed with all enrollees and signed. The Board’s EO officer follows up with any customer that has filed a grievance to determine whether the allegations are the result of programmatic dissatisfaction or whether the grievance is based on age, disability, sex, race, color or national origin.

NW Piedmont EO Complaint Grievance Procedure 2016

4. Provide the Workforce Development Board policy(ies) on supportive services for Adults, Dislocated Workers and Youth (i.e., amount, duration, qualifying criteria). [WIOA Section 134(d)(2)]. Name document: Local Area Name Supportive Services Policy.

NW Piedmont Supportive Services Policy

5. Does the Workforce Development Board provide Needs-Related Payments? If yes, provide the Workforce Development Board policy(ies) on Needs-Related Payments for Adults, Dislocated Workers and Youth. The policy should include amount, duration, qualifying criteria. [WIOA Section 134(d)(3)]. Name document: Local Area Name Needs-Related Payments Policy.

NW Piedmont WDB does not offer Needs Related Payments.

6. Does the Workforce Development Board provide local Incumbent Worker Training? If yes, provide the Workforce Development Board policy for local Incumbent Worker Training. The policy should include eligibility and the non-Federal share for employers. [WIOA Section 134(d)(4)]. Name document: Local Area Name Incumbent Worker Policy.

Note: The Workforce Development Board may use not more than 20 percent of WIOA Adult and Dislocated Worker funds to pay for the federal share of the cost of training through a training program for incumbent workers.

NW Piedmont WDB does not offer local Incumbent Worker Grant Training.


Note: The Workforce Development Board may use not more than 10 percent of Adult and Dislocated Worker funds to provide Transitional Jobs Training.

NW Piedmont WDB does not offer Transitional Jobs Training.

NW Piedmont WDB OJT Policy

Priority of Services - Section 134(c)(3)(E) of WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, one-stop center staff responsible for these funds must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services.

Individuals who are underemployed and meet the definition of a low-income individual may receive career and training services under the Adult program on a priority basis. Additionally, individuals who meet the definition of an individual with a barrier to employment (WIOA 3(24)) who are underemployed may also be served in the Adult program. [USDOL TEGL 3-15]

Individuals who are underemployed may include:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual in WIOA section 3(36); and
- Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment, per State and/or local policy.

Veterans and eligible spouses continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority described above, priority must be provided in the following order:

i. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
ii. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
iii. Third, to veterans and eligible spouses who are not included in WIOA’s priority groups.
iv. Last, to non-covered persons outside the groups given priority under WIOA.

Priority for services does not preclude service to individuals who are not low-income or not receiving public assistance or not a veteran, but rather establishes the order of precedence for service as provided at WIOA and section 134(b)(3)(E).
Note: When past income is an eligibility determinant for Federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213.

With respect to funds allocated to a local area for adult employment and training activities priority shall be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient for receipt of career services and training services. In addition, Veterans and eligible spouses continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs.

Under WIOA, an individual may receive training services after an interview, evaluation, or assessment, and career planning if the one-stop operator or partner determines the individual is unlikely or unable, by only receiving career services, to retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment. Additionally, the one-stop operator or partner must also determine that the training the individual receives would result in employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment. The one-stop operator or partner must also determine that the individual has the skills and qualifications to successfully participate in and complete the training. [NPRM 680.210]

9. Describe the Local Workforce Development Board’s process and policy to meet priority of service requirements for Adult Training Services. If the Local Workforce Development Board has a policy, attach the document and name document: Local Area Name Priority of Service Policy.

NW Piedmont WDB assesses all customers seeking career and training services to determine eligibility based on priority of services. Customer most in need of services who have severe barriers (including disability, former offenders, basic skills deficient), Veterans and Spouses, job seekers receiving public assistance, dislocated workers and underemployed customers (not self-sufficient) are viewed as most in need.

NW Piedmont WDB Priority of Services Policy

10. How does the Local Workforce Development Board define self-sufficiency?

The NW Piedmont WDB defines self-sufficiency as:
   a. Adult Enrollments-200% of the Department of Health and Human Services Federal Poverty Guidelines. Therefore, participants may qualify if their family income is less than the amount indicated on the chart for the last 12 calendar months prior to their date of registration, and health benefits
   b. Dislocated Worker-Earning at least 90% of salary at layoff with health benefits
11. Provide the Local Workforce Development Board Individual Training Account (ITA) Policy and include the following elements in summary. [WIOA Section 108(b)(19)]. Name document: *Local Area Name* ITA Policy.

**NW Piedmont ITA Policy**

<table>
<thead>
<tr>
<th>Individual Training Accounts (ITA) Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dollar Amount Limits annually</strong></td>
</tr>
<tr>
<td>• Short-Term Training-up to 2 years, maximum of $3,500</td>
</tr>
<tr>
<td>• Associate Degree, $3,500 per year-Maximum Total $7,000</td>
</tr>
<tr>
<td>• Senior year at University (3 semesters)-not to exceed $10,000</td>
</tr>
<tr>
<td><strong>Dollar Amount Lifetime Limits</strong></td>
</tr>
<tr>
<td>NW Piedmont WDB does not have a dollar amount lifetime limit but authorization is required, from the Program Manager, for additional intensive/training services with a 1- year span after successful exit from follow up services.</td>
</tr>
<tr>
<td><strong>Time Limits</strong></td>
</tr>
<tr>
<td>• Short Term/Continuing Education training</td>
</tr>
<tr>
<td>• Completion of Associate Degree (average 2-3 years)</td>
</tr>
<tr>
<td>• Senior Year at University, 3 Semesters</td>
</tr>
<tr>
<td><strong>Degree or Certificates allowed (Associate’s, Bachelor’s, other)</strong></td>
</tr>
<tr>
<td>Associate’s Degree, Bachelor’s Degree, and other national state recognized credential (i.e. CDL)</td>
</tr>
<tr>
<td><strong>Period of time for which ITAs are issued (semester, school year, short term, etc.)</strong></td>
</tr>
<tr>
<td>ITA’s issued on a semester basis. Authorizations for short-term/Continuing Education classes are issued at the time staff approves the training plan based on the IEP to secure a seat in the class.</td>
</tr>
<tr>
<td><strong>Procedures for determining case-by-case exceptions for training that may be allowed</strong></td>
</tr>
<tr>
<td>• Career Facilitator will discuss exception with enrollee, secure supporting documentation and any needed verification, determine if employment outlook is good;</td>
</tr>
<tr>
<td>• Career Facilitator, if training appears feasible after research, will forward all supporting documentation (along with staff recommendation) to the Program Manager or Lead Career Facilitator for review and consideration. If determined feasible and acceptable, the Program Manager will forward to the WDB Director for consideration.</td>
</tr>
</tbody>
</table>
12. Describe methods to ensure all updates and changes to the local Workforce Development Board Policies are submitted to the Division throughout the life of this Local Plan.

Workforce Development Board and Contract Management staff meet monthly and the review of new policies are discussed and finalized before being finally approved by Administration. Once approved, the WDB Director or designee will upload the new policy into NCWise for review and approval by the assigned Planner. Board and Contract Management review policies annually, or prior to the expiration date of the Issuance, and make changes as needs of the workforce changes.

II. Regional Strategic Planning

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 system includes businesses, organizations, agencies, employed and unemployed persons, training and educational institutions, adults and youth. To enhance services to all these constituents, aligning workforce development planning and services with regional labor markets is both effective and productive. Communities and regions recognize that to have successful economic development, it must go hand-in-hand with a well-functioning workforce development system. North Carolina has built on several years of emphasizing the value of regional efforts and worked with local workforce development boards and local elected officials to establish and enhance identification of appropriate regions and the working relationships that have been developed.

Local Area Plans should reflect compatibility with NCWorks Commission’s Strategic Plan and the North Carolina Jobs Plan, issued in December 2013 that contains recommended strategies for economic growth during the years 2014 – 2024 and the draft North Carolina WIOA State Unified Plan. A regional framework in Local Area Plans should:

- Promote effective and efficient use of resources;
- Align with North Carolina’s regional economic development efforts;
- Identify the workforce needs of businesses, job seekers and workers, current and projected employment opportunities and job skills necessary to obtain employment;
- Better address the workforce issues of businesses and individuals on a labor market basis;
- Detail coordination with community colleges and universities;
- Provide a customer-focused coordinated approach to delivery of training, employment services and economic development; and
- Articulate a consistent and defined regional approach to workforce development.
Local Workforce Development Boards are to continue, or begin, formal interaction based on regional geography aligning with labor market areas. The following regional configurations will be used for submission of this Regional Plan:

- **Western Region**: Southwestern and Mountain Areas WDBs;
- **Northwest Region**: High Country, Western Piedmont, and Region C WDBs;
- **Piedmont Triad Region**: Northwest Piedmont, Guilford, DavidsonWorks, and Regional Partnership WDBs;
- **Southwest Region**: Centralina, Charlotte Works, and Gaston County WDBs;
- **North Central Region**: Kerr-Tar, Durham, and Capital Area WDBs;
- **Sandhills Region**: Lumber River, Cumberland County, and Triangle South WDBs;
- **Northeast Region**: Region Q, Northeastern, and Turning Point WDBs; and
- **Southeast Region**: Eastern Carolina and Cape Fear WDBs.

1. Identify the Workforce Development Boards comprising the configuration for regional strategic planning and the counties each Board serves. Provide a reference name for the regional group, if applicable.

   The name of our regional consortium is TriadWorks. TriadWorks is a consortium of local Workforce Development Boards (WDB) in the Piedmont Triad region of North Carolina. The member Boards are:

   - DavidsonWorks WDB, serving Davidson County;
   - Guilford WDB, serving Guilford County;
   - Northwest Piedmont WDB, serving Caswell, Davie, Forsyth, Rockingham, Stokes, Surry, and Yadkin Counties;
   - Regional Partnership WDB, serving Alamance, Montgomery, Moore, Orange, and Randolph Counties

2. Describe the vision for the region and how the Workforce Development Boards collaborate to achieve that vision. Describe the regional goals that have been established and how performance towards those goals be measured?

   TriadWorks fosters a vision of collaboration and cooperation with its workforce system partners that encourages employers and customers to seek services from the NC Works system with confidence. To achieve this vision, the Directors of the four member Boards within TriadWorks meet at least monthly to formulate policies or processes that support regionalism. In meetings with partners and employers, they and their staff represent their local Boards and regional unity as well.

   TriadWorks’ regional goals are as follows:

   A. Prepare workers to succeed in the North Carolina economy.
      Measure: Numbers of customers served.
      Method: Track customer data in NC WORKS Online to determine how many
customers go back to work.

B. Expand employer engagement in the workforce system (e.g., customized training, Rapid Response, new employer recruitment, etc.)
   Measure: Number of employer customers.
   Method: Analyze “Participant and Employer Data” reports generated by DWS (McFarland). Engage employers in industry forums and through customer feedback tools.

C. Achieve Certified Career Pathway for at least four pathways in the region in fiscal year 2016-2017
   Measure: Number of pathways certified.
   Method: Each Board applies for certification of one regional pathway and supports the application of each of the other three Board’s pathways.

Meet new expectations for Integrated Service Delivery (ISD) by sharing data and exchanging information among partners.
   Measure: During PY 2016-17 the TriadWorks Boards will establish a performance plan for local and regional measures
   Method: Expand on TriadWorks’ commitment to the mission of the Piedmont Regional Workforce Alliance (PRWA), the goals of the Piedmont Alliance for Triad Healthcare (PATH), and the development of sector strategies and regional processes and procedures related to integrated services

3. Provide a brief synopsis of the region’s significant accomplishments working together during the past year.

   PATH and PRWA: Among the accomplishments of last year, TriadWorks considers two of the most significant to be the continued trajectory of the PATH group as an advisory council for discovering real-time healthcare needs and trends in healthcare employment. Involving PATH members in TriadWorks’ pursuit of the Nursing pathway certification provided another opportunity for employers to engage with regional partners who share the same goal of a skills-ready workforce. Similarly, the PRWA continues to grow in membership and thrive in opportunity. The cooperation and collaboration with our colleagues at the community colleges has never been stronger, and promises to continue.

   Panel Presentation: TriadWorks joined other members of the Piedmont Regional Workforce Alliance (PRWA) in a panel discussion at the 2015 NCCCCAEA Conference of community college educators. The panel shared how the PRWA was born, how it has grown over the past seven years, and strategies for collaboration across the workforce system.

   Duke Energy Recruitment Initiative: TriadWorks developed a recruitment and assessment program for lineman. The program – which included screening for mathematical and language abilities – was designed by workforce staff alongside a Duke
Energy consultant and Duke Energy human resources director. Mandatory training also included a customized career readiness module and mock interviews that gave customers and opportunity to experience a STAR panel interview process. Customers who passed all three phases were invited to apply to Duke Energy.

**Career Pathway Certifications:** The Northwest Piedmont WDB was the pilot group for the application process in our region. Their process is being replicated by the other Boards in the region. It was determined that all the Boards would each take the lead in developing an application, and then the certified pathways would be rolled out regionally. This regional approach will allow each of the four Boards to promote four career pathways in their local area.

4. Describe how the regional vision aligns with the draft NC Unified State Plan.

TriadWorks vision aligns with the State’s in the Unified Plan through a shared commitment to provide a fully-integrated and seamless delivery of services for job seekers and employers (pages 35-37 and page 52 of the Unified Plan). In fact, TriadWorks goals regional goals A, B, and D outlined in answer B2 were adopted to ensure that our region’s priorities mirrored those of State. TriadWorks has also highlighted the importance of a Career Pathways certification by making it one of our four top priorities in the coming year (our goal C), which is also covered in the Unified Plan on page 37.

Specifically, TriadWorks’ Goal A aligns with Goal 3 on page 54 of the Unified Plan draft, whereby the regional Boards support education and training programs that will prepare people for work and promote self-sufficiency; Specifically, TriadWorks’ Goal B aligns with Goal 2 and 4 on pages 53 and 55 (respectively) of the Unified Plan draft, where employers are routinely and consistently engaged in informing the system of the technical and soft skills required of employees in their industries; Specifically, TriadWorks’ Goal C aligns with Goal 3 on page 54 of the Unified Plan draft with regard to developing career pathways, promoting career awareness and leading the development and expansion of work-based learning in our region; Specifically, TriadWorks’ Goal D aligns with Goal 1 on page 52 of the Unified Plan by employing strategies that will strengthen the commitment of partners to work together for the benefit of all customers.

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

The TriadWorks region is experiencing a slight shift in existing and emerging in-demand industry sectors from the last few years. Healthcare, Advanced Manufacturing and
Logistics are still key industries in our region. However, Aviation as an industry to itself has come into prominence and will likely grow over the next few years. Conversely, Creative Enterprises, such as pottery and winery, has declined in our region. Notably, these four clusters coincide with the development of the Career Pathways for which the local Boards in our region will seek certification: Northwest Piedmont WDB is pursuing Nursing as part of its focus on the Healthcare industry; Guilford WDB will seek certification in Aviation; DavidsonWorks will seek certification in Logistics and Distribution, and Regional Partnership WDB will seek certification for an Advanced Manufacturing pathway.

Here is an overview of the four clusters supported in our region:

**Healthcare:** Employment in the healthcare field continues to be strong as the region’s population continues to grow older. As with manufacturing, these positions have also continued to become more highly skilled. Along with Nursing -- the occupation chosen for the region’s first Certified Career Pathway application -- we also see high growth in other occupations such as medical lab technician, medical assisting, medical office assisting, health information technology, pharmacology, etc. Large healthcare facilities are among the largest employers in the Triad region: Wake Forest Baptist Medical, Novant Healthcare, Cone Health, etc.

**Advanced Manufacturing** – It’s no secret that over the last decade more and more manufacturers have relocated to other countries. Those that remain have needed to invest in new technologies and new ways of doing business. Laid off lower-skilled workers have sought retraining to acquire advanced manufacturing skills such as CNC machining, electronics, mechatronics, etc. As higher-skilled positions become available, those retrained individuals are now available to fill those positions. Over the last couple of years, TriadWorks and the members of the PRWA have developed a regional approach to training in the advanced manufacturing industry. We are poised to continue to modify that template for future curricula that can be offered by different colleges at different times throughout the year. In this way, our region can fill the needs of employer for skilled labor and the needs of students and dislocated workers for training that is convenient and timely.

**Logistics and Transportation** – This is a growth industry in particular because of the highway and transportation systems that connect right here in our region; many logistics companies have chosen the Triad area to locate transportation hubs. Large companies such as FedEx and Old Dominion have taken advantage of the Triad’s location and they hire a decent number of people to fill jobs such as logistical coordinators and drivers. Along with the larger employers mentioned above, come smaller companies who are suppliers or contractors with these companies; they fill positions such as warehousing, routing, dispatching, etc.
Aviation: Aviation is a vital industry to the Piedmont Triad region and the State due to its unique impact on a number of supporting sectors including: Advanced/Innovative Manufacturing; Maintenance/Skilled Trades; Engineering; Transportation and Logistics. This industry is producing numerous in-demand occupations including quality assurance technicians, avionics technicians, machinists, aircraft mechanics, aerospace engineers, and a host of other opportunities. The Aviation Industry seeks individuals with a STEM (Science, Technology, Engineering, and Math) knowledge and skill set however it also seeks individuals that enjoy working with their hands.

Today’s jobs – regardless of the cluster – require that employees possess the technical skills specific to the occupation. But they also need personal characteristics such as flexibility to learn new things and determination to succeed. Lack of these traits and soft skills such as critical thinking and time and conflict management can be just as large a barrier to successful employment as lack of technical skills. One of the benefits inherent in establishing career pathways will be the opportunity to hear directly from employers what sorts of soft skills are lacking in the labor pool, and discover concrete ways to embed soft skill training into curricula within high school, community college, customized training, and university degree programs.

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

While the employment rate has declined in recent years, with only intermittent spikes, Local Area staff continue to see high numbers of unemployed customers. The average unemployment rate in the TriadWorks region is 5.475% as of February 2016. In April 2016, our region reported 24,933 customers registered with NCWorks as “looking for work.” For the period 07/01/2015 to 06/30/2016, there were 22,641 job orders and 50,715 job openings, with 103,626 referrals.

<table>
<thead>
<tr>
<th>Educational Attainment Level</th>
<th>Region Total &amp; %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population 18 to 24 years</strong></td>
<td>190,865</td>
</tr>
<tr>
<td>Less than high school graduate</td>
<td>15.5%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>30.1%</td>
</tr>
<tr>
<td>Some college or associate's degree</td>
<td>45.2%</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>9.3%</td>
</tr>
<tr>
<td><strong>Population 25 years &amp; over</strong></td>
<td>1,267,167</td>
</tr>
<tr>
<td>Less than 9th grade</td>
<td>5.6%</td>
</tr>
<tr>
<td>9th to 12th grade, no diploma</td>
<td>9.7%</td>
</tr>
</tbody>
</table>
High school graduate (includes equivalency) | 28.3%
---|---
Some college, no degree | 20.7%
Associate's degree | 8.3%
Bachelor's degree | 17.5%
Graduate or professional degree | 9.9%

Source: 2010-2014 American Community Survey 5-Year Estimates; data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The value shown here is the 90 percent margin of error.

---

### TriadWorks Region

#### Disability Status in TriadWorks Region*

<table>
<thead>
<tr>
<th>Employment</th>
<th>Total Civilian Noninstitutionalized Population</th>
<th>With a Disability</th>
<th>No Disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Age 16 and Over</td>
<td>1,350,190</td>
<td>197,549</td>
<td>1,152,641</td>
</tr>
<tr>
<td>Employed (%)</td>
<td>56.9%</td>
<td>20.3%</td>
<td>63.2%</td>
</tr>
<tr>
<td>Not in Labor Force</td>
<td>36.8%</td>
<td>74.5%</td>
<td>30.3%</td>
</tr>
</tbody>
</table>

Source: 2010-2014 American Community Survey 5-Year Estimates.

*Data for Caswell, Davie, Montgomery, Stokes, and Yadkin Counties are not available because the number of sample cases is too small for these counties. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The value shown here is the 90 percent margin of error.

---

### TriadWorks Region

#### Poverty by Age, Education, and Employment

<table>
<thead>
<tr>
<th>Poverty Status</th>
<th>Total Population Estimate</th>
<th>Below Poverty Level</th>
<th>% Below Poverty Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population for whom poverty status is determined</td>
<td>1,840,197</td>
<td>333,136</td>
<td>18.1%</td>
</tr>
<tr>
<td>Under 18 years</td>
<td>425,814</td>
<td>112,345</td>
<td>26.4%</td>
</tr>
<tr>
<td>18 to 64 years</td>
<td>1,143,161</td>
<td>194,887</td>
<td>17.0%</td>
</tr>
<tr>
<td>65 years and over</td>
<td>271,222</td>
<td>25,904</td>
<td>9.6%</td>
</tr>
<tr>
<td>EDUCATIONAL ATTAINMENT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population 25 years and over*</td>
<td>1,252,128</td>
<td>170,456</td>
<td>13.6%</td>
</tr>
<tr>
<td>Less than high school graduate</td>
<td>188,536</td>
<td>56,688</td>
<td>30.1%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>353,618</td>
<td>55,318</td>
<td>15.6%</td>
</tr>
<tr>
<td>Some college, associate's degree</td>
<td>364,981</td>
<td>43,141</td>
<td>11.8%</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>344,993</td>
<td>15,309</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

**EMPLOYMENT STATUS**

| Civilian labor force 16 years and over | 926,788 | 108,012 | 11.7% |
| Employed | 835,145 | 73,694 | 8.8% |
| Unemployed | 91,643 | 34,318 | 37.4% |

**ALL INDIVIDUAL BELOW:**

| 50 percent of poverty level | 145,057 | -- | -- |
| 125 percent of poverty level | 434,354 | -- | -- |
| 150 percent of poverty level | 539,867 | -- | -- |
| 185 percent of poverty level | 671,651 | -- | -- |
| 200 percent of poverty level | 727,114 | -- | -- |

Source: 2010-2014 American Community Survey 5-Year Estimates

* This population figure is for whom poverty status is determined for all people except institutionalized people, people in military group quarters, people in college dormitories, and unrelated individuals under 15 years old.

**TriadWorks Region**

**High School Dropout Counts and Rates by Local Educational Agency (LEA)**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Alamance-Burlington</td>
<td>232</td>
<td>256</td>
<td>10.3%</td>
<td>3.25</td>
<td>3.48</td>
</tr>
<tr>
<td>170</td>
<td>Caswell County</td>
<td>6</td>
<td>38</td>
<td>533.3%</td>
<td>0.75</td>
<td>4.46</td>
</tr>
<tr>
<td>681</td>
<td>Chapel Hill-Carrboro</td>
<td>19</td>
<td>25</td>
<td>31.6%</td>
<td>0.50</td>
<td>0.67</td>
</tr>
<tr>
<td>01C</td>
<td>Clover Garden (Alamance)</td>
<td>3</td>
<td>1</td>
<td>-66.7%</td>
<td>2.05</td>
<td>0.67</td>
</tr>
<tr>
<td>290</td>
<td>Davidson County</td>
<td>180</td>
<td>169</td>
<td>-6.1%</td>
<td>2.79</td>
<td>2.62</td>
</tr>
<tr>
<td>300</td>
<td>Davie County</td>
<td>50</td>
<td>69</td>
<td>38.0%</td>
<td>2.49</td>
<td>3.40</td>
</tr>
<tr>
<td>340</td>
<td>Forsyth County</td>
<td>370</td>
<td>483</td>
<td>30.5%</td>
<td>2.28</td>
<td>2.84</td>
</tr>
<tr>
<td>410</td>
<td>Guilford County</td>
<td>467</td>
<td>529</td>
<td>13.3%</td>
<td>1.97</td>
<td>2.20</td>
</tr>
<tr>
<td>291</td>
<td>Lexington City (Davidson County)</td>
<td>27</td>
<td>43</td>
<td>59.3%</td>
<td>3.39</td>
<td>5.16</td>
</tr>
<tr>
<td>620</td>
<td>Montgomery County</td>
<td>30</td>
<td>22</td>
<td>-26.7%</td>
<td>2.36</td>
<td>1.73</td>
</tr>
<tr>
<td>630</td>
<td>Moore County</td>
<td>40</td>
<td>57</td>
<td>42.5%</td>
<td>0.97</td>
<td>1.36</td>
</tr>
<tr>
<td>862</td>
<td>Mount Airy City (Surry County)</td>
<td>8</td>
<td>9</td>
<td>12.5%</td>
<td>1.40</td>
<td>1.66</td>
</tr>
<tr>
<td>680</td>
<td>Orange County</td>
<td>56</td>
<td>52</td>
<td>-7.1%</td>
<td>2.27</td>
<td>2.04</td>
</tr>
<tr>
<td>68N</td>
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<tr>
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<tr>
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<tr>
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<tr>
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<td>1.66</td>
</tr>
<tr>
<td>680</td>
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<td>56</td>
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<td>-7.1%</td>
<td>2.27</td>
<td>2.04</td>
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<tr>
<td>68N</td>
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<td>20.0%</td>
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<td>0.0%</td>
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</tr>
<tr>
<td>760</td>
<td>Randolph County</td>
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<td>2.0%</td>
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<td>1.82</td>
</tr>
<tr>
<td>01B</td>
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<td>0.00</td>
<td>0.59</td>
</tr>
<tr>
<td>790</td>
<td>Rockingham County</td>
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<td>-4.8%</td>
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<tr>
<td>180</td>
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<tr>
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<td>11,190</td>
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<td>2.28</td>
<td>2.39</td>
</tr>
</tbody>
</table>


Veterans
The total number of Veteran
T
Veterans
The total number of Veterans in our region who are registered with NC Works as of December 31, 2015 is 1,559. Of that, 329 identify themselves as disabled veterans, 106 are special disabled, and 89 are homeless veterans. Significant barriers for veterans include scarcity of jobs, identifying transferrable skills, and health issues (wait times for mental and physical health appointments are a contributing barrier). A goal for the coming year and beyond is to ensure all Career Center staff are knowledgeable about and comfortable teaching veterans to use free assessments available with My Next Move, and O*Net, etc., as a means to identify a veteran’s transferrable skills.

Former Offenders
From March 2015 to February 2016, the system recorded that a total of 4,466 former offenders were released back to the counties that comprise TriadWorks.

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

Economic Development representatives are integral members of our local boards. They also serve as members of the Leadership teams, and as such, are valued consultants. Our regional BSRs have regular communication with EDs in order to both listen and share information.

Because we have shared customers (employers) and shared interest in viable training solutions for a work-ready workforce, the collaboration with EDs is a win-win for the workforce system and the employers. Also when we are recruiting customers – collectively when we they are doing collective recruitment and help them understand the needs of the workforce. During the coming year, we will continue to strengthen communication with our economic developers and continue to share intelligence we gain from them with our training partners.

8. Describe how the business services resources of each of the Workforce Development Boards work together on a regional basis to serve employers across the labor market.

The Directors and their Business Services staff regularly review local policies to identify opportunities to formulate regional policies. The OJT policy is a regional policy and we are currently working on language that will provide a regional Incumbent Worker policy.
TriadWorks marketing folders identify services provided by BSRs to employers, including the availability of Apprenticeships, OJT and customized training. BSRs work together to share input they receive from their local areas to develop a snapshot of employers’ needs. Based on this analysis, our BSRs approach employers who can benefit from services such as screening and assessing potential employees. The Business Service Representatives also provide information and technical support on Work-Based Learning Opportunities and Incumbent Worker Grant options when the business is in a position to take advantage of this resource. TriadWorks BSRs meet quarterly as a region and participate in BSR meetings at the State level as well.

The TriadWorks website provides a variety of human resources forms and templates to support small businesses. These include an employer handbook, offer letter, criminal background check form, employee policies and forms, employment application, and termination letter. Please visit our website at: www.triadworks.org, and click on the Business Solutions tab.

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

The Piedmont Triad consists of a mix of urban and rural counties; the more urban areas (Greensboro, High Point, Winston-Salem) have readily available public transportation with wide-spread routes to transport their citizens, while more rural areas do not. Because TriadWorks covers a vast area, and because public transportation is not available to everyone, all Local Areas that comprise TriadWorks have supportive service policies that allow for transportation costs in one form or another. Some areas reimburse mileage costs for travel related to training, some offer gas vouchers, and some offer free bus passes. In addition, service delivery staff in all locations within TriadWorks maintain current knowledge of community resources including transportation options.

Other smaller towns, such as Asheboro, Burlington, Lexington, and Thomasville have smaller transportation systems; while the routes may not be as extensive as those in larger municipalities, the costs for transportation are usually either free, or very low cost. One thing which all counties that comprise TriadWorks do have in common is the PART (Piedmont Authority for Regional Transportation) transportation system. PART serves as a resource to both employers and individual commuters and was developed to help make Triad workers more mobile. PART riders are able to get from one side of TriadWorks to another, every day, several times a day; with varied routes and schedules. Aside from buses used to move commuters from one county to another, PART also has passenger vans which can be leased to commuters who live at least ten miles from their workplaces. PART also hosts “Share the Ride NC,” a free rideshare-matching service, which allows commuters to find other individuals who are interested in sharing a ride and have similar needs.

The link below provides a map of the regional commuting pattern.
10. Describe how the region coordinates with area secondary education, community colleges and universities to align strategies, enhance services and avoid duplication of services. [WIOA Section 108(b)(10)]

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

The PRWA held a strategic planning retreat on February 19, 2016 and agreed upon the following goals for the next two years:

- Collaboratively streamline program offerings and trainings across regional partners.
- Expand strategic partnerships
- Increase opportunities for experiential learning
- Promote value of membership in PRWA and value of regionalism
- Maximize regional resources
- Provide opportunities for communication among stakeholders in region
- Influence policy that impacts workforce development and economic initiatives
- Meet workforce needs of business and industry
- Utilize Labor Market Information (LMI) to meet business and industry workforce needs
- Design a regional marketing communication template

Members of the PRWA then identified objectives in support of the goals and assigned specific members to lead the committees who will be organized to accomplish the tasks, as well as deadlines. This group meets every other month. A TriadWorks’ Director co-chairs this group alongside a community college representative. The TriadWorks project manager supports this group by compiling necessary documents, taking meeting minutes, scheduling meetings, and maintaining the PRWA page on the TriadWorks website.

The group has a formal Memorandum of Agreement, which has been signed by every community college (11) and Workforce Development Board in our region. In addition to working with the community colleges though the PRWA, TriadWorks also works closely with career and technical education counselors at the high schools. To further avoid duplication of efforts, the CTE coordinator from each local college has a seat on each local Board’s Youth Council/Youth Committee.
PATH
This year, TriadWorks is involving The Piedmont Alliance for Triad Healthcare (PATH) in the Northwest Piedmont WDB’s Certified Career Pathway application in Nursing. PATH, an employer-led committee, has been in existence since 2007 and is represented by community colleges, Goodwill, area AHECs and K-12 public schools. The employer members of this group have already committed to supporting the Nursing pathway. They are also committed to helping TriadWorks identify future in-demand healthcare occupations for which we can apply regionally for pathways.

A TriadWorks Director is the Treasurer of PATH, which is also supported by the TriadWorks project manager, who schedules meetings, facilitates committee work, maintains documents, and updates the PATH website. A goal for 2016-2017 is to garner the support of at least two local universities to sit on the PATH Board.

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

Within our TriadWorks Consortium, we will continue to identify issues that affect us regionally, but also offer each other support for local area issues. The TriadWorks region benefits from the Consortium members’ breadth of experience to solve problems in our larger cities, in the suburbs, and in the rural areas that make up a significant portion of our counties’ geography. Our Boards will continue to spearhead initiatives that bring together employers and training providers, working closely with the community colleges to ensure that we support the short- and long-term training programs that employers in our region want and need.

12. Provide details on how the region connects military skills to occupational demands to serve military veterans and families. Include methods the region uses to promote the hiring of military veterans.

One of the most meaningful outcomes of achieving career pathway certification is the development of on- and off-ramps that target veterans. In addition to lending focus to this worthy population of job seeker by identifying entry and exit points for him/her along their chosen career path, veterans who visit Career Centers benefit from cross-trained staff who work with Veterans Services to provide military men and women and their families with assistance in finding employment and supportive services. We also hold or participate in job fairs for veterans, and of course, hold job postings 24 hours for veteran priority. Our Career Center facilitators and 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.
13. Describe the Workforce Development Board’s use of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the regional strategy to meet the needs of businesses. [WIOA Section 108(b)(4)(B)]

The four member Boards of TriadWorks (see B1) have been promoting regionalism since the formation of the TriadWorks regional consortium in 2007. The Directors and their Business Services staff regularly review local policies to identify opportunities to formulate regional policies. The OJT policy is a regional policy and we are currently working on language that will provide a regional Incumbent Worker policy. TriadWorks was instrumental in developing a region-wide template for customized training for machinists (advanced manufacturing cluster) through the PRWA and as part of that group, we are currently identifying other growth occupations that can utilize that template.

Looking ahead to the next couple of years, TriadWorks has made a substantive change with regard to the industry clusters our Boards support. For many years, advanced manufacturing and healthcare topped the list of in-demand industries in our region, followed by logistics and transportation and creative enterprises. The recent growth of aviation and decline of pottery and winery (as creative enterprises) has led to a shift in policy: Going forward, the four industry clusters that will be supported are: Advanced Manufacturing, Healthcare, Logistics & Transportation, and Aviation.

TriadWorks appreciates the huge opportunities brought about by the Career Pathways Certification process: most significantly, to expand work-based learning opportunities and to strengthen collaboration with partners and employers. The certification planning meetings that have been held so far have provided us with deep insights into the staffing challenges that our region’s employers face. Not only have we learned the technical and soft skills that employers value, but their engagement in the process will increase the likelihood that students, veterans, and dislocated workers who successfully navigate the pathway will be hired and retained.

More than that, these pathways have every chance of becoming transformational to our society over the next decade: 1) students, veterans, and dislocated workers receive consistent career counseling that help them assess their aptitude and interest, which will lessen the dropout/failure rate; 2) on-and off-ramps that best suit their career goals and lifestyles will encourage more individuals to continue their education; 3) soft skills development will help them get and keep jobs, and 4) training that develops technical skills will help them change careers – all of these can help shape a workforce that is not only ready, willing and able, but energized about their opportunities for long-term success.
TriadWorks will continue to hold regular regional meetings with BSRs to develop consistent, streamlined policies. This year, we are also adding at least one additional job profiler to our region’s complement of job profilers, which will allow us to encourage more employers to utilize OJT and Incumbent Work grants, as well as support Work-Ready Communities applications from our region. To strengthen their knowledge base and promote collaboration with Economic Developers, several regional staff and an Assistant Director are attending the Basic Economic Development class in July 2016, at UNC- Chapel Hill.